

DECEMBER 2021



Sustainable
Business
Network

Tikapa Moana

AN EVALUATION OF A SYSTEMS CHANGE INITIATIVE
TO RESTORE THE HAURAKI GULF 2018-2021

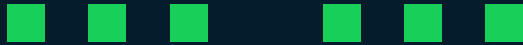
A PROJECT FUNDED THROUGH THE FOUNDATION NORTH GIFT FUNDING PROGRAMME



**FOUNDATION
NORTH**
*Te Kaitiaki Putea o
Tamaki o Tai Tokerau*

G.I.F.T
Gulf Innovation
Fund Together





Manaaki whenua, manaaki tāngata, haere whakamua.

If we care for the land, if we care for the people, we can move forward into the future.

MĀORI PROVERB



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Executive Summary

The Sustainable Business Network's (SBN) three year journey with a systems change grant from Foundation North's Gulf Innovation Fund Together (GIFT) has been transformational.

The aim was to improve the mauri of Tikapa Moana (the Hauraki Gulf). The grant funded specific projects and also became interwoven with SBN's wider programme of work to improve the state of the Gulf.

SBN's unique contribution centred around leveraging its network of more than 500 organisations nationwide, particularly those operating within the Gulf catchment.

This has had direct and indirect impact on the Gulf, including:

- Reducing the amount of litter flowing into the Gulf through the installation of litter traps
- An imminent reduction in pollution through the introduction of electrically powered ferries
- Increasing awareness of and action by businesses to reduce plastic

pollution at source and establish take back waste schemes

- New collaborations between SBN, the Auckland Foundation and the Hauraki Gulf Forum, including awareness raising, advocacy and direct support for riparian planting in the Gulf catchment and mussel regeneration
- The attraction of additional funding of \$5million + to SBN's regenerative nature work, with key additional projects within the Gulf catchment

SBN established Targeted Action Projects directly funded by GIFT. These promoted the installation of stormwater litter traps and copper free brake pads in commercial vehicle fleets. However, it became apparent that without the additional funding the team had been looking for SBN's direct influence on these issues would be limited. Instead the project pivoted to support Auckland



Council in installing litter traps across the city’s stormwater system and lobbying Environment Minister David Parker on regulations to ban copper in brake pads.

Simultaneously, the grant has been transformational for the culture and strategic direction of the Sustainable Business Network. It has accelerated the organisation’s cultural development and understanding of Te ao Māori. This has allowed SBN staff to more deeply acknowledge the colonial context of nature conservation in Aotearoa New Zealand right up to the present day. It has much deeper conversations and interactions, between team members and particularly with mana whenua partners and those working directly with them. It has enabled the team to enrich and inform its understanding of natural phenomena as natural treasures and living beings, and to act accordingly.

Placing mauri at the centre of this project and its work has been the most challenging learning curve with the most significant outcomes. It has reshaped SBN’s approach to all its work around deep personal connection with nature. It has been instrumental

in SBN’s progression in national efforts for nature regeneration.¹ It has enabled the organisation’s move to support the large scale mana whenua-led South Auckland nature regeneration project - Te Whakaoratanga o te Puhinui me te Manuka.

Through SBN’s events and communications, this new way of being is rippling out across the organisation and its network of more than 500 organisations nationwide.

During the project period there’s been a significant growth in awareness, interest and engagement with the restoration of the Gulf across government, local authority and business. Government policy in relation to the Gulf has gradually been formulated. Ongoing iwi settlements have shifted the context, making it easier for central and local government to engage and partner. SBN, through the GIFT fund and working with other stakeholders, has had a wide ranging positive impact on this process, and is set to remain an influential contributor for years to come.

1. See page 7



Hauraki Gulf

An evaluation of a systems change initiative to restore the Hauraki Gulf 2018-2021

A project funded through the Foundation North GIFT Funding Programme

2. For a full summary of the ecological issues affecting the Gulf, see: <https://gulffournal.org.nz/state-of-the-gulf/>

Introduction

In October 2018 the Sustainable Business Network (SBN) received funding from Gulf Innovation Fund Together (G.I.F.T) – a Foundation North initiative to help restore the **mauri, the life-giving essence, of the Hauraki Gulf.**

This is the area of the ocean known traditionally as Tikapa Moana or Te Moana-nui-ā-Toi. It is situated around the eastern shores of Auckland, Tāmaki Makaurau, New Zealand’s largest city. It includes the islands of the Gulf, stretching up to Te Arai. It encapsulates Te Hauturu-o Toi (Little Barrier), Aotea (Great Barrier) and sweeps around Coromandel peninsula.²

Initially entitled GulfX, the project was based on an SBN scoping report granted funding by Foundation North in 2017: The Clean Waters of Tikapa Moana - Restoring the Hauraki Gulf. This focused on the potential for direct business engagement on ecological protection and restoration of the Gulf, particularly to tackle sediment, plastic and heavy metal pollution.

