

Draft Sport and Recreation Strategic Action Plan

Draft for consultation



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1.0 Executive Summary

The Sport and Recreation Strategic Action Plan sets out a ten-year strategic direction for Auckland's sport and recreation sector with actions to guide the future planning and delivery of sport and recreation opportunities. The action plan will guide Auckland to deliver on the vision and key outcomes of the Auckland Plan, to be 'the world's most liveable city – Tepai me whairawa o Tamaki'.

Sport and recreation is a fundamental part of the lives of Aucklanders. We participate in a range of sport and recreation activities from informal activities such as walking the dog, swimming in the sea or participating in exercise classes to more organised activities such as playing a team sport or competing in sports events at all levels. Many Aucklanders give a significant amount of voluntary time to support sport and recreation.

Sport and recreation keeps us active and healthy, builds community spirit and helps develop our young people. It contributes to the great lifestyle that we have in Auckland, helps to build the brand of our region and contribute to Auckland's prosperity.

Over the next ten years, we will need to cater for growth, changing demographics and new expectations and lifestyles. There are also growing health and well-being issues for our communities and a requirement to act more sustainably.

In this plan, sport and recreation includes informal activities such as walking through to structured sport and competition.

In order to meet these challenges and opportunities and maximise the benefits of sport and recreation, the sport and recreation sector has created a vision for sport and recreation for the next ten years:

Aucklanders: more active, more often.

To achieve this vision, we will focus on the following priority areas:

- **Participation** - more Aucklanders participate in sport and recreation and live physically active lives.
- **Infrastructure** - a fit for purpose network of facilities and open spaces and access to harbours, coastlines and waterways that enables sport and recreation at all levels.
- **Excellence in sport and recreation** - pride is built in Auckland's sporting achievements and strong sporting culture, and talent and excellence is celebrated.
- **Sector development** - a strong and capable sector that delivers quality sport and recreation experiences in a sustainable way that contributes to Auckland's economy.

The large number of organisations which provide sport and recreation opportunities in Auckland will deliver the strategic action plan by working collaboratively and through partnerships. Sport New Zealand, national sports and recreation organisations, regional sports and recreation organisations, regional sports trusts, iwi, Māori organisations, Auckland Council, local groups and clubs, government agencies and the wider industry all play a significant role in delivering the action plan alongside their own objectives.

This plan will address matters such as:

- providing opportunities and facilities to cater for population growth and changing demographics
- catering for more informal recreation and physical activity opportunities as part of everyday life in response to changing lifestyles
- providing opportunities to address imbalances in sport and recreation participation such as gender, disability and ethnicity
- providing opportunities that appeal to children and young people to encourage them to be active assisting our volunteer sector to build their skills to run sustainable clubs and organisations, respond to their changing communities and provide quality experiences
- ensuring sufficient quality infrastructure to enable participation from grassroots through to elite levels
- improving health, education, economic and community outcomes through sport and recreation
- building relationships and partnerships to improve the planning and delivery of sport and recreation in Auckland.

Twenty key actions have been identified:

Participation

1. Affordable and accessible options

Provide more free¹ and low cost as well as family friendly sport and recreation opportunities.

2. Children and young people being more active

Implement initiatives that encourage children, teenagers 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 to inactive or low participant communities.

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

Encourage sport and recreation opportunities that appeal to a diverse range of communities and bring communities together in particular, 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.

¹ No charge at point of access or to use

Infrastructure

6. Fit for purpose network of facilities

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

7. Active and friendly environments

Develop public open space that is designed to encourage physical activity as part of everyday life and provide for a range of sport and recreation uses.

8. Accessible facilities and environments

Improve accessibility to facilities and informal active recreation opportunities including greater access to the harbours and waterways for water-based sport and active and informal recreation use.

9. Facility Partnerships

Facilitate partnerships to make the most of local facilities and resources

Excellence in sport and recreation

10. High performance pathways

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

11. 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

12. Major and national sporting events

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

13. Nurturing and celebrating talent

Identify, nurture, celebrate and promote sporting talent and excellence

Sector development

14. Skilled and growing volunteer base

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

15. Coaching

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

16. Organisational capability

Develop the capability of sport and recreation organisations

17. Employment pathways

Build better education and employment pathways in the sector

18. Sport and recreation industries

Develop the sport and recreation industry through major sporting events

19. Funding and investment

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

20. Knowledgeable sector

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

We will use targets developed by the sport and recreation sector identified in the Auckland Plan to measure the success of the Sport and Recreation Strategic Action Plan. These include:

- increase the number of school aged children who participate in organised sport or recreation by 2040
- increase the number of education facilities open for community group use by 2040
- increase the number of Aucklanders actively participating in recreation and sport every week from 79 per cent to 90 per cent by 2040
- increase the number of council sports fields that are useable throughout the year from 80 per cent to 90 per cent by 2020
- grow the recreation and sport contribution to Auckland's economy from \$1.6 billion in 2008/09 to \$3.2 billion by 2040
- increase the number of hours that people volunteer in recreation and sport from 12 million hours to 14 million hours by 2040.

1.0 Introduction

Participating in sport and recreation is a regular part of life for many Aucklanders. This may include walking or cycling in parks and neighbourhoods, doing a work-out 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 sport and recreation as whanau and family cheering on the sidelines, attending sports events, running fundraisers or as officials, coaches and referees. This involves giving significant time and voluntary effort to make sport and recreation happen in Auckland.

Seventy-nine per cent of Auckland residents actively participate in sport and recreation once a week², and nine out of ten young people, aged five to 17 years, take part in at least one sport or recreation activity in their daily lives.

Sport and recreation not only keeps us active and healthy, 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 the enterprises and voluntary effort of those involved, and makes Auckland an attractive and vibrant place for people to live, work and visit.

The sport and recreation sector³ in partnership with Auckland Council, has led the development of the Auckland Sport and Recreation Strategic Action plan (the action plan). Aucklanders are at the heart of the action plan. The action plan will guide Auckland to deliver on the vision and key outcomes of the Auckland Plan, to be “the world’s most liveable city – Tepai me whairawa o Tamaki” for the next ten years.

The action plan has been informed by relevant strategies and plans, and extensive input from the wider sport and recreation sector and Auckland communities. It builds on previous strategic collaborations on sport and recreation outcomes established in 2003 through the Auckland Regional Physical Activity and Sport Strategy (ARPASS). This collaboration was reinforced through sector advocacy to ensure sport and recreation was a key component of the Auckland Plan.

The action plan is a strategic plan for Auckland Council and the sport and recreation sector. It sets out what we want to achieve for sport and recreation, the actions to get there, the roles council, Sport New Zealand and others in the sector will play, and how we will work together to achieve our shared vision of “Aucklanders more active more often”. No one party can make the desired change itself. The action plan will be delivered through collaborative effort of sport and recreation organisations and Auckland Council along with individuals, families and community organisations that make sport and recreation happen in Auckland.

²Sport and Recreation New Zealand 2009. Sport, Recreation and Physical Activity Profile Auckland Region 2007/08. Wellington SPARC

³For the purposes of this strategic action plan, the Sport and Recreation 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.”

2.1 Strategic alignment

The action plan supports the strategic outcomes of the:

- Auckland Plan as one of the core strategies to implement the plan
- priorities identified in the 21 local board plans
- Māori Plan for Tāmaki Makaurau⁴
- Sport New Zealand Strategic Plan⁵
- sport and recreation sector plans such as for regional sports trusts
- relevant outcomes from the health, education and social development sectors.

