

AUCKLAND SPORT & RECREATION

● STRATEGIC ACTION PLAN 2014-2024
PLAN REFRESHED 2017





He Mihi

Nau mai e te hā, piki ake e te ora. Tikina mai te rau o taku ate rahirahi ka hiki atu ai ki te taumata o te whakaaro nui, ki te ewanga o te wairua hihiko, ki ngā tihi o manawa rū. Kia eke whakauaua ki te keokeonga o te maunga e ea ai a tamarahi ki te rangi:

“Ko te umu pōtaka tēnā mō te ārerōwhero me te ati ā-toa”.

E taku rahi e horapa nei i te whakakūitinga o ngā tai tapu o Tāmaki Makaurau, o Waitematā me te Mānukanuka a Hoturoa toko ake rā ki tā mātou Tirohanga Matapae Hākinana, Tākaro Puangi.

Ko te rautaki ia ka whakaaraha ake e tātou katoa. He mahere e āhei ai te hua a ngā āhua mahi hākinakina katoa e rikoriko ai te ao o te tini o Tāmaki e noho marara nei i ōna haukāinga.

He mea hoki e piki ai ko te ora, te whai i te mātauranga, e whaihua tonu ai ko ngā hapori.

Ka horahia ngā mea e manakohia ana e mātou, ngā whāinga e eke ai wawata, te wāhi ki tēnā me tēnā o tātou e tutuki ai te kaupapa:

Ngāi Tāmaki Makaurau: kakama noa, kakama roa.

Give me breath and life and let my expectations seek worthy resolve. Allow my spirit to soar free to lofty heights and let my heart resound in joy so that ambition well met can boast from heaven with pride: I can indeed feast with the brave and the best.

So to all who have chosen to reside on this isthmus between the sacred tides of Waitematā and Manukau and make Auckland home, welcome to our Sport and Recreation Strategic Action Plan.

This is the strategic plan we have instigated. It is aimed at the future planning and delivery of sport and recreation activities that will affect the lifestyle of Aucklanders throughout every neighbourhood.

It aspires to raise health, education and community outcomes.

It sets out what we want to achieve, the actions to get there, the roles we play and how we will work together to achieve our shared vision of:

Aucklanders: more active, more often.

Foreword

From OneVoice: Sport & Recreation

Greetings and kia ora.

Teamwork is a key ingredient for success in many aspects of life. The development of the Sport and Recreation Strategic Action Plan is evidence of Auckland's sport and recreation sector working together to achieve our common vision of Aucklanders more active, more often.

I would like to thank and congratulate everyone in the sport and recreation sector that has contributed to the implementation of this action plan including the many recreation and sport organisations, regional sports trusts, central government, schools, health agencies, and Auckland Council including local boards.

Sport and recreation in New Zealand relies on the thousands of volunteers who play a crucial role in our clubs and organisations. On behalf of the sector, I would like to thank all volunteers, as without your input the quality and extent of sport and recreation opportunities would not exist.

The Sport and Recreation Strategic Action Plan is a key document for improving wellbeing in Auckland. It focuses on all aspects of recreation and sport from grass-root participation through to talent development, ranging from little kids to older people and recognising the needs of our diverse communities and growing population.

This plan is about working together, having clear priorities and each of us playing our part. By focusing our collective efforts, we will have healthier communities, stronger clubs and organisations, fit-for-purpose facilities, better economic returns and more opportunities for everyone, which all makes Auckland a vibrant and attractive place to live, play and visit.

OneVoice, Auckland's sport and recreation reference group, was proud to sponsor the development of the Auckland Sport and Recreation Strategic Action Plan in 2014 and will continue to play a role in monitoring its implementation up to 2024. I would like to thank all members of the reference group and the dedicated officers who worked on this plan for helping to make it a reality.

Sport and recreation has a vital role to play in Auckland's bright future; a city where people want to live and be active, and where communities are healthy and strong.

Gary Troup
Independent Chair OneVoice: Sport and Recreation

Commitment to a shared vision

The Auckland sport and recreation sector, represented by the following parties, agrees to work together to implement the Auckland Sport and Recreation Strategic Action Plan to achieve the shared vision of 'Aucklanders: more active, more often'.



Aktive - Auckland Sport & Recreation • Auckland Sports Coalition • Sport New Zealand • High Performance Sport NZ
Ministry of Health • Ministry of Education • He Oranga Poutama • Harbour Sport • Counties Manukau Sport
Sport Waitākere • Sport Auckland • New Zealand Recreation Association.

Foreword

From Auckland's Mayor

Auckland is ideal for sport and recreation. Our people love getting outdoors and making the most of what our region has to offer: stunning beaches, twin harbours, swathes of native bush and numerous world-class parks and recreational facilities. Every day of the year Aucklanders can be found supporting or taking part in recreational and sporting pursuits, whether it's coaching our kids' sports teams, supporting the Blues at Eden Park, or taking part in events like the World Masters Games.

As Auckland continues to grow, ensuring that we have plenty of green open space, great facilities and plenty of opportunity for recreation is vital. The Auckland Sport and Recreation Strategic Action Plan plays an important role in achieving this.

Developed by the recreation and sport sector and endorsed by council, the plan outlines our shared vision for recreation and sport in Auckland and delivers on the strategic directives identified in the Auckland Plan.

Most importantly, it will help to ensure that the Auckland of today and tomorrow is a place where recreation and sport is a part of our everyday lives, with opportunities for play all around us.

Phil Goff
Mayor of Auckland





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1. Recreation and sport in Auckland

Te tākaro pūangi, hākinakina i Tāmaki Makaurau

Participating in recreation and sport is a regular part of life for many Aucklanders.

This may include walking or cycling in parks and neighbourhoods, doing a workout at the gym, walking the dog, swimming or boating in the waterways or harbour, playing netball, football or beach cricket, or competing in a sporting event. Aucklanders also support recreation and sport as whānau and family cheering on the sidelines, attending sports events, running fundraisers or as officials, coaches and referees.

Seventy-eight per cent of Auckland residents participate in at least one recreation and sport activity a week¹ and eight to nine² out of ten young people, aged five to 18 years, take part in at least one recreation and sport activity regularly (one or more times per week)³.

Recreation and sport not only keeps us active and healthy, it is fun and provides an opportunity for enjoyment as individuals or part of a group. It also contributes to strengthening our communities and cultural identity as we interact with others. It helps to build pride as we strive to win competitions and celebrate success. It contributes to the growth of the Auckland economy through business and voluntary effort of those involved and makes Auckland an attractive and vibrant place for people to live, work and visit.

The recreation and sport sector, in partnership with Auckland Council, developed the Auckland Sport and Recreation Strategic Action Plan (the action plan) in 2014. The plan has been refreshed in 2017 to recognise significant changes in the sport and recreation sector and update priorities up to 2024.

The action plan was informed by extensive engagement with the recreation and sport sector in 2013 and relevant strategies and plans. It builds on previous strategic collaboration established in 2003 through the Auckland Regional Physical Activity and Sport Strategy (ARPASS).

The action plan is a strategic plan for the recreation and sport sector⁴ and Auckland Council. It sets out what we want to achieve for recreation and sport, the actions to get there, and how we will work together to achieve our shared vision of "Aucklanders: more active, more often".

¹ Sport and Active Recreation in the lives of New Zealand adults 2013/2014 Active New Zealand Survey Results Sport New Zealand.

² Eight out of ten for older girls, nine out of ten for younger girls and all boys. Sport and Recreation in the lives of Young Aucklanders 2013.

³ Auckland Council, 2013, Sport and Recreation in the lives of Young Aucklanders. Auckland, New Zealand.

⁴ For the purposes of this strategic action plan, the recreation and sport sector is defined as: "any agency, business or organisation that enables, supports, funds or delivers sport and recreation for sport and recreation outcomes or as a vehicle for other outcomes, such as health, education and community development."

2. Our vision for recreation and sport in Auckland

Tō mātou matapae me te tākaro pūangi, hākinakina i Tāmaki Makaurau

Aucklanders: more active, more often

Auckland offers recreation and sport opportunities that inspire and enable all Aucklanders to be more active, more often, have fun and live healthy lifestyles. Aucklanders' involvement in recreation and sport as participants, spectators, administrators or volunteers contributes to strong and connected communities.

Sporting talent is nurtured and performances on the local, national and international stage are celebrated, creating pride in our sporting culture. The recreation and sport economy continues to grow through successful events, businesses and contribution of skilled professionals.

Recreation and sport is an essential part of Auckland, making our city an attractive place to live, work, visit and invest in.

This action plan will focus our energies as recreation and sport organisations, working together with communities, to improve the quality and quantity of recreation and sport opportunities. This will contribute significantly to achieving our shared vision of "Aucklanders: more active, more often".

To achieve our vision, we will focus on the following priority areas.

Participation

More Aucklanders living physically active lives through participation in informal physical activity, recreation and sport.

Infrastructure

Access to open spaces, harbours, coastlines, waterways and a fit-for-purpose network of facilities that enable physical activity, recreation and sport at all levels.

Excellence in recreation and sport

Pride is built in Auckland's recreation and sport achievements and strong sporting culture, and talent and excellence are supported and celebrated.

Sector development

A strong and capable sector that delivers quality recreation and sport experiences in a sustainable way, and contributes to Auckland's economy.





3. Purpose and scope

Te aro whāinga me te aronga whānui

3.1 Why do we need an action plan for recreation and sport?

The action plan sets out a strategic direction with actions to guide the future planning and delivery of recreation and sport opportunities in Auckland up to 2024. The rationale for developing Auckland's Sport and Recreation Strategic Action Plan are outlined in the following points.