The project initially applied a range of interventions. SBN’s Million Metres Project was assessed as the organisation’s best means of tackling sedimentation in catchment waterways by restoring native bush along their banks. This work was supported by a separate grant from Foundation North. Otherwise this issue needs to be tackled at a local and national government level. The project’s response to plastic and heavy metal pollution would be split between two main elements. Firstly,

what we call “Targeted Action Projects (TAPs)”. These are interventions targeting specific aspects of each issue. Secondly, supporting aspects of SBN’s existing programme of activities especially relevant to that issue.

All activities were designed to leverage SBN’s nationwide Investor network of more than 500 businesses, including around 75 businesses based and operating in the Gulf catchment at the start of the project. SBN’s promotional channels were employed to promote all the activities and initiatives within the project.

“SBN’s unique contribution to the Gulf is their constant engagement and focus on the business community and business leaders, and keeping the Gulf front of mind with them. Their profile and longevity helps them do this.”

– Stakeholder



What we achieved

From the core work of this project:

LITTER TRAPS

50+ litter traps installed, preventing litter from flowing through storm drains into the sea

ELECTRIC FERRY PROPOSALS

Lobbying and advocacy that secured electric ferry proposals access to the \$25 million annual Low Emission Transport Fund administered by the Energy Efficiency and Conservation Authority

WEBINAR SERIES

The project's online Gift to the Gulf webinar series generated more than 8,000 views across Facebook and our web pages

SBN's associated programmes with positive impact on Tikapa Moana:

WATERWAY PLANTING PROJECTS

SBN supported 14 waterway planting projects in the Gulf catchment to raise \$336,500. This is enabling the restoration of 21.6 kilometres of waterway with 45,000+ native plants and trees

PRODUCT TAKE BACK SCHEMES

Campaign website promoting product take back schemes to tackle waste and litter - website viewed by more than 17,000 people, 500+ business engaged with, 58 new schemes created

REDUCING PLASTIC POLLUTION

203 people representing over 100 organisations learning together how to reduce plastic pollution at source by redesigning plastic production and use

Build on the learnings of this project to:

MANAGE

\$ 5 MILLION

from the Government's Jobs for Nature | Mahi mō te Taiao Fund, working with five partners in the Gulf region, creating 66 short term jobs in nature restoration and completing 26,229 hours of work

RECEIVE A

\$ 1 MILLION

grant from the Department of Conservation for Te Whakaoratanga o te Puhinui me te Manuka, a new project for large-scale urban rejuvenation through nature regeneration



