

# ACTIVE ACTIVE ACTIVE



**Auckland Sport**

Te pou herenga hākinakina o Tāmaki Makaurau  
Strategic Plan 2015–2020



# Vision 2020

He whakakitenga 2020

# Auckland – the world's most active city

Tāmaki Makaurau – te tāone  
ngangahau rawa o te ao.

Our vision is to be the world's  
most active city.

We want Aucklanders to be  
active for life because of the  
sheer joy they experience  
from participating in sport  
and recreation.

We also know that when people  
are physically active:

- It helps them to learn
- They're healthier
- They're happier
- They're more connected to other people
- Our economy benefits

Our role is to collaborate with Sport NZ,  
Auckland Council, the sport and recreation  
sector and all other partners who share our  
vision, to bring about shared benefits in  
health and education, along with economic  
and community development. Our strategic  
priorities are closely aligned with key partners.

In working towards our vision we need to bring  
more investment and value to the sport and  
recreation sector without increasing cost. We'll  
do this by teaming up with partners to create  
efficiency. Part of our role is to ensure the long  
term financial sustainability of our sector.

We will be known for strong leadership,  
advocacy, innovation and collaboration.  
We'll operate as a trusted first point of  
contact for the sport and recreation sector  
in Auckland, will always follow through on  
our commitments, and will hold ourselves  
accountable for results.

We will reflect a commitment to the Treaty  
of Waitangi by proactively engaging and  
supporting the aspirations of Māori and iwi.



**MAKE IT COUNT**



# Mission

## Whaingā Matua

To collaborate, set direction and provide regional leadership for Auckland's sport and recreation communities.

Kia mahitahi, kia tau te aronga, kia kōkiri i ngā hākinakina me te mahi a Rēhia mo te rohe o Tāmaki Makaurau.

# Values

## Ō tātou Uara

Our Values reflect a sporting approach, and a drive to achieve results for our partners and for Aucklanders.

## Gutsy Kia maia

We make transparent, bold decisions in pursuit of our vision for Auckland.



## Team Up Kia tū takitini

We succeed by trusting and playing to each other's distinctive strengths.



## Relentless

**Kia manawa piharau**

We have the passion and perseverance to achieve our goals.

## Go Hard

**Kia kaha**

We work with intensity, urgency and vigour.



## Play it Straight

**Kia tākaro tōtika**

We deal with the facts, focus on solutions, and treat everyone fairly and with integrity.

# Strategic Plan

Mahere Rautaki

Rautaki Matua  
Strategic Priority

Whaingā  
Goals

2015 KPI

2020 KPI

## More Aucklanders More Active

**More of Auckland's young people participating in sport and recreation**

60% of school aged children (5-18 year olds) take part in 3+ hours of organised sport a week (2011 baseline 57%)

70% of school aged children (5-18 year olds) take part in 3+ hours of organised sport a week (2011 baseline 57%)

65% of school-aged children (5-18 year olds) take part in 3+ hours informal sport a week (2011 baseline 63.5%)

75% of school-aged children (5-18 year olds) take part in 3+ hours informal sport a week (2011 baseline 63.5%)

**Engage with international cities that encourage active lifestyles**

Cities identified and international activity benchmark established

Improvement on benchmark

**More of Auckland's adults participating in sport and recreation**

Establish the percentage of adults (15 years and over) who are physically active (i.e. met physical activity guidelines in last 7 days)

Successive annual increases on baseline

**More volunteers (coaches, officials) participating in sport and recreation**

500 new coaches recruited

2,000 more coaches recruited

600,000 more volunteer hours achieved (+5%) (2006/7 Active NZ survey baseline)

**More participation amongst priority communities**

Identify priority communities and baseline measures

Increase in priority communities' activity levels

## Stakeholder alignment & sector development

**Added value as a result of Auckland Sport and Regional Sports Trusts (RSTs) working collaboratively**

Aligned high level strategic outcomes – Auckland Sport and RSTs

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Shared services set up (Finance, IT, Marketing, CRM, Legal, HR)

Additional organisations using Auckland Sport's shared services

% of expenditure on corporate services to revenue is equal to or less than 2012-13

% of expenditure on corporate services to revenue is equal to or less than 2012-13

Recognition by Sport NZ of increased value of sport and recreation activity in Auckland