The action plan also works in conjunction with, and contributes to, a wide range of other strategies and plans. Appendix 1 sets out these strategies and plans. In particular this plan works alongside:

- the Auckland Council Parks and Open Space Strategic Action plan, which sets out the vision and priorities for the open space network and provides venues and spaces for sport, recreation and physical activity
- the ATEED Major Events Strategy and Auckland Council Events Policy, which set out what we want to achieve collectively from local, regional and major events including sport and physical activity events
- the Auckland Council Economic Development Strategy, which sets out how Auckland can improve its economic performance. It states that sport and recreation are important contributors to a healthy and active city, and makes strong links between labour productivity and active participation in sports and recreation
- the Regional Facilities Auckland Stadium Strategy, which sets out the approach for development, use and operation of stadia in Auckland
- the Children and Young People Strategic Action Plan, which sets out seven goals for children and young people, in particular goal 3 happy, healthy and thriving, and goal 6 Auckland is my playground.

2.2 Auckland Governance

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.

2.2.1 Auckland Plan

The Auckland Plan sets out a single vision to make Auckland the most liveable city over the next 30 years, to 2040. The Auckland Plan looks at all facets of Auckland, and identifies key

⁴the Māori plan for Tamaki Makaurau developed by The Independent Māori Statutory Board summarises the aspirations of Mana Whenua and Mataawaka and is a plan for the next 30 years based on the objectives of Māori with action based plans in each of the four wellbeing domains.

⁵The Sport NZ Strategic Plan 2012-2015 sets out their priorities in order to achieve more kids in sport and recreation, more adults in sport and recreation and more winners on the world stage

outcomes and transformational shifts. Chapter five specifically focuses on the priorities for sport and recreation. It recognises that Auckland's unique environment and diverse population provides many opportunities for leisure activities. These lifestyle choices make Auckland increasingly attractive as an international city. The Auckland Plan promotes individual and community wellbeing through participation and excellence in recreation and sport. It acknowledges the value sport and recreation plays in promoting the well-being of communities and improving physical and psychological health. It recognises that Aucklanders participate in sport and recreation in a variety of settings, both in structured and informal ways. The development of a recreation and sport strategy for Auckland, in partnership with key sector organisations is an identified action within the Auckland Plan, chapter five. The Sport and Recreation Strategic action plan delivers this, it follows on from the strategic directions identified in the Auckland Plan, putting them in to action for the next 10 years.

2.2.2 Local Board Plans

Auckland's 21 local boards have each developed 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 sport and recreation 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 sport and recreation opportunities to our local and diverse communities.

2.2.3 Auckland Sports & Recreation Reference Group

The development of this action plan is a priority for the Auckland Sport and Recreation Reference Group⁶ (ASRRG) who are sponsoring its development on behalf of the sector. The action plan delivers on the aim of the group, which is to:

“Improve the lifestyles of Aucklanders through physical activity and sport”.

The goals of the ASRRG are to:

- increase participation levels of Aucklanders in recreation, physical activity and sport
- ensure sport and recreation grows its capability to deliver quality sporting and recreation experiences from grass roots through to elite level
- ensure the right facilities are provided to meet current and future needs of all Aucklanders

⁶ The Auckland Council supported formation of the Auckland Sport and Recreation Reference Group 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, Auckland Council and High Performance New Zealand and is chaired by independent chairperson, Colin Dale.

- encourage collaboration of all those working in sport and recreation to deliver better outcomes.

2.3 Māori Plan

The action plan also supports the desired outcomes of Māori within the Māori Plan for improved health and well being. This will be achieved through working in partnership with iwi and appropriate organisations to deliver on the Māori Plan illustrative indicators of:

- active participation in sports and recreation
- numbers of school children and hours participating from schools and sports clubs
- percentage that attended club or interest group activities, such as kappa haka, at least once a month
- percentage reporting their overall quality of life as good or very good
- percentage rating own health as excellent or very good.

He Oranga Poutama⁷ and Auckland Council will co-lead the development of a Māori sport and recreation plan that aligns to, and delivers, the priorities of the action plan for Maori.

2.4 Sport and recreation sector plans

The action plan is a tool for the successful delivery of outcomes sought by Sport New Zealand, sport and recreation organisations and other government agencies and sectors in Auckland.

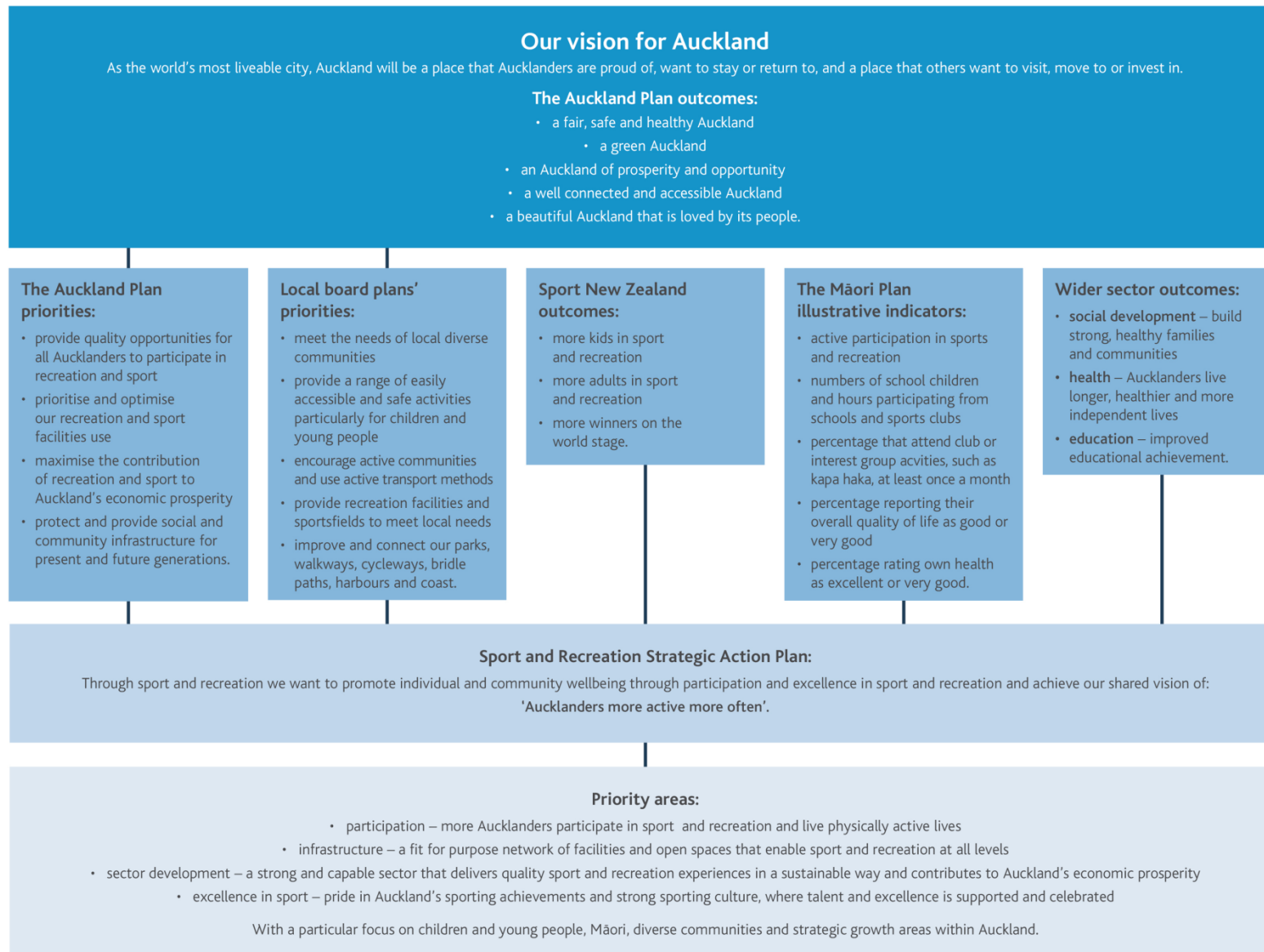
The Sport New Zealand Strategic Plan 2012-2015 sets out priorities to achieve more kids in sport and recreation, more adults in sport and recreation and more winners on the world stage. Their subsidiary High Performance Sport New Zealand (HPSNZ) is charged with enabling New Zealand's top athletes to realise their potential on the world stage. Sport New Zealand recognises that success depends on the support of their partners in the sector and strong links with other funders of sport and recreation. The action plan builds on the work of Sport New Zealand to deliver sport and recreation outcomes in Auckland through partnerships and collaborative effort.