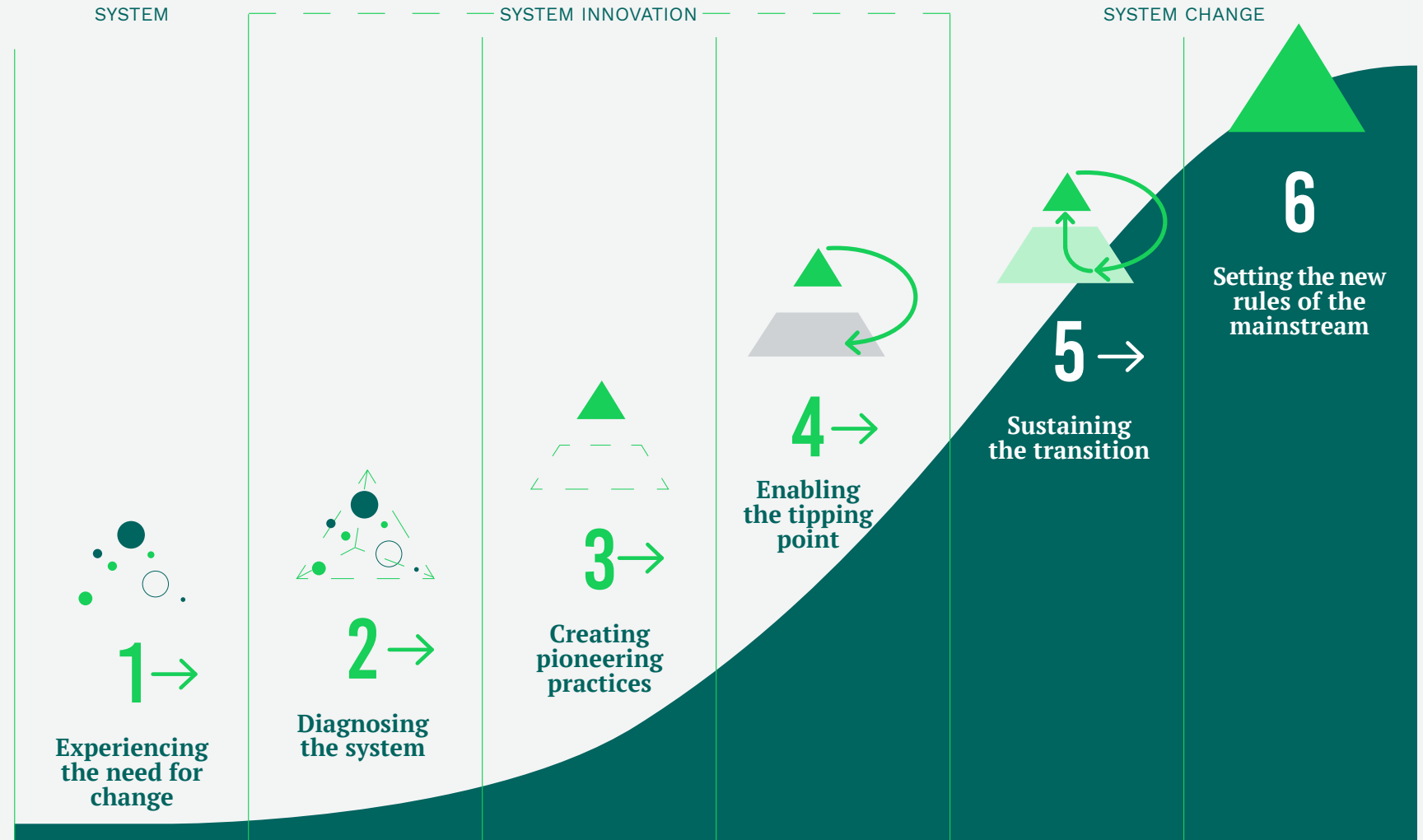
The Big Shift

SBN'S APPROACH

The approach taken was in line with SBN's guiding methodology for systems change, combining core work from this project with allied work across other SBN programmes.

Since 2014, SBN has adopted and adapted the Big Shift approach developed by [Forum for the Future](#) in the UK. The Big Shift describes the process of initiating system change in six steps.

The focus on restoring mauri, and the emphasis on a Te ao Māori framing of the issues was rather newer to SBN as an organisation. This would be addressed through a comprehensive course of cultural and tikanga awareness, both within the project and with GIFT's support to grantees (and described later in this report).





The Hauraki Gulf Catchment

THE CORE WORK OF THIS PROJECT





New Targeted Action Projects

GIFT funding provided the opportunity for SBN to develop two targeted action projects. These were:

Reducing plastic pollution with litter traps

This promoted the installation of stormwater drain litter traps, to keep rubbish from entering the sea.

More than 50 litter traps were installed by businesses in the Gulf catchment at SBN's direct instigation.

