

Kotahitanga
Unity and togetherness



Our Strategy
2026-2031



whānau āwhina
plunket

Kotahitanga - our strategic direction

Kotahitanga - Our Strategy outlines our priorities and direction for the next five years as we continue to strengthen our existing services and grow areas where we can add further value and benefit to whānau in the community.



Kotahitanga - Our Strategy is shaped by our whakapapa and commitment to whānau now and into the future.

Our vision is for ‘Strong communities. Confident whānau. Thriving children.’

Our purpose is ‘We work alongside whānau in their communities supporting the growth, development and wellbeing of children under five.’

Our commitments

Our commitments define who we are and how we operate as an organisation. These are critical to guiding our decision making as we move forward.

- ♥ Use our trusted expertise to lead and strengthen child wellbeing in the early years
- ♥ Embed equity and Te Tiriti o Waitangi in everything we do
- ♥ Amplify whānau voices and community context to shape services and systems
- ♥ Create strong foundations for whānau of today and whānau of the future.

Our five-year goals

Our goals set the direction for the impact we want to achieve for whānau over the next five years. They guide our focus and shape what we do.

- ♥ Whānau have choices in the support and services they receive, and experience services that are connected, easy to navigate, and tailored to their needs
- ♥ Whānau are supported and empowered by trusted, relevant advice and practical support
- ♥ Whānau feel respected through inclusive, culturally responsive care.

Kotahitanga – unity and togetherness

Our name and guiding strategic theme

Kotahitanga reflects our belief that the wellbeing of pēpi, tamariki and whānau is strengthened when people work collectively, share knowledge, and support one another. It represents our commitment to working in partnership with whānau, communities, partners and the wider health system to create better outcomes for children in the early years.

Te kotahitanga
Unity and togetherness
Lotogatasi ma mafana
Uoungataha mo tu’u fakataha
携手同心
एकता और एकजुटता



Our current services

We are privileged to see 80% of all new babies. We offer services in more than 400 hubs, clinics and community locations across Aotearoa New Zealand, delivering over 417,000 clinical contacts with whānau each year and 90,000 community services engagements.*



Every whānau is eligible for free Well Child Tamariki Ora checks. These can take place in homes or local Whānau Āwhina Plunket clinics and community spaces.

Our Plunket nurses work in partnership with whānau to understand their health needs and develop a care plan to support them to achieve their goals. Nurses work alongside whānau to complete health and development assessments with each child to ensure they're growing and developing as expected. These checks are critical for picking up any concerns early, so children can have the best possible start in life. Kaiāwhina and community Karitāne are trained health workers working alongside nurses supporting whānau in communities. Mahi Ngātahi Aotearoa underpins how we deliver our services, bringing together culturally responsive care and relational practice to work alongside whānau in ways that strengthen connection, trust, and outcomes.

In addition, Plunket also offers:



Immunisation services.



Dedicated maternal mental health support in some areas.



Innovative video chat breastfeeding and sleep support services.



Family Start – providing extra support to whānau when this is needed.



PlunketLine – a free 24/7 parenting and child health helpline, staffed by registered nurses.



A range of community services including playgroups, in-home visiting, parent education and injury prevention.



B4 School Checks.



A strong advocacy voice for health and wellbeing.

*Whānau Āwhina Annual Report FY25

Our foundations

Kotahitanga - Our Strategy is built on our strong foundations of 119 years supported by our whakapapa, our commitment to being a Tangata Tiriti organisation, our tohu and our brand and our values.



Our whakapapa

Whānau Āwhina Plunket began in the small coastal town of Karitāne near Ōtepoti Dunedin. Karitāne was the home of Mere Harper and Ria Tikini, both of Kāi Tahu and Kāti Huirapa descent, who were highly respected midwives and healers and often worked closely with their friend and neighbour, health reformer Dr Frederic Truby King, to care for the ill in their community.