The action plan also supports achieving relevant and aligned outcomes in the health, education and social development sectors by working in partnership with agencies and organisations from other sectors.

Figure 1 shows how the action plan aligns with the outcomes and strategic directives of the Auckland Plan, 21 local board plans, Sport New Zealand and wider sector.

⁷ He Oranga Poutama is a Sport New Zealand initiative supporting Maori participation in community sport and traditional physical recreation.

Figure 1: Context of the Sport and Recreation Strategic Action Plan



2.0 Context

3.1 Growth and population

In February 2012, Auckland reached a population of 1.5 million people, accounting for 34 percent of New Zealand's population. Over 37 per cent of Auckland's residents come from overseas. Auckland is home to the largest Pacific population in the world, and the country's largest Asian population. Forty percent of Auckland's population is under the age of 25 and growing faster than the national average.

It is projected that Auckland's population will increase by 700,000 to 1,000,000 people over the next 30 years, making the total population between 2.2 and 2.5 million by 2040. We also will need to cater for approximately 330,000 additional houses and more intense 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.

3.2 Lifestyle

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

Our lifestyles are also generally becoming more sedentary. Recent research⁸ indicates that New Zealand is among the laziest countries in the world, with nearly 50 per cent of the population not active enough⁹. New Zealand is placed 27th on a list of 122 countries on a scale of physical inactivity. This creates challenge to increase the level of physical activity in everyday life.

3.3 Economic

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 sport and recreation 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 to funding and investment in the sport and recreation sector.

⁸The Lancet, Volume 380, Issue 9838, Pages 247 - 257, 21 July 2012 doi:10.1016/S0140-6736(12)60646-1 Cite or Link Using DOI. Global physical activity levels: surveillance progress, pitfalls, and prospects

⁹ The study defined inactivity as not doing five 30-minute sessions of moderate activity, three 20-minute sessions of vigorous activity or 600 metabolic equivalent minutes a week.

Being more globally connected raises expectations for the quality of events, major 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 constraints, has restricted expenditure.

3.4 Environmental

Our city has natural physical beauty and offers a large network of parks, reserves, bush and volcanoes. Auckland has many harbours and islands. There is more than 3000 kilometres of coastline, which provides wide access to the marine environment and offers multiple sport and recreation opportunities from swimming, to boating and surfing.

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

3.5 Benefits

3.5.1 Placemaking

The provision of quality sport and recreation 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. Sport and recreation events and activities helps to build the brand of our city as a lively destination, raise our international profile, and builds pride. For example, The America's Cup symbolised Auckland's identity for many years.

3.5.2 Strengthening communities and social cohesion

Sport and recreation draws people together from different backgrounds developing a heightened sense of community, identity and willingness to contribute back to the communities 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, sport and recreation has the ability to drive a sense of community through developing social networks and shared experiences.

Sport and recreation provides a catalyst for community gatherings and new relationships to form. While different ethnicities may have different sport and recreation interests and expectations, sport has the ability to break down cultural barriers and connect people within communities.

The volunteer base of sport and recreation is where many people develop and use a range of skills. Twenty-two per cent of Aucklanders are volunteers in the sport and recreation sector with many volunteering in more than one role. In 2007/08, volunteers contributed 12 million hours to sport and recreation. Volunteering helps to develop community leaders and positive role models for children and young people as well supporting the delivery of sport and recreation opportunities.

3.5.3 Health and wellbeing

Sport and recreation encourages regular activity and provides physical and psychological health benefits such as higher levels of self-esteem, motivation and self-worth. It provides an element of fun, providing respite from everyday hassles and challenges.

The cost of physical inactivity in Auckland was estimated at \$402 million in 2010¹⁰ 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 Islanders and populations living in deprived areas. Twenty-eight per cent of the New Zealand adult population, about one million adults, were classified as obese in 2011/12¹¹. This represents a 26 percent growth since 2006. Sport and recreation provides a key mechanism, when combined with good nutrition, to address increases in diseases such as obesity, diabetes and cardio vascular disease. It improves individuals wellbeing and reduces costs to the wider community.

3.5.4 Development and learning for children and young people

Sport and recreation teaches 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 sport and recreation has been shown to reduce anti-social behaviour.

3.5.5 Economic

Sport and recreation industries are growing contributors to the economy and provide associated career pathways. The sport and recreation sector is estimated to have contributed \$1.2 billion to Auckland's GDP in 2008/09 or 1.8 per cent¹². Just under 12,000 people work in sport and recreation industries in Auckland¹³. 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 Millennium Institute of Sport and Health, aims at providing a world class environment for high performance sport training, community sport, health and well-being, and related research and education.

Sporting events have potential to create significant economic impact. The 2011 Rugby World Cup generated an estimated \$512 million of net additional expenditure for Auckland.

¹⁰Market Economics, 2013. The Cost of Physical Inactivity. Toward a regional full-cost accounting perspective for Auckland Council; Waikato Regional Council; Greater Wellington Regional council; Wellington Regional Strategy Committee

¹¹ Ministry of Health. 2012. The Health of New Zealand Adults 2011/12: Key findings of the New Zealand Health Survey. Wellington: Ministry of Health.

¹²Paul Dalziel and Patrick O'Neill, 2011. The Economic Value of Sport and Recreation to the Regional Economy for Sport NZ

¹³ Census 2006

3.0 Purpose and Scope

4.1 Purpose: Why do we need a sport and recreation strategic action plan for Auckland?

The action plan sets out a 10-year strategic direction with actions to guide the future planning and delivery of sport and recreation opportunities in Auckland.

It outlines how sport and recreation can continue to thrive and grow in Auckland, contributing to active lifestyles for Aucklanders and therefore improved health, educational and community outcomes. The sport and recreation sector is very diverse. Without a clear direction and agreed actions, it will be difficult to prioritise and focus resources and energy across the sector into the areas that will most improve Aucklanders access to, and experiences of, sport and recreation.

Specifically the action plan will enable us to:

- **Deliver a shared vision and direction for sport and recreation.** The action plan collectively establishes a clear direction and priority actions to enable Aucklanders to be more active more often.
- **Work together successfully.** The action plan encourages the sector and community to work collaboratively and to leverage the benefits of working together to remove barriers to sport and recreation and deliver better experiences and support the pursuit of excellence in sport.
- **Deliver effectively to the diverse communities of Auckland.** There is a requirement for us to be open and flexible to respond to population growth and changing needs. The action plan identifies areas of focus and actions to encourage greater participation across all of Auckland's diverse communities.
- **Make better decisions and target our resources more effectively.** The action plan will remove duplication of effort, building on the collective strengths of the sector. It will be clear about what lead and supporting roles each party plays in making sport and recreation happen. Decisions about future planning, investment and execution of sport and recreation opportunities will be made in the context of a clear future vision and direction.
- **Integrate our planning.** The action plan will provide direction for a range of plans, policies and strategies developed by council and organisations in the sector affecting sport and recreation in Auckland.

