

**Burnett Foundation  
Aotearoa**

# **Strategic Plan Te Mahere Rautaki 2023-2028**





# A new direction He aronga hou

Burnett Foundation Aotearoa has been at the forefront of the community response to HIV and AIDS in Aotearoa New Zealand for nearly 40 years. Our origins trace back to the actions of brave volunteers who first raised awareness and supported those living with HIV and AIDS in the early 1980s. A group of these volunteers united to form the AIDS Support Network Trust, which then became the New Zealand AIDS Foundation / Te Tūpapa Mate Āraikore o Aotearoa (NZAF) in 1985.

In June 2022, the NZAF Board decided to re-brand as Burnett Foundation Aotearoa. Our new name honours Bruce Burnett, one of the heroes who founded our organisation.

Shortly after the re-brand, the Burnett Foundation Aotearoa Board decided that the organisation should continue to build on our work in HIV prevention and support for people living with HIV. The Board also decided the vision should expand to include supporting great sexual health for all rainbow and takatāpui communities.

A number of factors fed into this decision. These included:

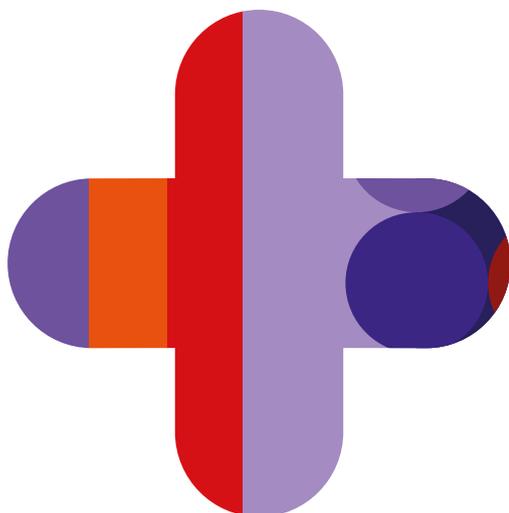
- **Unmet needs.** Rainbow and takatāpui communities continue to experience inequities in accessing healthcare across Aotearoa New Zealand. While there are a number of organisations doing vital work to support these communities, there is limited support available to meet sexual and reproductive health care needs specifically.
- **Community feedback.** During public consultation ahead of our rebrand, we heard from a number of submitters that we could be using our knowledge and experience to do more for other rainbow and takatāpui communities.
- **Honouring our legacy.** During these same conversations, we also heard a number of stories from and about our founders and the kind of world that they wanted to build. Their vision was clear that once HIV and AIDS became more manageable, the organisation should find additional ways to contribute to community wellbeing.

💡💡 **We heard from a number of submitters that we could be using our knowledge and experience to do more for other rainbow and takatāpui communities.**

The Board's decision was subject to the development of a draft Strategic Plan and a comprehensive process of consultation on that document. A Joint Lead Team comprised of board, staff members, and critical friends was formed to prepare the draft plan. This team then engaged with staff, community members and organisations, government stakeholders, clinicians, and researchers over a period of several months.

This new Strategic Plan 2023-2028 is the result of that work. It outlines our values and the context to our work, our guiding principles, and commitment to equity of outcomes, before setting out four "Focus Areas" of work with action commitments under each.

The core change in the Strategic Plan 2023-2028 is our commitment in Focus Area 3 to ensuring great sexual and reproductive health for all rainbow and takatāpui communities. This is a new area of work for us. We have learning to do and it will take time for us to grow into this space. We understand that rainbow and takatāpui communities are highly diverse and have a range of sexual and reproductive health needs and priorities. We also note the pressing context of rising anti-trans sentiment globally at the time of writing this foreword. Furthermore, this new work is not currently government funded, and it will take time to find ways to resource this mahi. Mindful of these challenges, Focus Area 3 provides the foundation to start working towards this new area of work. It sets out concrete actions aimed at building relationships and internal capability while beginning to enhance existing services that will help rainbow and takatāpui communities enjoy great sexual health.



## **At the same time, we would like to be clear that HIV work will always be at the core of our organisation.**

Our Strategic Plan 2023-2028 doubles down on our commitment to preventing HIV and STI transmission and supporting people living with HIV. These commitments are confirmed in Focus Areas 1 and 2. While rates of HIV infection in Aotearoa New Zealand are currently the lowest they have been since 2002, we know we cannot relax our efforts if we are to achieve our goal of zero HIV transmissions and supporting people living with HIV to live healthy lives, free from stigma and discrimination.

