



Annual Report

2021/2022



An active Wellington region

Thank You!

Nuku Ora is grateful to all of our partner organisations for their support over the 2021/22 year.

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South Wairarapa District Council
Upper Hutt City Council
Wellington City Council

Other Charitable Foundations and Trusts

Eastern Suburbs Sports Trust
Grassroots Trust Central
Holdsworth Charitable Trust
One Foundation
Pub Charity
Pelorus Trust
Trust House

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CEO Report



Tēnā koutou katoa

We cannot underestimate the challenge of the past year and the accumulated stress of continuing to react and respond to the changes demanded of us as we address Covid-19 and its subsequent effects on the communities we serve. The reality is that this will likely be our constant state for a few more years yet. Through all of this, it is very pleasing to see that Nuku Ora continues to make progress against its strategic outcomes and in the value it is creating for communities across the region.

We have increasingly placed the communities we work with and serve at the centre of our work to respond to their specific needs around wellbeing and physical activity. This locally led approach is driving greater collaboration internally and allowing us to leverage our programmes of work to achieve better outcomes.

The challenges we face provide us with rich opportunities for learning, innovation, and effecting change for the better. At Nuku Ora, one of our key learnings has been the reinforcement of our need to develop and maintain meaningful and effective relationships with like-minded people and organisations.

There is an African proverb which states “If you want to go fast, go alone, if you want to go far, go together.” This reminds us of the importance of collaboration and collective impact, and a coordinated approach for those we work with and for. This past year has seen the development and maturing of critical partnerships and network developments which will allow us to go further together.

One of the most significant of these has been the agreement formalised between Te Rūnanganui o Te Āti Awa ki te Upoko o Te Ika a Māui (Te Āti Awa), and Nuku Ora. While this has been years in the making it is a

partnership that will realise greater support for whānau, hapū and iwi to participate in physical activity that represents cultural aspirations and wellbeing. One of the early consequences of the partnership is the awarding of He Oranga Poutama investment from Sport NZ in support of this work.

Formalising partnerships and confirming aligned programmes of work to benefit local communities has also been a focus for Nuku Ora. Working with those who have similar interests and outcomes such as councils, sports codes, Government agencies, and funders to name a few, will remain a key cog in the success of our organisation. As these relationships mature, we hope to find more opportunities to share expertise and other resources to create value for individuals and groups within our communities.

The importance of regional networks specific to aspects of physical activity such as play, active recreation, and sport cannot be underestimated. They provide an opportunity where we can share ideas, develop skills, and focus on the issues that are most relevant.

This collective approach is very much embedded in the way Nuku Ora staff want to work, and our successes over the past year have been in no small part due to the willingness of others to collaborate with us. Our role has been to facilitate, advocate, influence, and to lead on occasions. This is always done in the context of improving the wellbeing of our communities through physical activity – whether that is through play, active recreation, active transport, or sport.

Thank you to those who have worked with us over the past year. We look forward to continuing to do so into the future and finding ways

“One of our key learnings has been the reinforcement of our need to develop and maintain meaningful and effective relationships with like-minded people and organisations”.

to transform people's lives through physical activity.

Finally, I would like to acknowledge the tenure of Phil Gibbons and his impact on the many successes we enjoyed as an organisation during his time as Chief Executive. During his ten years at the helm Phil oversaw a great deal of change including the transformation of Sport Wellington to Nuku Ora.

While this is a significant change in and of itself, Phil's influence on the internal culture at Nuku Ora, and the sense of service to community that is reinforced in the actions of staff daily along with his emphasis on developing leadership capabilities individually and collectively will remain part of his legacy. I wish Phil well for the future.

Michelle Hayward
Acting Chief Executive Officer

Strategy 2032

We know that access to physical activity is not equitable, as there are communities within our region who face barriers to participation and therefore do not get to experience the benefits of being active. By recognising community differences, developing local connections, and prioritising collaboration, leadership, and advocacy, we are working towards our 12-year strategic outcome of *Improved wellbeing through increased physical activity*. Our strategic framework is the structure that enables us to bring Strategy

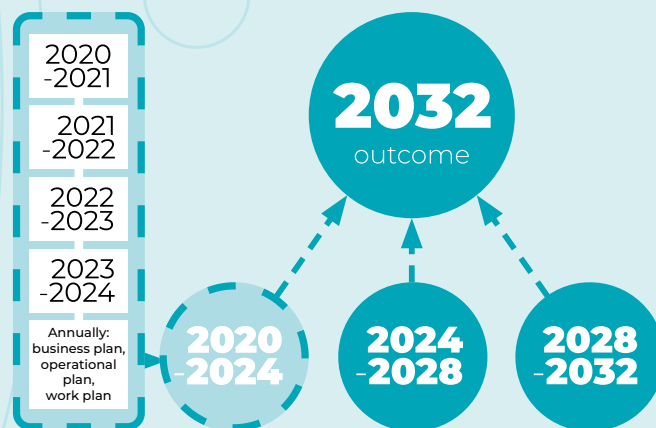
2032 to life. It brings together our 12-year vision, four-yearly strategic priorities, and informs our annual business plans, which guide our work at an operational level. As we have reached the end of our second year operating under the new strategy, we are in the process of reviewing progress to date with a view to making evidence-based decisions about future priorities and actions to provide the best support to our stakeholders and communities.

Strategy 2032 is Nuku Ora's plan for achieving improved wellbeing through increased physical activity across our region. It differs from previous strategies in four key ways:

- The focus on wellbeing through physical activity as an outcome
- Its broad focus on physical activity (play, active recreation, active transport, and sport)
- The emphasis on ensuring equitable access to different forms of physical activity
- The 12-year timespan with four-year priority areas identified

Our purpose, Transforming lives in the Wellington region, is grounded in the belief that physical activity has the power to transform lives and is therefore fundamental to our region's wellbeing.

Our vision, Hauora, Everyone active, healthy, and happy, recognises that whilst we highlight the importance of physical activity and encourage active lifestyles, in doing so we must consider the need for a holistic approach that incorporates physical wellbeing, mental and emotional wellbeing, social wellbeing and spiritual wellbeing.



Our Vision:	Hauora. Everyone active, healthy and happy
Our 12-year Strategic Outcome:	Improved wellbeing through increased physical activity
Our purpose:	Transforming lives in the Wellington region

Strategic Priorities 2020-2032

Although our strategy looks towards 2032, we are aware that the environment in which we work is constantly changing. In order to remain agile, and to be able to adjust our approach to the ever-changing needs of our

communities, we have identified three four-year strategic blocks. Our first four-year block of strategic priorities (2020-2024) focuses on impacting the physical activity system in our region, providing a range of quality opportunities, and reducing barriers to enable more people to be physically active.





A Snapshot of Te Whanganui-a-Tara Participation in Physical Activity

Research and insights have been used to identify communities who may face barriers to being active, and this, in turn, informs our operational approach. Such insights also help us to understand how well our mahi, along with that of others, is contributing towards the wider picture of wellbeing and physical activity at a population level.

A snapshot of what we observed across our region through insight driven learning:

Decline in participation

How people choose to be physically active is changing. Participation in competitive or organised forms of physical activity throughout Aotearoa has decreased for both young people and adults. This decrease has impacted some more than others for example: those who face greater financial barriers, young Māori, and Pasifika males. These changes have exacerbated the wellbeing inequity that is prevalent across communities in the wider Wellington region. By understanding which communities are facing greater barriers to participation, we can support the provision of opportunities that better meet the needs of tamariki and rangatahi who may not have access to quality physical activity opportunities.

Changing ways of Participation

People still value physical activity, however, their attitude towards organised activity is shifting. This is reflected through reported desires and barriers to participate:



59%

of young people in Wellington would like to be engaged in more physical activity



57%

of Wellington young people would prefer to engage in physical activity that is more flexible and less structured.



8%

Since 2019, there has been an 8% increase of adults who prefer to do physical activity that suits their mood at the time.



Recognised by the attitudinal shift to flexible activity options and away from organised sport, we acknowledge that the way rangatahi wish to participate in physical activity is changing. By supporting our stakeholders to offer a variety of activity opportunities, we envision an environment where young people can participate in a way that suits them. Over the past 12 months, we have focused on initiatives that put rangatahi at the forefront of provision, including Active Recreation, Balance is Better, Coach Development, Tū Manawa Active Aotearoa and more.

Barriers to Participation



39%

of young people in the Wellington Region stated that being “too busy” was a main barrier to participating in physical activity.



59%

of adults in the Wellington Region stated that “other commitments taking priority (such as family or work)” was a barrier for them to participate in physical activity.



85%

Over 85% of Wellington Regional Sport Organisations' (RSO) stated cost was the largest barrier for participants to use facilities.



Following a survey conducted by our Spaces and Places Lead where information was collected from RSO's across Te Ūpoko o te Ika a Māui, we can see that cost is one barrier to participation our communities face. Other insights show that a tight schedule or prioritisation of other commitments are a common barrier for young people and adults to participation. These statistics highlight the need for diverse physical activity opportunities to support flexible participation.

Data Reference: Active NZ Changes in Participation Survey 2021 | RSO Spaces and Places Survey 2021

Shift the barriers

Strategic Priority 1

Less active people become more active

What does it mean?

People who are less active or not active at all do not get to experience the wider range of benefits that come with being regularly active, and often face systemic barriers to access opportunities. These barriers have greater impact on some than others, especially those who live in high deprivation areas, are older, have a disability, are women/girls, and are Māori, Pasifika and Asian. In this priority, we focus on reducing these barriers to enable everyone to participate in quality physical activity opportunities.

Imagine if

Everyone in the wider Wellington Region was regularly active in their everyday life regardless of their circumstance.

There was an abundance of opportunities for everybody in our communities.

We believe that

Differences in physical activity participation levels can be attributed to individual choices, behaviours, and habits as well as the existence of (or lack of) a supportive system that removes barriers and provides for individual and community need. Using the socio-ecological model, we can determine how to best reduce barriers and influence behaviour change through:

- Individual assistance from resources or mentoring
- Support for more equitable access to opportunities
- Advocacy for funding, policies, and accessible spaces

Prioritising specific population groups according to sociocultural, demographic, or behavioural variables will enable a more effective allocation of resources to achieve a noticeable impact.

Green Prescription

Through the Green Prescription programme, individuals and whānau across our region are supported in their journey to an active, healthy, and fulfilling lifestyle. As each client's journey is unique to them, we offer a diverse range of opportunities to suit varying lifestyles, budgets, and schedules. It starts with a conversation and gentle enquiry into "what matters to you?" rather than "what's the matter with you?"