4.2 Scope: What do we mean by sport and recreation?

For the purposes of this strategic action plan, sport and recreation is defined as:

Recreation is that physical activity done for lifestyle, wellbeing, health and/or enjoyment. This may include playing sport, playing on a playground, walking, 'going for a run', biking to work, kicking the ball around in the park. 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.

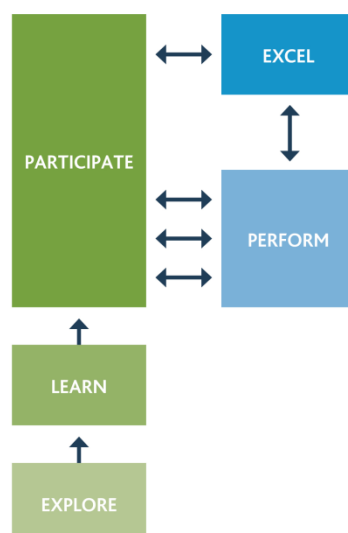
Sport and Recreation	
<i>Formal examples</i>	Sports matches and social sports leagues Sports events Sport and recreation Competitions Sports training and practice for competition
<i>Informal examples</i>	Children actively playing in backyards Jogging / cycling / dancing Outdoor adventure Tramping, trail horseriding, mountain biking , fishing , hunting, climbing Skateboarding / kitesurfing / throwing Frisbee, surfing Social game of touch rugby on a park Going to the gym/swimming for fitness

Sport and recreation can occur in a variety of settings:

- on our sports fields, in our parks and on 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.

Many people's experience of sport and recreation follows a pattern of explore, learn and participate as they age and their lifestyles shift and evolve. Figure 2, the sport and recreation pathway¹⁴, recognises that a single integrated sport and recreation system delivers both participation and high performance outcomes.

Figure 2 Sport and Recreation Pathway



4.3 Who will help deliver this plan?

As a guiding plan for the sector the action plan will influence delivery, through funding partnerships, providing leadership and encouraging relationships. Sport New Zealand, national sports and recreation organisations, regional sports and recreation organisations, regional sports trusts, iwi, Māori organisations, Auckland Council (including Council Controlled organisations such as Auckland Transport, Regional Facilities Auckland and Auckland Tourism, Events and Economic Development), local groups and clubs, government agencies and ministries and the wider industry all play a significant role in delivering the action plan alongside their own objectives.

All stakeholders have a responsibility to communicate the shared vision for sport and recreation and advocate for the necessary resources to implement the action plan.

A process is currently underway, led by the Auckland Sport Establishment Board, to form Auckland Sport. This is in response to the change in Auckland's governance and recommendations of the Auckland Regional Physical Activity Sport Trust (ARPASS) to review the coordination and consistency of Regional Sports Trusts (RST) service delivery across Auckland and the potential for shared services amongst the four regional sports trusts. Once formed, this new recreation and sport organisation will take a leadership and support role in delivering some of the priority initiatives identified in this action plan.

¹⁴The Sport and Recreation Pathway was developed by Sport New Zealand. It is intended to act as an overarching national framework which can govern the development and delivery of sport and recreation at national, regional and local levels.

Figure 3 The extent of the sport and recreation sector and industry.

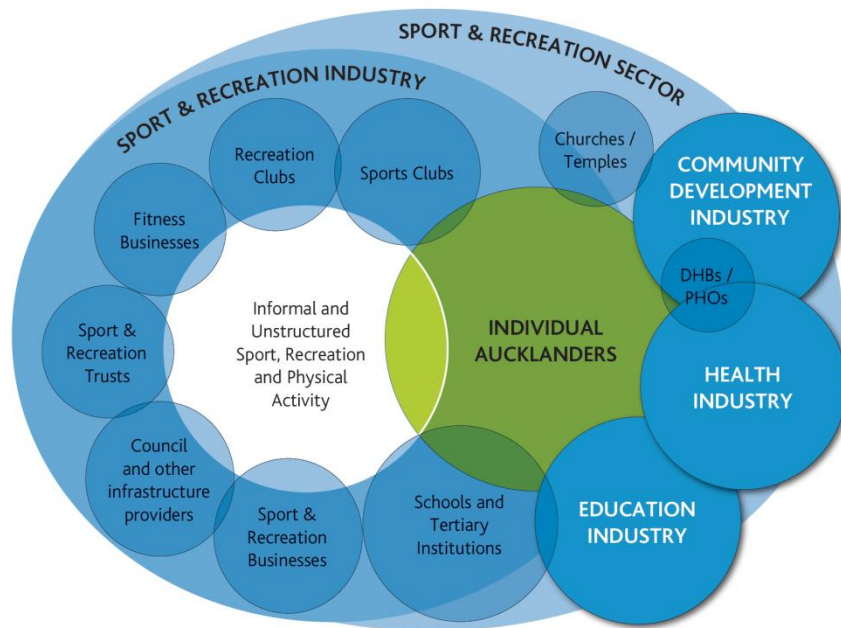
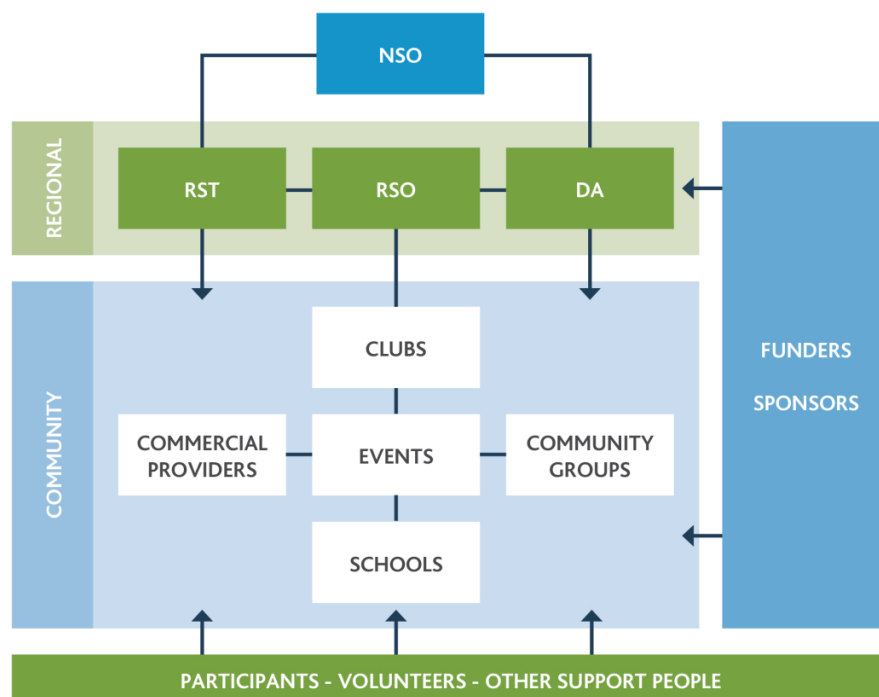


Figure 4¹⁵ The delivery of sport in the community.



¹⁵Sport New Zealand 2010 Community Sport Strategy Phase 1 2010-2015

4.0 Strategic action plan

5.1 Our vision for sport and recreation in Auckland

Aucklanders: more active, more often

Auckland will offer sport and recreation opportunities without equal in the southern hemisphere that inspire and encourage all Aucklanders to be more active more often and live healthy lifestyles. Sport and recreation is part of the fabric of Auckland making it vibrant, fun and interesting, attracting people to live, work and invest here. There will be activities on offer for everyone, as part of everyday life, in ways and places that appeal to them. Children and young people will be 'into' sport and recreation activities, leading to a lifelong commitment to be physically active. Sporting talent will be nurtured and our teams and sports people celebrated for their performances on the local, national and international stage creating pride in our sporting culture. The sport and recreation economy will continue to grow through successful business enterprises and the contribution of skilled professionals in the sector.