Focus Areas 1 and 2 also make clear that as a primarily rainbow and takatāpui organisation, the Foundation's work to combat HIV and STIs will be focused on rainbow and takatāpui people who are living with HIV or at significant risk of HIV acquisition. In particular, epidemiological data shows that gay and bisexual men remain the cohort most at risk.

Another key theme in our Strategic Plan 2023-2028 is the need to collaborate meaningfully with other community-led organisations to achieve our goals. As a Foundation, we will look for opportunities to partner with these organisations where possible to ensure we are achieving outcomes for our communities most effectively. Partnership and support across the HIV and rainbow sector organisations can look several different ways, and at times our role will be supporting existing groups to do their work, rather than taking a leadership role.

The Strategic Plan 2023-2028 will guide our work for the next five years. This represents a break from our previous practice of developing three-year strategic plans. This longer term will provide time for the organisation to build relationships and capability to deliver on new Focus Area 3 and grow into the organisation we need to be to achieve our new vision.

The publication of this plan is an exciting time for the organisation. As always, we are grateful for your support, and are thrilled to share the start of this new journey with you all.

## **Kia whakatōmuri te haere whakamua.**

## **I walk backwards into the future with my eyes fixed on my past.**



**Joe Rich**  
Chief Executive



**Sam Humphrey**  
Chair of the Board



# Values guiding Burnett Foundation Aotearoa

## Ngā mātāpono ārahi o Burnett Foundation Aotearoa

Who we need to be and how we need to behave in order to achieve our purpose

### Manukura Leadership

We have a proud history of being at the forefront of the HIV response in Aotearoa. We act with conviction and inspire change. We are courageous and set audacious goals. We hold ourselves to account.

### Mātauranga Knowledge

We have a strong commitment to providing evidence-based programmes and services. We are constantly learning and we adapt and innovate for greater impact. We are committed to sharing information with the communities we serve.

### Kotahitanga Inclusiveness

We respect and value each other and our communities. We thrive on our diversity and are committed to equality and equity in the work we do. We build and nurture partnerships because we recognise the value in collective strength.

### Tika Integrity

We are committed to doing what is right. We act with integrity and stand up for what we believe in. We recognise our duty of care to the communities we serve.

### Aroha Compassion

We are empathetic and nurture the wellbeing of the communities we serve. We are humble and always open to listening. We are trustworthy and caring.



## Our context | Tō tātou horopaki

The evidence and frameworks that inform this strategy

With the same passion and commitment as those who came before us, we continue to prevent HIV transmission, reduce stigma, and maximise the wellbeing of those most affected.

The work of Burnett Foundation Aotearoa is informed by the [UNAIDS Global AIDS Strategy 2021-2026](#), the [2021 Political Declaration on HIV and AIDS](#), and the [2030 Agenda for Sustainable Development](#). Each of these strategies seeks to end AIDS as a public health threat by 2030, and close the gaps that are preventing progress in the HIV response.

We also strive to make progress against the [UNAIDS 95-95-95 targets](#), adopted by United Nations Member states in June 2021 as part of the new Political Declaration on HIV and AIDS. These call for 95% of all people living with HIV to know their HIV status, 95% of all people with diagnosed HIV infection to receive sustained antiretroviral therapy, and 95% of all people receiving antiretroviral therapy to have viral suppression by 2025.

Burnett Foundation Aotearoa will continue to use the [Ottawa Charter for Health Promotion](#) as a framework to improve the health for our populations and in the provision of public health services. This approach means that we will continue to be driven by public health needs, frameworks, and evidence in the implementation of this Strategic Plan.

The Ottawa Charter has been crucial to the successful outcomes our organisation has achieved concerning HIV and will remain important as we move forward. However, as a community public health organisation, we are also guided by our communities in establishing key priorities and concerns regarding unmet needs and inequities. We acknowledge that we walk in these two worlds simultaneously and must constantly strike a careful balance between public health and community development approaches to serve our communities as well as possible and work towards the best sexual health outcomes for all members of our communities.

The evidence underpinning this Strategic Plan is demonstrated in the [organisation's position statements on combination prevention](#): condoms, PrEP, and early treatment. Our work is also informed by the [Consensus statement on comprehensive HIV prevention in Aotearoa New Zealand](#), adopted at the National HIV/AIDS Forum in May 2017, which argues that we can reverse the HIV epidemic by implementing effective HIV prevention actions urgently, to scale, and in partnership. These include condoms, prompt HIV treatment on diagnosis, ongoing retention in HIV care, PrEP for those most-at-risk, more frequent HIV testing, and thorough STI screening. These actions need to be supported by a capable workforce, surveillance of infection and behaviours, and the elimination of HIV stigma.