**Increased focus on coach development**

500 new coaches have received Greater Auckland Coaching Unit-delivered professional development

2,000 coaches have received Greater Auckland Coaching Unit-delivered professional development

Satisfaction survey benchmark established

Satisfaction survey improvement

**Improved regional sport & recreation capability**

Identify priority organisations and assess their capability

Capability improvement measured



**12**  
million hours  
volunteered for  
sport and recreation  
in Auckland annually

Rautaki Matua  
Strategic Priority

Whaingā  
Goals

2015 KPI

2020 KPI

## Stakeholder alignment & sector development

**Auckland Sport demonstrates organisational excellence**

Sport NZ Organisational Development Tool (ODT) review sets baseline

ODT score at the high end of the "Sustainable" band [5.0-6.9]

Governance reviewed

Governance reviewed

Financial sustainability achieved

Sector awareness survey (benchmark)

100% sector awareness

Sector and stakeholder satisfaction survey benchmark established

Sector and stakeholder satisfaction survey improvement

**Sector is aligned with Sport NZ outcomes and Auckland's Sport and Recreation Strategic Action Plan (SARSAP)**

Identify key partners whose purposes are aligned

Key partners are investing to deliver on agreed plans

Identified outcomes achieved

**Alignment with broader central government and regional stakeholders (e.g. Tertiary institutions, Ministry of Health, Ministry of Education)**

Stakeholders identified and engaged

Stakeholders are investing more to deliver on agreed plans

**Alignment with Auckland Council**

Agreed and aligned partnership approach including priorities and funding

Shared outcomes delivered and next plan agreed

**Alignment with Auckland Council Māori Plan**

Sport NZ He Oranga Poutama "as Māori" approach retained

Shared Auckland Council and Sport NZ He Oranga Poutama outcomes delivered and next plan agreed

## Sporting Excellence Promoted & Celebrated

**Excellence of athletes and officials recognised**

Mentoring programme established

250 mentees through programme

Promising athlete scholarships established

Initial scholarships awarded

Awards programme delivered

## Spaces & Places

**Improved access to facilities and spaces for all Aucklanders**

Identify strategic issues for the Auckland region and sector

National /regional planning alignment demonstrated

Advocate on behalf of the sector at national and regional level

Multi-purpose use of existing and new facilities demonstrated

Targeted sports have facilities plans in place for region



# Leadership

## Ārahitanga

Auckland Sport has been established to provide leadership and direction to the sport and recreation sector in the Auckland region and to achieve a range of health, social and economic outcomes.

Our investment in sport and recreation is not only targeted at increasing the participation rates of children, young people and adults and improving the quality of their experiences; it is designed to increase individual and community wellbeing and regional economic development.



AWAKEN THE MIND

# Approach

Kōkiritanga



# 1.6

**billion dollars**  
contributed to the  
Auckland economy  
from sport &  
recreation

## Leadership

Ārahitanga

The establishment of Auckland Sport provides a unified structure to lead the sector. Our primary function is to create a strong Auckland Sport brand that is synonymous with a performance culture. This involves partnering with the sector, overseeing the implementation of key strategies and ensuring there is a coordinated approach to sport and recreation across the region. In so doing, we will build on the previous successes of the Auckland Regional Physical Activity and Sport Strategy (ARPASS) framework and draw on Auckland's Sport and Recreation Strategic Action Plan (SARSAP).

We will take a region-wide view of investment, prioritise key sport and recreation projects, and provide transparent decision-making on funding. Where areas of need have been identified, and the cost benefit established, we will play an advocacy role with central and local government, as well as searching for potential funding partners.

We will lead by example, modelling best practice in terms of organisational capability and performance. Our leadership, planning, customer focus, sport delivery, people management and internal management will be benchmarked against the best organisations.

## Reducing Complexity

Kia whakamāmā te manganga

We aim to reduce administrative costs and to channel funding to sport and recreation programmes in the community. Efficiencies are being gained by providing shared services to Auckland's four local Regional Sports Trusts (RSTs). These services will be made available to other partners.

We have streamlined contractual arrangements, ensuring that funding partners have a single entity to deal with and that local RSTs spend less time on managing funding partners and on programme strategy and administration and more time on running effective programmes in their communities.

We provide a single point of contact for the sector, and ensure consistent delivery and the maintenance of standards across the region.