We acknowledge that some of Truby King's views caused harm to whānau Māori and other groups. We reject these views and acknowledge this history.

We are Tangata Tiriti

As a Tangata Tiriti organisation (non-Māori in Aotearoa), our presence and authority to be here is grounded and guided by Te Tiriti o Waitangi.

We are committed to building strong and respectful relationships with Māori communities. We partner with Māori in our decision-making processes to ensure that our actions are aligned with Māori aspirations for hauora. This is reflected in our policies, processes, structures and governance.

We are committed to acknowledging and embracing our bicultural origins and to uphold the articles of Te Tiriti o Waitangi. Our governance and leadership reflect this commitment, with strong Māori representation.

Our tohu

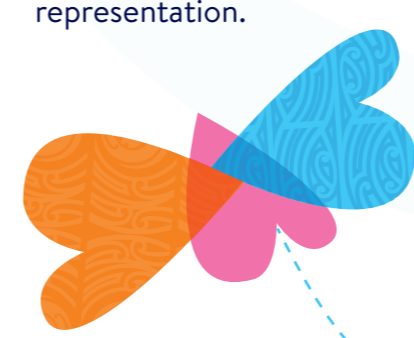
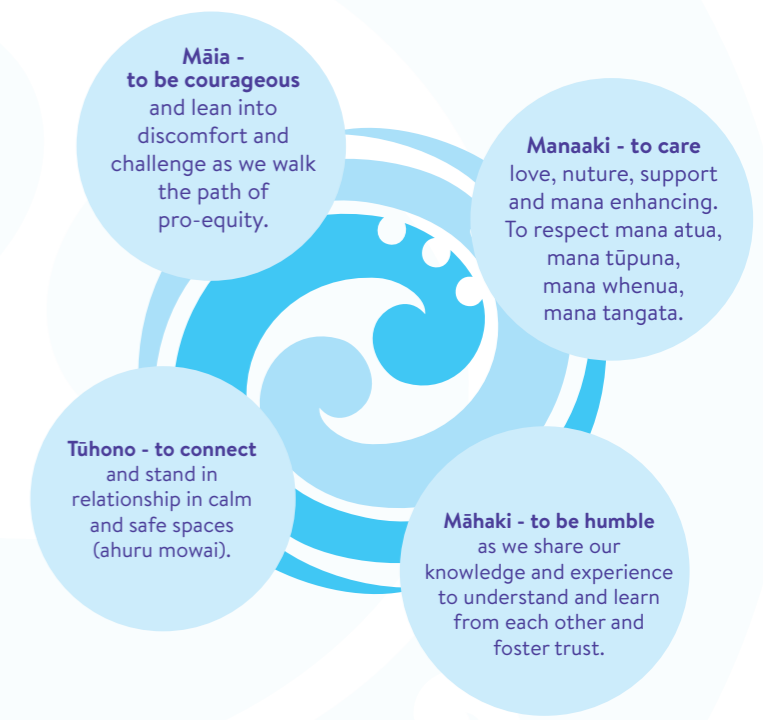
Our tohu weaves together our whakapapa, purpose and vision.

Ngā Pae o te Harakeke represents the strength of wāhine and the nurturing structure of whānau. Tūhonohono represents connection – the meeting of hands, the embrace of parent and child, the journey we take together.

Created by Len Hetet, our tohu reflects who we are and how we serve.

Our uara - values

Our four uara guide our mahi at Whānau Āwhina Plunket.