This will be underpinned by:

- a strong, viable and capable sport and recreation sector offering great sporting and recreational experiences to their participants
- well-run clubs, organisations and events supported by a strong and growing volunteer base that is valued for its contribution
- a network of good quality safe, accessible, venues, facilities, spaces and sports fields with easy local access and fit for purpose regional and national level venues offering great customer experiences.

For the next ten years, as we work towards Auckland being the world's most liveable city, we have the opportunity to offer unsurpassed opportunities for recreation and sport.

By collectively focusing our energies as sport and recreation organisations, and working together with communities, we can improve the quality and quantity of sport and recreation opportunities. This will contribute significantly to our shared vision of 'Aucklanders more active more often'.

5.2 Guiding principles - how we will act in delivering the action plan?

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

Being inclusive

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

Acting fairly

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

Working together

We will work with others, locally, regionally and nationally to achieve agreed sport and recreation outcomes.

Check progress and adapt to improve

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

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

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 sport and recreation outcomes for Māori.

5.0 Our priority areas - What do we want to achieve?

6.1 Participation

More Aucklanders participate in sport and recreation and live physically active lives.

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

6.1.1 What do we mean?

People participate in sport and recreation in a variety of ways, depending on their different life stage, family situation, economic status, social situation, skills and abilities, any disability, ethnic origin and a number of other influences. The challenge is how to provide opportunities that increase the number of active Aucklanders. We want to achieve this to obtain the individual and collective social, cultural and health benefits that come from physical activity. To do this we must start early in the lives of Aucklanders building fundamental movement skills in children, providing and promoting opportunities to be active as part of peoples everyday life along with traditional sport and recreation options, and providing innovative, creative and flexible approaches that appeal to our young people and many diverse communities.

We will therefore provide and invest in a diverse range of safe, accessible and affordable programmes and opportunities, in a variety of settings that appeal to Auckland's diverse communities.

6.1.2 What are the issues and opportunities?

- The changing ethnic composition of Auckland's community and migration is challenging how and what sport and recreation opportunities should be delivered as different norms and cultures create changes in expectations.
- Changing work patterns, prevalence of two working parents, changing family structures including more solo parents and changing lifestyles of Aucklanders are challenging traditional sport delivery; where, when and how.
- There is a drop off in participation by teenagers, particularly girls, in formal sport and after secondary school.

- As the population of Auckland ages, there may be increased issues with health and social isolation. Conversely retirees may have more time to participate in sport and recreation actively and/or provide their time and expertise.
- Traditional sports and recreation activities are still popular with young people, as is “mucking around”¹⁶ in informal settings. There are, however, an increasing number of alternative or lower participation activities on offer that young people are, or want to, participate in.
- Transportation and access to sport and recreation opportunities is getting harder in Auckland. There is a need for better connections, physical and services, and more localised delivery.
- Emergence of pay for play sport and recreation creates participation and employment opportunities, but also creates barriers such as cost, competition for space, and competition to traditional provision.
- The high total cost of participation is a barrier for many families, requiring different offers, flexible approaches and reduced requirements in order to participate
- People with disabilities, as individuals or parents of children participating, continue to face barriers to participation such as physical access, cost or lack of opportunities and support.
- Aucklanders, particularly youth, are becoming less active in their daily lives. This requires more options to attract them to participate, and integrated approaches that include physical activity as part of their daily lives, for example community gardening, getting to and from, and at school and work. Targeted programmes are required, that appeal to different communities/sectors along with greater promotion of what’s on offer including social media channels.
- Information and awareness on options available is often uncoordinated and hard to navigate.
- Technology is transforming social connectivity for sport and recreation experiences and increasing the speed of take-up of new experiences and the way people, particularly young people, organise and find out about their sport and recreation activities. This requires greater flexibility and quicker response from the sector.

¹⁶Sport New Zealand, 2012. *Sport and Recreation in the Lives of Young New Zealanders*. Wellington: Sport New Zealand.

6.1.3 What we will do

Key Actions	Key initiatives	Who will lead ¹⁷	Who will support
1. Affordable and accessible options We will provide more free ¹⁸ and low cost as well as family friendly sport and recreation opportunities	i. Develop a module in the Parks and Open Space Design Guidelines for the provision of spaces, equipment and facilities in open spaces that provide safe opportunities for free informal active recreation and sport use across all life stages. For example flat and undulating spaces, fitness equipment, bike trails, walking trails, skateparks, basketball/netball hoops, hard courts, putting greens, play spaces and community gardens	Auckland Council	
	ii. Develop and run free or low cost family friendly events (locally and regionally) that are focused on physical activity or sport in partnership with Auckland Council sport and recreation organisations and private providers	RST's RSO's Clubs Community providers	
	iii. Review and implement changes (including harmonising) to pricing policies, to improve affordability for recreation and sport opportunities delivered by Auckland Council	Auckland Council	
2. Children and young people being more active We will implement initiatives that encourage children, teenagers and young people to be more physically active now and throughout their	i. Invest in and deliver more programmes that build fundamental movement skills for children with priority on those that align school and club activity	RST's NSO's	Schools Clubs Facility managers Community providers RSO's Sport NZ Auckland Council

¹⁷ See Glossary for explanation of abbreviations

¹⁸ No charge at point of access or to use

Key Actions	Key initiatives	Who will lead ¹⁷	Who will support
lives.			
	ii. Implement the priorities identified from the 2013 youth summit on sport and recreation, which aims to develop a unified plan to meet the needs of Auckland's young people and respond to the Sport and Recreation in the Lives of Young Aucklanders report.		All
	iii. Advocate and work with the Ministry of Education to increase time spent on, and quality of, Physical Education in schools and increase teacher training in physical education	Sport NZ	All Auckland Council
	iv. Develop clear pathways for participation in sport from primary to intermediate to secondary school and beyond school, building on programmes, such as sport beyond school	NSO's	Schools College Sport Tertiary institutes RSO's RST's Sport NZ
	v. Develop innovative and affordable, forms of sport and sport competition to encourage participation by children and young people such as 8 mates, futsal and intra school competitions	Schools NSO's RSO's	Clubs RST's Facility managers Community providers
	vi. Actively promote recreation and sport opportunities through social media and mobile devices to inform young people what's on and encourage them to participate		All

Key Actions	Key initiatives	Who will lead ¹⁹	Who will support
3. Promoting healthy and active lifestyles We will encourage programmes that promote healthy and physically active lifestyles, particularly to inactive or low participant communities.	i. Partner with health agencies (DHB's, PHO's, Ministry of Health) to continue delivery of green prescription/active families across Auckland and develop new or realigned programmes which use sport and recreation to support improved health outcomes	RST's	Facility managers Schools
	ii. Reinforce health promotion messages by ensuring facilities, clubs, and opportunities have appropriate health promotion policies such as smoke-free, sun-smart, healthy food options and alcohol harm reduction	RST's Health agencies	RSO's Clubs Event sector Auckland Council Facility managers
	iii. Encourage businesses to provide wellness opportunities in the workplace to increase physical activity levels both during and outside work-time by providing information and support	RST's	
	iv. Invest in and deliver initiatives that target and are tailored to increase levels of physical activity and fitness in communities and sectors of the population with low participation rates as evidenced by research such as Young People's Survey and Active NZ survey 2013	RST's Auckland Council Sport NZ	Facility managers Clubs Schools RSO's Community providers
	v. Support and promote active transport initiatives to encourage participation in active commuting, walking school buses and skill development for biking	Auckland Council RST's Auckland Transport	Walking and cycling groups Schools
	vi. Support sport and recreation programmes that address identified health and well-being needs and inequities particularly for Māori, Pacific Islanders and low	RST's	Auckland Council Health agencies