## Strategy

Rautaki

As the population of the region grows, so does the need and demand for quality sport and recreation experiences.

Good strategy is informed by research and quality data. Our work will be evidence-based and we will support further research, so that we have solid information on which to make investment decisions and to measure results. Advisory panels (such as the Tertiary Advisory Group, the Māori Advisory Group (Roopu Manaaki), the Coach and Talent Development Advisory Group and the KiwiSport Advisory Group), along with workshops and surveys which help us to adapt and to grow, will be part of our DNA.

Our work is informed by deep connections with our partners and the sport and recreation communities we serve. This strategic plan has been written after extensive consultation, makes use of local and international research, and aligns with Sport NZ, Auckland Council and the SARSAP objectives.

## Alignment

Tīaroaro

Our strategic priorities are closely aligned with those of our partners. Our ability to deliver region-wide sport and recreation outcomes will provide long-term stability to the sport and recreation sector. Our outcomes have furthermore been aligned to government organisations that the sport and recreation sector has not traditionally been closely associated with, but which never-the-less share the same aims. Auckland Sport will show value to these organisations in realising their outcomes.

# Outcomes

Ngā putanga



# 212

thousand people  
volunteer their time  
to sport & recreation  
in Auckland

## Educational achievement

He tutukitanga ā mātauranga

Early childhood experiences and the development of fundamental movement skills are the first steps to lifelong participation in sport and recreation. Quality physical education programmes in schools have a positive influence on concentration, memory and classroom behaviour and some studies show improved intellectual performance. Specific interventions during infancy, early childhood and adolescence increase educational performance and develop the skills, attitudes and confidence to support lifelong engagement in sport and recreation.

## Improved health

He pikinga waiora

People who regularly participate in physical activities are healthier. They have a reduced risk of cardiovascular and related diseases, which account for 40 percent of all deaths in New Zealand. Physical activity also reduces the risk of some forms of cancer, diabetes (a major and increasing cause of disability and premature death), obesity (which affects 28 percent of the adult population), falls in older people, and contributes to a range of improved health outcomes. Conversely, physical inactivity contributes to approximately 2,600 deaths per year in New Zealand.

Physical activity, sport and recreation are known to improve mental health and reduce the clinical symptoms of depression. It also provides a way to enhance self-esteem, to manage stress and anxiety, and promotes a greater work/life balance.

## Social connection and community wellbeing

He hononga ā pāpori, he oranga ā hāpori

Sport and recreation clubs draw individuals and diverse groups of people together, fostering cooperation and strengthening social ties. These connections provide a sense of belonging and create networks that sustain our many and ethnically diverse communities. Inclusive physical spaces and attitudes can ensure these opportunities are provided for all Aucklanders, including disabled people.

22 percent of the adult population volunteer their time, helping to ensure that sport and recreation events and organisations run smoothly. These volunteers enable funding-constrained organisations to function and are vital to the on-going operation of the sport and recreation sector.

## Economic development

Whakapakari ōhanga

A healthy, active workforce is a productive workforce. The sport and recreation sector accounts for 2.4 percent of regional GDP (\$1.6 billion in 2008/09). Approximately 11,943 people work in sport and recreation industries (based on the 2006 Census) and a further 3,553 are employed in sport and recreation related occupations. Another 212,182 people volunteer their time to sport and recreation organisations, which is worth up to \$170M per annum.

The hosting of international events, such as the 2017 World Masters Games (expected to contribute \$37M to Auckland's GDP) has major spin-offs for the economy. Sport provides an opportunity to reinforce and enhance Auckland's image as an attractive destination.

**Jo Wiggins**  
BPhEd

**Trustee**

Jo has over 25 years' experience in local government in Auckland and has been involved professionally or in a governance role in the sport and recreation sector equally over that time. Jo was a member of the Auckland Sport Establishment Board, and the former Chair of Sport Auckland. She owns her own consultancy business providing strategic planning, policy, planning advice and project leadership services to the public sector and other non-governmental organisations.

**Eru Lyndon**  
LLB, MBA (dist.)

**Trustee**

Eru has extensive leadership experience and is currently the Regional Commissioner for Social Development (Northland), and also holds a number of other directorships or advisory roles to organisations. Eru is a former New Zealand representative tennis player and age group champion, and attended a college in the United States on an athletic scholarship for tennis. Eru affiliates to the Ngati Whatua iwi.

