



Mai te Ripowai ki te Ngarutai | Ripples to Waves

He Huringa Tai | A Nuku Ora Strategy Refresh

Nuku Ora
An active Wellington region



Mai te Ripowai ki te Ngarutai

Ripples to Waves

Ko te wai te ora nga mea katoa He Oranga Wai – He Oranga Tangata
Water is the life giver of all things

Water is a defining feature across our rohe, weaving through the landscape and nurturing all life within it. Surrounded by the sea, our region is enriched by an intricate network of lakes, rivers, and their tributaries. The flow of water sustains and supports our community offering nourishment, sustenance, and vitality – it serves as a means of connection throughout our rohe. It does this best when it is in constant movement.

Generating movement in a still body of water requires energy. When a rock is thrown or a gust of wind sweeps across it, the water responds, forming ripples and spreading the energy throughout. But not all ripples are the same; some expand into ever-increasing circles, while others spread in varied patterns depending on the form of the energy applied.

When ripples meet, they amplify in strength and intensity, creating waves. Over time, if the energy remains constant and strong, the waves take on a character of their own and can sustain themselves.

Waves are created by energy but also carry their own energy, enabling them to flow back after reaching a destination. This reciprocal movement generates momentum, allowing things in the water to be moved from one place to another. Thus, a single wave can exert influence elsewhere, which can lead to change.

Waves bring about change and can reshape their surroundings in different ways. Often, the bigger the wave, the greater the change.

Kia rau nuku Kia rau wai Kia rau ora

Our Nuku Ora whakatauki speaks to the joy and vitality that come from being active and moving our bodies.

Our name, Nuku Ora, is a concept that represents activity, movement, life, and joy. It encompasses the outcome we seek: to improve the hauora and wellbeing of individuals, whanau, and communities through increased physical activity.

Movement is life, and like the water that flows through our rohe - connecting us and providing energy and life - we believe that when physical activity flows through our communities, it connects us and brings health, wellbeing, and joy, especially when it is available to everyone.

Our aim is to be the energy that creates the ripples in the water of our regional physical activity system to activate, motivate, and empower others to act.

Our commitment is to helping individuals, whānau and communities move regularly in a way that helps them to live well.

The ripple around our name represents the water in which we work, the system that supports individuals, whanau, and communities to be physically active. At the center, the central pool represents our communities. It's here that Nuku Ora wants to create ripples and waves that influence others in the system, to ensure that everyone can access physical activity opportunities, in a way that works for them. In this way, the benefits of being physically active can expand across the lives of people and communities to transform their hauora and wellbeing.

To achieve this effectively, we also need to work on ourselves so that we are in a good position to provide the greatest value to others. This includes our commitment to honour Te Tiriti o Waitangi.



Ko te Amorangi ki mua, ko te hāpai ō ki muri

Strategy 2032

Strategy 2032 is Nuku Ora’s long-term strategy, developed in 2020. Our 12-year strategic outcome for this plan is *“Improved hauora and wellbeing of individuals, whānau, and communities through increased physical activity”*. Our primary focus is to increase physical activity levels across the rohe through ensuring that everyone can participate and enjoy being active.

The 12-year time frame will be divided into four-year blocks of work, allowing us to be responsive to change and achieve the best outcomes for the rohe. This means establishing/re-establishing our priorities for each four-year block.

Between 2020-24 our priorities were:

- Less active people, more active
- Opportunities to be active better meet the needs of participants
- A connected and effective regional physical activity system

Between 2024-2028 our priorities are:

- Empowered communities
- Quality opportunities and experiences
- A robust and responsive physical activity system
- Nuku Ora – a Te Tiriti-honouring organisation
- Nuku Ora – a sustainable organisation

These priorities are explained in more detail further on in this document.

Our strategy is about creating change by prioritising community needs, focusing on ensuring that options are available to everyone, and addressing the factors that will make the greatest difference for people across the rohe.



Ngā Tino Whāinga

Strategic Priorities 2024-2028

Our strategic priorities show where our focus will be over the next four years to take us closer towards realising our 12-year strategic outcome.