Provide a shared vision for recreation and sport

The action plan establishes a clear direction and priority actions to focus energy and resources across the sector.

Work together successfully

The action plan encourages the recreation and sport sector and community to work collaboratively to leverage the benefits of working together.

Deliver effectively to the diverse communities of Auckland

The action plan identifies actions to respond to Auckland's diverse and growing communities.

Respond to changing consumption of recreation and sport

The action plan identifies actions to understand and address more sedentary lifestyles, increasing influence of technology and the greater variety of recreation and sport opportunities.

Target our resources more effectively

The action plan aims to focus action on where effort is most needed and remove duplication and build on the collective strengths of the sector to achieve results.

Make better decisions

Decisions about future planning and investment will be made in the context of a clear common vision and the outcomes the sector is seeking.

Integrate our planning

The action plan provides consistent strategic direction for the sector as it develops and implements plans, policies and strategies for recreation and sport.



3.2 Who is part of the recreation and sport sector?

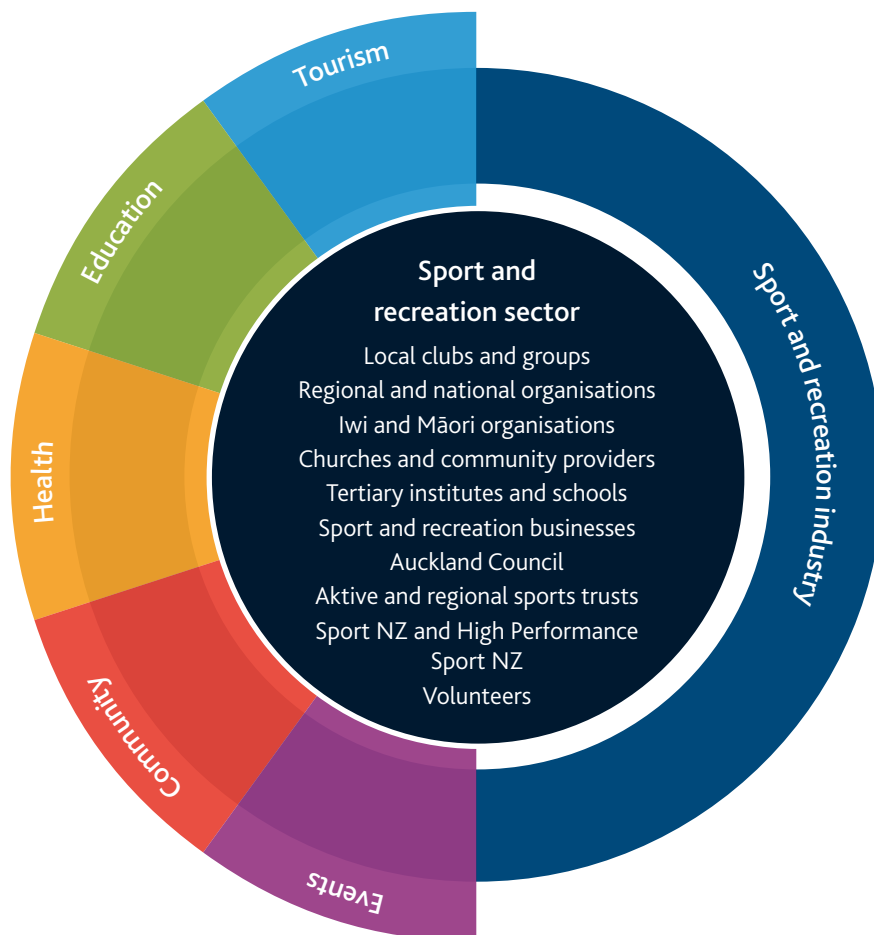
The sport and recreation sector is very diverse and multiple parties contribute to delivering recreation and sport in Auckland. The sector is any individual, agency, business or organisation that enables, supports, funds or delivers sport and recreation for sport and recreation outcomes.

This includes recreation and sport clubs, groups, businesses, providers, regional organisations, national organisations, Aktive - Auckland Sport & Recreation (Aktive), Sport Auckland, Sport Waitākere, Counties Manukau Sport, Harbour Sport, Auckland Council, Sport New Zealand and High Performance Sport New Zealand.

The sport and recreation sector also encompasses other agencies and organisations that enable, support, fund or deliver sport and recreation as vehicles for other outcomes like health, education, tourism and community development, this includes schools, tertiary institutions and other education providers, district health boards, primary health organisations, iwi and Māori organisations, community groups, churches, other health and wellbeing providers and businesses.

The sector sits within a much wider industry that supports sport and recreation outcomes such as the tourism sector, sporting goods retailers, wholesalers and manufacturers, rescue organisations, physiotherapists, sports medicine specialists, sports marketers and the media.

Figure 1:
The sport and recreation sector and industry.

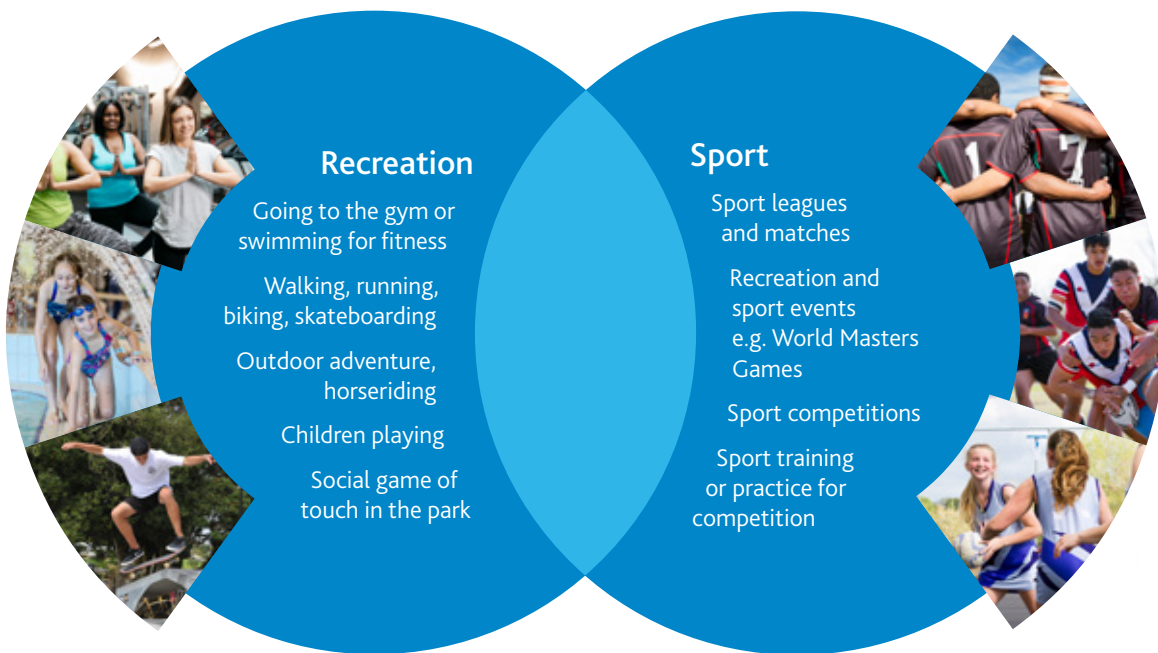


3.3 What do we mean by recreation and sport?

For the purposes of this action plan:

- ▶ Recreation is physical activity done for lifestyle, wellbeing, health and/or enjoyment. It includes play (age and stage appropriate development opportunities for young people), and active and outdoor recreation. It may be participated in either individually, with a group or as a team.
- ▶ Sport is physical activity that is competitive, organised, involves the observation of rules, and may be participated in either individually or as a team. It includes competitive sport taking place through clubs, events and national or international competitions.

Figure 2:
Distinction between recreation and sport.



Recreation and sport can occur in a variety of settings:

- ▶ on our sports fields, in our parks and in our reserves
- ▶ on our streets and in our backyards
- ▶ on our harbours, waterways and beaches
- ▶ in the wilderness and native bush
- ▶ at sports facilities, stadia and swimming pools
- ▶ at schools and community facilities.





4. A changing Auckland – the context for recreation and sport

Tāmaki Makaurau, te huri kē - tōna hāngai ki te tākaro pūangi, hākinakina

To get Aucklanders more active, more often we need to understand how Aucklanders interact with their environment and how that might change over time.

4.1 A diverse and growing population

In 2013, Auckland reached a population of 1.4 million people, accounting for 34 per cent of New Zealand's population. Auckland has a large migrant population with over 37 per cent of Auckland's residents coming from overseas. It is home to the largest Pacific population in the world, and the country's largest Asian population. Forty per cent of Auckland's population is under the age of 25 and growing faster than the national average. The proportion of the population over 60 is projected to grow from 10 per cent in 2006 to around 19 per cent in 2040.

It is projected that Auckland's population will increase by 700,000-1,000,000 people over the next 30 years, resulting in a total population between 2.2 and 2.5 million by 2040. We will also need to cater for approximately 330,000 additional dwellings and more intensive use of our land. Growth, intensification and changing population composition will create more pressure on our existing facilities and resources, some of which are struggling to meet demand now.

Around 90 per cent of Auckland's population live within the urban core, which is surrounded by extensive rural areas that cover approximately 80 per cent of Auckland's land mass. We need to recognise the unique geographic distribution of people in Auckland and what this means for the delivery of recreation and sport opportunities.