**Graham Child**  
BCom CA, Member of  
the Institute of Directors

**Trustee**

Graham has extensive senior management and governance experience. He is a former Hockey NZ representative, Chaired Hockey NZ from 2005-2010, and was subsequently made a life member of the sport. Graham holds several other commercial directorships and serves on Auckland Sport's Audit and Risk Committee.

**Sarah Sandley**  
Ph.D, Member of the  
Institute of Directors

**Chief Executive Officer**

Sarah has wide-ranging leadership experience gained through almost 20 years of general management and CEO roles in both not-for-profit and commercial environments, including as CEO of the trans-Tasman APN Magazine Group, where she was responsible for a number of the country's leading media brands. Sarah has played table tennis for both England and NZ, was a Director of Sport NZ for 6 years, founding Chair of the international Katherine Mansfield Society, and is a founding Trustee and now Chair of the Auckland Writers' Festival.

A photograph of four people (two men and two women) walking along a wooden pier or boardwalk. They are dressed in professional business attire. The background shows a body of water and a distant city skyline under a bright sky. The image is partially overlaid by a blue graphic element in the bottom left corner.

# Board & Senior Leadership

Poari me te Tira Kaiārahi

## Raewyn Lovett

LLB, Member of the  
Institute of Directors

### Chair

Raewyn has a number of years' experience in sport governance, including as a member of the Auckland Sport Establishment Board. She has recently retired from the Netball New Zealand Board after nine years, serving the last seven years as Chair and having been an inaugural member of the ANZ Championship Board. She sits on the boards of a number of commercial/private companies including Quotable Value Limited (Deputy Chair) and CHT. She is a partner of national law firm Duncan Cotterill and specialises in the areas of corporate and commercial law.

## Peter Meehan

Dip.BusM. F Fin,  
FAIBF, AFNZIM

### Trustee

Peter has a depth of knowledge in banking, IT, risk management, sales, service and project management, where after 45 years in banking, he retired from the role of General Manager Operations and Risk. Peter is a company director and has served on numerous sporting boards including the Chair of Sport Waitakere and Chair of the Auckland Regional Sports Trust Alliance. Peter was a member of the Auckland Sport Establishment Board and convenes Auckland Sport's Audit and Risk Committee.

## Ian Jagger

CA, Certified Project  
Management Professional

### Corporate Services Manager

Ian has depth of experience in finance, IT, risk management and project management, having worked internationally for more than 20 years in senior roles for organisations such as PWC and BDO. He is responsible for the set up and roll out of shared services, and serves on Auckland Sport's Audit and Risk Committee.

## Debbie Curgenvin

MSc, MBA,  
Ph.D - completing

### Sport Services Manager

Debbie has more than 20 years' experience working in the sport and recreation sector, including working in England, the USA and New Zealand. Prior to arriving in New Zealand Debbie was Head of Sport for a local authority and also spent time developing sports lottery projects on behalf of Sport England and local government. In New Zealand, Debbie has worked for a local Regional Sports Trust, local government and – most recently – Sport New Zealand.

## Helen Robinson

Member of the Institute  
of Directors

### Trustee

Helen has led many technology companies over the past 30 years, including as Managing Director for Microsoft, New Zealand, as Vice President, Asia Pacific, for Pivotal Corporation and as CEO of the TZ1 Registry which was acquired by London based Markit Group Ltd. Helen is Managing Director, Markets Registry Ltd, Chair of The Network for Learning Ltd (N4L), CLOUD M Ltd, Mondiale Technologies and the Valens Group and acts as independent Director for ATEED (Auckland Tourism Events & Economic Development) and NIWA (National Institute of Water & Atmospheric Research). She is a Council Member for Open Polytechnic NZ.



GET  
ACTIVE  
AKL!

**400,000+**

learn to swim lessons delivered  
by the Greater Auckland Aquatic  
Action Plan

**75,000**

students participate in  
secondary school sport  
in Auckland

**1,800**

sports clubs in Auckland

Proudly supported by



Auckland Sport works in partnership with Counties Manukau Sport, Harbour Sport, Sport Auckland and Sport Waitakere. We gratefully acknowledge the support of Auckland Council, the ASB Community Trust, the New Zealand Community Trust and the Lion Foundation.