STRATEGIC PRIORITY	STRATEGIC OVERVIEW
Empowered communities	To create positive change through working in and with communities, putting their interests, desires and needs first and identifying where physical activity can play a positive role in their development.
Take action: Quality opportunities and experiences	To increase participation in physical activity across the life course, through equitable and inclusive access to appropriate places, spaces, and services.
A robust and responsive regional physical activity system	To enable a fit for the future, whole of system approach, to address physical inactivity through collaborative actions and responding to change, including proactively responding to climate change.
Nuku Ora – a Te Tiriti honouring organisation	To work in partnership with Māori and develop our cultural capability to deliver on our individual, community, whānau and system priorities and honour Te Tiriti.
Nuku Ora – a sustainable organisation	To continue to evolve our organisation so it remains a great place to work and is financially, operationally, and environmentally sustainable.

He Hapori Manawanui

Strategic Priority: Empowered Communities

What does this mean?

Communities are unique groups of people that have something in common, whether by place, interest, or identity. Empowered communities are those supported to influence decisions, take action, and drive change in their lives and within their communities. We know that people living in areas of socio-economic disadvantage face barriers to physical activity that impact equitable access. We also understand that the most effective agents of change are those with lived experience of the challenges they seek to address. Change occurs when people come together to shape local activities and are supported to work on the issues that matter most to their community.

Creating the ripples

To effect change and realise more empowered community outcomes, we will:

- Work in and with less active communities and hapori where the need and potential for change is greatest
- Be community-led in our approach to support communities to lead themselves and address the barriers to participating in physical activity
- Facilitate connections between communities and others to enable a coordinated and cohesive approach that maximises benefits for the community
- Advocate for equitable access to opportunities, including both natural and built spaces and places

Programmes of work

Our programmes of work across play, active recreation, and sport that align to this priority include:

- Youth Development, applying Mana Taiohi principles
- Community-led development in prioritised communities
- Well Wairarapa through Healthy Neighbourhoods
- Tū Manawa Active Aotearoa Fund
- Advocacy
- He Oranga Poutama



Te Reka o Angitu

Strategic Priority: Quality Opportunities and Experiences

What does this mean?

People are more likely to be regularly active in their lives when they enjoy their participation experiences. Because our communities are diverse, a quality experience may look different to everyone. Having a range of available and accessible opportunities through play, active recreation, sport, or active transport, is an important step towards quality. The challenge for providers is to create participation opportunities that are engaging, enjoyable, accessible and culturally relevant, alongside being equitably designed, adaptable to different life stages, and fostering a love of being active.

Creating the ripples

To support the provision of quality opportunities and experiences, we will:

- Advocate for inclusive practices and opportunities that are participant-centered and of interest to our diverse communities
- Encourage the provision of a variety of opportunities across the play, active recreation and sport spectrum
- Work with providers to ensure that there are culturally distinctive approaches to participation
- Work with providers to ensure there are sufficient spaces and places available for all forms of physical activity

Programmes of work

Our programmes of work across play, active recreation, and sport that are relevant to this priority include:

- Play - including the Neighbourhood Play System and Local Play Advocates
- Healthy Active Learning
- Coaching
- Balance is Better
- Spaces and Places
- Tū Manawa Active Aotearoa
- Strength and Balance
- Green Prescription and Active Families
- Diversity and Inclusion work – disability, women and girls

He Toka Tū Moana

Strategic Priority: A Robust and Responsive Regional Physical Activity System

What does this mean?

Across the region, many individuals, groups and organisations have an interest in or contribute to people becoming and remaining physically active, whether that be through sport, active recreation, play, or active transport. Collectively, they form the regional physical activity system. A system is most effective when characterised by collaboration and driven by a deep understanding of the people at its centre. Partnerships among sector leadership organisations are essential.

When we work together effectively, we can better respond to the needs and interests of our communities, resulting in improved availability, affordability, equitability and quality of opportunities for all participants. This collective approach helps build a more resilient regional system, prepared for the future and designed to serve the people of the region.

Creating the ripples

To support the development of a robust and responsive regional physical activity system, we will:

- Advocate for change where it is required
- Emphasise the importance of collective impact and collaborative working
- Support the development of people at decision-making levels
- Facilitate inter-sectoral partnering
- Source and make available data and insights for planning and decision-making



He Taonga Te Tiriti

Strategic Priority: Nuku Ora – A Te Tiriti - Honouring Organisation

What does this mean?