Over the last year, 1,677 clients received physical activity, nutrition, and wellbeing support in a way that best suited them. Of these clients, 191 were aged between six and 18 years, 71 were children aged five and under, who participated with their whānau.



“Green Prescription built my confidence from 0 to 100. Beforehand, I'd never dared to hop in the pool because of how I looked in a bathing suit. Now, I get in the water without a care in the world. I've learnt how to swim, I do things for myself, and I'm truly a much happier person”

Green Prescription Participant



1677

Total referrals



191

Tamariki, rangatahi and whānau



71

Under 5 and whānau



Supporting clients across: Wairarapa, Kāpiti, Lower Hutt, Upper Hutt, Wellington City and Porirua

Green Prescription Case Study

Finding yourself again, Richelle's journey

Richelle was referred to the Green Prescription programme by Pathways, a mental health, and addictions service. After receiving a diagnosis of pre-diabetes, Richelle was ready to change her lifestyle through nutrition and physical activity support.

Richelle received 12 months of support from a Green Prescription Programme Advisor via the Toru programme. Support included regular phone calls, text messages, online hui, home-visits, nutrition education, exercise facility subsidies, and participation in our group-based Healthy Lifestyles Programme. During her time in the programme, Richelle set two goals: to increase her daily vegetable intake and increase her daily exercise. Through sharing of wero

(challenges), Richelle created a range of healthy kai recipes and now regularly hosts potluck dinners for whānau. Richelle also began walking everyday with her whānau, which she continues to do. Healthy lifestyle changes were just the beginning for Richelle, she now feels better in her tinana, hinengaro, wairua and has a deeper connection to whānau. Richelle has found stable housing and has a positive outlook on life.

Hear about Richelle's experience expressed in her own words below:

“One year ago I was homeless with a base, I had a mailing address yet no bed. My choices led me to this point. I was disappointed with myself, a chaotic mess on the inside. I needed something to get out of this funk. I chose to pursue my wellbeing in all its facets which

led me to Nuku Ora. I am proud to say that Nuku Ora saved my sanity, helping me focus on what really matters in life. I have so much appreciation for your service, you are constant and consistent. Now, I am living the dream - I have a forever home, I am flying high with gratitude, I have the space to do me. Thanks to you, I have an awareness of life, what really matters and keep it simple with the right motives in mind. Segā [Green Prescription Advisor], you are my mentor and I appreciate your professionalism. You have helped me in ways I can't explain. Now, I can step up to any challenge life presents with support systems around me. I find the challenges stir up a myriad of emotions, from funny to downright hilarious. I am a work in progress. I am your legacy, I love my life.”

Tū Manawa Active Aotearoa

In its second year, the Tū Manawa Active Aotearoa fund was able to support a diverse range of activities across the wider Wellington region, from snorkelling, to skateboarding and nature play. With a continued focus on women and girls, disabled youth, and communities at economic disadvantage, this year's fund assisted the successful delivery of programmes targeting tamariki and rangatahi.

Nuku Ora had approximately \$1.4 million to allocate over 12 months between 2021 and 2022, receiving applications totalling over \$2 million in requested funding.

With the fund now heading into its third year, the quality of applications we see continues to grow, whilst also becoming more varied across play, active recreation, and sport initiatives.



Case Study

Kickstart, Upper Hutt Community Youth Trust

Kickstart, Upper Hutt Community Youth Trust's aptly named Tū Manawa programme approached rangatahi in Upper Hutt, enabling access to a variety of physical activities that were not readily accessible to their community. Through a combination of after school and lunchtime activities both inside and outside of school, this successful grant reached 165 rangatahi who faced ongoing barriers to engagement in physical activity.

Despite alterations to the

programme's delivery due to Covid-19, the Tū Manawa funding enabled rangatahi access to golf at a driving range, bubble soccer, walks on Maidstone Hill, basketball, as well as boxing and personal training sessions. The rangatahi involved built their confidence and ability over time.

Kickstart youth workers are available for ongoing support to Tū Manawa participants, building powerful relationships that will encourage continued physical activity for rangatahi.

Case Study

Carterton District Council

Carterton District Council delivered four Play Days throughout the 2022 summer period, which brought whānau and the community together to engage in unstructured play activities, with inter-generational play encouraged. Play Days were mostly based in central Carterton, with some taking place in smaller communities.

By adapting their delivery model to meet adjusted Covid-19 regulations, each Play Day saw high turnout, which allowed relationships to be built between local whānau. The Carterton Youth Council were a vital part of the delivery of each Play Day, acting as facilitators and leading activities.

These Play Days led to an increased understanding of free play in the Carterton region, with several schools in the area now intending to use play equipment with their students.



99
approved applications totaling \$1,452,052.90

Applications approved for:



39%
Active Recreation



24%
Play



36%
Sport

LEAD ORGANISATION	PROJECT NAME
Activation Department of the Upper Hutt City Council (UHCC)	Ngā Taonga Tākaro: Activate Play
Āhuru Mōwai Trust	Sensory Sessions
B Leisure International (NZ) Ltd (Belgravia Leisure)	All in Swim Programme
Biketec - dirtskool	Dirtskool
Birchville Primary School	Play Activations
Bowls Wellington Inc.	Rollin' with Rangatahi
Cannons Creek School	Learns Padder Tennis
Capital Football Incorporated	Football for All Programme
Capital Zone Basketball Trust	Matariki Basketball Festival
Capital Zone Basketball Trust in partnership with Kapiti Ballers	Kapiti Ballers
Carterton District Council	Carterton 'Summer Whānau Play Days'
ChangeMakers Resettlement Forum	Sport Connect
Corinna School	Equipping Play Based Learning
Corinna School	Learning Through Padder Tennis
Cricket Wellington	Summer Smash Extension
Cricket Wellington	Super Star Cricket
Diabetes Youth (Wellington) Inc	Year 2022 Activities
dsport Incorporated	dsport Youth Programme
dsport Incorporated	Wairapa Youth Group
Early Intervention Service	Weekly Activity Group
Epuni Primary School	Perceptual Motor Programme Equipment
Everyone Out Limited	Everyone Out Nature School
Everyone Out Limited	Everyone Out Events
Fraser Crescent School	Bike Track Equipment
Fraser Crescent School	Play Activations
Graeme Dingle Foundation Wellington	Empowering tamariki and rangatahi to reach their full potential
Hockey Wairarapa	Hockey Without Limits
Holy Cross School	Learn to Swim – Swimming Lessons
Hutt City Council	Summer Play Days 21/22
Hutt City Council	Pukutakaro
Hutt Valley Riding for the Disabled	Therapeutic Riding Programme
Kapiti Coast District Council	Kapiti Play Project 2022-23
Kapiti Coast District Council	Kapiti School Sports Programme
Koraunui School	Netball Umpire Fees
Kuranui College	Getting There!
Lyll Bay School	Lyll Bay School Lunchtime Play
Mana College	Expanded Informal Sport Options for Students
Maraeroa School	CREEK values through padder tennis
Miramar Central School	Project play at Miramar Central School
Miramar Christian school	Enhancing Playground Experience
Miramar Christian School	Kiwi Hoops
Mountains to Sea Wellington	Experiencing Marine Reserves – School Programmes
Mountains to Sea Wellington	Experiencing Marine Reserves – Titahi Bay Community Snorkel
Mountains to Sea Wellington	Experiencing Marine Reserves – Well-being
Natone Park School	Natone Park school padder tennis programme
Nature School NZ Trust	Bush Sprouts programme and Bush Sprouts holiday programme
Nature School NZ Trust	Porirua East Nature School Pilot Project
Ngā Uri o Whiti Te Rā Mai Le Moana Trust	2022 Programming
OnBoard Skate Inc	Pushing Forward Skateboard Programme
OnBoard Skate Incorporated	Pushing Forward Skateboard Programme – Kapiti/Wairarapa
Padder Tennis New Zealand Incorporated	Brining Padder Tennis to Lower Hutt tamariki and rangatahi
Porirua Heat Basketball Club Incorporated	Delivery of Training Sessions
Porirua School	Confidence through padder tennis
Porirua Whānau Centre	Ko Wai Au (Who Am I)
Porirua Whānau Centre	Whānau Ball
Pukeatua Primary School	Te Rito – New Beginnings
Randwick School	Tākaro Ngā Tahī – Play Together
Rangikura School	Kiwi Hoops in School
Ricoh Sports Centre at Fraser Park Sportsville.	Journeys
Sacred Heart College (Lower Hutt)	Active Recreation and Mindfulness
Sense Rugby (New Zealand) Trust	Sense Rugby Kāpiti Coast Community Groups
Sense Rugby (New Zealand) Trust	Sense Rugby Schools Initiative
Skate Ed Limited	Get wāhine active!
Te Ara Moana Trust	Te Ara Moana Primary Schools Programme
Te Whare Mātauranga o Waka Tuaoine The Boat & Beach Wise Education Centre	RUNĀ – Follow Your Star
The Shift Foundation	Just Shift It
The SplashSave Foundation (CC58628)	SplashSave Activate - Community Swimming Days
The StarJam Charitable Trust	Providing community connections for youth inactive or isolated by disability.
Ti Hei Mauri Tu Incorporated	Te Awakairangi Maori rugby league
Totara Park Primary School	Play Activations
Tū Mātau Ora (TMO)	Traditional Māori Games and Activities (TMGA) ki ngā kura o Pukehuia pilot.
Upper Hutt Community Youth Trust T/A Kickstart	Tumanawa Upper Hutt
Wainuiomata Marae - Ngā[MHI] Hau e Whā	Ngā Hau e Whā
Wairarapa College	Basketball for those with an intellectual disability
Wairarapa Cricket Association	Kia Hakinakina
Wairarapa Secondary School Sport	Active Bodies Active Minds - Increasing opportunities
Wellington City Council	Welly Summer of Play
Wellington East Girls' College – Supported Learning Unit (Te Aka)	Te Aka Duke of Edinburgh's award
Wellington Niue Rugby League	Youth Pasifika Tournament
Wellington North Badminton	Shuttle Time in Schools
Wellington Riding for the Disabled Assn Incorp	Provision of therapeutic horse riding to tamariki and rangatahi
Wellington Rugby Football Union Incorporated	Go On! (Give it a go, Go On!)
Wellington Rugby Football Union Incorporated	WRFU Women + Girls Programme
Wellington Softball Association	Girls and Women in Softball
Wellington Tonga Leaders Council	Wellington Kau To'a Rugby League
Wesley Community Action	Manawatiti Manawa Tina
Whaioira Whanui Trust	Mahinga Kai
YMCA Central Inc	Activate OSCAR
YMCA Central Inc	Akoranga Tu-a-Nuku
YMCA Central Inc	Kia Kaha Ake Sports Leagues
YMCA Central Inc	Tākaro Trailer



Brendan Foot Supersite Round the Bays

The 2022 Brendan Foot Supersite Round the Bays looked a little different this year, going virtual for the first time. The Covid-19 outbreak hit New Zealand one month prior to the event date, which caused staff to review our delivery of the 2022 event.