# Our commitments | Ō tātou takohanga

The commitments that sit alongside this Strategic Plan

## Meaningful Involvement of People living with HIV and AIDS (MIPA)

Since the beginning of the HIV and AIDS epidemics, people living with HIV and AIDS have been at the forefront of the response. MIPA principles ensure people living with HIV remain at the core of the design, implementation, monitoring, and review of our HIV prevention, treatment, and support programmes. MIPA calls for the active, full, and meaningful involvement of people living with HIV, as well as advocating for space to be made for people living with HIV in the response.

MIPA is especially pertinent for us, as Bruce Burnett— one of our co-founders and our organisation’s namesake – was living with HIV and one of the first pioneers of the AIDS response in Aotearoa. HIV remains at the centre of our organisation, as reflected in our trust deed and in our founding document.

In 2021, staff living with and affected by HIV presented and launched our internal, organisational [MIPA action plan](#). The actions in the plan are currently guiding our MIPA improvement journey.

## Te Tiriti o Waitangi

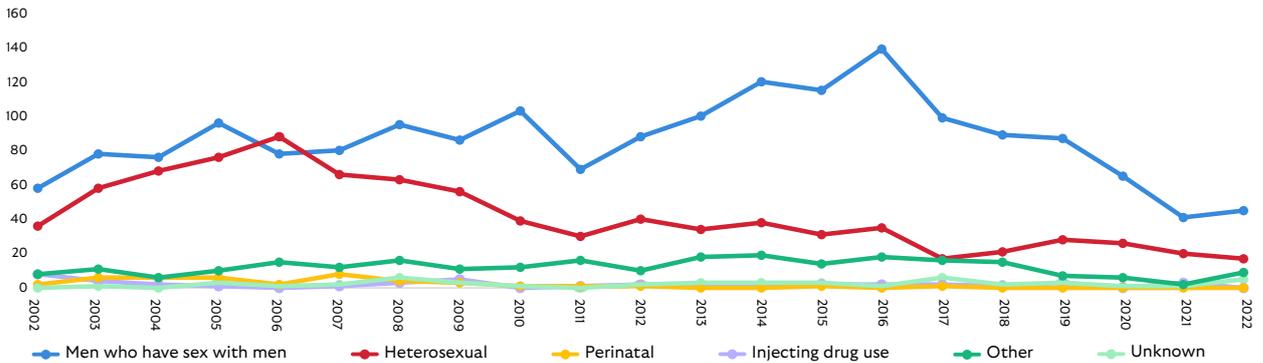
Burnett Foundation Aotearoa requires that all our Board members, staff, and volunteers have a responsibility to uphold Te Tiriti o Waitangi in their respective roles as active and engaged Te Tiriti o Waitangi partners. As an organisation, we are invested in building capability and capacity to learn from and engage better with Māori. We are committed to becoming more critically conscious of our beliefs and practices, and moving towards redesigning the nature of how we work. As well as being a welcoming and inclusive environment for Māori engaging in our services, we will also become a desirable organisation for Māori to work in.

In 2022, we partnered with Maurea Consulting to develop [Rautaki Māori – our Māori strategy](#). Through this Rautaki, Burnett Foundation Aotearoa is committed to moving together with Māori to deliver great health outcomes in authentic partnership, through active protection, meaningful participation, and mana ōrite (equity), enabling tino rangatiratanga (self-determination), underpinned by Te Tiriti o Waitangi. Our trust deed also reflects our commitment to respecting our country’s bicultural heritage and Te Tiriti o Waitangi.

Burnett Foundation Aotearoa is guided by these foundational commitments to MIPA and moving together with Māori to deliver great health outcomes. These commitments sit alongside and intersect with this Strategic Plan 2023-2028, and therefore will be considered across our work.

# Reflections | He tiro whakamuri

Local HIV diagnoses, 2002-2022 | AIDS Epidemiology Group



Aotearoa New Zealand continues to have one of the lowest HIV prevalence rates in the world as a result of nearly forty years of advocacy, health promotion, effective partnerships, and community development. Early legislative change, based on principles of human rights, and public health enabled the success of condom promotion and harm reduction strategies within affected populations.