As an organisation committed to the health and wellbeing of our regional communities, we aspire to honour our Tiriti responsibilities. This is achieved through strategies, and initiatives that recognise and give effect to the Articles and Provisions of Te Tiriti o Waitangi, ensuring that the position of Māori is considered fairly in our strategic priorities.

To be a te Tiriti -honouring organisation means we will:

- Develop and embrace our relationships with whānau, hapū and iwi
- Continue to challenge ourselves to grow our cultural competence including kawa and use of te reo and waiata
- Continue to develop our understanding of Te Tiriti and its meaning for our work
- Work in a way that is mana-enhancing and culturally appropriate

Programmes of work

Some aspects of our work that are relevant to this priority include:

- Partnerships with Ngati Toa and Te Atiawa
- Internal cultural capability development through purakau, te reo, waiata
- Internal kawa and tikanga development
- Advocacy
- He Oranga Poutama
- Governance and leadership development
- Network development
- Relationship Management



He Rōpū

Strategic Priority: Nuku Ora –
A Sustainable Organisation

What does this mean?

Nuku Ora's role is to be a backbone organisation that coordinates a diverse range of stakeholders and leads a unified effort to address physical inactivity and inequity across the rohe. To do this, we focus on providing leadership, advocacy, and support to the regional physical activity system, while also delivering contracted services and building and facilitating beneficial partnerships and relationships.

To do this effectively, Nuku Ora needs to ensure that we:

- Are a fit-for-purpose organisation that attracts and retains great people with diverse skills
- Have efficient and effective financial and operational systems that allow effective and sustainable operations
- Become an environmentally sustainable organisation
- Have good leadership and governance

Programmes of work

Some aspects of our work that are relevant to this priority include:

- Realisation of Revenue Strategy outcomes
- Health, Safety and Wellbeing
- Performance and Development approach
- Recruitment and Talent strategies
- Climate responsiveness and adaptation
- Board development programme
- Financial management strategy