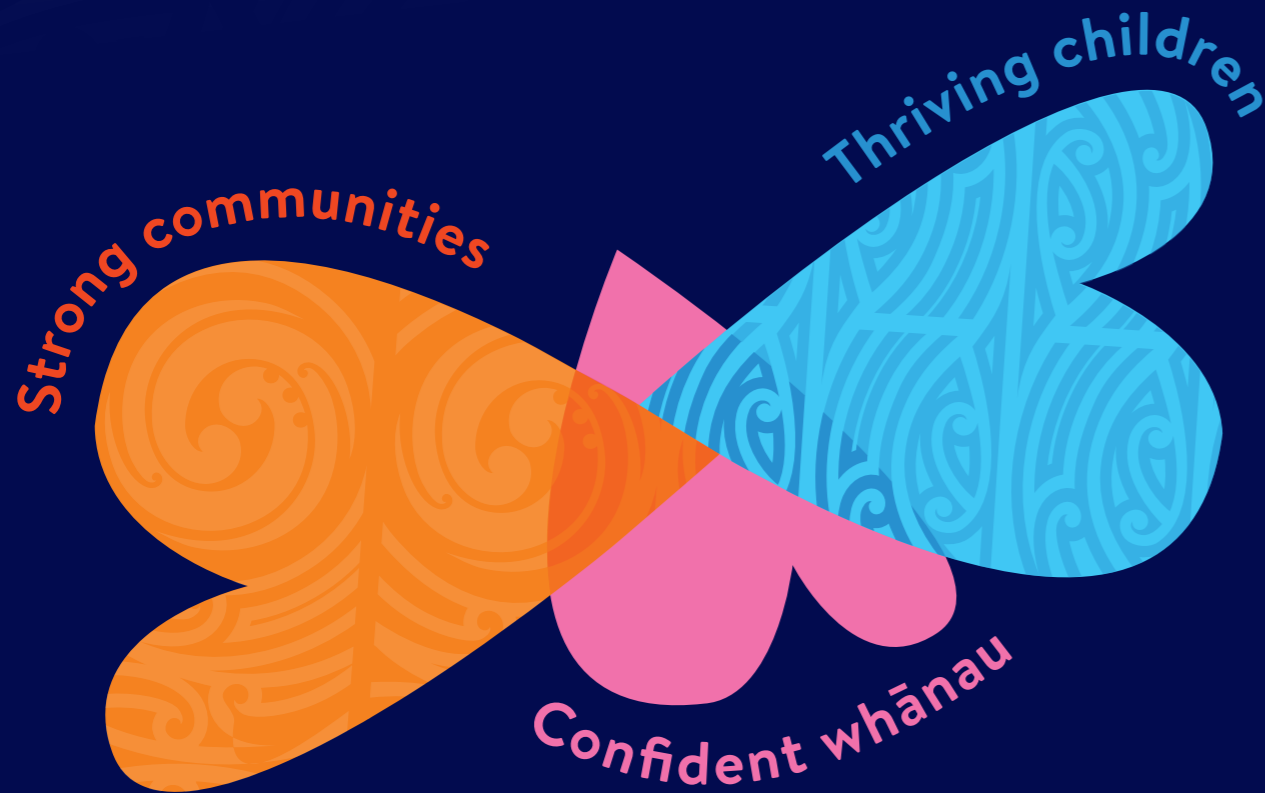


Our vision

Strong communities. Confident whānau. Thriving children.

Our purpose

We work alongside whānau in their communities supporting the growth, development and wellbeing of children under five.



Together, our vision and purpose articulate what drives and unites us - our 'why'.

Te Tirohanga: Ngā hapori pakari. Ngā whānau māia. Ngā tamariki houkura.

Kaupapa Matua: Ka mahi tahi mātou me ngā whānau i roto i ō rātou hapori hei tautoko i te tipuranga, te whanaketanga me te oranga o ngā tamariki kei raro iho i te rima tau te pakeke.

Va'aiga Mamao: Lotoifale mautu. Aiga mausali. Fanau manuia.

Fa'amoemoe: O se taumafaiga fai faatasi ma aiga i totonu o lotoifale eseese aua le faatuputeleina o le malosi, taumafaiga ma le ola manuia o fanau e laiti ifo ma le lima tausaga le matutua.

Vīsonē: Ngaahi komiunitī kaukua. Ngaahi fāmili loto-ma'u. Fānau 'oku tupulaki.