It was determined that the scheduled date of 20 February was likely to sit in the middle of the Omicron outbreak, making a large public event undeliverable due to our organisation's commitment to participant safety. Postponement dates were also determined as an unviable option due to Covid-19 modelling forecasts and government restrictions.

With the traditional in-person event determined as undeliverable, a goal was then set by the team to still provide a physical activity opportunity to participants. This brought to life the 2022 virtual Round the Bays. The virtual event was hosted on the Sportsplits app, which registrants

could download, and run/walk their entered distance within a two-week period.

To make the event accessible, the app allowed registrants to participate anywhere, with GPS tracking recording their distance. In addition to this, a waterfront course was marked by footpath stickers and signage to offer a similar course to the traditional event route. An event caravan was also set up as an information support centre for participants, while also selling new registrations and merchandise. All profits from the virtual event were donated to our 2022 charity partners, who missed out on event day exposure.

With the traditional in-person event determined as undeliverable, a goal was then set by the Nuku Ora team to still provide a physical activity opportunity to participants.

Despite going virtual, Nuku Ora received a positive response from the Wellington community, with strong participation and appreciation on communications during the review and refund process. Nuku Ora received compensation on unrecoverable costs for the event through MBIE's Event Transition Support Payment Scheme.

Thank you to our sponsors for continuing their support of this iconic Wellington event despite various challenges that came our way this year. We look forward to seeing Wellingtonians lining up on the start line on 19 February 2023.



Run and Become

Despite the 2022 Brendan Foot Supersite Round the Bays going virtual, the Run and Become programme was still delivered to ten schools across the wider Wellington region. While the initiative traditionally focuses on providing free entry and transport to the event for tamariki, Run and Become 2022 went into schools so that a physical opportunity was still provided as part of the programme. The Round the Bays team worked directly with schools to ensure they had a delivery format that was accessible, with many schools taking part in the virtual event by

running or walking the 6.5km distance either on or near their school grounds.

T-shirts, medals, bibs, and snacks were packed and dropped off to schools so tamariki taking part had a positive physical activity experience and were rewarded for their engagement in the Run and Become programme. Whānau engagement, a key outcome of the programme was also incorporated into the virtual delivery, as family members of tamariki involved were invited to partake in the school events.

The Run and Become team were supported by Nuku Ora's Healthy Active Learning team. The team offered the programme to many Healthy Active Learning phase 1 and 2 schools. Here, our team facilitated physical activity workshops to provide training resources to students participating. We would like to thank the Run and Become Programme's principal sponsor, MAS and supporting partners Hutt City Council, Upper Hutt City Council and Eastern Suburbs Sports Trust.

2021 Senior Regional Games

Despite the challenges of delivering an event during Covid-19 Alert Level 2, the third annual Senior Regional Games held on Tuesday 2 November 2021 at ASB Sports Centre was a great success. Organised by Nuku Ora and the ASB Sports Centre, the Wellington Senior Regional Games is an annual event that celebrates seniors and positive ageing. Here, older adults participate in fun, physical activity, while building social connections and learning about the range of activities available in their community along the way.

The event adhered to Covid-19 regulations; whereby indoor events could cater to groups up to a maximum of 100. The event was split into a morning session and an afternoon session so groups could participate at different times with minimised risk. Delivery providers Matua Power, Pacific Islanders'



Presbyterian Church Newtown, and NOFO Fitness joined us for another year, with participants engaging in a variety of physical activities including badminton, table tennis, pickleball, walking netball, basketball, and exercise sessions delivered by Live Stronger for Longer instructors.

These games are not a competitive event – instead, it is all about having fun, building confidence, and celebrating the benefits of keeping active, no matter your age or physical ability. Nuku Ora looks forward to holding the Games once again in Wellington (November 2022) and the Wairarapa (early 2023).



Live Stronger for Longer

Live Stronger for Longer is an ACC funded programme that aims to enable older adults to remain active, injury-free whilst building their strength and confidence. Nuku Ora is the lead agency that builds access to Community Strength and Balance classes across the greater Wellington region.

Throughout 2021, we welcomed a growing number of classes in the Wairarapa. Many older adults shared how classes aided their self-improvement, with one participant sharing, "Now I am walking confidently at the front of our walking group, instead of being down the back worrying about tripping" and another commenting, "I'm not using my stick anymore, I feel confident to walk without it."

"During the lockdown, all the aches and pains came back. It's so important and helpful to live a long, happy life."

Class Participant

Instructors have also observed positive results from the programme, with one instructor sharing, "Members of the group are now reaching the twenty sit-to-stands. When the group started (two months ago) most were managing only five." By partaking in the programme, instructors also feel valued and encouraged by their participants, often receiving feedback like, "You are making such a difference in my life." Comments of this nature show the benefits of Community Group Strength and Balance classes go beyond just

"Everyone is always looking out for me. If I don't come to class, they ring me to check if I am okay. I feel very fortunate to have these ladies in my life."

Class Participant

the physical exercise needs for our communities. As well as building their physical capability, these classes bring joy, new friendships and confidence to participant's lives.





Our Work in the Wairarapa

Over the past 12 months, we have continued to build relationships across the Wairarapa. To support our efforts, we recruited a dedicated Partnership Manager for the Wairarapa region in early 2022.

This role replaced the previous partnership role held by Dayle Clarkson. As Dayle was with Nuku Ora for a long period, her relationships, knowledge and contribution to the region were invaluable. Although we were sad to see Dayle go, our team continue to benefit from her contribution to our bicultural journey and work in the Wairarapa.

Chloe Frederiksen was appointed as Partnership Manager for the Wairarapa in early 2022 and has begun engaging with local stakeholders including community groups, Councils and more. Based in Masterton, Chloe is our key contact as we look to develop strategic partnerships that provide growth opportunities and positive community impact.

Nuku Ora has continued to support local Wairarapa schools, with ten currently involved in the Healthy Active Learning initiative. Over the

past 12 months, our Green Prescription and Active Families team has supported 98 individuals and whānau with their nutrition and activity journey, helping participants reach their personal goals.

We have also continued investment in a variety of Wairarapa based community initiatives following the introduction of the Tū Manawa Active Aotearoa Fund in July 2020. Additional support has been delivered through our mahi in Spaces and Places, Leadership Development, Coach Development and Play.

As Dayle was with Nuku Ora for a long period, her relationships, knowledge and contribution to the region were invaluable.



Shift the quality

Strategic Priority 2

Opportunities to be active better meet the needs of the participants

What does it mean?

This speaks to the experience provided to the participant and the extent to which initiatives and programmes meet their expectations and needs, contributing to desires of individuals and whānau to remain active. It focuses on the opportunities delivered and those delivering them.

Imagine if

Every person in the wider Wellington region could find physical activity opportunities they are interested in and are able to participate as they choose.

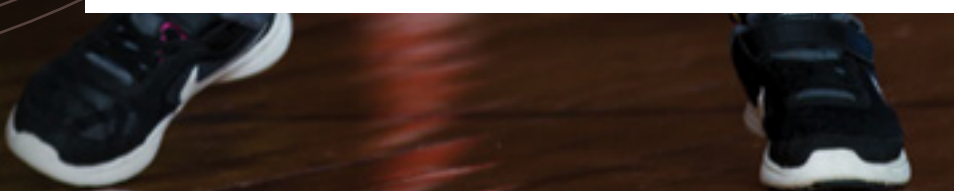
Physical activity was designed to fit into daily lives in different ways at different life stages, and enjoyable, nearby, and designed equitably for all, promoting a love for being active.

We believe that

The satisfaction that participants derive from their physical activity experiences has a direct impact on their general enjoyment of physical activity and informs their continuous participation throughout their lifetime. To achieve quality experiences, providers need to:

- Address the participants' needs
- Manage expectations
- Reduce barriers

We can support this process by influencing attitudes and enabling increased knowledge and expertise of deliverers. This can be accomplished by sharing best practice and insights, delivering relevant capability building, enabling collaboration, and prioritising a community led approach.





Healthy Active Learning



56
schools supported



Approximately
5000
tamariki supported

Healthy Active Learning is a joint Government initiative between Sport New Zealand, the Ministry of Health and the Ministry of Education. Aimed at improving the wellbeing of tamariki, this programme is driven by a \$47 million government investment connected to the Child and Youth Wellbeing Strategy. Through Healthy Active Learning, schools and kura have access to a skilled workforce, toolkits and resources to support their vision of wellbeing for tamariki, and foster better connections to their local communities.

The Healthy Active Learning team engages with school leaders and teachers to support the provision of play, sport and physical education in their curriculum. Our team take a needs-based approach and aim to build upon existing practices and upskill teachers to become more competent and confident in delivering high-quality physical activity experiences for tamariki.

The Healthy Active Learning team experienced its own share of challenges throughout the Covid-19 pandemic. The uncharted territory created major changes to school landscapes. Operating within fluctuating alert levels had a major impact on the Healthy Active Learning

Case Study

Kai and Hauora Sessions at Wilford School

Several schools in Petone identified the need for support with healthy kai and nutrition education. One of these schools was Wilford School; a multicultural kura catering to students from years 1 to 8. A Community Connector reached out to a local Countdown supermarket and sourced \$3,000 of funding to deliver a six-week Kai and Hauora Programme. This programme was co-designed with the school's Deputy Principal Vanessa Phillips and was delivered to year 5 and year 6 students, with the inclusion of their Māori immersion unit students.

Over six weeks, the Healthy Active Learning team covered a range of topics with Wilford students through fun and engaging practical activities. Each session linked to at least one of the community and Public Health's Te Whare Tapa Whā outcomes. The first three weeks focused on educating tamariki on the

healthy heart model, portion sizes, recognising food as fuel and the importance of a colourful plate.

Sessions during the final three weeks explored where kai comes from, mindful eating and the importance of hydration. Tamariki were also provided with strawberries and soil mix to add to their newly established school garden and were supplied with Countdown drink bottles to encourage an increase in their daily water intake. The final session encompassed all learnings from the programme, where tamariki were tasked with creating a meal for one of their peers.