4.2 Our changing lifestyles

Aucklanders enjoy a lifestyle that allows them to engage in recreation, outdoor adventure activities and sport. Patterns of participation have changed over time and will continue to change from influences such as new work patterns and technology, two working parent families, changing family composition, longer commute times and exposure to a greater choice of recreation, sport and other leisure opportunities. This means we need to respond with more innovative and flexible options to meet the changing lifestyles of Aucklanders.

Our lifestyles are also generally becoming more sedentary. Recent research⁵ indicates that nearly 50 per cent of the New Zealand population are not active enough.⁶ New Zealand is placed 27th on a list of 122 countries on a scale of physical inactivity. Therefore we must strive to increase the level of physical activity in everyday life.

4.3 Our economy

New Zealand is part of a global economy and competes on an international scale economically in high-performance sports, global sports media, events and facilities. Investment in recreation and sport is linked to the ability to attract global audiences to major sporting events. The global economic downturn and high New Zealand dollar has affected Auckland's economy and has had a negative roll-on effect for funding and investment in the recreation and sport sector.

Being more globally connected raises expectations for the quality of events and facilities and how they operate. There is generally a greater willingness to pay for these improved experiences, but more competition for the discretionary dollar along with household fiscal constraints, rising consumer prices and economic pressures, has restricted individual expenditure.

4.4 Our increasing environmental awareness

Our city has natural physical beauty and offers a large network of parks, reserves, bush and volcanoes. With Auckland's three harbours, position on an isthmus and many islands, there are more than 3000 kilometres of coastline, which provides wide access to the marine environment and multiple recreation and sport opportunities, from swimming to boating and surfing.

Growing awareness of the need to better manage our natural environment and act sustainably means recreation and sport access to our environment needs to be balanced with protection, respect and appropriate management. A sustainable approach will allow Aucklanders to enjoy recreation and sport opportunities today and in the future.

⁵ The Lancet, Volume 380, Issue 9838, Pages 247-257, 21 July 2012 doi:10.1016/S0140-6736(12)60646-1. Global physical activity levels: surveillance progress, pitfalls, and prospects

⁶ The study defined inactivity as not doing any of the following: five 30-minute sessions of moderate activity or three 20-minute sessions of vigorous activity or 600 metabolic equivalent minutes a week.



5. Benefits of recreation and sport to Auckland and its people

Ngā hua o te tākaro pūangi, hākinakina mō Tāmaki Makaurau me ōna iwi

Sport and recreation can make a major contribution to our quality of life, health and wellbeing. It provides opportunities for fun and entertainment and contributes to making Auckland a place that Aucklanders are proud of, they want to stay or return to and that other people want to visit, move to, or invest in.

5.1 Placemaking

The provision of quality recreation and sport opportunities contributes to making cities vibrant and attractive places to live, offering physically active lifestyles that assist in attracting and retaining skilled labour, entrepreneurs, investment and high-value businesses. Recreation and sport events and activities help to build the brand of our city as a lively destination, raise our international profile, attract tourists and build pride.

For example, the America's Cup symbolised Auckland's identity for many years and potentially provides a new catalyst for urban change now that Team New Zealand has won the America's Cup.

Auckland also has an enviable landscape with many opportunities for outdoor recreation for locals and visitors, helping to make Auckland attractive as a tourist destination.

5.2 Strengthening communities and social cohesion

Recreation and sport draw people from different backgrounds together, developing a heightened sense of community, identity and willingness to contribute back to the communities to which they belong. This was displayed through Auckland's community response as hosts of the Rugby World Cup 2011. Whether at a national, regional or local level, recreation and sport have the ability to drive a sense of community through developing social networks and shared experiences.

Recreation and sport provide a catalyst for community gatherings and new relationships to form. While different ethnicities may have different recreation and sport

interests and expectations, shared physical activity has the ability to break down cultural barriers and connect people within communities.

The volunteer base of recreation and sport is where many people develop and use a range of skills. In 2013/14 28 per cent of Auckland adults were volunteers in the recreation and sport sector. Volunteering helps to develop community leaders and positive role models for children and young people as well as supporting the delivery of recreation and sport opportunities.



5.3 Health and wellbeing

The cost of physical inactivity in Auckland was estimated at \$402 million in 2010⁷ in direct health costs and indirect costs such as loss of productivity, pain and suffering. Inactivity resulted in 246 premature deaths. There are growing obesity and health issues, most prevalent in Māori, Pacific Peoples and populations living in deprived areas.

Thirty per cent of the New Zealand adult population, were classified as obese in 2013/14 compared with 27 percent in 2006/07⁸. According to the OECD Health Data 2011, New Zealand's obesity rate is lower than the United States and Mexico, but higher than all other OECD countries.

Recreation and sport provide a key mechanism, when combined with good nutrition, to address increases in diseases such as obesity, diabetes and cardiovascular disease. It improves individuals' wellbeing and reduces costs to the wider community.

Recreation and sport encourage regular activity and provide physical and psychological health benefits such as higher levels of self-esteem, motivation and self-worth. They provide an element of fun, providing respite from everyday hassles and challenges.

5.4 Development and learning for children and young people

Recreation and sport teach fundamental movement skills and teamwork. Children participating in physical activity have improved educational outcomes as they develop their gross and fine motor skills, build brain pathways

and gain social and emotional coping skills. Young people's involvement in recreation and sport has been shown to reduce antisocial behaviour.

5.5 Economic development

Recreation and sport industries are growing contributors to the economy and provide associated career pathways. In 2015, the recreation and sport sector was estimated to have contributed \$1.76 billion to Auckland's GDP or 2.2 per cent⁹. Just over 17,000 people work in recreation and sport industries in Auckland¹⁰. Specific industries and businesses have emerged and grown to meet local and global needs. Innovation and collaboration is growing in the sector through partnerships. For example the AUT Millennium Campus, a joint venture between AUT and the Millennium

Institute of Sport and Health, aims to provide a world class environment for high performance sport training, community sport, health and well-being and related research and education.

Sporting events have the potential to increase tourism and create significant economic impact. The 2011 Rugby World Cup generated an estimated \$512 million of net additional expenditure for Auckland and also served to raise awareness of New Zealand as a travel destination.

⁷ Ministry of Health, 2014. Annual Update of Key Results 2013/14: New Zealand Health Survey. Wellington. Ministry of Health.

⁸ Ministry of Health, 2012. The Health of New Zealand Adults 2011/2012: Key findings of the New Zealand Health Survey. Wellington: Ministry of Health.

⁹ Paul Dalziel, 2015. The Economic Value of Sport and Recreation to the Auckland region Sport NZ.

¹⁰ Census 2013.



6. Strategic context

Te Horopaki Rautaki

As a sector wide plan, the Auckland Sport and Recreation Strategic Action Plan (ASARSAP) takes strategic context from a number of plans including:

- ▶ strategic outcomes of the Auckland Plan
- ▶ priorities identified in the 21 local board plans
- ▶ Māori Plan for Tāmaki Makaurau
- ▶ Sport New Zealand Community Sport Strategy and High Performance Strategy
- ▶ Aktive Strategic Plan 2015-2020
- ▶ relevant outcomes from the health, education and social development sectors.

Figure three (page 22) shows the strategic context for the action plan.

The action plan also works in conjunction with, and contributes to, a wide range of other strategies and plans, which are listed in Appendix 1. Of particular importance are the Parks and Open Spaces Strategic Action Plan 2013 which sets out the strategic direction for council's parks and open spaces and I am Auckland - Children and Young People Strategic Action Plan which outlines the council's commitment to children and young people in Auckland.

This action plan takes into account Auckland's unique shared governance structure. Auckland Council, although one collective entity, consists of the governing body responsible for regional issues and 21 local boards responsible for local communities including local sport and recreation infrastructure and service delivery.

6.1 Auckland Plan

The Auckland Plan is a comprehensive strategic plan for Auckland. Chapter five specifically focuses on the priorities for recreation and sport. It recognises that Auckland's unique environment and diverse population provides many opportunities for recreation and sport activities.

The development of a recreation and sport strategy for Auckland, in partnership with key sector organisations, is an identified action in the Auckland Plan. The Auckland Sport and Recreation Strategic Action Plan delivers this and follows on from the strategic directions identified in the Auckland Plan, putting them into action up to 2024.

6.2 Local board plans

Auckland's 21 local boards each have plans which set out the aspirations and priorities of their local communities for the next three year period and beyond. These 21 local board plans recognise the role recreation and sport plays in building strong and healthy communities. They particularly note the need for appropriate recreation facilities and services, parks, reserves and access to an open space network including the coastline, harbours and waterways.

This action plan supports the achievement of local board outcomes and may also inform the development of future local board plans, guiding development and delivery of recreation and sport opportunities to our local and diverse communities. Many of the actions and initiatives identified within the action plan will occur at a local level and require the support of local boards.



6.3 Māori Plan

The Māori plan for Tāmaki Makaurau was developed by the Independent Māori Statutory Board and summarises the aspirations of Mana Whenua and Mataawaka for the next 30 years with objectives in each of the four wellbeing domains.

This action plan supports the desired outcomes of Māori within the Māori Plan for Tāmaki Makaurau, in particular improved health and wellbeing. This will be achieved through working in partnership with iwi and appropriate organisations.

He Oranga Poutama¹¹, Aktive Māori Advisory Board and Auckland Council are contributing to the development of a Māori sport and recreation plan, which will support the action “Auckland Council to partner with regional Māori sports organisations to identify opportunities to increase participation by Māori in sports and regional activities”. This plan will contribute to delivery of the actions and initiatives of the Auckland Sport and Recreation Strategic Action Plan and support the Māori Plan key directions and outcomes for health and wellness.