The organisation’s work originally centred on the promotion of condoms, community development, work to eliminate HIV stigma, and advocacy for legislative change. However, the context of an HIV epidemic that continued to grow saw the 2016-2019 Strategic Plan shift gear towards a combination HIV prevention approach.

Growing evidence proved that early treatment of HIV infection was critical for optimising long-term health, and advances in biomedical prevention have introduced PrEP and U=U as new tools for our communities. These scientific breakthroughs refocused HIV prevention globally, giving us a proven set of tools to end the transmission of HIV. [The HIV Consensus Statement](#) was released by the National HIV and AIDS Forum in 2017, and PHARMAC removed the CD4 threshold from treatment access, allowing all people living with HIV to access treatment, regardless of CD4 count. In 2018 we endorsed the [National HIV and AIDS Forum Position Statement on U=U](#). We have seen the impact of a dedicated, combination HIV prevention approach as local HIV transmissions continue to trend downwards.

At the same time, GBM have also been impacted by soaring rates of syphilis and gonorrhoea that have compounded existing health inequities. We have worked hard in recent years to address the growing STI epidemics by expanding our service offerings and behaviour change campaigns, supporting the health workforce to provide culturally appropriate sexual healthcare, and advocating for government investment in HIV and STI surveillance and the broader response.

Estimated gonorrhoea rates per 100,000 population by sexual behaviour, 2019-2021  
Institute of Environmental Science and Research



Entering the fifth decade of the epidemic, the landscape of HIV, AIDS, and STIs in Aotearoa has changed drastically, and our programmes and services have continually evolved as new issues have emerged that affect the communities we serve. Having the word ‘AIDS’ in our name didn’t feel appropriate almost 40 years on, and it was also made clear from consulting with our communities that any new name needed to honour our legacy, those we serve, and keep HIV and AIDS front and centre.



In 2022, we reintroduced ourselves as Burnett Foundation Aotearoa to ensure our name captured the breadth of the mahi we do. By relaunching as Burnett Foundation Aotearoa, our organisation is honouring its incredible legacy, while positioning itself to meet the evolving needs of people living with or affected by HIV, now and into the future.

We saw our new mandate in action when the mpox pandemic threatened Aotearoa New Zealand, with Burnett Foundation Aotearoa well positioned to support government responsiveness to the needs of GBM communities who were at disproportionate risk.

While waiting for mpox vaccines to arrive, we developed health promotional materials focussing on symptom awareness, behaviour change, and testing. In response to severe restrictions on advertising vaccine availability, we engaged in an innovative marketing campaign for mpox 'consultations' during which mpox vaccinations were made available.

We know that now is the time to maximise these gains and ensure equity of uptake of combination HIV prevention and a national STI response across Aotearoa New Zealand. This year's Big Gay Out saw the launch of the long-awaited [National HIV Action Plan 2022-2032](#) from the Ministry of Health, alongside the [Sexually Transmitted and Blood Borne Infection Strategy 2023-2030](#).

We are excited about this central government leadership, and with sustainable resourcing, we are confident that these plans will support our efforts to eliminate local HIV transmission.

# Vision | Te tiro whakamua

What we want the world to look like

**An Aotearoa with zero HIV transmission, where all people living with HIV thrive, and rainbow and takatāpui communities enjoy great sexual health.**

**He Aotearoa, kua whakakorengia te whakawhiti i te Whakaruihī Ārai Mate (HIV), kei te ora rawa atu te hunga i pāngia, ka whai mauri ora te hapori takatāpui me te hapori irawhiti.**

What is great sexual health?

The World Health Organization defines sexual health as “...a state of physical, emotional, mental and social well-being in relation to sexuality; it is not merely the absence of disease, dysfunction or infirmity. Sexual health requires a positive and respectful approach to sexuality and sexual relationships, as well as the possibility of having pleasurable and safe sexual experiences, free of coercion, discrimination and violence. For sexual health to be attained and maintained, the sexual rights of all persons must be respected, protected and fulfilled.”



## Purpose | Te whāinga

How we contribute to the world we want to see

- Support all people living with HIV to access appropriate services.
- Deliver community-led and evidence-based health promotion and services for rainbow and takatāpui communities, including those living with HIV.
- Advocate for healthy public policy and supportive environments for our communities.
- Provide support and education to other organisations and the health system to meet the needs of the communities we serve.

## Principles guiding our strategy Ngā tikanga ārahi o te rautaki nei

How we think about problems and solutions and make decisions



Ensure equity is prioritised and at the forefront of our work.