Positive feedback was received from Deputy Principal, Vanessa, who noticed children at breakfast club opting to try home-made granola, yoghurt, and fruit options. In future, our team is looking to roll out condensed Kai and Hauora sessions to other schools across the region.



workforce. The needs and challenges of individual schools also varied. Throughout this period, our team continued to support schools by introducing flexible online activities, and remaining responsive to the individual needs of each school.

Over the last 12 months, our team has focused on providing support by:

- Providing strategies that support staff and students wellbeing through physical activity at home or school.
- Providing ideas for students to have quality Health and PE experiences whilst at home or school.
- Looking at innovative ways to incorporate physical movement into other home-based learning activities.
- Using Te Whare Tapa Whā to enhance the wellbeing of staff and students in a home and school setting.

The responsive approach our team implemented allowed strong working relationships to remain with our partner schools. Moreover, their innovative approach displayed the strength of our team and their passionate approach to providing reliable support for their schools throughout our region.

“Getting kids to appreciate disability and inclusion was the highlight for me”.

Teacher

Case Study

Randwick School Paralympics Day

The buzz of the Tokyo Olympics and Paralympic Games saw Randwick School organise their very own Paralympic event to celebrate inclusion and diversity; and to acknowledge the positive values that physical activity can teach our young people.

The Healthy Active Learning team were on hand to support with any ideas around planning such an event, to suggest activities that could be well suited to the Paralympic games and values, and to connect the school with local disability sports organisations for some expert assistance if needed. Students were split into their house teams and were given a score by kaiako at each activity, based

on how well they displayed the matched value. House points were awarded at the end of the event to the top three teams that were judged to have demonstrated the “Randwick School/Olympic Spirit” the most.

This is a great example of how to explicitly focus on your school values within a fun learning context. Students at Randwick School are well aware of “The Randwick Way” and model this consistently, with positive reinforcement coming regularly from the teachers. By using the Olympic/Paralympic Games as a focus, it opens the door to a vast range of inquiry-based learning opportunities.

Coach Development

Coach Development is an integral part of our mahi aligning with the Balance is Better philosophy. Coaches are key to ensuring participants have quality sporting experiences, thus we need to ensure coaches have the tools and knowledge they need to provide a positive experience to rangatahi.

Leading up to his departure at the end of 2021, Tim Mannix supported a variety of Regional Sports Organisations and individual Coach Developers in their own mahi. We would like to thank Tim for his service to coach development across our region during his three years in the role.



Throughout 2021, we completed the following pieces of work:

- Balance is Better Coach Workshop for 26 secondary school teachers and support staff:**
 This workshop looked at the ways the Balance is Better philosophy can be applied within a coaching context. This includes providing quality participant experiences and how to coach in a safe, fair, and inclusive way.
- Secondary School Coach Developer Pilot at St Patrick's College Silverstream:**
 In this pilot, we reviewed how volunteer coaches at secondary schools could benefit from targeted workshops and support specific to their needs.
- Deliver Coach Developer Communities of Practice Workshop:**
 The Communities of Practice workshops aim to grow coach developer capacity and capability within the wider Wellington region. For the first meeting, 26 attendees heard from Alex McKenzie, a highly experienced Coach Developer, who shared ideas on how he is looking to progress communities of practice in the future.

Student Coach Programme

The Student Coach Programme continues to play an important part of the work Nuku Ora, College Sport Wellington and Wairarapa Secondary School Sport do alongside Regional Sports Organisations.

Over the past year, three winter sport workshops were run where more than 230 students across 27 schools took part. Unfortunately, due to Covid-19 restrictions, the summer sport workshops were postponed to September 2022.

These workshops aim to provide student coaches with the tools they need to be confident in their own coaching environment. Whether a coach at their own school, an outside school, or a club, the content of each workshop allows students to provide

a quality experience for participants. Here, student coaches not only learn sport specific coaching tips, they also learn about the 'how' of coaching.



"I feel like I know what I need to do to improve myself as a coach and how I can improve my players"

Student Coach Workshop Attendee



88%

of students who provided feedback felt the course increased their confidence to coach



Wellington City Council Sport Development Programme

The 2022 Wellington City Council Sport Development Programme welcomed selected athletes from five Regional Sport Organisations (Capital Football, Netball Wellington Central, Wellington Hockey, Wellington Rowing and Swimming Wellington) and provided access to a development programme designed by their respective sport to help them reach their sporting goals.

Funded by Wellington City Council and facilitated by Nuku Ora, each programme contained sport specific components and a series of workshops run by Davie Gray of Flow State that were made available to coaches and parents. The workshops were also opened to the wider sporting community, providing more individuals the opportunity to learn about crucial topics that included performing under pressure, performance mindsets, leadership, and motivation.

“This programme affords a wonderful opportunity for a group of young Netball Wellington Centre players to access quality movement development and character development, relevant to their age and stage, to support them in realising their potential. The Nuku Ora facilitated learning and development sessions for coaches, parents, and players significantly enhance the work we do.”

**Sandra Edge,
Netball Wellington Centre**

“These workshops kind of re-aligned me. Davie is so inspirational and the knowledge he shared is invaluable. I found myself actually using the tips and techniques he taught us during trainings and games. Most recently in my secondary school tournament, the notes I took about the ‘performance’ mindset were something referred to before my semi-final and final game. It calmed me, and I found myself being able to wholeheartedly enjoy playing, not letting nerves or stress get to me- and we (my school team) won the final which was awesome! These workshops have greatly helped me to not only become a better player but a better person out on the field.”

WCC Sport Development Programme Attendee



Green Prescription

Building Upon our Delivery Model

Over the past 12 months, our Green Prescription team has remained agile, flexible, and responsive to need through continuing to build on and develop our delivery model. Our current delivery model takes a needs-based approach, which has led to a service that is more flexible (rather than “one size fits all”) providing more equitable health outcomes. This service was co-designed with our participants, funders and other community organisations.

Our delivery model is based on three tiers of healthy lifestyle support:

- **Tahi**, a light touch service offering resources and up to three months of phone-based support
- **Rua**, more intensive support, offering up to six months of one-to-one tailored support with a Programme Advisor (at home or in the community)
- **Toru**, the most intensive support option, offering up to 12 months of tailored one-to-one support with a Programme Advisor (at home or in the community)

Alongside one-to-one support, group activities were offered across the region. However, these were adapted due to varying Covid-19 government regulations. New approaches to delivery included contactless support, whereby home wero (challenges), kai and resources were dropped off to participants' homes and virtual sessions took

place. Through our hybrid support approach, we had a combination of virtual and in-person meetings with clients. Healthy Lifestyle Programmes (tailored to adults), and Active Families Programmes (tailored to tamariki and whānau) continued to be delivered all year-round despite Covid-19 disruptions.

Staying agile and adaptable to the ever-changing environment has supported clients across the region to achieve their personal goals, grow in confidence, increase their ability to be active, and develop vital life skills; ensuring sustainable healthy behaviour change for themselves and their whānau.

Case Study

Poem from Healthy Lifestyle Programme Participant

*Healthy Lifestyle for a Better Change by Agalelei
 All my life, I have been overweight
 Childhood, teenage, as well as today
 Struggling to lose weight but easy to gain
 Kilo's keep adding up in need of a change
 Healthy Lifestyle is the best way
 To look after my health and to lose weight
 I've tried a lot of diets before
 It was a good start and a step needed to do more
 There were both good and bad days
 It was really hard to keep up and maintain
 I know I have a long way to go
 I am not giving up, still there is hope
 Healthy Lifestyle Programme, goals, and challenges
 Body movement begins from small changes
 Meal planning and tracking my water intake
 Always good to keep the body hydrated
 New hobbies a good distraction from cravings
 Read a book, walk at the park, saves you from spending
 Thank you, Healthy Lifestyle Team,
 For believing in me and keep living the dream
 Your ongoing support and platforms
 Reminds me to keep going through sunny, rainy days and storms
 Blessed to be part of this program
 Healthy Lifestyle for a Better Change*



Active Recreation

Active Recreation plays an important role in creating better outcomes for rangatahi, and rangatahi are telling us there is a need for less competitive, more inclusive physical activity opportunities. Nuku Ora appointed an Active Recreation and Youth Development Lead to guide progress in this space and support the Ihi Aotearoa Sport NZ Active Recreation for Rangatahi plan. The Recreation for Rangatahi plan was created to provide organisations the opportunity to deliver a broader range of activities to rangatahi. By better understanding and responding to the needs of rangatahi, active recreation can be utilised as a vehicle for youth development.

The Mana Taiohi framework is one of the guiding frameworks of the Active Recreation for Rangatahi plan. In early 2022, Nuku Ora took the opportunity to have Ara Taiohi – Peak Body for Youth Development deliver Mana Taiohi training to internal staff and College Sport Wellington. Mana Taiohi provides a set of guiding principles that acknowledge the mana young people have and recognises how organisations can work with rangatahi to enhance their mana. The workshop explored how these principles can guide how we build relationships with young people and how they can be applied to physical activity opportunities.

Currently in the initial stages, we look forward to building on our youth development journey to ensure young people are at the heart of decision-making. Over the next 12 months, we look to have stakeholders and other organisations join us on this new journey.

“I’ve worked in the sports sector for over 20 years, including 11 years in a secondary school, and this workshop was the first time I’ve been offered the opportunity to learn about youth development from a holistic viewpoint rather than just through a sports lens. The Mana Taiohi Principles will certainly help guide my approach in my role with rangatahi moving forward.”

Graham – Participation and Coaching Lead, Nuku Ora





Our Kōhine in Leadership

In collaboration with Women in Sport Aotearoa (WISPA), Nuku Ora delivered a one-day workshop event aligned to the ICC Women's Cricket World Cup Tournament, which took place during a pool round match at the Basin Reserve on Friday 25th March 2022.

Here, ten mentees from Years 10 to 13 from colleges across the wider Wellington region attended an Exercising Leadership workshop. The kōhine learnt about leadership and that it is not associated with a role or title. Following the workshop, mentees

were hosted at the Basin Reserve and met mentors from different sports (Basketball, Football, Volleyball, and Cricket) all the while watching the Bangladesh vs. Australia cricket match. Following the event, the

kōhine gained an understanding of the importance of aligning your mahi with your values, how to discover their own values and realise their leadership potential.

“The participant mix in the Wellington edition of the Bats for Six series were very enthusiastic with very high levels of engagement across the day of activity. It was a pleasure working with Nuku Ora on this initiative and we look forward to partnering on future opportunities for women and girls.”