6.4 Sport New Zealand

Sport New Zealand is the national agency for sport and recreation. Their goal is to get more young people and adults in sport as articulated in the Community Sport Strategy and produce more winners on the world stage articulated in the High Performance Strategy.

This action plan sets out the actions and initiatives required in Auckland in alignment with Sport New Zealand’s strategic outcomes.

6.5 Aktive

Aktive – Auckland Sport & Recreation is the regional sport agency for Auckland. The organisation was established to achieve the vision of Auckland becoming the world’s most active city. Aktive is a strategic partner to Sport New Zealand and Auckland Council and is focused on delivering the “Auckland Approach to Community Sport”, a strategic framework supported by operational plans, which Aktive and the local regional sports trusts will deploy from 2016-20.

At the heart of the Auckland Approach to Community Sport is the participant and the local community in which they live, mapped into prioritised “Communities of Activity”. These participants and the Communities of Activity are at the centre of provision, with appropriate services or interventions wrapped around them in an intensified manner, relying on a combination of insights, local knowledge and consultation to determine the application of solutions.

¹¹ He Oranga Poutama is a Sport New Zealand programme supporting Māori participation in community sport and traditional physical recreation.

Figure 3:
Context of the Sport and Recreation Strategic Action Plan.

| Strategic context | | | | |
|--|---|---|---|---|
| <p>The Auckland Plan</p> <ul style="list-style-type: none"> • Opportunities for all Aucklanders to participate in recreation and sport. • Prioritise and optimise facility use. • Contribute to Auckland’s economic prosperity. • Protect and provide social and community infrastructure for present and future generations. | <p>Local Board Plans</p> <ul style="list-style-type: none"> • Meet needs of local diverse communities. • Encourage active communities. • Provide recreation and sport facilities for local needs. • Improve and connect parks, paths and harbours. | <p>The Māori Plan</p> <ul style="list-style-type: none"> • Active participation in sport and recreation. • Attending club or interest group activities. • Rate own health excellent/very good. • Rate overall quality of life as good / very good. | <p>Sport New Zealand</p> <ul style="list-style-type: none"> • Enriching lives and inspiring the nation. • The world’s most successful sporting nation. • Building a world-leading sport system. <p>Active:</p> <ul style="list-style-type: none"> • Auckland - world’s most active city. • Stakeholder alignment & sector development. • Spaces & places. | <p>Wider sector outcomes</p> <ul style="list-style-type: none"> • Build strong, healthy connected communities. • Environmental protection. • Social development. • Enhancing education outcomes. • Placemaking. • Exciting and lively Auckland region. |

Auckland Sport and Recreation Strategic Action Plan
Promote individual and community wellbeing through participation and excellence in sport and recreation and achieve our shared vision of:

| Priority areas | | | |
|---|---|---|---|
| <p>Participation</p> <p>More Aucklanders living physically active lives through participation in informal physical activity, recreation and sport.</p> | <p>Infrastructure</p> <p>Access to open spaces, harbours, coastlines, waterways and a fit-for-purpose network of facilities that enable physical activity, recreation and sport at all levels.</p> | <p>Excellence in sport and recreation</p> <p>Pride is built in Auckland’s recreation and sport achievements and strong sporting culture, and talent and excellence are supported and celebrated.</p> | <p>Sector development</p> <p>A strong and capable sector that delivers quality recreation and sport experiences in a sustainable way, and contributes to Auckland’s economy.</p> |
|  |  |  |  |

7. Roles and responsibilities

Ngā mahi me ngā kawenga

7.1 Achieving it together

As a guiding plan for the sector, the action plan will influence delivery of recreation and sport opportunities across Auckland by providing direction, enabling funding partnerships and encouraging relationships. Many different bodies, organisations and groups play a significant role in delivering the action plan alongside their own objectives, including:

- ▶ Sport New Zealand
- ▶ national recreation and sport organisations
- ▶ regional recreation and sport organisations
- ▶ local regional sports trusts
- ▶ Aktive – Auckland Sport & Recreation
- ▶ iwi and Māori organisations
- ▶ Auckland Council (the governing body, local boards and council-controlled organisations such as Auckland Transport, Regional Facilities Auckland and Auckland Tourism, Events and Economic Development
- ▶ tertiary institutes and schools
- ▶ local groups and clubs
- ▶ government agencies and ministries including Department of Conservation and Ministry of Education.

OneVoice: Sport and Recreation, Auckland’s sport and recreation reference group with representatives from across the recreation and sport sector will continue to co-sponsor the action plan with Auckland Council and monitor the progress on behalf of the recreation and sport sector.

A senior leadership group comprising Sport New Zealand, Aktive and Auckland Council will oversee delivery of the action plan.

Auckland Council will take responsibility for coordinating implementation of the action plan by collating, tracking and reporting on progress.

Delivery of the plan is through 18 actions and a number of initiatives, which are grouped into initiatives already underway and prioritised new initiatives. Lead organisations will champion implementation of initiatives working with the supporting organisations who are involved in delivery.

Figure 4:

Implementation structure for the Auckland Sport and Recreation Strategic Action Plan (ASARSAP).



7.2 How we will act to deliver the action plan

The recreation and sport sector will work together to deliver the action plan, building trust and confidence in delivering the priorities by applying the principles outlined below.

Be inclusive

We will recognise the recreation and sport preferences of all Aucklanders, taking into account the diverse make-up of our communities including different ethnicities, ages, abilities and socio-economic statuses.

Act fairly

We will balance the needs and interests of all interested parties objectively and impartially to enable fair and equitable access to recreation and sport resources.

Work together

We will work with other people locally, regionally and nationally to achieve agreed recreation and sport outcomes, accepting shared and individual accountability for delivery.

Check progress and adapt to improve

We will deliver reliable, responsive and quality recreation and sport experiences, continuously checking and improving what we do.

Ensure accessibility

We will recognise the need to provide opportunities that are accessible, with dignity, to all Aucklanders, including physical access, affordable access and access to information.

Make the best use of resources

We will maximise the recreation and sport benefits for Aucklanders with the resources available, making the best use of volunteer and employee time and every dollar spent.

Value Te Ao Māori

We will acknowledge the special role of Māori and enable participation in decision-making, to build lasting reciprocal relationships and improve physical activity outcomes for Māori.

7.3 How we will fund the action plan

The action plan sets out 18 actions with a series of initiatives and identifies lead organisations which are responsible to champion delivery. It is intended that funding of the Auckland Sport and Recreation Strategic Action Plan or the sourcing of any new funding for initiatives will be the responsibility of the organisation(s) identified to lead delivery. These organisations may work collaboratively to source funding where required.

Many actions and focus areas are funded and underway or are already included in the work programmes and budgets of the organisations leading or supporting delivery.

Funding for new initiatives will come through reprioritising the allocation of existing resources or by seeking new investment. In Auckland Council's case this will be through mechanisms such as the council's annual plan and long-term plan processes.

As implementation progresses, it is intended that new avenues of funding will become available through public-private partnerships, greater levels of philanthropy, new funding models and leveraging of existing investment.



8. Our priority areas – what we want to achieve

Ā mātou raupapa matua - ngā mea e manako ana mātou kia eke

To achieve the vision of “Aucklanders: more active, more often” the recreation and sport sector will focus on the following four priorities and 18 actions.

Participation

More Aucklanders living physically active lives through participation in informal physical activity, recreation and sport.

1. Affordable and accessible options
2. Children and young people being more active
3. Promoting healthy and active lifestyles
4. Auckland's diverse range of communities being more active
5. Promotion and coordination of information

Infrastructure

Access to open spaces, harbours, coastlines, waterways and a fit-for-purpose network of facilities that enable physical activity, recreation and sport at all levels.

6. Accessible and activity-friendly environments
7. Fit-for-purpose network of facilities
8. Facility partnerships

Excellence in recreation and sport

Pride is built in Auckland's recreation and sport achievements and strong sporting culture, and talent and excellence are supported and celebrated.

9. High-performance pathways
10. Fit-for-purpose stadia and national venues
11. Major and national sporting events
12. Nurturing and celebrating talent

Sector development

A strong and capable sector that delivers quality recreation and sport experiences in a sustainable way, and contributes to Auckland's economy.

13. Skilled and growing volunteer base
14. Coaching
15. Organisational capability
16. Employment pathways
17. Funding and investment
18. Knowledgeable sector







8.1 Participation

More Aucklanders living physically active lives through participation in informal physical activity, recreation and sport.

Auckland Plan strategic directives

- ▶ Encourage all Aucklanders, particularly children and young people, to participate in recreation and sport.
- ▶ Enable Auckland's diverse communities to participate in recreation and sport by promoting opportunities that meet their needs.
- ▶ Reduce health inequalities and improve the health of all Aucklanders.
- ▶ Promote inclusion, increase opportunities to participate, and remove barriers to participation, particularly for disadvantaged groups.

What we will focus on:

- ▶ supporting participation in a wide variety of recreation and sport activities
- ▶ catering to the changing demographics of Auckland: diversity, young and older people
- ▶ addressing the drop off in participation by teenagers, particularly girls, during and after secondary school¹²
- ▶ broadening the range of options for young people to participate
- ▶ addressing the rising rate of obesity in Auckland and the associated costs due to inactivity
- ▶ improving transportation and access to recreation and sport opportunities
- ▶ leveraging the growing provision of 'pay for play' recreation and sport
- ▶ addressing the cost of participation as a barrier to recreation and sport participation
- ▶ addressing barriers to participation for disabled persons
- ▶ improving information and awareness on options available
- ▶ responding to changing technology as it relates to social communication
- ▶ increasing water safety education with increasing access to, and promotion of, recreation in the marine environment.