¹⁹ See Glossary for explanation of abbreviations

Key Actions	Key initiatives	Who will lead ¹⁹	Who will support
	socio economic populations		
4. Auckland's diverse range of communities being more active We will encourage sport and recreation opportunities that appeal to a diverse range of communities and bring communities together, in particular, new migrants, older adults and people with disabilities.	i. Invest in sport and recreation programmes that bring different ethnic communities together and increase their participation in sport and recreation for example Connect2sport and Activasian	RST's Auckland Council Sport NZ	Facility managers Clubs Schools RSO's Community providers
	ii. Implement an audit of programmes and club activity to improve accessibility for people with disabilities along with a no exceptions approach to educate organisations to cater for people with disabilities	Halberg Trust	RST's NZRA Clubs Facility managers
	iii. Research then invest in programmes (including the legacy programme for Masters World Games in 2017), multi-sport facilities and developments of open space that support increased activity for older adults	ATEED Auckland Council RST's	Sport NZ RSO's Clubs Facility managers
5. Promotion and coordination of information We will coordinate promotion and provision of information so people know what's on offer and interested participants can easily connect into the appropriate activity	i. Develop a channel/portal which provides coordinated information on sport and recreation activities for example local exercise classes, clubs, facilities and spaces to recreate and, where appropriate, translate this information into different languages	RST's Auckland Council	
	ii. Develop coordinated marketing campaigns to raise the profile of sport and physical activity to increase Aucklanders awareness of the opportunities and places to be active	RST's Auckland Council	Sport NZ
	iii. Provide coordinated education on the benefits of physical activity and promote healthy lifestyles	RST's	Sport NZ Auckland Council Ministry of Health

6.2 Infrastructure

A fit for purpose network of facilities and open spaces and access to harbours, coast and waterways that enables sport and recreation opportunities 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

6.2.1 What do we mean?

Providing the right kind of accessible and safe sports facilities, open spaces, equipment, coastal and waterway access and networks of walkways, bridleways and cycle ways is a key to enable increased participation and activity levels in our communities and encourage healthy communities. The challenge is to keep up with changing demand, pressure from population growth and growing expectations of higher quality facility and consumer experiences. Participation is often limited by having access to good quality venues, and spaces for sport, recreation or physical activity that is easily accessible within local communities and specialist facilities that are fit for purpose and cost effective to use.

We will therefore plan for, and invest in, a range of fit for purpose facilities at regional, sub regional and local levels, and increase the capacity, accessibility and quality of existing facilities to better meet the needs of communities now and in the future. We will also improve the accessibility to open spaces and the marine environment for informal and formal sport and recreation experiences.

6.2.2 What are the issues and opportunities?

- There is growing demand for informal activities such as walking, jogging and cycling to keep fit and healthy. Better networks and provision of facilities are required to cater for this demand, locally and regionally.
- Many recreation facilities and stadia are aging and require investment to bring them up to a modern standard. In some cases, there is duplication and other cases gaps in the provision of facilities. The design of some facilities has been compromised by fiscal constraints and/or the need to be multi-purpose in use, diminishing their functionality.
- Greater value for money needs to be obtained by understanding future demands for facilities along with how they will enhance Auckland's overall network of facilities before construction.
- Sports fields are under increasing pressure for greater use and struggle to cope with the intensity of current use due to undersupply in some areas and poor field conditions.

- The growing length of sporting seasons is causing issues for the management of infrastructure to cater for the shoulder season and for sport at secondary school level where there are reduced periods of time to capture students into summer sports.
- Areas of the city are undersupplied in land availability or have restrictions of use and access to facilities, sport fields, harbours, waterways, and opportunities requiring a proactive approach to future provision and development of partnerships and access agreements to meet these needs.
- There is a need to balance regional and local needs, which require well-informed and adaptive future planning.
- Many facilities are under pressure from competing uses between formal sport, casual use, and commercial rental versus school/community use.
- There is a lack of consistency across sports codes and communities around provision, cost and access to facilities.
- Many facilities are do not provide universal access with specific consideration for disabled persons, older adults and children.
- Accessibility to land, not necessarily created for sport and recreation, poses challenges to some sporting codes such as orienteering and other outdoor recreation activities which rely on access to undertake their sport or recreation activity
- A widening array of sport and entertainment opportunities is generating more competition for people's time and discretionary spend. Expectations of higher quality facilities and experiences, requires improvement in the number of facilities and the customer experiences they provide.

6.2.3 What we will do

Key actions	Key initiatives	Who will lead	Who will support
6. Fit for purpose network of facilities We will provide quality fit for purpose facilities at regional, sub-regional and local levels for sport and informal recreation. ²⁰	i. Develop recreation centre and swimming pool network plans for the region, which detail the provision of these facilities to meet local and regional needs	Auckland Council	RSO's NSO's RST's

²⁰ See also the fit for purpose stadia and national venues action

Key actions	Key initiatives	Who will lead	Who will support
	ii. Develop sport code facility plans to determine the provision of sport facilities to meet local and regional needs and implement the plans while assessing the opportunities to integrate facilities across codes	RSO's NSO's Sport NZ	Auckland Council RST's
	iii. Include sport and recreation infrastructure in Auckland Council's Area plans and prioritise the development of recreation precincts, which cluster sport and recreation opportunities together in convenient locations, supported by public transport routes to the facilities	Auckland Council	Auckland Transport RST's
	iv. Advocate for controls within the Unitary Plan that make it easier to respond to sport and recreation needs while balancing the impact on local neighbourhoods	ASRRG	All
7. Active and friendly environments We will develop public open space that is designed to encourage physical activity as part of everyday life and provide for a range of safe sport and recreation uses.	i. Implement the parks and open space strategic action plan: (network plans, design guides, acquisition plan, management plans) to provide for a range of sport and recreation formal and informal use	Auckland Council	
	ii. Develop the network of paths, walkways including coastal, bridleways and cycleways for active informal recreation use and connecting communities and facilities locally and across Auckland. For example Local Board Greenway Plans and the development of an integrated regional trail network	Auckland Council Auckland Transport	Other public land owners such as Department of Conservation

Key actions	Key initiatives	Who will lead	Who will support
	iii. Increase the capacity of sports fields by implementing the sports field capacity upgrade programme and continuing investment to include the provision of artificial turfs, lighting and associated amenities	Auckland Council	RSO's RST's
	iv. Negotiate to retain public use of private space not necessarily created for sport and recreation (for example Woodhill forest) and increase the amount of private space available for public use through partnerships, agreements and planning requirements, for example of gyms in office blocks, roof top tennis courts, open space	Auckland Council	RSO's RST's
	v. Develop provision guidelines for recreation and sport facilities to provide informal and formal opportunities for active recreation in areas of intensification and greenfield development	Auckland Council	RSO's RST's
	vi. Advocate for urban design guidelines and urban planning regulations to cater for active recreation opportunities for example skate friendly public space and provision of play space when developing new residential areas	Auckland Council	
8. Accessible facilities and environments We will improve accessibility to facilities and informal active recreation opportunities including to the harbours and waterways for water based sport and active and informal recreation use	i. Provide greater access to non-formal sport and recreation activities such as mountain biking (off-road cycling), horse-riding, walking, tramping, off-road running, outdoor water sports and motorised sport by updating the Informal Outdoor Recreation on Auckland Regional Open Space Study undertaken by ARPASS in 2010, and expanding the scope beyond regional open space, including to the marine environment, implementing key actions over time	Auckland Council	RSO's RST's NSO's