Nicky van den Bos, Programme Director, International Working Group on Women in Sport and Women in Sport Aotearoa

Women and Girls

Across the wider Wellington region, Nuku Ora has supported a range of women and girls' initiatives, including:

- Regional support for the 2021 Women and Girls Summit
- Active leadership within the F.I.R.S.T network and mentoring initiative
- It's My Move Sport New Zealand campaign supported through a regional communications plan
- Supported the development of Go On, an initiative targeting year 5

and 6 girls in a range of sports in partnership with six RSOs and led by Wellington Rugby.

As Nuku Ora is committed to achieving equity and equality for wāhine and kōhine in play, active recreation and sport, a Memorandum of Understanding (MOU) was signed with WISPA in March 2022. The MOU will enable us to connect the national network, resources, and tools which

will enhance our ability to support women and girls to participate in physical activity in the role they feel comfortable.

With an implementation plan in development, Nuku Ora looks forward to delivering additional Women and Girls initiatives in 2022 and 2023, following our support of the Women and Girls Summits' for the past 3 years.

Shift the system

Strategic Priority 3

A connected and effective regional physical activity system

What does it mean?

Initiatives and programmes that seek collective impact through connection, collaboration, and shared leadership. Partnerships across sector leadership organisations are critical, ultimately leading to a more efficient regional sector which is resilient, ready for the future, and set up to provide for the people of our region.

Imagine if

Organisations are working together efficiently improving availability, cost, equity, and quality opportunities for all participants.

We would enhance our collective ability to improve physical and mental wellbeing, as well as social and community cohesion through play, active recreation, active transport, and sport.

We believe that

Coordinated efforts across the sector to create leadership, governance, partnership, workforce development, advocacy and information sharing systems will lead to effective resource allocation to better meet the needs of our communities.

Collective impact is a proven contributor to population level changes, particularly when targeting population groups or places. Systems change can help achieve collective impact through:

- Creation or expansion of opportunities
- Aligning organisational practices
- Changing policies

We can enable system change and achieve collective impact through networking and partnering to align understanding and priorities.



Spaces and Places

A key piece of work to effectively facilitate a connected and effective regional physical activity system is our work in Spaces and Places. As key elements of community infrastructure, our spaces and places support and encourage physical activity. In late 2021, we secured financial support from council partners which has enabled us to resource a dedicated employment position, thus kickstarting our work to bring the Regional Spaces and Places Plan to life.

Here, our primary role is to bring stakeholders together and facilitate collaboration. Communities recreate regionally, so it is imperative our response is regional in nature. With this in mind, our work has focused on uniting our sector to achieve a one-region approach. By emphasising the value of collaborative planning and cross boundary provision, we are on track to bring the Regional Spaces and Places plan to life.

“The Nuku Ora led regional steering group has created a great platform for Councils to begin to work better together. A regional network approach for sport facility provision will be vital to ensure the needs of our communities continue to be met now and into the future.”

Wellington City Council



Desired Outcome:

A one-region approach to providing an accessible, fit-for purpose regional network of quality spaces and places that support and encourage physical activity.

Some key actions include:

- The creation of a Regional Spaces and Places Steering Group to have strategic oversight of the regional network. This group includes all eight territorial authorities and Sport NZ with work underway to expand membership.
- We have developed a three-year work plan and commenced two important regional planning projects: the Regional Indoor Court Audit and Regional Sports Field Plan. Both pieces of work take a deeper dive into supply and demand and consider recommendations for future provision.
- Providing groups with facility challenges advice and support.
- We are working hard to advocate for and spread awareness of the Spaces and Places Plan and planning principles within.

We are advocating for spaces and places, whether new or existing, to consider and prioritise:

- Meeting an identified need
- Sustainability
- Partnering and collaboration
- Integration and multi-use
- Flexibility
- Inclusive and equitable access

In the face of significant projected population growth, climate change and ever-changing participation trends, it is imperative that our facility network responds. Responding well requires collaborative planning, partnership, and provision. By responding in this manner, we will achieve a fit for purpose network of facilities that meets the needs of all

Wellingtonians. Moving forward, our priorities in Spaces and Places will remain consistent, with continued emphasis placed on regional collaboration, alongside actions to expand our connections in the facility space whilst providing more direct support to clubs and organisations with facility challenges.



BUSINESS SUPPORT SERVICES

To support the efficiency, capability, and capacity of the regional workforce, Nuku Ora launched the Business Support Services Platform in 2021. Offering back-office support functions to the sport and recreation sector, Business Support Services now offers four primary pillars: Finance, Legal, HR, and Procurement.

The finance pillar has seen the most uptake as many organisations rely on volunteers or current employees to manage their accounts. Nuku Ora currently works with nine organisations and partakes in ongoing discussion with potential leads. Given the growth of the finance pillar, the Business Accountant has brought on a bookkeeper to assist with the transactional tasks.

Within the HR pillar, we have had three organisations go through a HR health check, which identifies current gaps, options for improving policies, processes, and overall HR management in line with legislation. In June, we also delivered an HR101 webinar which gained high interest and attendance. More webinars are planned, focusing on the needs of our sector.

To deliver the legal pillar, Nuku Ora partnered with Gibson Sheat Lawyers. Here, Gibson Sheat offers up to 30 minutes of free legal advice to anyone in the sport and active recreation sector within the wider Wellington region. If further legal advice is required, Gibson Sheat offers discounted not-for-profit rates for legal services to these organisations. Gibson Sheat also contributes articles to Nuku Ora's fortnightly Regional Sector Update e-newsletter, which discuss topical information relevant to the sector.

“Dean has been incredible to work with. His professionalism, attention to detail and charisma has made the working relationship very enjoyable.”

Liz Green – General Manager, The New Zealand Cricket Museum



Long term, Business Support Services will focus on providing a service that allows regional sport organisations to put their efforts into the community. The knowledge and skills offered through Business Support Services enables organisations to focus on their areas of expertise which results in a more efficient and positive regional sector.

“The reporting level has been great, and the Board has been happy with the material being delivered.”

**Liz Le Prou – Manager,
Ricoh Fraser Park
Sportsville**

“As I have a general interest in the governance of sport, I found the content enlightening and thought-provoking. It was great to hear real life scenarios from guests and the different approaches to strategy across different organisations.”

Governance Webinar Participant



Governance and Workforce Development

For any sector to develop a skilled workforce, it is crucial their staff have access to learning opportunities to acquire new skills and expertise. Over the past 12 months, our focus on Governance has included the delivery of six governance workshops. Attendees have varied from current board members of Wellington Regional Sport Organisations (RSOs), aspiring board members, paid employees of Wellington RSOs, independent organisations, and councils. These workshops delivered high-level information regarding board selection, policies, legal considerations, and governance of an organisation. Information delivered broadened the attendees' understanding of what governance entails and what good governance looks like.

Another key focus for Nuku Ora has been the delivery of online and in-person sessions regarding the changes to the Incorporated Societies Act 2022. With more than 7,500 incorporated sports clubs in New Zealand, building sector understanding about the new Act was



vital. The new Act has introduced a range of new requirements including changes in constitutions, governance arrangements, Officer qualification, dispute resolution, and accountability. These sessions had high uptake, which highlights that our sector is mindful and attentive to the recent Act changes.

“The webinar provided clarity on some things that when you are working too closely you don't necessarily bring to the table or consider.”

Governance Webinar Participant



Leading Leaders Programme

Following ongoing postponement due to the implications of Covid-19, our third Leading Leaders programme was delivered from February to June 2022. Leading Leaders is a development programme that aims to grow leaders working in complex and challenging environments.

In the recent programme, we had 16 participants who came from a variety of organisations across Aotearoa, including National

Sporting Organisations (Water Safety, Basketball, Cricket, Special Olympics, Mountain Biking), Regional Sports Trusts (Hawke's Bay), Regional Sport Organisations (Cricket), community groups (YMCA, Girl Guides, Māori Indigenous Games), and commercial enterprises (physiotherapists and an innovation company).

The programme's key focus is understanding that leaders develop other leaders. The programme

is comprised of modules, where participants begin by gaining an understanding of their own leadership style, followed by growing their ability to apply their best self to guide a high-performing team.

The two facilitators, Gretchen Young and Phil Gibbons were applauded for their compassion, knowledge, and humour. They were also acknowledged for challenging the group and getting them outside of their comfort zone.

“We found Gretchen and Phil had a great understanding of the subject matter, excellent facilitation skills and complemented each other really well. They kept on task, kept it fun and were encouraging people to offer input and allowing the silence to do the heavy lifting when needed. Also, great they were challenging the group to use te reo, karakia, pepeha to get them into uncomfortable spaces.”

Participant of Leading Leaders Programme Feb-June 2022

“The facilitators were supportive, knowledgeable, and encouraging while the invited speakers gave clear insights into the topics they were covering. I would definitely recommend others in my network to attend.”

Participant of Leading Leaders Programme Feb-June 2022



Regional Play System Development

The intersection of play, playful learning, and built environment, is a growing field of research which focuses on how investment in public spaces can promote playful learning to support healthy development of our tamariki. The decline of play is more significant in some communities across our region than others. To address this, we need to consider variations in motivation, confidence, competence, inclusivity, and equitability for different groups. Some groups in our community face barriers to being physically active, therefore they do not get to experience the benefits that come with engaging in regular play. With this understanding, the Regional Play Network (the Network) aims to support local play champions by working better together to improve the accessibility of play opportunities.

The Network endeavours to recognise and respond to the uniqueness of matauranga Māori and the needs of our communities regarding opportunities, impact, partnerships, and values. In their ongoing mahi, the Network aims to provide a unified vision for play across the Wellington region. Through continuous learning, the Network considers the needs of a wide range of people when it comes to planning and provision.

Over the last 12 months, the Network has had a strong focus on gathering insights and evidence, which includes:

- Using multiple sources of information to understand the needs of participants and improve decision-making
- Evaluating initiatives to ensure that their work continues to be effective in meeting the needs of participants

The Network focuses on engaging with communities to effectively understand:

- The community and what makes it unique
- Different perspectives, current knowledge, challenges, and barriers
- Local networks and identifying key community individuals
- Where and how value can be added to current community projects and initiatives
- What matters most to different communities



Case Study

Shaping the future of Play across the Wellington Region

The Regional Play Network (the Network) has been operational for two years across the wider Wellington region. This has enabled Councils across the region to engage and contribute toward the outcomes of community impact by addressing play inequities. The Network seeks to capture the voices of those engaging in play - this includes tamariki, rangatahi, parents, whānau, local organisations and councils.