Key actions – how we will do it:

1. Affordable and accessible options

Provide more free¹³ and low-cost options as well as family-friendly recreation and sport opportunities.

2. Children and young people being more active

Implement initiatives that encourage children, teenagers (particularly girls) and young people to be more physically active now and throughout their lives.

3. Promoting healthy and active lifestyles

Encourage programmes that promote healthy and physically active lifestyles, particularly in inactive or low-participant communities.

4. Auckland's diverse range of communities being more active

Encourage recreation and sport opportunities that appeal to a diverse range of communities and bring communities together, particularly new migrants, older adults and people with disabilities.

5. Promotion and coordination of information

Coordinate promotion and provision of information so people know what's on offer and interested participants can easily connect into the appropriate activity.

¹³ No charge at point of access or to use.

Initiatives – what we will do:

The following table outlines the actions and associated initiatives for implementation, grouped into initiatives already underway and new initiatives the sector has prioritised for implementation up to 2024.

Lead organisations will champion implementation of initiatives working with the supporting organisations who are also involved in delivery.

| 1 Affordable and accessible options Provide more free and low-cost as well as family-friendly recreation and sport opportunities | | | | |
|---|---|-------------------|--|-----------|
| | Initiatives | Lead organisation | Support organisations | Timeframe |
| 1.1 | Continue to: <ul style="list-style-type: none"> provide free recreation and sport opportunities in parks and open-spaces provide walking, running and cycling opportunities through connected paths provide a variety of free or low-cost events focused on recreation and sport provide opportunities to activate public spaces. | Auckland Council | Local RSTs ATEED Event providers Auckland Transport | Ongoing |
| 1.2 | Future priorities: <ul style="list-style-type: none"> develop a Play Plan to guide the provision of play and informal recreation opportunities in response to demand, population growth and lifestyle changes. | Auckland Council | Active Sport NZ | 1 year |

| 2 Children and young people being more active Implement initiatives that encourage children, teenagers (particularly girls) and young people to be more physically active now and throughout their lives | | | | |
|---|--|-------------------|---|-----------|
| | Initiatives | Lead organisation | Support organisations | Timeframe |
| 2.1 | Continue to: <ul style="list-style-type: none"> implement Auckland is My Playground from "I am Auckland – Auckland's Children and Young Peoples Strategic Action Plan" enable youth to design and deliver their own recreation and sport opportunities support local provision of recreation and sport opportunities for children and young people. | Auckland Council | Youth Councils Active Group College Sport Education institutions Sport NZ | Ongoing |

2 Children and young people being more active

Implement initiatives that encourage children, teenagers (particularly girls) and young people to be more physically active now and throughout their lives

| | Initiatives | Lead organisation | Support organisations | Timeframe |
|-----|---|--------------------|---|-----------|
| 2.2 | <p>Continue to:</p> <ul style="list-style-type: none"> • provide support and advice about quality programmes for children to develop their physical literacy • provide relevant and quality opportunities that engage and inspire teenage girls to engage and participate • build approaches to provide quality opportunities and experiences that align to the needs and wants of each life stage through primary, intermediate, secondary schools and beyond school. | Aktive | Local RSTs Youth Councils National and Regional Sports Organisations College Sport Education institutions Sport NZ | Ongoing |
| 2.3 | <p>Continue to:</p> <ul style="list-style-type: none"> • work on the amount and quality of physical education opportunities in schools • develop guidelines for play space within school grounds. | Sport NZ | Ministry of Education Education institutions Aktive Group Auckland Council | Ongoing |
| 2.4 | <p>Future priorities:</p> <ul style="list-style-type: none"> • develop an Auckland Young Peoples' Plan • reduce barriers to participation for children and young people • utilise social media and emerging technologies to engage with children and young people. | Aktive | Local RSTs Auckland Council Education institutions | 5 years |
| 2.5 | <ul style="list-style-type: none"> • address issues of transport for children and young people to sport and recreation venues. | Auckland Transport | Auckland Council Aktive Group | 5 years |

3 Promoting healthy and active lifestyles

Encourage programmes that promote healthy and physically active lifestyles, particularly in inactive or low-participant communities

| | Initiatives | Lead organisation | Support organisations | Timeframe |
|-----|--|-------------------|---|-----------|
| 3.1 | <p>Continue to:</p> <ul style="list-style-type: none"> work with health agencies to improve health outcomes through provision of recreation and sport opportunities reinforce health messages as part of recreation and sport opportunities provide targeted recreation and sport opportunities to increase levels of physical activity and reduce obesity such as green prescriptions encourage the provision of wellness opportunities in the workplace support active transport opportunities which use physical activity. | Aktive | Auckland Council Local RSTs Sport NZ Ministry of Health (Healthy Families) DHBs and PHOs Healthy Auckland Together (HAT) | Ongoing |
| 3.2 | <p>Future priorities:</p> <ul style="list-style-type: none"> develop Te Whai Oranga - Māori Sport and Recreation Framework which identifies how to support improved health and wellbeing for Māori. | Auckland Council | Māori Independent Statutory Board Aktive Māori Advisory Group (AMAG) | 1 year |

4 Diverse range of communities being more active

Encourage recreation and sport opportunities that appeal to a diverse range of communities and bring communities together, particularly new migrants, older adults and people with disabilities

| | Initiatives | Lead organisation | Support organisations | Timeframe |
|-----|---|-------------------|---|-----------|
| 4.1 | <p>Continue to:</p> <ul style="list-style-type: none"> provide recreation and sport opportunities targeted at ethnic communities and new migrants provide recreation and sport opportunities targeted at older adults ensure recreation and sport opportunities are accessible for people with disabilities. | Aktive | Halberg Trust Local RSTs Facility providers RSOs / clubs | Ongoing |
| 4.2 | <p>Future priorities:</p> <ul style="list-style-type: none"> focus on target priority population groups in particular Māori, Samoan, Indian and Asian focus on low socio-economic communities. | Aktive | Sport NZ Auckland Council NSOs / RSOs / clubs Local RSTs | 1 year |

5 Promotion and coordination of information

Coordinate promotion and provision of information so people know what's on offer and interested participants can easily connect into the appropriate activity

| | Initiatives | Lead organisation | Support organisations | Timeframe |
|-----|--|-------------------|---|-----------|
| 5.1 | <p>Continue to:</p> <ul style="list-style-type: none"> • provide information on recreation and sport opportunities in Auckland • educate Aucklanders on the benefits of participation in recreation and sport • promote Auckland's recreation and sport opportunities (including events) as part of advertising to domestic and international tourists. | Auckland Council | Aktive Group ¹⁴ Sport NZ ATEED | Ongoing |
| 5.2 | <p>Future priorities:</p> <ul style="list-style-type: none"> • develop a coordinated marketing campaign to raise awareness of recreation and sport in Auckland • investigate a coordinated information portal on all recreation and sport opportunities, spaces and facilities in Auckland. | Auckland Council | ATEED Aktive | 5 years |

¹⁴ Aktive Group includes Aktive - Auckland Sport & Recreation, Sport Auckland, Harbour Sport and Sport Waitākere



8.2 Infrastructure

Access to open spaces, harbours, coastlines, waterways and a fit-for-purpose network of facilities that enable physical activity, recreation and sport at all levels.

Auckland Plan strategic directives

- ▶ Ensure recreation and sport facilities keep up with the needs of a growing population.
- ▶ Maintain and extend the public open space network, sporting facilities, swimming pools, walkways and trails, and recreational and boating facilities in line with growth.

What we will focus on:

- ▶ accommodating increased demand from population growth and from growth in recreation and sport participation
- ▶ finding solutions to issues that affect recreation facilities and stadia provision, such as:
 - an aging asset base
 - duplication and in other cases gaps in the provision of facilities
 - design and fit for purpose of facilities
 - competing uses between formal sport, casual, commercial and community use
 - greater efficiency in the network of facilities before building any more
- ▶ addressing the increasing pressure on sports fields for greater use and increasing intensity of current use
- ▶ adapting to the growing length of sporting seasons
- ▶ providing for sport at secondary school level where there are reduced periods of time to capture students into sports
- ▶ assessing areas of the city which are undersupplied in open space
- ▶ providing universal access to facilities and open spaces, with specific consideration for disabled people, older adults and children
- ▶ looking for innovative partnerships and designs, which are efficient and affordable to counter the high cost of building and operating facilities.



Key actions – how we will do it:

6. Accessible and activity-friendly environments

Develop and improve accessibility of open spaces, facilities, harbours and waterways to encourage physical activity as part of everyday life and provide for a range of safe recreation and sport uses.

7. Fit-for-purpose network of facilities

Provide quality fit-for-purpose facilities at regional, sub-regional and local levels for informal recreation and sport.

8. Facility partnerships

Facilitate partnerships to make the most of local facilities and resources.

Initiatives – what we will do:

The following table outlines the actions and associated initiatives for implementation, grouped into initiatives already underway and new initiatives the sector has prioritised for implementation up to 2024.