Key actions	Key initiatives	Who will lead	Who will support
	ii. Undertake a study to assess the equity between sports codes and informal sports activities in the level of access to facilities, funding and participation costs	Auckland Council	RST's RSO's
	iii. Advocate to Auckland Transport to provide public transport routes to sport and recreation facilities	Auckland Council	All
	iv. Improve the access for recreational boating, waka, paddling and sailing by undertaking a study of boat ramp/wharf provision/water access, implementing any key actions that arise to improve access over time	Auckland Council	RSO's Water sport clubs and groups
9. Facility Partnerships We will facilitate partnerships to make the most of our local facilities and resources, balancing wider public access for sport and recreation purposes	i. Work with Ministry of Education/School Boards of Trustees Association and tertiary institutes to develop informal and formal access to sport and recreation assets for the community	Auckland Council RST's	Sport NZ
	ii. Work at the local level with school clusters to open up school and community facilities for wider community use	RST's Schools	Auckland Council
	iii. Support the development of partnerships to provide multisport-multi-use sport and recreation facilities supported by prioritising investment into these facilities	Auckland Council	RST's RSO's Clubs Schools Community providers

6.3 Excellence in sport and recreation

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

Auckland Plan strategic directives

Promote Auckland's recreational and sporting culture and encourage and nurture sporting talent and excellence

6.3.1 What do we mean?

Aucklanders love to get behind their sporting teams and high performing athletes, but we can do more to encourage this. Major and national sporting events unite us and grow New Zealand's reputation for sporting excellence. This brings the likelihood of more events and more investment through sports media, sponsorships and sports tourism into our economy. Support for sporting excellence must start at the grass roots level with identification of talent and support for athletes, including disabled athletes, through pathways in their development to the national and international stage.

We will therefore support the development of talent and celebrate excellence in sport and recreation achievement.

6.3.2 What are the issues and opportunities?

- Insufficient access to high performance training facilities makes growing talent more challenging.
- Many sports venues are not fit-for-purpose or of high quality and there are gaps in the provision of venues available for elite sport.
- Some sporting codes are ill-prepared to support the identification and development of sporting talent.
- The pathways for development of elite athletes is often unclear and uncoordinated between amateur and semi-professional/professional/international levels.
- Funding is difficult to access for individual athletes to support their development through training and participation in national and international competitions.
- Gaining access to venues to host national events can be difficult due to growing community and school bookings at some venues.

6.4.3 What we will do

Key Actions	Key initiatives	Who will lead	Who will support
10. High performance pathways We will support organisations to successfully provide pathways, competition and support for talented athletes	i. Ensure aligned whole of sport plans at the regional level for the identified priority sports	NSO's RSO's	RST's
	ii. Align with SNZ/HPSNZ talent development strategy to create a delivery system for talented athletes in Auckland	Sport NZ HPSNZ	RST's RSO's NSO's Community providers
	iii. Improve the alignment between secondary sport, regional sports organisations and club sports to increase participation and encourage partnerships for athlete centred outcomes and better coaching support for youth sport	RSO's College Sport	RST's
11. Fit for purpose stadia and national venues We will provide well managed and fit-for purpose international, national and regional level sports venues delivering excellent spectator experiences	i. Agree and implement a regional stadia strategy for Auckland	Regional Facilities Auckland	Auckland Council
	ii. Deliver the national ocean watersports centre at Takapuna	Harbour Access Trust	NSO Auckland Council Sport NZ
	iii. Develop and implement over time the regional facilities plan/framework that integrates the recommendations from the Greater Auckland Regional Sport Facility Strategy (ARPASS 2009), national sports facilities plans and regional sports code facilities plans.	Auckland Council Regional Facilities Auckland	NSO's RSO's Sport NZ

Key Actions	Key initiatives	Who will lead	Who will support
12. Major and national sporting events We will increase the number of major and nationally recognised sporting events in Auckland	i. Advocate for Auckland to be the location of at least one anchor sporting event each year	ATEED	NSO's Regional Facilities Auckland
	ii. Successfully deliver major sporting events in Auckland such as the FIFA under 20's world cup in 2015, the World Masters games in 2017 and ITU World Triathlon series annually for the next 2 years	ATEED NSO's	Auckland Council Facility managers RSO's
	iii. Establish a bidding fund to attract national sports events that will support a programme of regular major and national sporting events as part of Auckland's event calendar	Auckland Council	RSO's ATEED NSO's
13. Nurturing and celebrating talent We will identify, nurture, celebrate and promote sporting talent and excellence	i. Deliver a regional Auckland Sport Excellence Awards, which celebrates sporting success by Aucklanders	RST's	
	ii. Develop and integrate high performance training centres and community sport venues to provide opportunities for talented athletes	Auckland Council Regional Facilities Auckland Sport NZ	NSO's Sport franchises Facility managers

6.4 Sector development

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

Auckland Plan strategic directives

Support volunteers to contribute to the capability of recreation and sport sector

Grow the contribution 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

6.4.1 What do we mean?

A strong and sustainable sports and recreation sector can make a real contribution to Auckland's economy and its ability to attract skilled people, business and investment. To develop and maintain a strong sector we require skilled professionals, skilled volunteers to support events, quality recreational activities, adequate fundraising and strong coaching, administration and official roles. The challenge is to recruit, train and retain the right level of volunteers and professionally skilled people within the sector and to attract the funding necessary to sustain and grow sport and recreation delivery in Auckland. Given current economic constraints, growing the sector will require maximising the collective resources of the sector, central government and council.

We will therefore invest in, and strengthen, the capability of individuals and organisations to deliver quality experiences to their communities and contribute to Auckland's economic prosperity.

6.4.2 What are the issues and opportunities?

- The sector is critically reliant on volunteers, in formal and informal roles with many people volunteering across different activities and sectors. While traditional volunteer numbers remain strong, young people in particular, are not volunteering at the same level. Changing needs may mean that the traditional volunteer model needs to change. Innovative and coordinated ways of attracting and retaining volunteers within and across the sector are required.
- Due to the predominant volunteer nature of many sport and recreation organisations and turnover of committees and administrators, there is a need to provide assistance to build capabilities to deliver better experiences and manage their organisations more effectively.
- The increase in the professionalism of sport is putting pressure on national and regional sports organisations and clubs.
- Sports organisations and professional development organisations have typically underinvested in the development of coaches and coaching, compared to sports science and athlete development. The coaching workforce becoming more

professional requires more investment in professional development. The mix of paid and volunteer coaches creates challenges for organisations in this area.

- The sector is highly fragmented, there is a multitude of organisations, business and trusts delivering and providing training in sport and recreation. They are becoming more connected but further improvement can be made. This makes planning, promotion and investment difficult.
- The sector relies on considerable funding from gaming, lotteries and sponsorships from alcohol and food conglomerates, which are counter to the broader objectives of creating healthy lifestyles.
- The economic downturn has resulted in a tightening of available funds for capital works and operations. Funding agencies receive less return on their investment and public sector organisations tightening their belts. This requires innovative responses, more partnerships by community, commercial and government agencies, and coordination and focus from funders.

