

GET

AKTIVE

TĀMAKI MAKAURAU

2024–2028  
STRATEGIC PLAN  
SUMMARY

## FOREWORD

We're excited to share a summary of Aktive's refreshed strategic plan, detailing our focus for 2024-2028.

The past four years have made for new and unprecedented challenges and opportunities, including the increasing impact of climate change, technology advancements, the COVID-19 pandemic and the ongoing cost of living crisis. Aktive, together with the sport and physical activity sector has had to adapt, innovate and explore new ideas and ways of working, all while maintaining our collective focus on enabling and supporting Aucklanders to be physically active.

Looking to Aktive's next strategic period of 2024-2028, a number of the approaches we have used over the past four years remain relevant to how we will continue to work towards achieving our vision of Tāmaki Makaurau becoming the world's most active city. Our strategy continues to be underpinned by an equity approach to ensure our investment and efforts are centred on people and communities that are missing out, specifically tamariki and rangatahi who are under-active or where historic inequities exist. This will see us focus on tamariki and rangatahi who are: Māori, living in low-socio economic areas, disabled, young women and girls, from Pacific, Indian and Asian communities and/or from the Rainbow community.

We have listened and responded to feedback to provide more clarity on the role that Aktive plays within the sport and physical activity sector. Our strategy now clarifies that Aktive's role is to provide strategic regional leadership for Tāmaki Makaurau and work in spaces where there is a region-wide need, where there are economies of scale, where we have a mandate from a funder and where there are gaps in the market and opportunities to innovate to make a positive difference.

The following pages capture Aktive's vision and purpose, our commitment to Te Tiriti o Waitangi, our values, our role and our strategic focus areas for 2024-2028: Participation, Strengthening Sector Organisations, Funding and Advocacy, and Active Environments. We have deliberately chosen to

narrow our focus to these areas, because we believe this is where we can have the greatest impact into the next strategic period.

We know that we cannot do this alone; more importantly, we know we are stronger and can achieve more for Tāmaki Makaurau and Aucklanders when we work with others.

We sincerely thank our funders, for the faith that they have continued to show in Aktive, and for the unwavering commitment they have made to Tāmaki Makaurau.

We are looking forward to seeing what is possible over the 2024-2028 period. Despite the known and anticipated challenges, our aspirations are bold and our commitment unwavering. We know that the many sport, recreation, community, play, disability and education organisations that we serve, support and collaborate with are Tāmaki Makaurau's super power. We are energised to see what our sharpened strategic focus, more targeted investment, enduring and new partnerships can achieve for people and communities across Tāmaki Makaurau through sport and physical activity over the next four years.

Ngā mihi



Jennah Wootten,  
Chief Executive, Aktive



Jason Shoebridge,  
Chair, Aktive



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## OUR COMMITMENT TO TE TIRITI

Honouring Te Tiriti o Waitangi, we will actively partner with iwi Māori and mana whenua to support their aspirations. Our commitment to Te Tiriti will be realised through the implementation of our Te Tiriti o Waitangi Responsiveness Policy, guided by our Māori Outcomes Committee, established in 2024.

## OUR VALUES

- **Service through Manaakitanga:**  
We are committed to and passionate about helping to create positive change and improve the wellbeing of the people, the communities, and the organisations we serve.
- **Impact through Rangatiratanga:**  
We lead, we aim high, seize opportunities, and embrace innovation, always with integrity and optimism.
- **United through Kotahitanga:**  
We wholeheartedly believe that together, we will go further.





## A SNAPSHOT OF TĀMAKI MAKĀURAU

Insights and data over the 2020-2024 strategic period will underpin our focus for the next four years. We remain committed to an equity approach that prioritises tamariki and rangatahi who are underactive or where historic inequities exist.



**51%** of young people in Auckland are underactive [1]

- Young people who report they want to be more active say being too busy, unmotivated, too tired and preferring to do other things are the top barriers they experience. Cost, travel, and not having access to spaces and places to be active, equipment and/or people to be active with were the next most commonly reported barriers. [3]



**61%** of 14-17 year olds in Auckland are underactive [1]

- Young people in Auckland are less likely to be getting 60+ minutes of physical activity a day if they are a young women or girl, Māori, Pacific, Asian, disabled, living in areas of high deprivation, or a teenager. [2]



**2/3** of young people in Auckland want to be more active [2]

References: [1] Active NZ 2021-22, Auckland-combined, Total Youth; underactivity: not meeting the World Health Organisation guidelines of getting 7+ hours of physical activity a week, [2] Active NZ 2021-22, Auckland-combined, ages 5-17, [3] Active NZ 2021-22, Auckland-combined, ages 8-17

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## OUR VISION

**Tāmaki Makaurau – the world’s most active city.**

## OUR PURPOSE

**To unite and inspire leaders and organisations in Tāmaki Makaurau to enhance the wellbeing of Aucklanders and create more connected communities through sport and physical activity.**

## OUR PRIORITY GROUPS

Tamariki and rangatahi who are underactive or where historic inequities exist. This sees us working with and for tamariki and rangatahi who are:

- Māori
- living in low socio-economic areas
- disabled
- young women and girls
- from Pacific, Indian and Asian communities
- from the Rainbow community.

## OUR ROLE

We are clear on our role in what is a large and complex system, and where we believe we can have the greatest impact. That will see Aktive providing strategic leadership across Tāmaki Makaurau and working where there are:

- region-wide needs
- economies of scale
- mandates from funders
- gaps in the market and an opportunity to innovate and make a difference.