Taumu'a: 'Oku mau ngāue fakataha mo e ngaahi fāmili 'i honau ngaahi komiuniti ke tokoni'i mo poupou'i 'a e tupulaki, fakalakalaka mo e tu'unga lelei 'o e mo'ui 'a e fānau si'isi'i hifo he ta'u nimá.

願景：共筑社区团结，共塑自信家庭，共启儿童茁長

宗旨：我们与各社区的家庭并肩合作，为5岁以下儿童的成长、发展和身心健康而努力。

लक्ष्य: मजबूत समुदाय। आत्मविश्वासी whānau (परिवार)। स्वस्थ और खुशहाल बच्चे।

उद्देश्य : हम पांच साल से कम उम्र के बच्चों के विकास, उन्नति और कल्याण में सहयोग प्रदान करने के लिए उनके समुदायों में परिवारों के साथ मिलकर काम करते हैं।

Adapting to a changing world

The next five years will see continued change across Aotearoa New Zealand's health and social systems. Whānau Āwhina Plunket has constantly evolved alongside the communities we serve and will continue to adapt to remain relevant and impactful in the future.



Our context and direction

Supported by our strong foundations, we are aligned to the health sector vision of Pae Ora - Healthy Futures and are committed to achieving equity in access, experience and outcomes for all whānau. Our commitment to Te Tiriti o Waitangi underpins this work. This means strengthening relationships with Māori communities, aligning with aspirations for hauora, and acting as responsible kaitiaki of our environment.

Shaped by whānau and community insight

Kotahitanga - Our Strategy has been shaped by the voices of whānau, communities and experts across Aotearoa. What we heard clearly is the importance of our trusted, community-based role which provides practical, responsive support to whānau with tamariki in their early years.

Responding to a changing Aotearoa

At the same time, Aotearoa New Zealand is becoming more diverse, and there is a growing need to address preventable and treatable health challenges earlier. Evidence shows that early assessment, intervention and health promotion significantly improve lifelong outcomes for tamariki and whānau. To meet this need, our services must be adaptable, accessible and responsive to the aspirations of the communities we serve.

As these needs evolve, so too must our contribution. Building on our expertise in the early years, we will explore opportunities to extend our reach and impact where there is clear need, strong evidence, and alignment with our purpose. We will do this in partnership ensuring our role strengthens, rather than duplicates, the wider system of support around tamariki and whānau.

Partnership will be critical to our success

By working alongside others, we will build sustainable, connected services that improve wellbeing and deliver more equitable outcomes for children and their whānau.

Navigating challenges ahead

We also recognise the challenges ahead. Securing sustainable funding, addressing workforce constraints, and embracing new technologies will all be essential to maintaining high-quality, relevant services.

Investing in our people

Our people are our greatest strength. Our staff and volunteers are critical to strengthening and growing our services. We will invest in our workforce, including our nurses and kaiāwhina, and continue to build specialist expertise that supports the wellbeing, growth and development of tamariki.

Contributing to system-wide impact

We will also contribute to key health system priorities by strengthening equitable access to prevention services such as childhood immunisations, reducing hospitalisations through earlier interventions and expanding access to trusted advice through digital healthcare.

Looking ahead

At the centre of Kotahitanga - Our Strategy is a commitment to working alongside whānau, communities and partners to deliver inclusive, culturally appropriate care that makes a meaningful difference both now and for future generations.

We have strong foundations. Kotahitanga sets a clear sets a clear direction for the next five years, strengthening what we do today while creating new opportunities to improve outcomes for tamariki, whānau and communities across Aotearoa.



Our goals

Our goals are intentionally whānau centred. We recognise that pēpi and tamariki thrive within their whānau, and their wellbeing cannot be separated from the wellbeing of those who care for them. Importantly, when we say whānau we mean the people who are involved in raising a child, however the whānau define themselves.