The Wellington Region Power of Play report project was undertaken alongside Sport New Zealand, Innovation Unit, Nuku Ora and the Network. A series of Play Huddles, both in-person and online were organised to better understand different communities' perceptions and experiences of play, and what helps or hinders children's play.

These huddles, alongside interviews with parents and conversations held across multiple locations, also provided an array of opportunities that could play a role in defining the next steps that the sector can take collectively.

The outcome of the Play Huddles will see local insights and stories analysed through a reporting process undertaken by Sport NZ and the Innovation Unit. The findings will then be shared with key enablers of play across the region to provide recommendations on a strategic approach to shape the future of play.



Wellington Central Huddle



Hutt Valley Huddle



Kāpiti Huddle



Wairarapa Huddle

“The Play Huddle enabled us to foster a deeper connection with Council and others engaged in play on how we can support and enable greater play opportunities into the future. We believe that everyone has a role in growing the amount of play that our communities enjoy.”

Sam Dickie, Play Huddle Attendee

Regional Sport Leadership

The Sport Leaders Forum is comprised of senior leaders from eight Regional Sport Organisations (Wellington Hockey, Cricket Wellington, Capital Football, Tennis Central, Wellington Rugby, Netball Central, Capital Basketball, Wellington Rugby League), College Sport Wellington and Nuku Ora. The Forum acts as a peer network, with a purpose to improve the quality experience for sport participants. There are numerous challenges that traverse the sport sector such as funding sustainability, workforce retention and staying responsive to the needs of a changing society, amongst others. These challenges bring an opportunity to share a collaborative response, led by sport. Examples of joint initiatives include the Seasons Structure Alignment, the Wellington Region Good Sports Collective and Balance is Better Advisory Group.



Wellington Region Good Sports Collective

Good Sports is a culture change initiative administered by Sport New Zealand, which aims to create positive sporting experiences for children by educating and supporting key adult influencers of youth sport, in particular, parents.

Although different approaches are implemented nationwide to encourage attitude change, there are common challenges and opportunities that we are looking to address by working within a common planning framework. These include providing better sporting experiences for participants that will encourage participation for life and refocusing adult influencers on why children participate in sport.

The Wellington Region Good Sports Collective (the Collective) was established to allow for regional leadership and ensure consistency in our approach. The Collective includes Nuku Ora, Capital Football, Capital Basketball, Netball Central, Tennis Central, Cricket Wellington, Wellington Rugby, Wellington Hockey, College Sport Wellington, Kāpiti College, Upper Hutt College, Newlands College, and St Patrick's College Silverstream. Each member organisation is committed to the Wellington region's Good Sports initiative for the next two years. A suite of resources was created for the Collective to utilise to build their individual community's understanding of the important role they play as an influence on young people's experience in sport.

Success for the Collective over the next two years will be determined by:

- Parents providing better quality support for rangatahi in sport
- Parents growing their awareness and understanding of Good Sports and Balance is Better principles.

“One of the great things about sport is that wins, losses, setbacks, and problems are all part of the game. It’s where people put their focus that can be the issue. If people focus on effort and improvement, rather than getting so hung up on results, everyone enjoys the game more.”

**Alison Fitzmaurice,
Sports Coordinator,
Kāpiti College**





Balance is Better Advisory Group

Given the ongoing decline of youth participation in sport, the Balance is Better philosophy was developed by the New Zealand sport system to support the culture change needed to provide quality sport opportunities for tamariki (age 5-11) and rangatahi (age 12-18). Balance is Better aims to encourage young people to participate in sport for longer regardless of their ability, needs or motivations. To bring this outcome to life in the wider Wellington Region, a Balance is Better Advisory Group (the Advisory Group) was established in early 2022 to guide collaborative implementation of projects across the region.

The Advisory Group is made up of Nuku Ora, College Sport Wellington and nominated members from Athletics Wellington, Capital Football, dsport, Gymnastics NZ, Wellington Hockey, Wellington North Badminton, and the Wellington Rowing Association. They focus on providing guidance to employees and volunteers in club and school sport to influence positive behaviour change. The true impact of Balance is Better will be recognised through the actions of individuals and organisations who implement improvements to youth sport across our region over time. By adopting a collaborative regional approach, we hope to create

quality experiences for young people, encouraging them to keep active and in sport.

The Advisory Group advocates for system change that will enable:

- Better sporting experiences for participants: quality coaching, appropriate season lengths and increased inclusivity.
- Participants to have diverse sporting experiences: pathway and competition structures can enable this, as will providing breaks between seasons that allow for recovery and enable a variety of sports to be played.
- Sporting codes to work together to put participants at the centre of decision-making: selection systems, season structures, coaching, and parent education.
- Tending to the long-term development needs of athletes: age and stage appropriate talent, training loads, and athlete management.

BALANCE IS BETTER





“Change can take time to embed so we know that as leaders of sport organisations we need to be persistent and continue to reinforce why we’re making changes so that our coaches, parents, volunteers, and the athletes understand the rationale behind them. We also need to dispel the myths like Balance is Better is anti-competition. It isn’t anti-competition: its focus is on competitions and development programmes being age and stage appropriate.”

Dane Lett, Head of Hockey, Wellington Hockey

Case Study

Wellington Regional Sport Organisations make Changes for Participant Wellbeing

In a first for Wellington, College Sport Wellington, Netball Central, Wellington Hockey, Capital Football, Wellington Rugby, and Cricket Wellington unanimously agreed to align their season structures when the winter sport season commenced in Term 2.

The decision is the result of a collaborative conversation between six Regional Sport Organisations (RSOs), College Sport Wellington, and Nuku Ora in August 2021, which identified the systems and culture change needed to provide quality sport opportunities for youth in the wider Wellington Region. The change is in line with Sport NZ’s Balance is Better evidence-based philosophy that supports quality experiences for all rangatahi regardless of ability, needs and motivations.

In early conversations, RSOs recognised that lengthy competition structures and high-volume training requirements in some codes were causing workload issues and scheduling clashes. This

was having a negative impact on participant wellbeing, and all codes agreed to review their core season length, with a view that aligning seasons will allow room for rest and recovery.

CEO of Cricket Wellington, Cam Mitchell believes RSOs working together will “promote a balanced approach to participation in sport. We are stronger when we are all working together and if we can play our role in keeping young people involved in sport for life, then everyone benefits.”

Increasing the break between seasons ensures participants and their whānau enjoy an off-season break, with sports coming together to monitor and mitigate risks of early specialisation, overtraining, and overloading. The RSOs involved hope to see more local sport organisations make the move to align their seasons, to ensure rangatahi can continue to enjoy being active and participating in the sports they love.

Living Well

Living Well is the wider Wellington region's physical activity strategy. It articulates a set of regional outcomes that those who deliver physical activity can contribute to. At the heart of Living Well is collaboration and a desire to create positive outcomes for people and their communities by working better together.

A particular focus of the past year has been the work completed with the Wairarapa DHB to create the Well Wairarapa through Healthy Neighbourhoods Plan. This plan's purpose was to support the implementation of Hauora Mō Tātou, the Wairarapa DHB's Strategic Direction 2020 – 2030 through using physical activity to create healthy neighbourhoods across the Wairarapa.

Physical activity provides a great platform for achieving wellness, and wellness is a key contributor to overall wellbeing. This plan emphasises the role that being physically active can play in achieving wellness, while also



recognising the opportunities that could be created to influence other related healthy behaviours such as nutrition and cigarette smoking.

While wellness is an active process that involves individuals making choices toward a healthy and fulfilling life, implementing change also requires a supportive system that removes barriers and provides for individual and community agency around provision.



The Well Wairarapa Plan

Desired Outcome: Well communities and high levels of wellbeing across Wairarapa.

Aim: Support neighbourhoods to develop and maintain healthy behaviours that lead to improved wellbeing.

Focus Areas: Four key areas of focus required to support neighbourhoods to develop and maintain healthy behaviours that lead to improved wellness.

The plan requires a community-led approach which demands engagement with neighbourhoods to co-create solutions that build upon the strengths of their community. It also relies on the consideration of need to identify where there is greater

inequity in terms of access to physical activity opportunities.

Currently, work is underway to complete key actions that will realise data and evidence to identify which priority neighbourhoods to work with first. From here, we can

build a thorough understanding of the interests, challenges and opportunities for local people and identify key leader(s) in each neighbourhood to work with to learn more about their neighbourhood.

Focus Areas Diagram





The Dominion Post Sport and Recreation Awards 2022

Taking place on Tuesday 5 July 2022 at TSB Arena, the Dominion Post Sport and Recreation Awards (the Awards) were Nuku Ora's first in-person awards since 2019. With 2020 and 2021 event planning resulting in disruptions due to Covid-19, the Awards returned in 2022 and were attended by 840 guests.

MC'd by Jason Pine and Tiana Metuarau, the Awards celebrated achievements from April 2021 to April 2022. The theme of movement as a key component of physical activity set the tone for the evening. The theme was brought to life through talented live performances and flowing colour movements on screen.

The collaboration between Te Atiawa, Ngāti Toa and Ngāti Pōneke made for a powerful opening performance, highlighting the growing relationship between our organisations.

Across 15 categories, the contribution sport and recreation make to the wider Wellington region was acknowledged with 68 finalists representing over 30 types of physical activity considered across all categories. Nominations were widespread across the region, extending far beyond just Wellington city with local councils also partnering with the event to support their area's finalists.

Wellington sport icons Grant Batty, Sandra Edge, Grant Turner and Paula

Tesoriero were also inducted as the 2022 Gibson Sheat Lawyers Sports Legends of Wellington. The Legends received a notable presentation

on awards night and had plaques installed in their honour at the ASB Sports Centre, joining 60 previous inductees.

