A He Tauira case study

Building a brighter future for tamariki through sustainable thinking

Whānau Āwhina Plunket is a charity and Aotearoa New Zealand's largest support service for the health and wellbeing of tamariki under five and their whānau.
Its vision is 'Strong communities. Confident whānau. Thriving children.'

Whānau Āwhina Plunket used He Tauira in the development of its new strategy to explore how to best define and articulate the connections between its whakapapa, purpose and commitment to tamariki and whānau, both today and in the future. Applying He Tauira helped Whānau Āwhina Plunket consider the longer-term impacts it wants to have, including how to weave through wider sustainability considerations that support thriving tamariki, whānau and communities.

Why did you choose to use He Tauira?

We wanted our strategy to connect today's work with future generations

We already had many of the foundations reflected in He Tauira, including a clear purpose, established work on whakapapa and a commitment to Pae Ora. However, these elements were not yet fully connected within its strategic thinking. He Tauira helped us bring whakapapa more deliberately to the centre of our strategy and strengthen the connection between where we have come from and where we want to go.

We also wanted sustainability (in all its forms) to form part of its core strategy rather than sit alongside it as separate considerations. The intergenerational perspective provided by He Tauira helped make the connection between strong communities, confident whānau and thriving children now and into the future.

> "The focus on children today and children of the future was something we had always believed in. He Tauira helped us express it more clearly and intentionally."

How did you use He Tauira?

We used He Tauira to frame and test our strategy

We began with discussions about He Tauira, including conversations with the Executive Leadership Team. The Strategy Team developed an initial structure and tested it against He Tauira. This helped the team identify what was already present, what needed greater emphasis and what might otherwise have been overlooked.

The team used the He Tauira stocktake to organise existing information and guide strategic conversations. Rather than working through the document sequentially, we picked out the bits that resonated. This brought whakapapa forward, clarified the relationship between vision and purpose, and extended discussion beyond the five-year strategy period. Rather than treating He Tauira as a template to follow, we used it as a way of thinking about the future and testing whether its strategy reflected what mattered most to the organisation.

Whānau Āwhina Plunket intends to build on this foundation through a five-year roadmap, further work on its theory of change, and measures that connect strategy, impact and reporting.

What changed as a result of using He Tauira?



The strategy now connects today's decisions with future generations

He Tauira helped Whānau Āwhina Plunket make the relationship between its whakapapa, purpose and vision more explicit. It strengthened the connection between strong communities, confident whānau, and thriving children today and the wellbeing of future generations.

The conversations that shaped the strategy have continued beyond the strategy process itself. Ideas about supporting tamariki today while also considering future generations have become part of how people talk about priorities, decisions and long-term impact across the organisation.

Environmental considerations had previously sat separately from the organisation's core work. Through He Tauira, we can better connect environmental wellbeing with our vision for strong communities, confident whānau and thriving children, recognising the interdependence of these outcomes.

> In our previous strategy, the environment felt separate from our core work. He Tauira gave us a way to connect it to our purpose and our long-term aspirations.

The practical implications for measurement and reporting are still developing.

We are now working to connect strategy, theory of change, performance measures and reporting. A particular focus is understanding how annual measures can contribute to a longer-term picture of impact and help tell a more complete story about outcomes for tamariki, whānau and communities over time.

What did you learn and what advice would you give others?

Start with conversations, not reporting

Applying He Tauira while the strategy was still being developed created space to test and strengthen the organisation's direction before measures and reporting decisions were fixed.

Involve leaders and other contributors early so they have time to understand the concepts, challenge the thinking and shape the outcome.

Build on what already matters to your organisation

He Tauira was most useful as a way of thinking rather than a template to reproduce. Use its concepts and stocktake to guide conversations, then adapt them to your organisation's purpose, whakapapa and context.

Start with the concepts that resonate most and ask what they suggest your organisation should emphasise or do differently.

Treat implementation as an ongoing process

Strategy establishes the direction, but translating that direction into decisions, measures and reporting takes time. Be clear about what has already changed and what remains to be developed.

Build on existing work where possible and continue testing whether the information being measured explains the organisation's long-term impact.