The Nuku Ora whakatauki

Kia rau nuku
Kia rau wai
Kia rau ora

Rau = plentiful, increase

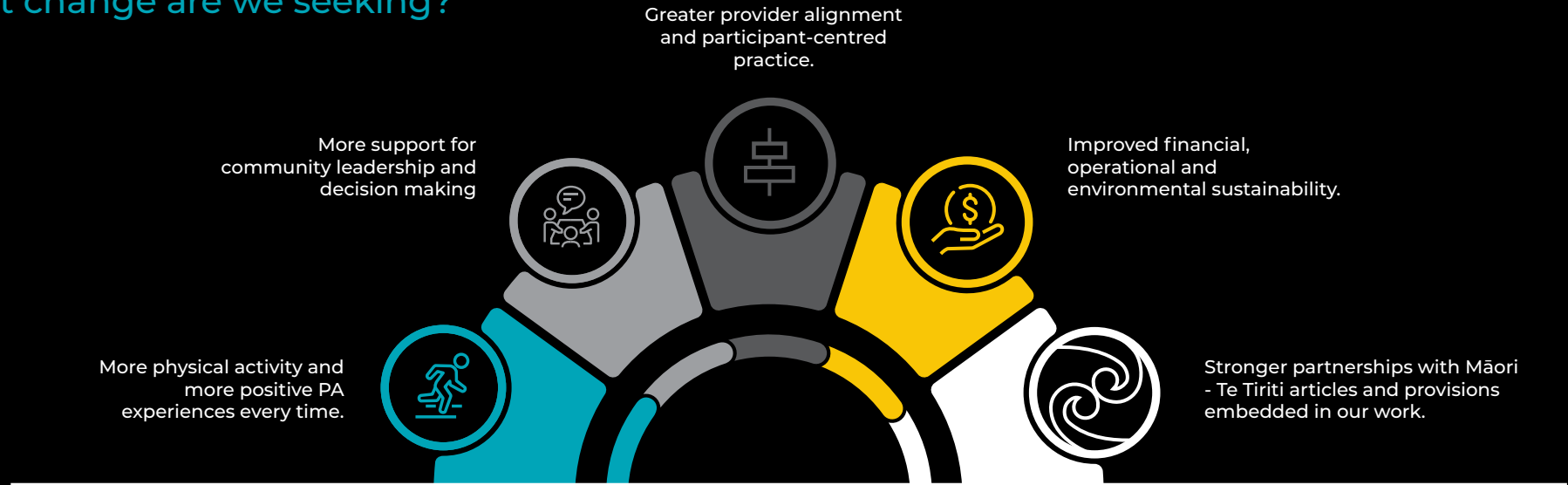
Nuku = active, moving

Wai = water and represents the
tributaries that connect the
Wellington region

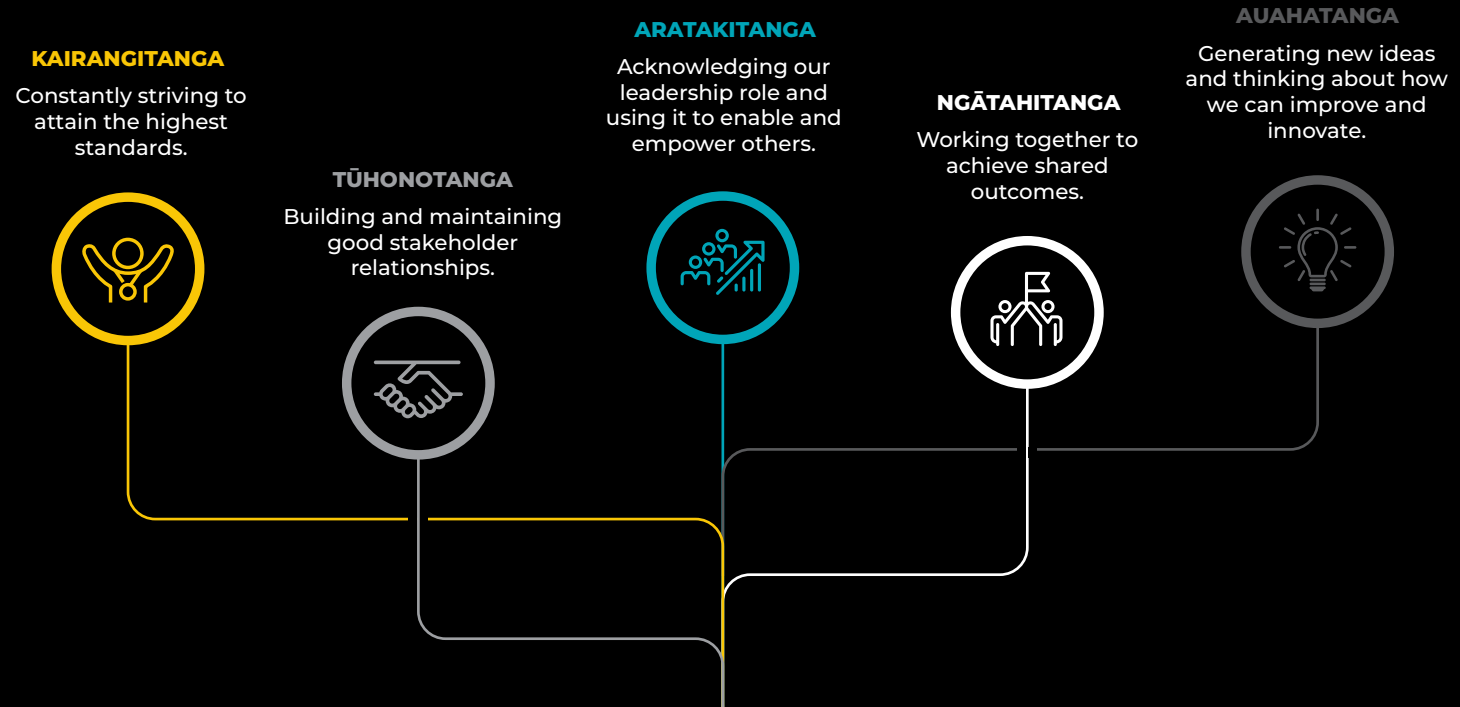
Ora = life and joy

Me Ahu Pēhea Tātou

What change are we seeking?