Lead organisations will champion implementation of initiatives working with the supporting organisations who are also involved in delivery.

| 6 Accessible and activity-friendly environments Develop and improve accessibility of open spaces, facilities, harbours and waterways to encourage physical activity as part of everyday life and provide for a range of safe recreation and sport uses | | | | |
|--|---|-------------------|--|-----------|
| | Initiatives | Lead organisation | Support organisations | Timeframe |
| 6.1 | Continue to: <ul style="list-style-type: none"> • provide, maintain and develop the network of parks and open-spaces • provide and develop the path network including walkways and cycleways • provide design guidance for parks, play and sport spaces through the Auckland Design Manual • provide public transport to recreation and sport facilities at appropriate times • provide spaces and facilities accessible for people with disabilities. | Auckland Council | Auckland Transport Private land providers | Ongoing |
| 6.2 | Future priorities: <ul style="list-style-type: none"> • develop a plan to improve access to the marine environment and facilities to support participation in water-based recreation and sport • review pricing policies to improve accessibility and affordability of recreation and sport facilities. | Auckland Council | RSOs Aktive | 5 years |

7

Fit-for-purpose network of facilities

Provide quality fit-for-purpose facilities at regional, sub-regional and local levels for informal recreation and sport

| | Initiatives | Lead organisation | Support organisations | Timeframe |
|-----|---|--------------------------|---|------------------|
| 7.1 | <p>Continue to:</p> <ul style="list-style-type: none"> • grow the capacity of sport fields and supporting amenities in response to demand • develop and implement sport code facility plans assessing the supply and demand for sport facilities now and into the future • maintain and develop the network of swimming pools and leisure centres to meet current and future demand • prepare and implement asset management plans for recreation and club facilities located on council land • ensure appropriate provision of recreation and sport infrastructure within Area Plans and Structure Plans • develop provision guidelines and acquire land for recreation and sport in areas of intensification and population growth • monitor trends in participation and use insights to identify needs for new, growing and emerging recreation and sport activities. | Auckland Council | RSOs NSOs Aktive Group Clubs & facility owners | Ongoing |

7 Fit-for-purpose network of facilities

Provide quality fit-for-purpose facilities at regional, sub-regional and local levels for informal recreation and sport

| | Initiatives | Lead organisation | Support organisations | Timeframe |
|-----|--|-------------------|--|-------------|
| 7.2 | <p>Future priorities:</p> <ul style="list-style-type: none"> • develop Sport Facility Investment Plan which outlines council's investment in sport facilities • develop a plan for sport facility provision to establish priorities and identify opportunities for integration across sports • prioritise innovative ways to address inequities amongst different recreation and sport activities, access to facilities, funding and participation costs • monitor the impact of the controls in the Unitary Plan on sport and recreation facilities • develop and support Marae-based sport and recreation facilities in response to evidence of demand. | Auckland Council | <p>Aktive Group RSOs / NSOs Sport NZ</p> | 1 - 5 years |

8 Facility partnerships

Facilitate partnerships to make the most of local facilities and resources

| | Initiatives | Lead organisation | Support organisations | Timeframe |
|-----|--|-------------------|---|-----------|
| 8.1 | <p>Continue to:</p> <ul style="list-style-type: none"> • support collaborative partnerships to provide sustainable delivery of recreation and sport facilities • prioritise investment in partnerships which provide multi-use, multi-sport or maximised use of recreation and sport facilities • support public access to recreation and sport facilities on private land • work with the Ministry of Education to develop a framework and resources to support sustainable partnerships between the community and schools for access and use of recreation and sport facilities. | Auckland Council | <p>Aktive Group Education institutions Private land owners RSOs / Clubs</p> | Ongoing |
| 8.2 | <p>Future priorities:</p> <ul style="list-style-type: none"> • investigate opportunities to increase public use of private land for recreation and sport activities particularly land awaiting development. | Auckland Council | <p>Sport NZ Education institutions Private land owners Aktive Group</p> | 3 years |



8.3 Excellence in recreation and sport

Pride is built in Auckland's recreation and sport achievements and strong sporting culture, and talent and excellence are supported and celebrated.

Auckland Plan strategic directives

- ▶ Promote Auckland's recreational and sporting culture and encourage and nurture sporting talent and excellence.
- ▶ Grow the contribution that the recreation and sport sector makes to Auckland's prosperity.

What we will focus on:

- ▶ addressing the insufficient access to high-performance training facilities, which makes identifying and growing talent more challenging
- ▶ improving and addressing gaps in recreation and sports venues for elite sports
- ▶ assisting sporting codes to identify and develop sporting talent
- ▶ addressing the pathways for elite athletes from junior and club level, provincial and national representative level through to professional and international levels
- ▶ funding for individual athletes, to support their development through training and participation in national and international competitions
- ▶ gaining access to venues to host national events addressing the pressure placed on some talented athletes to play secondary school sport and/or club sport
- ▶ addressing the pressure placed on some talented athletes to play secondary school sport and/or club sport, consequently putting multiple demands on their time to accommodate training from school, club and academy sources.

Key actions – how we will do it

9. High-performance pathways

Support organisations to successfully provide pathways, competition and support for talented athletes.

10. Fit-for-purpose stadia and national venues

Provide well-managed and fit-for-purpose international, national and regional level sports venues delivering excellent spectator experiences.

11. Major and national sporting events

Increase the number of major and nationally recognised sporting events in Auckland.

12. Nurturing and celebrating talent

Identify, nurture, celebrate and promote sporting talent and excellence.





Initiatives – what we will do:

The following table outlines the actions and associated initiatives for implementation, grouped into initiatives already underway and new initiatives the sector has prioritised for implementation up to 2024.

Lead organisations will champion implementation of initiatives working with the supporting organisations who are also involved in delivery.

| 9 High-performance pathways Support organisations to successfully provide pathways, competition and support for talented athletes | | | | |
|--|--|-------------------|---|-----------|
| | Initiatives | Lead organisation | Support organisations | Timeframe |
| 9.1 | Continue to: <ul style="list-style-type: none"> implement the Pathway to Podium programme to support the development and needs of talented athletes support athlete-centred outcomes and better coaching support for youth sport support high-performance training hubs which co-locate with community sport venues or tertiary institutes. | Aktive | RSOs / NSOs HPSNZ Sport NZ College Sport Local RSTs Regional Facilities Auckland | Ongoing |
| 9.2 | Future priorities: <ul style="list-style-type: none"> assist NSOs in the development of strategic plans for increasing participation in Auckland. | NSOs | Aktive Group RSOs Auckland Council Sport NZ | 1-5 years |

| 10 Fit-for-purpose stadia and national venues Provide well managed and fit-for-purpose international, national and regional level sports venues delivering excellent spectator experiences | | | | |
|---|--|------------------------------|-----------------------|-----------|
| | Initiatives | Lead organisation | Support organisations | Timeframe |
| 10.1 | Continue to: <ul style="list-style-type: none"> ensure major sport grounds and facilities have travel plans for major events. | Regional Facilities Auckland | Auckland Transport | Ongoing |
| 10.2 | Future priorities: <ul style="list-style-type: none"> finalise regional stadia strategy for Auckland include in sport facility planning the need for facilities catering for international, national and regional level competition. | Regional Facilities Auckland | Auckland Council | 1 year |

11 Major and national sporting events

Increase the number of major and nationally recognised sporting events in Auckland

| | Initiatives | Lead organisation | Support organisations | Timeframe |
|------|--|-------------------|---|-----------|
| 11.1 | <p>Continue to:</p> <ul style="list-style-type: none"> • implement the Major Events Strategy for Auckland • advocate for Auckland to host at least three major sporting events each year • ensure investment schedules for major sporting events include legacy benefits. | ATEED | Regional Facilities Auckland Auckland Council Sport NZ NSOs / RSOs Aktive Group | Ongoing |
| 11.2 | <p>Future priorities:</p> <ul style="list-style-type: none"> • establish a bidding fund to attract national sports events to Auckland. | Auckland Council | ATEED | 5 years |

12 Nurturing and celebrating talent

Identify, nurture, celebrate and promote sporting talent and excellence

| | Initiatives | Lead organisation | Support organisations | Timeframe |
|------|--|-------------------|---|-----------|
| 12.1 | <p>Continue to:</p> <ul style="list-style-type: none"> • celebrate and recognise Auckland talented athletes, coaches, administrators and sporting achievements via local sports award events • work with sport franchises to support delivery of community programmes which support talent identification. | Local RSTs | Aktive NSOs/RSOs Sport franchises | Ongoing |
| 12.2 | <p>Future priorities:</p> <ul style="list-style-type: none"> • investigate a regional Auckland Sport Excellence Awards • investigate the best approach to provide high-performance ambassadors to mentor up and coming athletes. | Aktive | Local RSTs RSOs | 8 years |





8.4 Sector development

A strong and capable sector that delivers quality recreation and sport experiences in a sustainable way, and contributes to Auckland's economy.

Auckland Plan strategic directives

- ▶ Support volunteers to contribute to the capability of the recreation and sport sector.
- ▶ Grow the contribution that the recreation and sport sector makes to Auckland's prosperity.
- ▶ Actively collaborate and partner to maximise joint resources and build the capability of recreation and sport organisations.
- ▶ Support community-led development and work with communities to develop leadership skills and capacity.
- ▶ Develop opportunities to advance Auckland as a gateway and destination for visitors, skilled workers and investors.

What we will focus on:

- ▶ evolving the volunteer model in response to changing lifestyles
- ▶ providing assistance to build capability within organisations to deliver great experiences, manage their organisations effectively and retain volunteers
- ▶ adapting to the increase in the professionalism of sport
- ▶ addressing the under investment in the development of coaches and coaching, compared to sports science and athlete development
- ▶ reducing the fragmentation and multitude of organisations providing training in recreation and sport
- ▶ finding alternatives to the sector's reliance on considerable funding from gaming, lotteries and sponsorships from alcohol and food conglomerates, which can be counter to the broader objectives of healthy lifestyles
- ▶ seeking solutions to the impact of the economic downturn in tightening available funds for capital investment and operations
- ▶ working with the tertiary sector as a provider of facilities, and to develop and grow the knowledge of the recreation and sport sector.