List of 2022 Winners

SPONSOR	NAME
The Dominion Post Supreme Award	Phillip Wilson - Rowing
Craigs Investment Partners Sportswoman of the Year	Elizabeth Ross - Rowing
Stuff Personality of the Year	Oli Sail - Football
Hutt City Council Sportsman of the Year	Phillip Wilson - Rowing
Te Ati Awa, Ngati Toa and Nuku Ora Emerging Sportswoman of the Year	Jyordanna Davey - Basketball
Wellington Sports Med Emerging Sportsman of the Year	Jack Silver
Holdsworth Charitable Trust Disabled Sportsperson of the Year	Gavin Rolton - Wheelchair Rugby
BDO Official of the Year	Michelle Woolf
Hiremaster Team of the Year	Wellington Blaze - Cricket
PaK'nSave Volunteer of the Year	Tash Baldwin - Softball
Winsborough Coach of the Year	Lance Dry - Cricket
Trish McKelvey Leadership Award	Duane Kale - Para Sports
LANtech Lifetime Contribution Award	Willie Taurima - Basketball
Wellington City Council Community Initiative of the Year	Football for All , Capital Football
DB Export Club of the Year	Otaki Sports Club

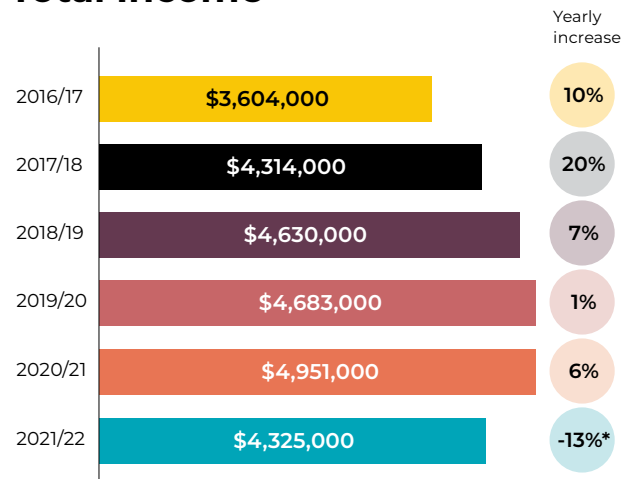
“After a two-year absence, it was a privilege to be able to bring the sport and recreation community together once again to celebrate the achievements of the greater Wellington region. The event would not be possible without our sponsors, supporting partners, suppliers and of course our region’s athletes, coaches, administrators and volunteers.”

Patrick Pierce, Events Manager, Nuku Ora

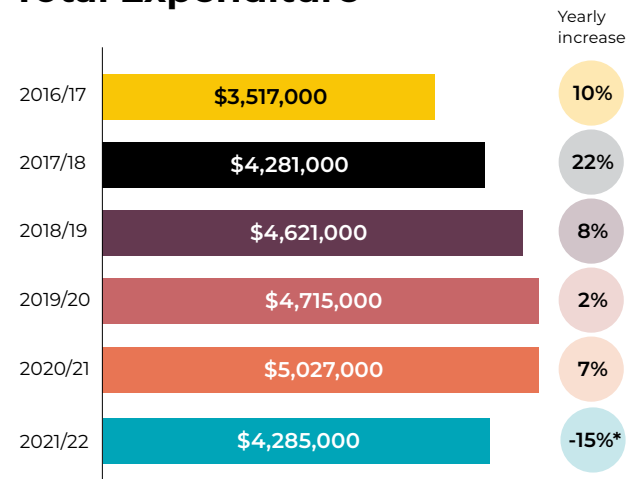
Financial Data

Actuals for 2016/17 - 2021/22

Total Income

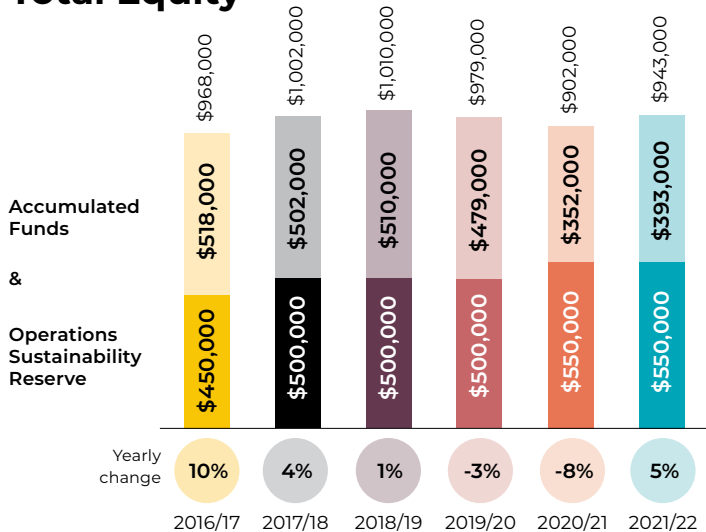


Total Expenditure

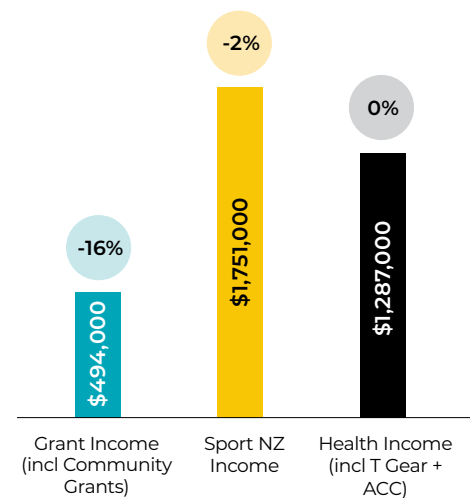


* Cancellation of in-person Round the Bays, deferral of Sport & Recreation Awards to 2022/23

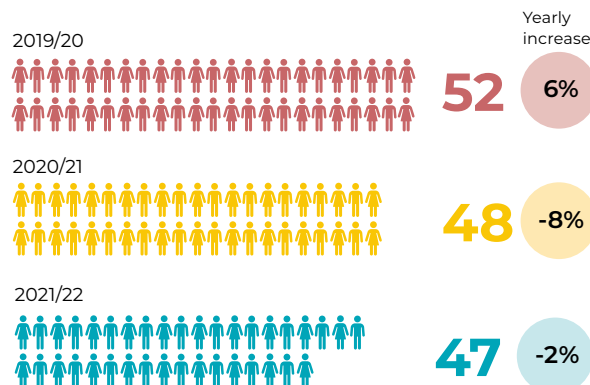
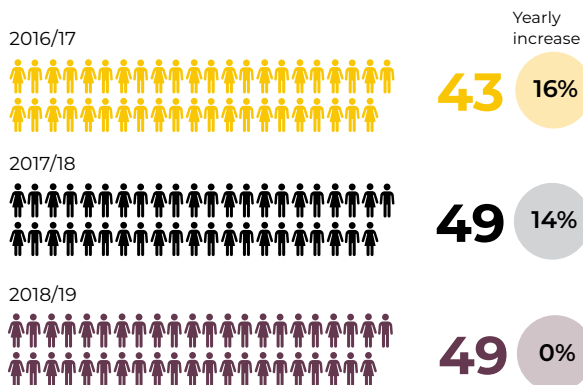
Total Equity



Major Income Categories



Staff Numbers



The Wellington Regional Sports Education Trust
Statement of Financial Performance
for the year ended 30 June 2022

	2022	2021
	\$	\$
Revenue from non-exchange transactions		
Government grants	1,287,135	1,215,555
Sport NZ funding	1,751,408	1,884,028
Other grants	637,198	875,395
	<u>3,675,741</u>	<u>3,974,978</u>
Revenue from exchange transactions		
Event fees	84,765	429,498
Interest revenue	13,095	14,047
Rental revenue	18,600	27,167
Resource sales revenue	15,041	20,142
Sponsorship revenue	116,500	412,616
Other revenue	401,602	72,964
	<u>649,603</u>	<u>976,434</u>
Total revenue	<u>4,325,344</u>	<u>4,951,412</u>
Expenses		
Employee related costs	3,303,384	3,365,980
Resources	73,134	69,571
Vehicle expenses	45,293	37,737
Promotion and communication	110,550	408,353
Programme delivery	308,881	661,642
Corporate expenses	346,032	350,544
Depreciation	94,250	127,021
Other expenses	3,752	6,623
Total expenses	<u>4,285,276</u>	<u>5,027,471</u>
Total surplus/(deficit) for the year	<u>40,068</u>	<u>(76,059)</u>
<i>Other comprehensive revenue and expenses</i>		
Other comprehensive income and expenses	-	-
Total comprehensive revenue and expenses	<u>40,068</u>	<u>(76,059)</u>
Total comprehensive revenue and expense for the year	<u>40,068</u>	<u>(76,059)</u>

These Statements of Financial Performance and Position have been extracted from the full audited financial statements and should be read in conjunction with the notes to the financial statements.

Nuku Ora thanks BDO for the provision of audit services. The full audited financial statements can be found on the Charities Register at <https://register.charities.govt.nz/Charity/CC29789>.

The Wellington Regional Sports Education Trust trades as Nuku Ora.

The Wellington Regional Sports Education Trust

Statement of Financial Position

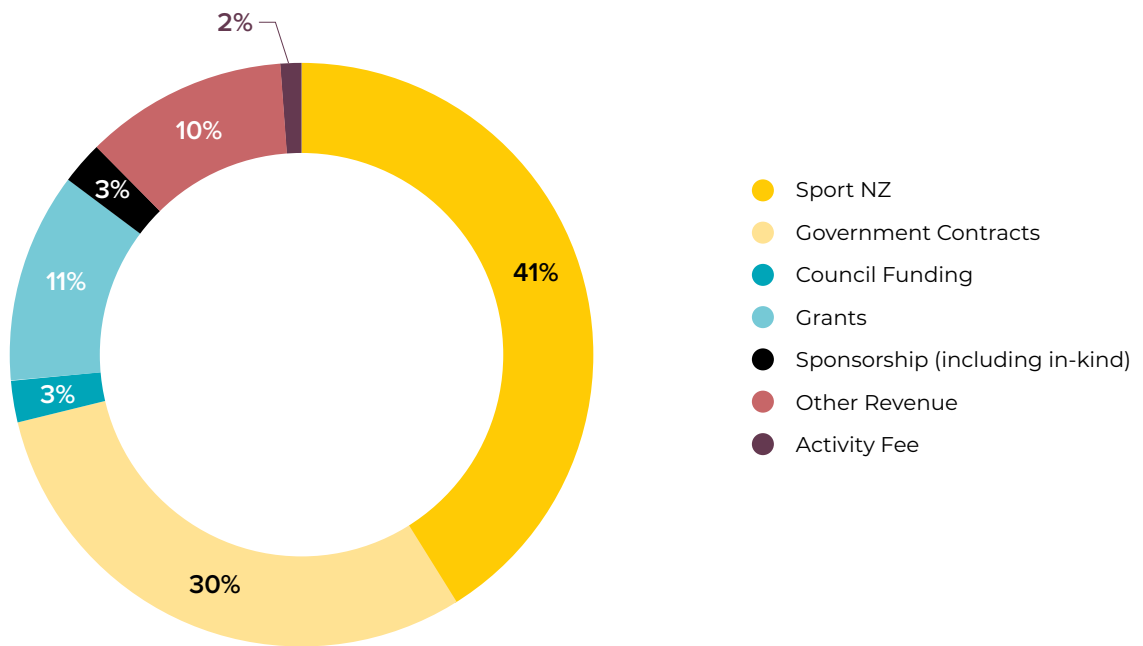
for the year ended 30 June 2022

	2022	2021
	\$	\$
Current assets		
Cash and cash equivalents	155,453	765,732
Investments	980,000	680,000
Receivables from exchange transactions	54,875	31,370
Receivables from non-exchange transactions	447,442	395,134
Prepayments	153,341	39,074
	1,791,111	1,911,310
Non-current assets		
Portfolio Investment	93,115	-
Property plant and equipment	191,544	223,698
	284,659	223,698
Total assets	2,075,770	2,135,008
Current liabilities		
Trade and other creditors	277,956	336,732
Employee entitlements	156,246	163,856
Revenue in advance	258,565	226,453
Sport New Zealand COVID-19 Related Funds	-	5,780
Tu Manawa non-operating funds	440,478	499,729
	1,133,245	1,232,550
Total liabilities	1,133,245	1,232,550
Net assets	942,525	902,458
Equity		
Accumulated comprehensive revenue and expense	392,526	352,458
Operations sustainability reserve	550,000	550,000
Total net assets attributable to the owners of the controlling entity	942,526	902,458