We know that when whānau feel supported, respected and empowered, children are more likely to thrive. That's why we have put whānau insights at the centre of our decision-making, shaping our goals and actions.

Goal 1

Whānau have choices in the support and services they receive, and experience services that are connected, easy to navigate, and tailored to their needs

To do this we will:

- ♥ Be responsive to what whānau and communities want and adapt our services to fit.
- ♥ Offer different levels of service intensity so that whānau can choose what best suits them.
- ♥ Offer options in how we deliver services such as flexible hours, locations and technology options.
- ♥ Ensure the services that whānau receive are joined up, both within Plunket and with other service providers.

Goal 2

Whānau are supported and empowered by trusted, relevant advice and practical support

To do this we will:

- ♥ Grow and share our knowledge on topics such as sleep, breastfeeding, growth and development and parenting through the early years in relevant and practical ways.
- ♥ Influence systemic and environmental improvements that support better outcomes for whānau such as housing, access to services and food security.
- ♥ Extend our reach and impact by delivering and advocating for prevention and early intervention responses, informed by community context, whānau insight, and evidence.

Goal 3

Whānau feel respected through inclusive, culturally responsive care

To do this we will:

- ♥ Embed Mahi Ngātahi Aotearoa, our culturally responsive, relational care model.
- ♥ Partner with like-minded organisations to ensure we connect with communities in inclusive and culturally appropriate ways.

What we need to deliver our goals

Achieving our whānau-focused goals depends on four interconnected enablers that we will implement over the next five years. These foundations will determine our ability to deliver impact at scale and over time.

1 An integrated, responsive and diverse workforce

Our people are our greatest strength.

- ♥ We will ensure they have the skills and knowledge they need in delivering services to whānau especially with regards to engaging with diverse communities and using new technology.
- ♥ We will explore how we develop existing roles, work in a more joined-up way across our services and expand into new spaces as opportunities emerge.
- ♥ We are committed to building and retaining a diverse workforce that better represents the communities we serve.

2 Sustainable funding

Sustainable funding underpins our ability to continue to deliver the critical services we offer and to expand into new spaces.

- ♥ We will explore new contract and funding opportunities aligned to our strategic direction.
- ♥ Ensure we focus on demonstrating our value and the impact we make.

3 Data, evidence and insights shape our direction

Bringing together data, evidence and whānau insights to guide our decision making.

- ♥ We will strengthen how we use our data to better understand our communities, how we are performing and where we can improve.
- ♥ This data, alongside research, evidence and whānau and community insights will strengthen how we shape our services and focus our efforts where they will have the greatest impact.
- ♥ We will build diverse ways to measure our progress, ensuring we strengthen our focus on measuring the value and impact we deliver to whānau over time.

4 Using technology to improve access, options and efficiency

Digital healthcare, using AI and other technology tools, provides new opportunities to offer more options and choice for whānau.

- ♥ We will set foundations for innovation, whilst ensuring cultural and clinical safety.
- ♥ We will focus on enhancing customer experience and broadening delivery modes, while also maximising efficiencies.

Measuring our impact

We will use the data we collect to shape our direction, guide our decisions, and target our resources where they will have the greatest impact.

We will develop a performance measurement framework using both quantitative and qualitative data. This will measure how well we deliver services and the impact our work has on the whānau we serve including, wherever possible, our contribution to whānau journeys and improving longer term whānau health outcomes.

We will report annually on our progress against Kotahitanga - Our Strategy via our Annual Report. In addition to our annual Service Performance Report, which provides our annual results in relation to key service delivery measures, we are adopting XRB's He Taurira reporting framework. Rooted in matauranga Māori, He Taurira provides a wider context for how success is measured and will support our measurement framework to ensure we bring sustainable change that adds value and supports strong communities, confident whānau and thriving children.

The true value of what we do lies in the impact that we have on whānau and communities to improve their wellbeing and deliver on our vision of 'Strong Communities. Confident Whānau. Thriving Children.'





whānau āwhina
plunket