Key actions – how we will do it:

13. Skilled and growing volunteer base

Strengthen and grow the number and skills of volunteers supporting recreation and sport activities.

14. Coaching

Increase the focus on coach development, paid and volunteer, throughout the recreation and sport sector in Auckland.

15. Organisational capability

Develop the capability of recreation and sport organisations.

16. Employment pathways

Build better education and employment pathways in the sector.

17. Funding and investment

Work with funders and deliverers to focus and leverage investment into the sector and create more financially sustainable organisations.

18. Knowledgeable sector

Build knowledge in the sector to deliver improved outcomes by actively sharing research, learnings and best practice.

Initiatives - what we will do:

The following table outlines the actions and associated initiatives for implementation, grouped into initiatives already underway and new initiatives the sector has prioritised for implementation up to 2024.

Lead organisations will champion implementation of initiatives working with the supporting organisations who are also involved in delivery.

| 13 Skilled and growing volunteer base Strengthen and grow the number and skills of volunteers supporting recreation and sport activities | | | | |
|---|--|-------------------|---------------------------------|-----------|
| | Initiatives | Lead organisation | Support organisations | Timeframe |
| 13.1 | Continue to: <ul style="list-style-type: none"> provide support for organisations to train, retain and manage coaches, officials and administrators provide programmes and events to recognise and celebrate volunteer efforts. | Aktive | RSOs / Clubs Local RSTs | Ongoing |
| 13.2 | Future priorities: <ul style="list-style-type: none"> develop a Volunteer Action Plan for the sport and recreation sector develop tools to support recreation and sport organisations in governance, management and volunteer development. | Aktive | Local RSTs Sport NZ Clubs | 2 years |

| 14 Coaching Increase the focus on coach development, paid and volunteer through the recreation and sport sector in Auckland | | | | |
|--|--|-------------------|-------------------------------------|-----------|
| | Initiatives | Lead organisation | Support organisations | Timeframe |
| 14.1 | Continue to: <ul style="list-style-type: none"> support coaches via coach development opportunities use the Coaching & Talent Development Advisory Group to provide strategic direction and advice leverage the advantages provided by AUT Millennium, including the organisations within it, for the development of coaches. | Aktive | Sport NZ Local RSTs NSOs/RSOs | Ongoing |
| 14.2 | Future priorities: <ul style="list-style-type: none"> develop a Coaching and Talent Development Plan for Auckland undertake research to understand the coaching workforce in Auckland and target initiatives to support coach development. | Aktive | Sport NZ NSOs / RSOs | 1-5 years |

15 Organisational capacity

Develop the capability of recreation and sport organisations

| | Initiatives | Lead organisation | Support organisations | Timeframe |
|------|---|-------------------|---------------------------------------|-----------|
| 15.1 | <p>Continue to:</p> <ul style="list-style-type: none"> monitor the capability of recreation and sport organisations and provide support to improve their performance support organisations and groups that provide a collective voice for sports codes in Auckland. | Aktive | Local RSTs NSOs / RSOs | Ongoing |
| 15.2 | <p>Going forward:</p> <ul style="list-style-type: none"> review the alignment of regional sport organisations across Auckland to ensure effective delivery, maximising skills and use of resources investigate opportunities to maximise the skills and use of resources in recreation and sport organisations. | Aktive | Local RSTs Sport NZ NSOs / RSOs | 5 years |

16 Employment pathways

Build better education and employment pathways in the sector

| | Initiatives | Lead organisation | Support organisations | Timeframe |
|------|--|-------------------------|---|-----------|
| 16.1 | <p>Continue to:</p> <ul style="list-style-type: none"> support the provision of education opportunities in the recreation and sport sector. | Tertiary Advisory Group | Tertiary institutions Aktive Sport NZ NZRA | Ongoing |
| 16.2 | <p>Future priorities:</p> <ul style="list-style-type: none"> develop a recreation and sport workforce plan for Auckland to build the capability, skills and experience of the paid workforce. | Aktive | Sport NZ Auckland Council NZRA Tertiary institutions Local RSTs | 5 years |

17 Funding and investment

Work with funders and deliverers to focus and leverage investment into the sector and create more financially sustainable organisations

| | Initiatives | Lead organisation | Support organisations | Timeframe |
|------|--|-------------------|--|-----------|
| 17.1 | <p>Continue to:</p> <ul style="list-style-type: none"> encourage greater recreation and sport philanthropy lead an investor's forum to coordinate and leverage investment into the recreation and sport sector align Auckland Council funding policies with strategic outcomes for recreation and sport engage sector organisations in the take up of Shared Services and procurement deals offered by Aktive. | Auckland Council | Aktive Sport NZ Local RSTs NSOs RSOs | Ongoing |
| 17.2 | <p>Future priorities:</p> <ul style="list-style-type: none"> investigate new models of funding to support organisations becoming more self-sufficient investigate opportunities for public-private partnerships in recreation and sport to leverage private sector benefits balanced with public good outcomes. | Auckland Council | Aktive Sport NZ | 5 years |

18 Knowledgeable sector

Build knowledge in the sector to deliver improved outcomes by actively sharing insights, learnings and best practice

| | Initiatives | Lead organisation | Support organisations | Timeframe |
|------|---|-------------------|--|-----------|
| 18.1 | <p>Continue to:</p> <ul style="list-style-type: none"> collate and disseminate insights relevant to the recreation and sport sector in Auckland build sector capability to monitor and evaluate recreation and sport programmes and initiatives. | Aktive | Auckland Council Sport NZ Tertiary Advisory Group ATEED Local RSTs | Ongoing |
| 18.2 | <p>Future priorities:</p> <ul style="list-style-type: none"> prioritise future research in recreation and sport in collaboration with others update mapping of target population segments to identify geographic and population groups to target in Auckland. | Sport NZ | Aktive Auckland Council | 5 years |





9. How we will measure the action plan

Me pēhea tō mātou arotake i te mahere whāinga

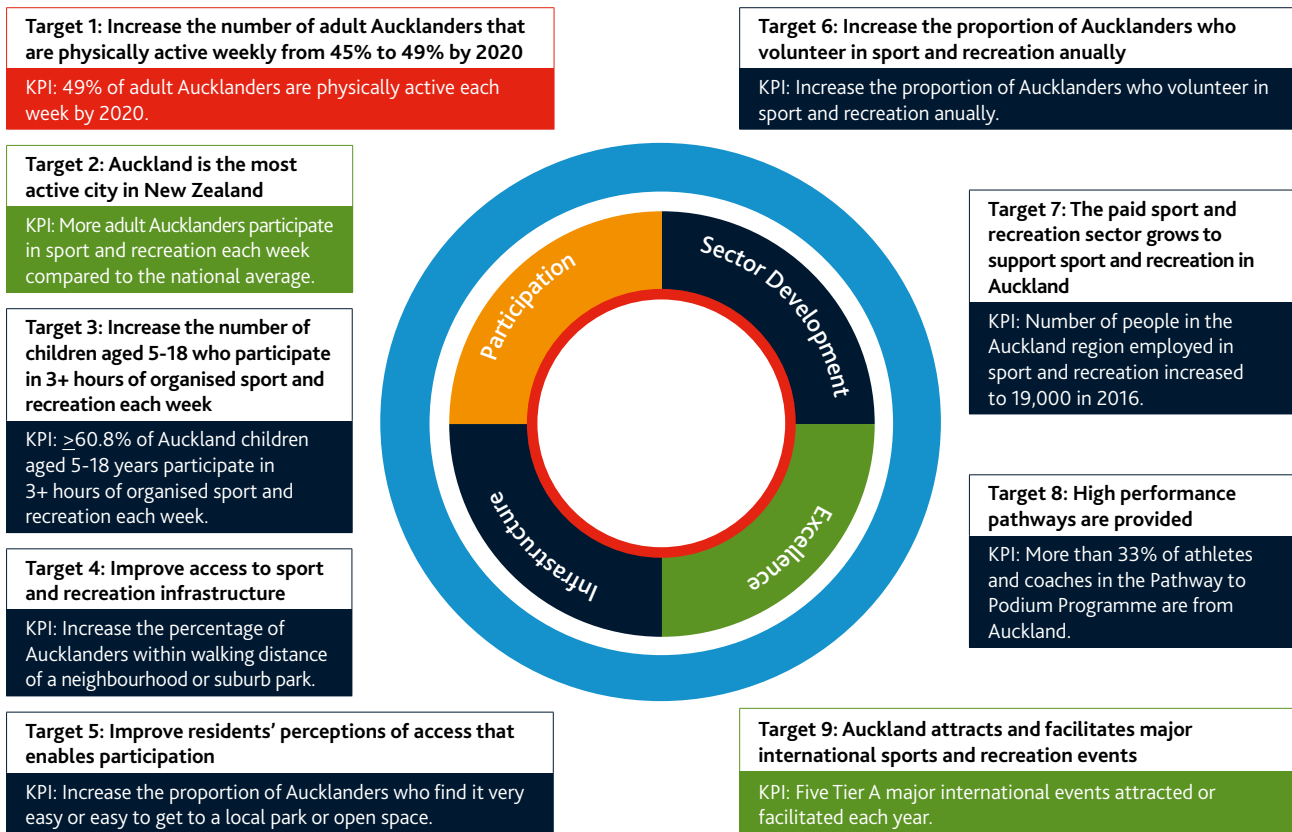
A monitoring framework has been developed to provide a high level indication of the overall implementation of the Auckland Sport and Recreation Strategic Action Plan.

The monitoring framework uses a dashboard approach based on reliable and repeatable datasets that allow progress to be measured over time.