“Nothing about us, without us”: Meaningfully involve people living with HIV and other lived experiences in all our work.



Work with other organisations in culturally safe ways through relationships based on principles of authenticity and reciprocity.



Celebrate pleasure and the right to safe and fulfilling sexual lives.

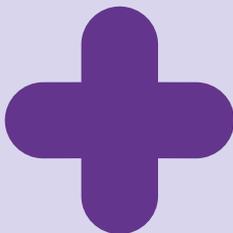


Serve and engage communities across lifespans and generations.



## Our communities | Ō tātou hapori

We understand that rainbow and takatāpui communities consist of people with many different identities (e.g. gay men, lesbians, trans people, non-binary people, bisexual people, intersex people who identify as rainbow and so on). We note that some of the challenges in defining our communities are the limitations of using Western framing to reference a diverse range of genders, sexualities, and variations in sex characteristics. For example, other terms may better reflect Māori and Pacific queer identities of communities we serve at Burnett Foundation Aotearoa. These terms could include takatāpui, whakawāhine, tangata ira tāne, and the acronym MVPFAFF+ (Māhu, Vakasalewa, Palopa, Fa’afafine, Akava’ine, Fakaleiti (leiti), Fakafifine).



For the purpose of this Strategic Plan and in the work of Burnett Foundation Aotearoa moving forward, we will be using rainbow and takatāpui communities as an umbrella term to collectively refer to all of these communities.



## **What does equity for our communities mean? He aha te mana taurite mō ō tātou hapori?**

This Strategy is guided by our obligations to achieve equity across our rainbow and takatāpui communities.

### **HIV and STIs**

We remain committed to serving the populations who are disproportionately affected by or most at risk of HIV and STIs, and ensuring people living with or at risk of HIV have access to combination prevention and support services.

GBM are significantly more likely to be diagnosed with HIV as compared to other population groups in Aotearoa, and are similarly disproportionately at risk of most STIs. As such, GBM will continue to be a priority population for HIV and STI work at Burnett Foundation Aotearoa.

In supporting people living with HIV to thrive, our focus will be on those who are rainbow and takatāpui. However, we will ensure all people living with HIV are able to find services available to meet their needs.

Burnett Foundation Aotearoa recognises that some of the work we are doing on HIV and STIs should be more inclusive of our broader rainbow and takatāpui communities where there may be unmet need. We are committed to addressing this through implementation of this strategy.

### **Sexual health for all rainbow and takatāpui communities**

Our new vision asks us to work towards ensuring all rainbow and takatāpui communities are enjoying great sexual health. We acknowledge that the different sub-groups within these communities experience different and diverse unmet needs, inequities, and consequent priorities in relation to sexual health. Beyond potential inequities in relation to HIV and STIs, these populations will have other sexual health needs not currently reflected in our work. Some parts of our communities experience barriers and inequities in access to and provision of healthcare generally as well. We understand that these inequities exist in relation to the persistence of cisnormativity, heteronormativity, and binary approaches to sex characteristics and gender in contemporary society.

Our new Strategic Plan commits Burnett Foundation Aotearoa to contributing to meet these needs, and we recognise that this involves leaning into new areas of work. It also means engaging with new parts of our communities, reaching beyond our usual service users, and making ourselves a culturally safe organisation for all of our rainbow and takatāpui communities. Our work moving forward will be inclusive of, and at times focussed on and targeted to, different populations within our rainbow and takatāpui communities.



### **Colonisation**

Burnett Foundation Aotearoa acknowledges the ongoing repercussions of colonisation include the profound disruption of traditional conceptualisations of gender and sexuality in Te Ao Māori, and the continued marginalisation of Māori. Ultimately, colonisation has produced inequitable health outcomes for takatāpui. We are committed to fulfilling our obligations under Te Tiriti o Waitangi to work towards equity for takatāpui.

### **Intersectionality**

Equity considerations in our work must recognise the intersectional nature of inequities faced by rainbow and takatāpui communities, and how these affect our health. We know that the experiences and identities of all people in our communities are shaped by many factors, including cultural identities, where people live, and socio-economic background. We recognise that many in our communities share their sexual and gender identity with other identities and experiences. Members of our communities may be Māori, MVPFAFF+/Pacific, or belonging to an ethnic minority. We may be young or ageing, disabled, or live outside the main urban centres. We might not have residence in Aotearoa New Zealand or may have a refugee or asylum-seeking background. We may be incarcerated or facing other sentencing. Burnett Foundation Aotearoa will work to ensure these intersections are reflected in our work.