6.4.3 What we will do

Key Actions	Key initiatives	Who will lead	Who will support
14. Skilled and growing volunteer base We will strengthen and grow the number and skills of volunteers supporting sport and recreation activities.	i. Collaboratively develop and implement a Volunteer Plan for Auckland, which looks at retention, recruitment, succession planning and innovative tools to help sport and recreation organisations to grow leadership and expertise	RST's	Sport NZ RSO's ATEED Organisations such as Volunteer Auckland
	ii. Provide support for regional sports organisations and clubs to train, retain and manage officials, referees/umpires and administrators	NSO's	RST's
15. Coaching Increase the focus on coach development (paid and volunteer), throughout the sport and recreation sector in Auckland	i. Advocate and provide leadership to regional sports organisations and clubs to prioritise coaching and coach development within their organisations.	GACU	RST's
	ii. Drive collaboration to leverage the advantage of the Auckland coach development centre and High Performance Sport NZ being located at AUT Millennium Institute to improve the development of coaching in Auckland.	GACU	Sport NZ RSO's

Key Actions	Key initiatives	Who will lead	Who will support
	iii. Undertake research to understand the nature of the coach workforce in Auckland and target programmes of delivery to support capability development	GACU	Sport NZ RSO's
16. Organisational capability We will develop the capability of sport and recreation organisations.	i. Assess the capability of sport and recreation organisations and identify ways to improve their overall performance including aligning with national sports organisations capability plans where applicable	RST's RSO's	Sport NZ NSO's
	ii. Collaboratively lead the development of a sport and recreation plan for Māori, delivering on the key action areas of sector development, increasing participation, developing excellence in sport and infrastructure	HOP Auckland Council	Sport NZ Iwi
	iii. Review the alignment of regional sports organisations across Auckland to ensure effective delivery and maximise skills and use of resources	RST's RSO's	NSO's
17. Employment pathways We will build better education and employment pathways in the sector.	i. Investigate initiatives between sport and recreation organisations and businesses to develop and share skills and experience within the sector and build capability overall through initiatives such as secondments, joint training and mentoring	RST's	All
	ii. Develop a workforce plan for Auckland identifying future skills required and align training and recruitment	RST's	Sport NZ Auckland Council RSO's NZRA Tertiary institutes

Key Actions	Key initiatives	Who will lead	Who will support
18. Sport and recreation industries We will develop the sport and recreation industry through major sporting events.	i. Ensure investment schedules of major sporting events include the provision of legacy benefits to relevant sport and recreation industries. For example training, legacy infrastructure, follow-up promotion or establishment of anchor events	ATEED	Auckland Council NSO's RFA
19. Funding and investment We will work with funders and deliverers to focus and leverage investment into the sector and create more financially sustainable organisations.	i. Encourage greater sport and recreation philanthropy through promoting the benefits of sport and recreation and potential investment opportunities	RST's	Auckland Council SNZ
	ii. Lead an investors forum for those organisations who provide funding for sport and recreation with an aim to provide a greater understanding of sport and recreation priorities outlined in this action plan and identify opportunities to coordinate and leverage investment into projects and initiatives	Auckland Council Sport NZ	RST's
	iii. Investigate new models to support sport and recreation organisations becoming more self-sufficient and independent financially	RST's	Auckland Council RSO's NSO's
	iv. Consider Auckland Council's adopted policies such as for alcohol and gaming in it's funding of sport and recreation	Auckland Council	
	v. Develop guidelines to assess public private partnerships for sport and recreation facilities and open spaces where the potential to leverage private sector benefits can be balanced with the public good outcomes sought	Auckland Council	Sport NZ

Key Actions	Key initiatives	Who will lead	Who will support
20. Knowledgeable sector We will build the knowledge of the sector to deliver improved outcomes by actively sharing research, learnings and best practice.	i. Collate, analyse and disseminate research on barriers to participation and the success of physical activity programmes that have been targeted at Māori, Pacific Islanders, low socio economic and inactive populations. Collaboratively combine resources to prioritise further research and monitoring and develop tailored programmes to increase physical activity levels in these populations	Auckland Council Sport NZ	RST's
	ii. Update mapping done by ARPASS of target population segments to identify areas to trial physical activity initiatives and update when fresh census data is available	Auckland Council	RST's
	iii. Build the capability of sport and recreation organisations to monitor and evaluate programmes to ensure effectiveness and leverage greater benefits from investment	Sport NZ RST's	Auckland Council

6.0 How will we measure success?

To succeed in our vision to make Aucklanders more active more often we must monitor and assess the success of the action plan. The Auckland Plan has established a number of targets and measures which provide a high level guide. These are to:

- increase the number of school aged children who participate in organised sport or recreation by 2040
- increase the number of education facilities open for community group use by 2040
- increase the number of Aucklanders actively participating in recreation and sport every week from 79 per cent to 90 percent by 2040
- increase the number of council sports fields that are useable throughout the year from 80 percent to 90 per cent by 2020
- grow the recreation and sport contribution to Auckland's economy from \$1.6 billion in 2008/09 to \$3.2 billion by 2040
- increase the number of hours that people volunteer in recreation and sport from 12 million hours to 14 million hours by 2040.

Using these targets as a guide, the action plan will undergo the following monitor and review process:

- initiatives will be monitored during their delivery. Key learnings will be identified and implemented elsewhere, as appropriate
- new initiatives will be added if they will support achievement of the success measures, and are generally supported by the wider sector
- the actions will be reviewed annually against the success measures
- the full strategic action plan will be reviewed every three years to assess contribution to the success measures.

Appendix - Key strategy links

Parks and Open Space Strategic action plan and related strategies and plans (eg: 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.
Auckland Unitary Plan(in progress)	Auckland Council	Provides the future regulatory framework for sport and recreation activities under the Resource Management Act.
Current District Plans	Auckland Council	Provides the current regulatory framework for sport and recreation activities under the Resource Management Act
Children and Young Peoples Strategic Action plan	Auckland Council	This plan sets out 6 goals for children and young people and gives more direction to the Auckland Plan
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 sport and recreation.
Economic Development Strategy	Auckland Council	Gives more detail to the economic direction set out in the Auckland Plan
Major Events Strategy	Auckland Council	Delivers a major events portfolio including major sporting events
Events Policy	Auckland Council	Guides Auckland Council's investment in events

Stadium Strategy	Regional Facilities Auckland	This strategy sets out the approach for development, use and operation of stadia in Auckland
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
TeWhetuRehua 2011	He Oranga Poutama	Outlines the principles and framework for as Māori participation in sport and recreation
A range of strategic plans and documents for key delivers in the sector	Various	Regional Sports Trusts College Sport National Sports Organisations Regional Sports Organisations YMCA
A range of regional and national facilities plans	Various	Netball, cricket, hockey, football, baseball, bike

Glossary

Auckland Council	The Auckland Council consists of the governing body(Mayor and 20 Councillors) and 21 local boards, which represent the interests of local communities
Sport and Recreation Industry'	<p>For the purposes of this strategy the Sport and Recreation Industry is defined as:</p> <ul style="list-style-type: none"> • 17 identified sport and recreation industries²¹ • 42 identified sport and recreation occupations outside the 17 industries • investment by central government in sport and recreation education in schools • local councils' expenditure on sport and recreation facilities • volunteer hours spent supporting sport and recreation at a wage rate of \$14.19/hr. <p>This definition has been adopted as the standard from Sport NZ's "The Economic Value of Sport and Recreation to the Auckland Region" report.</p>
Youth	13-25 year olds
Sport Code Facility Plans	Auckland wide plans for facility provision at regional and local levels specific to sports codes
RST	Regional Sports Trusts: Harbour Sport, Sport Auckland, Sport Waitakere, Counties Manukau Sport
RSO	Regional Sports Organisation eg: North Harbour Hockey Association, Swimming Auckland

²¹ 17 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; Sort & 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.

NSO	National Sports Organisation eg: Yachting NZ
HPSNZ	High Performance Sport New Zealand
GACU	The Greater Auckland Coaching Unit (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.
HOP	He Oranga Poutama is a Sport New Zealand initiative supporting Māori participation in community sport and traditional physical recreation. Sport Waitakere leads the HOP programme across Auckland.
ASRRG	Auckland Sport and Recreation Reference Group
NZRA	New Zealand Recreation Association
Community providers	Organisations that may lead, provide, facilitate sport and recreation activities in the community eg: FYFOD, In 2 it, YMCA, youth groups, church groups
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 eg; at Bruce Pulman Park, North Shore Events Centre, tertiary institutes
Health agencies	For example, District health boards, Primary health organisations, Ministry of Health, Auckland Regional Public Health, Health Promotion Agency, Heart Foundation