



Sport Development Team

Strategic Plan

2009 – 2012

Our Purpose

To support the growth of sporting capability and capacity in the North Harbour Region

To promote and advocate for sports in the North Harbour Region

Our Vision

Sport in the region is enhanced by the Sport Development Team;

How will we know:

- Sports/stakeholders will have regular contact with the Sport Development Team;
- The Sport Development Team will provide leadership through current best practice sporting models and advice;
- Sports/stakeholders will be better equipped to deliver quality sport;
- The reputation of the Sport Development Team is enhanced through sports/stakeholders positively advocating on their behalf;
- North Harbour Sporting organisations adapt the delivery of their sport in response to changing trends; and
- The Sport Development Team is meeting the needs of the sports/stakeholders in the region.

Key Challenges in the North Harbour Sporting Community

Sport/Stakeholder Communication To stay relevant to our sports/stakeholders we must have effective two way communication with sports /stakeholders.

Co-ordinate and lead the sports sector Currently sports tend to work in isolation yet face similar issues. The challenge for us is to facilitate a unified sporting voice by creating a sporting community of practice, to identify leadership opportunities to empower sports to take advantage of future opportunities.

Understanding of the sporting landscape in the Harbour region An understanding of the Harbour sporting landscape will provide quality information to support effective development of the sector. This will enable us, for example, to advocate on sports behalf, provide current regional data on sporting trends such as volunteer numbers, youth and club membership and changes in demographics i.e. population growth in the region, % break down of ethnicities.

Grow the capacity of the Sport Development Team To date sport development work is outstripping resources. To realise our vision added human resource is required.

Current Information/Research The challenge for us is to be proactive in collating up to date, cutting edge information and research available which will to add value to sports/stakeholders in the region.

Measures For us to have meaningful measures that identify sport development effectiveness. This should include the collection of baseline data, milestones and final reports, external reviews and fostering culture of measuring all aspects of our work so we can be sure of our results and impact.

School - Club Focus The challenge for the Sport Development Team is to increase the capability and capacity of clubs to break down the barriers for youth to actively participate in club sport.

Current research confirms increased dropout rates of youth participating in sport at key transitional stages. One key stage is the participation of sport when transitioning between the school and club environment.

Harbour Sport Values

What we value at Harbour Sport is...

Leadership which means ...

- Innovating and pioneering
- Extending ourselves
- Continually learning and up-skilling
- Setting higher standards every year
- Understanding our community's needs and responding
- Being a recognized leader
- Creating leaders both internally and externally

Being Professional which means ...

- Everyone taking personal responsibility
- Knowing and following policies and procedures
- Being reliable
- Being well prepared
- Acknowledging and learning from our mistakes

Being a Team which means ...

- Supporting other staff members
- Supporting other programmes
- Listening and discussing
- Valuing others opinions
- Being open and giving and receiving honest feedback
- Helping each other to look good and do good
- Affirming others for great work

Bringing passion, energy and fun to our work.

- Internally with our peers
- Externally with our stakeholders
- Building long term relationships that we value
- Walking the talk with work/life balance and being volunteers
- Focusing on success
- Being proud of Harbour Sport and the region

Sport Development Strategic Outcomes

1. Regular communication with all Regional Sport Organisations (RSOs), Clubs, Sport Boards and other key stakeholders;
2. The North Harbour region has a strong functioning sporting community of practice;
3. The Sport Development Team are an information and research hub to our sports and stakeholders;
4. Current research is utilised in the decision-making process by regional sports;
5. The 'No Exceptions' Disability Sport key messages are embraced by Regional Sports Organisations , Sport Boards and Clubs;
6. In-depth development work with identified sports Organisations demonstrate improved capability and capacity to deliver quality sport;
7. The Sport Development Team has the personnel capacity to meet identified needs;
8. To be the recognised lead agency for promotion and advocacy for sport throughout the North Harbour Region.

Strategic Outcome One

Regular communication with all Regional Sport Organisations (RSO), Clubs, Sport Boards and other key stakeholders;

Strategic Initiatives

1.1 Databases

Up-date RSO, Coaches and Clubs databases. Develop systems to ensure database remains current.

1.2 Sport Induction Pack

Develop and launch the Harbour Sport induction pack for new sport boards and CEO's/GM's. The pack should include information pertaining to who Harbour Sport is, how we came about, our strategic direction, services offered and professional development.

1.3 Networks

Deliver Regular network opportunities for CEO's/GM's, Clubs and Sports Boards. Networks to include professional development opportunities, current research, and facilitate solution based discussion.

1.4 Communication

Enhanced two way communications with key stakeholders. This will occur in conjunction with the Sport Development Team Relationship Management Plan, Priority Sport Matrix, Newscast and Website.

Strategic Outcome Two

The North Harbour region has a strong functioning sporting community of practice;

Strategic Initiatives

2.1 Relationship Management Plan

Development and implementation of a Relationship Management Plan that enables all sports to have quality contact with Harbour Sport over one calendar year. This should include face to face contact at both board and CEO level and identifying the appropriate level of engagement.