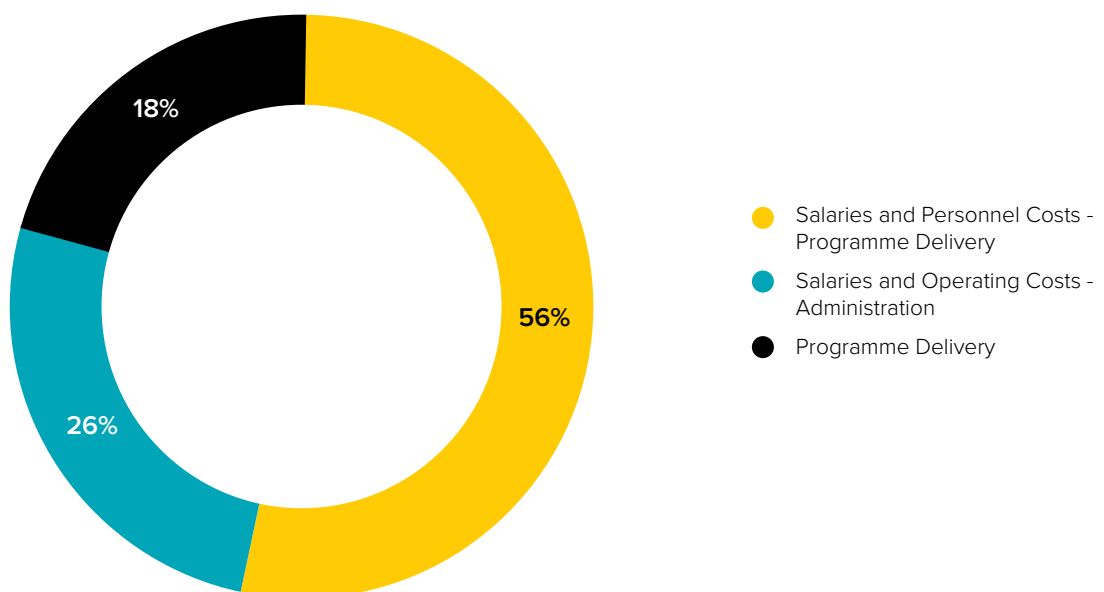
These financial statements should be read in conjunction with the notes to the financial statements.

Signed for and on behalf of the Board of Trustees who authorised these financial statements for issue on 20 October 2022.

Total Operating Income 2021 - 2022



Total Operating Expenses 2021 - 2022



2021-22

Governance Statement

Board Composition

The Board is made up of no more than 10 members, all appointed through an open recruitment process. The composition, powers, proceedings and the process for appointment of members is set out by the Nuku Ora charter.

The Board went into 2021-2022 with two vacancies, left by the departure of our previous chair, Karen Aitken and trustee Nicola Airey. The Chair was passed to Dianna Taylor.

To fill the vacancy left by Nicola the Board inducted our 2020/2021 Future Director Campbell Makea as a trustee following his 18-month term. Campbell brought a strong knowledge of the organisation and a skill set fitting to the skills matrix. We also welcomed the new Future Director Soraya Umaga-Jensen. Going into 2022 there is one seat still vacant.

Good Governance

As further commitment to ongoing good governance the Board did work in several areas across 2021/2022, including:

- A Board evaluation was completed to assess performance and areas of improvement for both the Board and Management
- Finalising and updating the Trust Deed and initiating a review of the Nuku Ora Board Charter
- Involvement in the organisations bi-cultural journey continues with Board members attending education sessions facilitated by our Iwi Partners and the adoption of the Karakia to open and close all meetings

Subcommittees

Work continues with the sub-committees. The Audit and Risk Committee drives the risk profile for the organisation and possible mitigations, headed up by Baubre Murray as the Chair. The Commercial sub-committee is chaired by Lance Walker and continues to focus on revenue generation and potential funding opportunities. The personnel sub-committee continues to be headed by Lorena Stephen, guiding the CEO performance.



Chair's Futures Report

**He whakataukī, titoro whakamuri, kōkiri whakamua.
Look back and reflect so we can move forward.**



A look backwards provides us with much to celebrate as evidenced throughout this report. It also affords me the opportunity to acknowledge Phil Gibbons our former Chief Executive who left the role in July 2022 and thank him for his contribution to Nuku Ora and his service to the wider regional physical activity community.

Phil took over as Chief Executive of then Sport Wellington in April 2012 and during his tenure has overseen significant change and development of the organisation. Under Phil's guidance, Sport Wellington has transformed into Nuku Ora, moving from being a sport and recreation organisation to an organisation that is focused on wellbeing and all aspects of what it means to be physically active. The leadership role of Nuku Ora and its support of leadership development within the physical activity system, the progress made towards developing meaningful relationships with mana whenua, and positive changes to the health and operation of the organisation, including the development of an outstanding culture, are all testament to Phil's leadership. We wish Phil every success as he takes on new challenges.

Following Phil's departure, we began a thorough recruitment process that included support from Mana Whenua and Sport New Zealand, to select a new CEO to lead Nuku Ora going forward.

As we move forward our challenge is connected to how we get a balance

between getting things done today while ensuring we take the time to think and act longer-term to assure the future of the physical activity system in our region.

The Covid-19 pandemic and the war in Ukraine have shown us just how quickly things can change as well as the impact such world events can have on both our personal and professional lives. Our world is changing rapidly and the environment in which we are working will be impacted by change even at a global level.

While we are experiencing the effects of climate change already, ahead of us lie other waves of change in the form of population growth and diversification, ongoing supply chain disruption, continued rising costs, acceleration of digital transformation, healthcare reform, local government reform to name a few. How we negotiate the future will be important and a key to our success will be the extent to which we work together to respond to and/or pre-empt the challenges that are presented.

Understanding trends, continuing to scan the environment in which we are working, tapping into Sport NZ's futures work, and facilitating ongoing conversations with key stakeholders will all be important. Also important will be our ability to adapt and change as we have done through Covid-19. This need to be agile will be our new normal.

One of the roles of the Board is to set the direction of Nuku Ora and

“One of the roles of the Board is to set the direction of Nuku Ora and inherent in this responsibility is a focus on the future and making decisions that allow the organisation to thrive and continue to be effective.”

inherent in this responsibility is a focus on the future and making decisions that allow the organisation to thrive and continue to be effective.

One of the immediate tasks in the next year for Nuku Ora will be to begin consideration of the direction and strategic priorities for the second four-years of our twelve-year strategy and the road map to achieving our desired outcome of Hauora: everybody active, healthy, and happy.

We are excited to see where these conversations and collaborative approaches take us.

Dianna Taylor

Board of Trustee and Staff

for 2021/2022

Board of Trustees

Chair

Karen Aitken*
Dianna Taylor

Trustees

Nicola Airey*
Sam French
Campbell Makea
Jason Crowe
Clare Elcome

Lance Walker
Andrea Blackshaw
Baubre Murray
Lorena Stephen

Board Future Director

Soraya Umaga-Jensen

Nuku Ora Staff as at 30 June 2022

Senior Leadership Team

Allison Yannakis*
Matthew Claridge*
Michelle Hayward
Ashleigh Baker
Michelle Hargen
Phil Gibbons
Sean McKinley

Executive Assistant

Alex Johnson

Finance Team

Paul Abbott
Mandy Garrett

Marketing and Communications Team

Meaghan Wilby*
Rosa Bach*
Emma Main*
Anicka Ward
Sumayyah Gordon
Gracy Veerasamy

Business Support Services

Miett Fear*

IT and Systems

Daniel Grubner*

Events Team

John Grieve*
Patrick Pierce
Chloe Monnier
Grace Muir*
James Wright*
Emily Port*
Shea Stapleton*
Anna Caldwell*

Partnerships Team

Nicky Sherriff
Jamie Milne
Hanna Baird-Herron
Tara Fevre
Chloe Frederiksen
George McDougall
Bridget Pritchard-Thorsen
Jamie Leith*
Dayle Clarkson*
Leoni McKelvey*
Julie Moularde*

Healthy Active Learning Team

Pembroke Chambers
Zak Brown
Darren Houston
Tania Bartley
Amanda Rasch

Community Development Team


Kirsten Kilmister
Jazz Scott
Marie Kinloch
Matthew Ruscoe
Graham Witts
Janice Murrell
Ella Pudney*
Tim Mannix*
Campbell Clark*
Kenji Sawada*

Regional Programme Team

Toshy Rapana
Fuamai Moeka'a
Kate McCartney #
Helen Anderton
Anya Hape*
Louise Grieve*
Hoani Siueva*
Tyrone Brown
Sega Elise-Anderson
Kerewai Tatana
Shona Bunny
Nicole Willis
Georgia Irving
Lita Amato
Emilia Sa'u
Kimberley Paisley

on parental leave

* resigned or contract ended during the period 1st July 2021-30th June 2022



**Kia rau nuku,
kia rau wai,
kia rau ora.**

NukuOra

An active Wellington region



www.nukuora.org.nz



facebook.com/nukuora



linkedin.com/company/nuku-ora

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Hutt Park, Seaview, Lower Hutt

Phone (04) 560 0300

Wairarapa Office

Wairarapa Community Hub, YMCA
371 Queens Street, Masterton, 5810

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Email wairarapa@nukuora.org.nz