# PARTAKERS

## STRATEGIC FOCUS AREA #1 PARTICIPATION

**Our vision is for Tāmaki Makaurau to be the world’s most active city. Through our participation strategic focus area, we also hope for Māori in Tāmaki Makaurau to be the most active in Aotearoa New Zealand.**

We know positive experiences for our tamariki and rangatahi are more likely to support a lifelong involvement in sport and physical activity. We will continue to support the development and delivery of quality opportunities and experiences that meet the needs, wants and aspirations of tamariki and rangatahi.

### **Key measures of success:**

Participation in sport and physical activity by tamariki and rangatahi is maintained, and they report positive experiences in sport and physical activity. Signature events are developed and delivered to support tamariki and rangatahi who are Māori to participate in ways that resonate for them.

# STAKEHOLDERS

## STRATEGIC FOCUS AREA #2 STRENGTHENING SECTOR ORGANISATIONS

**Being responsive and adaptive is vital for leaders and sector organisations in remaining relevant for future generations.**

Throughout 2024-2028, we will work with sector organisations to support strengthening their organisational foundations across the areas of governance, leadership, people and culture, insights and evaluation, finance and technology. We are also committed to supporting the sector's contribution to Te Tāruke-ā-Tāwhiri: Tāmaki Makaurau's Climate Plan 2030.

### **Key measures of success:**

Increased diversity and capability on sector organisation boards and within leadership teams, improved business capability strengthening organisation foundations, and a greater level of meaningful climate action being undertaken by the sector to mitigate the impact of future climate events and adapt for the future.

# CHANGE MAKERS

## STRATEGIC FOCUS AREA #3 FUNDING AND ADVOCACY

Our vision for Tāmaki Makaurau to be the world's most active city is bold. We need to share a compelling narrative about why it is vitally important for our communities now and into the future.

We need to rally leaders and organisations around this compelling narrative, so it is heard and believed by key decision makers. In doing so, we will further build the value proposition of sport and physical activity and compel funders to invest into the sector because of the significant social return on investment it can make, changing lives.

We know demand outweighs supply when it comes to funding and that's why our advocacy will include a region wide lens, emphasising where the greatest need is.

### **Key measures of success:**

A compelling narrative for sport and physical activity and the benefits it derives is developed and understood by civic leaders and broader funders. Sustained, ideally increased, investment in the sector, diversification of revenue streams, and ensuring investment is aligned to those who will benefit the most.



## STRATEGIC FOCUS AREA #4 ACTIVE ENVIRONMENTS

Strategic planning and infrastructure investment will help deliver Aucklanders safe, easy-to-access, fit-for-purpose sport and physical activity environments where they're most needed.

This means delivering fit-for-the-future facilities and open spaces that make it easier for Aucklanders to be active, as well as protecting and strengthening public and natural environments for sport and physical activity.

### Key measures of success:

Strategic guidance, grounded in evidence is developed and utilised by funders and decision makers. Facility developments, that are environmentally friendly, are completed and opened for community use. Increased access to school and kura facilities for the wider community and meaningful, future focused strategic engagement between civic leaders and the Ministry of Education.

## STRATEGIC FOCUS AREAS

## 2020–2040 FRAMEWORK Long-Term Outcomes

## 2024–2028 PLAN Outcomes

### #1

#### PARTICIPATION

- Tāmaki Makaurau is the most active city in the world.
- Māori in Tāmaki Makaurau are the most active in Aotearoa New Zealand.
- Increased opportunities in sport and physical activity participation for tamariki and rangatahi.
- Increased opportunities to maintain participation in sport and physical activity by tamariki and rangatahi who are Māori.

### #2

#### STRENGTHENING SECTOR ORGANISATIONS

- Sector organisations are stronger as a result of enhanced business capability and being equipped to adapt and change to remain relevant into the future.
- The aspirations of Māori for increased participation and leadership ‘as Māori’ in the sport and physical activity sector are achieved.
- Aktive and the sport and physical activity sector contribute to achieving Te Tāruke-ā-Tāwhiri: Tāmaki Makaurau’s Climate Plan 2030.
- The capability of sport and physical activity organisations is increased and improved for the provision of quality sport and physical activity opportunities that support our priority groups.
- Māori ‘as Māori’ leadership opportunities are provided across the sport and physical activity sector.
- Māori organisations, including marae, hapū and iwi, are supported to achieve their aspirations for increased participation and leadership ‘as Māori’ in sport and physical activity.
- Collaboration is fostered by bringing organisations together to create, develop, test, champion, and scale innovative ideas.

### #3

#### FUNDING & ADVOCACY

- National and local decision makers understand the value of making Tāmaki Makaurau the most active city in the world and are committed to contributing their part.
- Funding available to support the sport and physical activity sector in Tāmaki Makaurau has increased.
- Income streams to increase Aktive’s ability to accelerate progress have diversified.
- Target group participation in sport and physical activity is supported via Aktive’s investment into organisations.

### #4

#### ACTIVE ENVIRONMENTS

- Planning and infrastructure investment delivers safe, flexible, and easy-to-access sport and physical activity environments, where they are most needed.
- Aucklanders have access to innovative local active environments for sport and physical activity.
- Fit-for-the-future facilities and open places that make it easier for Aucklanders to be active are delivered.
- Public and natural environments for sport and physical activity are protected and strengthened.





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in Aktive-Auckland