2.2 Harbour Region Sporting Landscape

Systemize the collection of sport specific information that provides a detailed picture of the health of sport in the Harbour region. This should include information on income streams, club memberships and player numbers, volunteers and paid staff.

2.3 North Harbour Sports Council

The Sport Development Team will continue to be an integral part of the executive of the NHSC. To continue to work towards the shared outcomes of the NHSC in conjunction with the executive, member sports, and North Shore City Council.

Strategic Outcome Three

The Sport Development Team are an information and research hub to our sports/stakeholders;

Strategic Initiatives

3.1 Research Focused

To enable the Team to be a high class information hub, the team will continue to operate with a research focus.

3.2 Information Hub

It is a priority for the Sport Development Team that we are an information hub within our community. Therefore it is important that the team are aware of current regional, national and international sport development research and best practice examples.

3.3 Communication of Research

Research & Best practice examples will be shared amongst the sporting community of North Harbour through Forums, Workshops, Newscast, Harbour Sport Website, and during face to face interaction with our stakeholders.

3.4 Key Messages Embraced

The team will work on key strategies to implement and to promote key messages of the Harbour Sport and specifically the Sport Development Team.

Strategic Outcome Four

The Sport Development Team works in identified areas which impact on the regional sporting landscape; in conjunction with research and/or sport/stakeholder consultation

Strategic Initiatives

4.1 Understanding the sporting landscape

In order to understand the sporting landscape in the region the Sport Development Team will continue to keep up to date with Demographic, population trend, and future planning plans for the region and how these may impact sport.

4.2 Working with target groups/communities

By working in a targeted approach through communities, specific sport codes, ethnicity or specific age populations the Sport Development Team are able to make a measurable difference in partnership with the target group and our stakeholders.

4.3 Consultative approach

The sport development team will work in consultation with key stakeholders, funding partners and the sporting community of North Harbour to ensure that our focus continually meets the need of the region.

Strategic Outcome Five

The 'No Exceptions' Disability Sport key messages are embraced by Regional Sports Organisations, Sport Boards and Clubs Strategic Initiatives

Strategic Initiatives

5.1 Encouraging and enabling people with a disability to participate with their peers in an inclusive environment as they develop within a sporting pathway.

Provide clubs with appropriate contacts in disability sport in terms of sporting pathways e.g. Parafed, Paralympics, Special Olympics, Blind Sport etc.

5.2 To encourage and promote the participation of people with a disabilities in mainstream sporting activities and clubs.

- Apply focus sports in the greater North Harbour region for 1-2year support system.
- Provide 'No Exceptions Training' (NET) for Administrators, Board members, Coaches and Parents.
- Providing opportunities to apply what they have learn't in practical settings.
- Provide and support RSO's and clubs through utilization of Harbour Sport disability networks.

5.3 To ensure that people with a disability have access to sporting venues & facilities.

- Support facilities and venues through Halberg Trust's 'Sport Access Programme'.
- Provide 'No Exceptions Training' (NET) for Administrators, staff members and volunteers.
- Provide and support RSO's facilities through utilization of Harbour Sport disability networks.

5.4 Show a commitment to ensuring people with a disability can participate in inclusive sport and active leisure within their community.

- Provide support to Event organizers ensuring that all people with a disability are involved in all community events.
- In conjunction with Harbour Sport, Halberg and Westpac Trust, will provide the organizers with volunteers and expertise for the event.

Strategic Outcome Six

In-depth development work with identified sports organisations demonstrate improved capability and capacity to deliver quality sport;

Strategic Initiatives

6.1 Identify in-depth focus sports

To use a selection criteria to identify in-depth focus sports and develop a partnership project plan based on agreed outcomes.

6.2 Utilising Development Tools within identified sports

To effectively use organisation development tools (such as ODT, risk management, club development) to identify key development opportunities within focus sports.

6.3 Measure Capability and Capacity impact

Develop agreed measures to include Key Performance Indicators that identify capability and capacity improvement.

Strategic Outcome Seven

The Sport Development Team has the personnel capacity to meet identified needs;

Strategic Initiatives

7.1 Working collaboratively

Work collaboratively with stakeholders and partners to strengthen Sport Development outcomes.

7.2 Building International Relationships with Universities

Continue to build relationships with International Universities to offer Sport Development Placement Opportunities to increase the Sport Development Teams' capacity.

7.3 Additional Sport Development Resource

Investigate the opportunity to fund an additional FTE in the Sport Development Team to meet the current demand .

Strategic Outcome Eight

To be the recognized lead agency for promotion and advocacy for sport throughout the North Harbour Region

Strategic Initiatives

8.1 Events

Use the Massey University Harbour Sport Excellence Awards as an annual opportunity to promote and highlight sporting excellence throughout the region.

8.2 NHPAS/ARPASS

Work in conjunction with key stakeholders in the delivery of outcomes for regional strategies (North Harbour Physical Activity Strategy and Auckland Regional Physical Activity Strategy) for the benefit of sport

8.3 Working effectively Internally

Continue to work collaboratively with internal teams at Harbour Sport.