OUR APPROACH



Ko te Rautaki Matua

Our Strategy 2024-2028

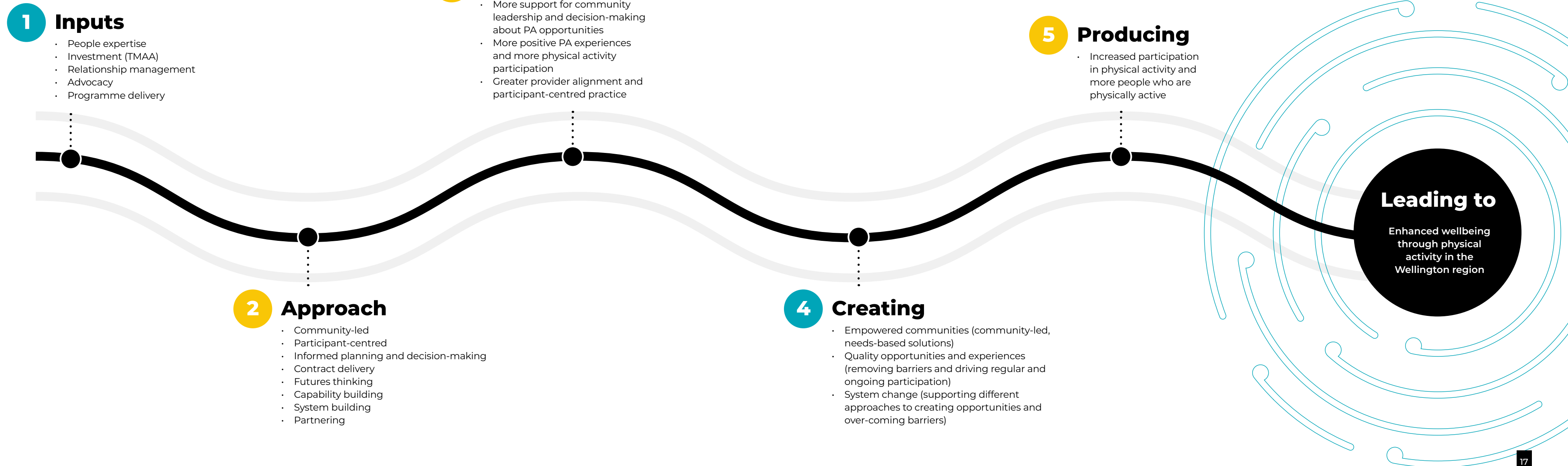
12-YEAR OUTCOME	Improved hauora and wellbeing of individuals, whanau, and communities through increased physical activity				
STRATEGIC INDICATORS	1. Young people in the region report an increase in meeting physical activity guidelines	2. Adults in the region report an increase in meeting physical activity guidelines	3. High quality of life reported		
STRATEGIC PRIORITIES 2024-2028	Empowered communities	Quality opportunities and experiences	A robust and responsive regional physical activity system	Nuku Ora is a sustainable organisation	Nuku Ora is a Te Tiriti-honouring organisation
STRATEGIC OBJECTIVES	Create positive change through working in and with communities, putting their interests, desires and needs first and identifying where physical activity can play a positive role in their development.	Increase participation in physical activity across the life course, through equitable and inclusive access to appropriate places, spaces, and services.	Enable a fit for the future, whole of system approach to address physical inactivity through collaborative actions and responding to change, including proactively responding to climate change.	Continue to evolve our organisation so it remains a great place to work and is financially, operationally, and environmentally sustainable.	Work in partnership with Māori and develop our cultural capability to deliver on our individual, community, whānau and system priorities and honour Te Tiriti.
HOW WE WILL DELIVER	Community-led approaches Participant-led approaches Use of insights to inform planning and decision-making Contract and programme delivery Capability building System building Futures thinking Partnering				
STRATEGIC MEASURES FOCUSED ON	Signals of change within Nuku Ora's CLD approach	Nuku Ora contracted programme outcomes and targets	Stakeholders' confidence in Nuku Ora's leadership System response to climate change	Nuku Ora's health, safety and wellbeing approach Nuku Ora's culture and programmes of values Financial targets Nuku Ora's climate change response	Staff bicultural competence Qualitative measures assessing Nuku Ora as a Te Tiriti honouring and mana enhancing organisation

Ka Huri Te Pō, Ka Huri Te Ao

Our Theory of Change

Strategy 2032

Addressing physical inactivity and inequity of access to physical activity opportunities.





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of all things.



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