



HE TOA TAUA

HARBOUR SPORT

STRATEGIC PLAN 2025 - 2030

OUR VISION

A community that is passionate about being physically active and healthy

OUR PURPOSE

We contribute to individual and community hauora through the power of physical activity

HE TOA TAUA – STRONGER TOGETHER

We lead, support, and connect our Harbour community through physical activity, sport, hauora, and cultural engagement—championing inclusivity, with a focus on the least active, while upholding Māori as tangata whenua

OUR UNDERPINNING VALUES

Harbour Sport is committed to honouring He Whakaputanga and Te Tiriti o Waitangi in our governance, operations and relationships.

Manākitanga / Respectful care and support

Rangatiratanga / Leadership with integrity

Whanaungatanga / Inclusive connection and community

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Manākitanga / Respectful care and support

Manaaki i te katoa (Care for all) / Act with kindness and respect in every interaction.

Rangatiratanga / Leadership with integrity

Whakatika i te ara (Walk the right path) / Lead with truth, integrity, and courage, even when it's hard.

Whanaungatanga / Inclusive connection and community

Whakawhanaungatanga (Strengthen connections) / Create spaces where everyone feels seen, heard, and valued.

Whakatauki

Ehara taku toa i te toa takitahi, engari he toa takitini - Success is not the work of an individual, but the work of many.



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OUR AREAS OF FOCUS

CAPABILITY

We provide guidance and support to build individual and organisational capability

- A resilient, well-equipped sport and recreation sector
- Improved hauora of the local community
- Widely recognised and embedded health and wellbeing programmes

CONNECTION

We connect our community

- Enhanced collaboration and knowledge-sharing across our community
- Harbour Sport is recognised as a trusted and influential voice in our community
- Health, sport, and recreation initiatives are integrated into our community

PARTICIPATION

We create, provide and promote opportunities to participate

- Increased retention and participation rates across all sporting, recreation, and hauora initiatives
- We deliver high-quality events that inspire participation

ORGANISATIONAL EXCELLENCE

We strive for organisational excellence in a sustainable way

- Strong governance, ethical leadership, and transparent decision-making
- Honoring Te Tiriti o Waitangi
- Diverse and sustainable funding base
- An employer of choice with a highly engaged workforce

WHAT DOES SUCCESS LOOK LIKE?

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OUR AREA OF FOCUS WHAT DOES SUCCESS LOOK LIKE?

- 1 A resilient, well-equipped sport and recreation sector
- 2 Improved hauora of the local community
- 3 Widely recognised and embedded health and wellbeing programmes

WHAT WE WILL DELIVER

- 1.1 Access to high-quality resources and training
- 1.2 Increased participation and leadership opportunities for diverse communities
- 2.1 Community-led approach, targeting the inactive
- 2.2 Building capability to deliver physical activity outcomes in their communities
- 3.1 Strengthened collaboration with local organisations, health and education providers and council
- 3.2 Increased provider capacity and participant access to our health and wellbeing programmes

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- 3 Health, sport, and recreation initiatives are integrated into our community

- 1.1 Regular forums, networking events, and collaborative initiatives to strengthen the sector
- 1.2 Valued partnerships with key stakeholders
- 1.3 Deliver and support quality events that connect our community.
- 2.1 Advocacy for and on behalf of our community
- 2.2 Networks and communities of learning
- 3.1 Targeted outreach and promotional campaigns
- 3.2 Meaningful engagement with targeted communities

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PARTICIPATION

We create, provide and promote opportunities to participate

1

Increased retention and participation rates across all sporting, recreation, and hauora initiatives

2

We deliver high-quality events that inspire participation

1.1

Programmes for our tamariki and rangatahi

1.2

Sustainable initiatives that drive participation, inclusivity, and long-term engagement

1.3

Community-led play and active recreation initiatives

1.4

Wellbeing initiatives within participation programmes

2.1

Community-based events that promote community participation

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2 Honouring Te Tiriti o Waitangi

3 Diverse and sustainable funding base

4 An employer of choice with a highly engaged workforce

1.1 Best-practice governance frameworks

1.2 Leadership that is honest and transparent at all organisational levels

We are committed to honouring Te Tiriti o Waitangi through the principles of Kāwanatanga, Tino Rangatiratanga, and Ōritetanga, ensuring an inclusive and holistic approach that extends beyond the following commitments:

2.1 Kāwanatanga – Foster meaningful relationships and consult with iwi, hapū, and Māori organisations to ensure their voices shape our policies and programmes

2.2 Tino Rangatiratanga – Commit to bilingual and bicultural practices, integrating te reo Māori and tikanga into our workplace and programmes

2.3 Ōritetanga – Actively work to remove barriers to Māori participation in sport, recreation, and hauora

3.1 Long-term financial stability through diversified revenue streams

4.1 An environment that attracts, retains and develops skilled and engaged staff and volunteers

4.2 A values-driven culture through leadership and engagement initiatives

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