The monitoring framework focuses on the four priority areas; namely participation, infrastructure, excellence in sport and recreation and sector development.

An additional nine targets sit beneath them. Basic information for each target is reported using key performance indicators (KPIs).

Figure 5:
Auckland Sport and Recreation Strategic Action Plan Dashboard.



Key:

- On-track
- Variable
- Off-track
- Insufficient data



Monitoring and review of the action plan will be the responsibility of the joint leadership group and will be reported to OneVoice and Auckland Council. The action plan will undergo regular monitoring and review through the following processes:

- ▶ maintain and refine the monitoring framework and collect data to monitor progress
- ▶ focus annual reporting on the delivery of actions noting progress and key achievements
- ▶ review implementation of initiatives including adding new initiatives, amending existing initiatives and sharing key learnings across the sector
- ▶ the full strategic action plan will be reviewed every five years.

Appendix 1: Key strategic links

| | | |
|---|------------------------------|--|
| Parks and Open Spaces Strategic Action Plan and related strategies and plans (e.g. network plans, reserve management plans, acquisition policy) (in progress) | Auckland Council | Sets a 30-year strategic direction for the future planning, design, management and maintenance of Auckland's parks and open spaces with priority actions. |
| Children and Young People Strategic Action Plan | Auckland Council | Sets out seven goals for children and young people, in particular Goal 3: "We are happy, healthy and thriving", and Goal 6: "Auckland is my playground." |
| Major Events Strategy and Auckland Council Events Policy | ATEED Auckland Council | Set out what we want to achieve collectively from local, regional and major events including sport and physical activity events. |
| Regional Facilities Auckland Stadium Strategy | Regional Facilities Auckland | Sets out the approach for development, use and operation of stadia in Auckland. |
| Auckland Unitary Plan | Auckland Council | Provides the regulatory framework for recreation and sport activities under the Resource Management Act. |
| Community Development Strategic Action Plan (in progress) | Auckland Council | A sector-wide strategy setting Council's direction and priorities in the area of community development. |
| Community Funding Policy (in progress) | Auckland Council | Outlines the various ways Auckland Council assists community groups, through funding to help them achieve their goals. The policy also guides the processes for distributing financial assistance, including for recreation and sport. |
| Economic Development Strategy | Auckland Council | Gives more detail to the economic direction set out in the Auckland Plan. |
| Auckland Design Manual | Auckland Council | A free on-line guide and web tool that provides advice, best practice processes and detailed design guidance for building houses and creating new streets and neighbourhoods. |
| Sport NZ Community Sport Strategy | Sport NZ | Outlines a plan to create a high-quality community sport delivery system that supports increased participation and volunteer support in New Zealand. |

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| Aktive Strategic Plan | Aktive | Sets out the vision, values and strategic outcomes for Aktive – Auckland Sport & Recreation working towards the vision Auckland the world’s most active city. |
| Te Whetū Rehua 2011 | He Oranga Poutama | Outlines the principles and framework for as Māori participation in recreation and sport. |
| A range of strategic plans and documents for key deliverers in the sector | Various | Regional sports trusts College Sport National sports organisations Regional sports organisations National recreation organisations Rescue and safety organisations. |
| A range of regional and national facilities plans | Various | Netball, cricket, hockey, football, baseball, bike. |
| Healthy Auckland Together (HAT) | Auckland Regional Public Health Service | A voluntary coalition of 21 governmental and non-governmental health stakeholders in Auckland who have made a voluntary five year commitment to: improving nutrition, increasing physical activity, and reducing obesity in Auckland. |

Glossary

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| ASARSAP | Auckland Sport and Recreation Strategic Action Plan. |
| Auckland Council | Auckland Council consists of the governing body (mayor and 20 councillors) and 21 local boards, which represent the interests of local communities. |
| Aktive - Auckland Sport & Recreation | <p>Aktive provides Auckland-wide leadership and a development and support role for the sport and recreation sector, providing:</p> <ul style="list-style-type: none"> • strategy: region-wide outcomes, policies and strategies • advocacy • services and programme investment: ensuring sector development, active lifestyle and participation programmes are delivered with consistency • funding: raising and generating funds for sport and recreation services and programmes • support: shared services for the sector • engagement: co-ordination and alignment between national, regional and local organisations. <p>The Aktive Group includes both Aktive and Local RSTs.</p> |
| Commercial providers | Fitness centres, indoor sports facilities, swim schools, dance studios, yoga studios. |
| Community providers | Organisations or groups that may lead, provide or facilitate recreation and sport activities in the community e.g.: FYFOD, In 2 it, YMCA, youth groups, church groups, marae-based groups, hip hop groups. |
| DOC | Department of Conservation. |
| Facility managers | Managers of council facilities or organisations that run or manage recreation facilities for Auckland Council (such as YMCA, Community Leisure Management), facility managers working for Trusts and Institutions e.g.: at Bruce Pulman Park, North Shore Events Centre, tertiary institutes, YMCAs. |
| Fundamental Movement Skills | <p>Fundamental Movement Skills encompasses:</p> <ul style="list-style-type: none"> • locomotor skills involve the body moving in any direction from one point to another • stability skills involve the body balancing either in one place (static) or while in motion (dynamic) • manipulative skills involve handling and controlling objects with the hand, the foot or an implement (stick, bat or racquet). <p>An example of an FMS programme is Get set Go (Athletics NZ).</p> |
| Greater Auckland Coaching Unit (GACU) | GACU integrates the coaching resources of the four Auckland Regional Sports Trusts to ensure effective coach delivery to key stakeholders, national and regional sports, clubs and schools. |
| Health agencies | For example, district health boards, Primary health organisations, Ministry of Health, Auckland Regional Public Health, Health Promotion Agency, Heart Foundation. |
| He Oranga Poutama (HOP) | He Oranga Poutama is a Sport New Zealand initiative supporting Māori participation in community sport and traditional physical recreation. |
| HPSNZ | High Performance Sport New Zealand. |
| Lead Role | An organisation/s that takes on the responsibility to influence a group of people towards the achievement of a strategy or course of action. |
| Local RST | Local Regional Sports Trusts: Harbour Sport, Sport Auckland, Sport Waitākere, Counties Manukau Sport. |
| Middle-aged | 50 to 65 year olds. |
| MoE | Ministry of Education. |

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| MSD | Ministry of Social Development. |
| NSO | National Sports Organisation e.g.: Yachting NZ. |
| NRO | National Recreation Organisations e.g.: Boys and Girls Brigades NZ, Living Streets Aotearoa, Physical Education NZ, Spirit of Adventure Trust, YMCA, Dance Aotearoa. |
| NZRA | New Zealand Recreation Association. |
| Older adults | 65 years plus. |
| One Voice - Auckland Sport and Recreation Reference Group | Auckland Sport and Recreation Reference Group established in 2010 as an independent reference group for Auckland Council and other stakeholders to engage with on a range of sporting and recreation ideas, innovations and plans. Membership is from across the sport, recreation and physical activity sector, such as Regional Sports Trusts, Regional Sports Organisations, Ministry of Health, Ministry of Education, New Zealand Recreation Association, Sport NZ and Auckland Council. It is chaired by independent chairperson, Gary Troup. |
| Physical literacy | The motivation, confidence, physical competence, knowledge and understanding required by participants that allows them to value and take responsibility for engaging in physical activity and sport for life. |
| Recreation and Sport Industry | For the purposes of this action plan the Recreation and Sport Industry is defined as: <ul style="list-style-type: none"> • 17 identified recreation and sport industries • 42 identified recreation and sport occupations outside the 17 industries • investment by central government in recreation and sport education in schools • local councils' expenditure on recreation and sport facilities • volunteer hours spent supporting recreation and sport at a wage rate of \$14.19/hr. This definition has been adopted as the standard from Sport NZ's "The Economic Value of Sport and Recreation to the Auckland Region" report. |
| Recreation and Sport Sector | Any agency, business or organisation that enables, supports, funds or delivers sport and recreation for sport and recreation outcomes or as a vehicle for other outcomes, such as health, education and community development. |
| Rescue and safety organisations | Organisations which promote or deliver safety services such as Surf-lifesaving, Coastguard, Watersafety New Zealand, Watersafe Auckland. |
| RSO | Regional Sports Organisation e.g.: North Harbour Hockey Association, Swimming Auckland, Parafed Auckland. |
| Schools | Engagement through Auckland Primary Principals Association, Association of Intermediate and Middle Schooling, Auckland Secondary School Heads Association, geographic clusters of principals. |
| School-aged children | 5 to 20 year olds. |
| Sport code facility plans | Auckland wide plans for facility provision at regional and local levels, specific to sports codes. |
| Sport franchises | Professional sports teams that are members of a sport league, for example Auckland Blues. |
| Support role | An organisation that provides the means, knowledge or opportunity to support the achievement of the initiative, and whose support is key to its success. |
| Youth | 13 to 25 year olds. |

¹ Industries include Amusement & Other Recreation Activities; Amusement Parks & Centres Operation; Boatbuilding & Repair Services; Health & Fitness Centres & Gymnasia Operation; Horse & Dog Racing Admin & Track Operation; Horse Farming; Nature Reserves & Conservation Park Operation; Other Horse & Dog Racing Activities; Physiotherapy Services; Sport & Camping

Equipment Retailing; Sport & Physical Recreation Clubs & Sports Professionals; Sports & Physical Recreation Instruction; Sports and Physical Recreation Venues, Grounds & Facilities operation; Toy and Sporting Goods Wholesaling; Toy, Sport & Recreational Product Manufacturing; Turf Growing.