Focus area one | Te kaupapa arotahi tahi:

## Prevention, early detection, and prompt treatment of HIV and STIs

## Te āraitanga, te hopuranga me te manaaki wawe i te hunga i pāngia e te Whakaruhi Ārai Mate me te Mate Paipai

**Focus:** No new HIV transmissions. Equitable and prompt access to high quality HIV and STI prevention, testing services, and treatment.

**Population:** Gay, bisexual, and other men who have sex with men (cis and trans), including those living with HIV. Sexual partners of GBM who are rainbow or takatāpui are also a key population for this focus area.

### What we will do:

- Enhance our peer-led healthcare services for HIV and STIs, psychosocial support, and other intersecting health issues.
- Support health workforce development to deliver relevant, culturally safe, and accessible services.
- Advocate for policies that enable equitable uptake of prevention, testing, and treatment.
- Advocate for local availability of new HIV and STI technologies.
- Deliver behaviour change marketing and peer education on HIV and STI prevention and regular testing.
- Provide access to free condoms and lube, and advocate for a wider range of funded products.





Focus area two | Te kaupapa arotahi rua:

## Support people living with HIV

### Tautoko te hunga e pāngia e te Whakaruhi Ārai Mate (HIV)

**Focus:** People living with HIV are living healthy lives, free from stigma and discrimination and with early, equitable access to optimal treatment and holistic support and wellbeing.

**Population:** Services and programmes delivered by Burnett Foundation Aotearoa under this focus area will primarily be designed and delivered for rainbow and takatāpui people living with HIV and their friends and whānau. However, we will work with other relevant organisations to ensure all people living with HIV access services that are appropriate for them.

#### What we will do:

- Increase knowledge of modern HIV science (such as U=U) among people living with HIV, rainbow and takatāpui communities, service providers, workplaces, and the general public.
- Advocate to change institutionally stigmatising or discriminatory legislation, policies, and practices.
- Develop strategies with people living with HIV to build community connection in order to decrease isolation and loneliness, promote belonging, and reduce HIV stigma and discrimination.
- Ensure equitable access to a continuum of support services (including peer-support programmes and counselling) for people living with HIV to experience good health outcomes and holistic wellbeing.
- Promote complaints reporting mechanisms to ensure people living with HIV can report discriminatory practices.
- Advocate and support health services to provide accessible, acceptable, and culturally safe healthcare for people living with HIV.





Focus area three | Te kaupapa arotahi toru:

## Great sexual and reproductive health for rainbow people and takatāpui

# He tino pai te hauora whakaputa uri i te hapori Takatāpui me te Hapori Irawhiti

**Focus:** Rainbow and takatāpui communities can access high quality sexual and reproductive health services, programmes, and information that are tailored to their needs and free from stigma and discrimination. Pleasure, enjoyment, and sexual wellbeing are celebrated as an integral part of good sexual health within rainbow and takatāpui communities, and within the systems that serve us.

**Population:** All rainbow and takatāpui communities in Aotearoa.

### What we will do:

- Enhance our peer-led services for sexual health and intersecting health issues.
- Conduct and support research to understand the sexual and reproductive health needs and aspirations for our broader rainbow and takatāpui communities, and the impact of intersecting health issues.
- Build relationships with key leaders, communities, stakeholders, friends, and allies.
- Produce and deliver relevant resources and peer education that are culturally safe.
- Advocate for and support health services to provide accessible and acceptable sexual and reproductive healthcare.
- Support advocacy initiatives that enable good sexual and reproductive health for rainbow and takatāpui communities.





Focus area four | Te kaupapa arotahi whā:

# Sustainable organisational success

## Te whakapūmautanga o te mahi angitū

**Focus:** We are an evidence-informed and financially sustainable organisation, as well as an attractive employer. We are a culturally safe organisation, and dynamic in responding to the changing needs of the communities we serve. Our staff and Board are contributing the value of their diverse lived experiences to our work.

### What we will do:

- Create opportunities for staff to develop their skills and culturally safe practices.
- Ensure people with diverse lived experiences are on the Board and employed throughout the organisation, and that they are supported to succeed.
- Maintain and develop an attractive, values-based organisation culture.
- Lead, influence, and support research that informs our work, the sectors we work with, and the communities we serve.
- Ensure the health of rainbow and takatāpui communities is a funded priority for government.
- Develop new funding models and diversify income streams.
- Reduce carbon emissions and waste.



# Ngā mihi



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