However, in working with Auckland Council's Healthy Waters Team it

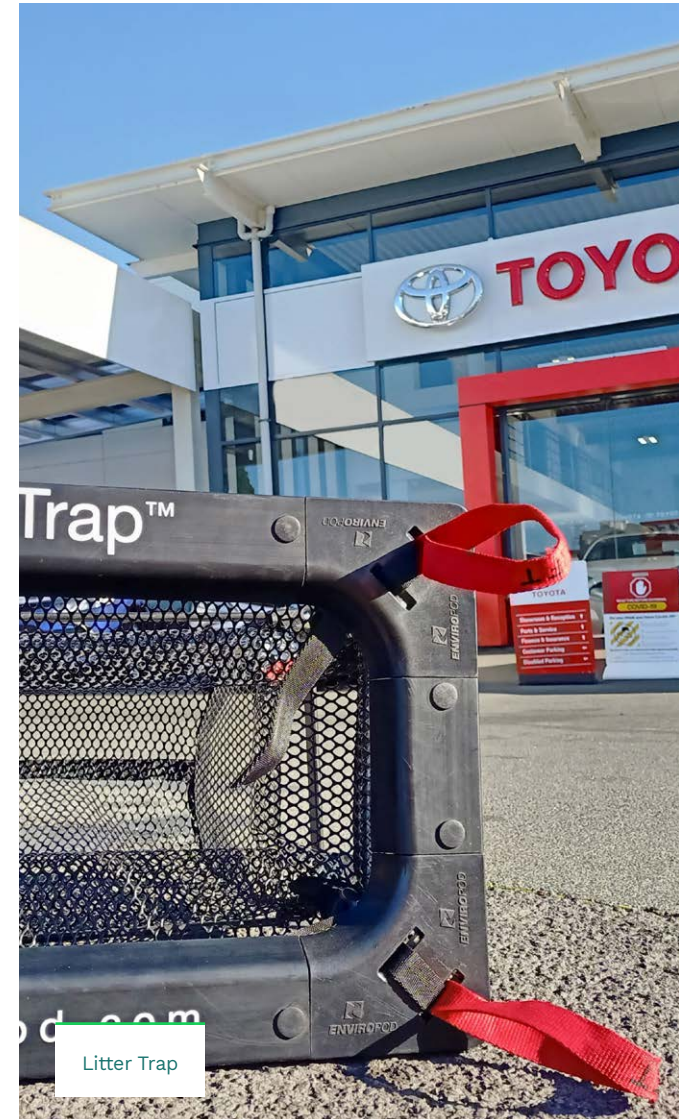
became apparent that litter is most effectively and efficiently addressed by strategic interventions across the whole stormwater system. The local authorities, for example, are developing and installing a number of large scale litter traps at strategic junctions in the system, rather than on individual drains. Also, while there was some appetite for engagement from businesses, many of them do not own the sites on which they operate, meaning such installations are in the hands of the landowners. The necessity of maintaining and emptying the traps also proved to be a barrier, as there's no easy-to-use third party service for that in the region.

SBN is supporting the continued promotion of litter traps by Auckland Council and businesses like Stormwater 360. Recent discussion with Council's Healthy Waters team advises that a number of council wards are actively promoting the use of litter traps for businesses, particularly across South Auckland. This is part of Council's Industrial Pollution Prevention Programme (IP3). This programme will be rolled out across the whole of Auckland.

[Stormwater 360](#) continues to promote its litter traps among its products and services. The company recently secured a partnership with [Toyota NZ](#) to promote Toyota franchisees to install LittaTraps on its sites.

SBN will continue this work through the development of its new website. The team is building a Nature Pathway tool where different audiences can find easy to implement ways to regenerate nature. One of the pathways will focus on what businesses can do to look after nature. This will promote the use of litter traps to reduce contaminants entering waterways.

“SBN has contributed to discussion about litter with Auckland Council, the Ministry for the Environment and other stakeholders and we're seeing changes in the regulatory environment.” – Stakeholder





Tackling heavy metal pollution

This project promoted the adoption of low copper brake pads in commercial vehicle fleets. The copper reaches the ocean via storm drains as the brake pad wears, where it accumulates and is toxic to marine life. ‘Hot spots’ of high copper toxicity were identified in the Hauraki Gulf in SBN’s initial scoping report.

The wider system change approach would be to promote changes in the region’s transport to reduce overall traffic and therefore the resultant pollution. An example of this is [EV Maritime](#). SBN was influential in inspiring the creation of this new marine technology business in Auckland. It is dedicated to developing electric and alternative energy commercial boats, with the aim to decarbonise the harbour

cities of the world. Its CEO Michael Eaglen participated in the development of the project’s Waka Ora concept of ‘living barges’ for the America’s Cup in Auckland. The barges were intended to showcase marine regeneration efforts. They would include the use of native plants on board, with kelp and mussels beneath to demonstrate their role in ocean cleanliness.

SBN CEO Rachel Brown then advocated for this new enterprise with relevant ministries and local authorities, facilitating key relationships and meetings. This also directly resulted in the \$25 million annual [Low Emission Transport Fund](#) administered by the Energy Efficiency and Conservation Authority allowing applications related to ferries.

The promotion of low copper brake pads to business had some success. For example, at SBN’s instigation Toyota New

Zealand adopted this as policy across its fleet. SBN was also pleased to find that the adoption of copper free brake pads is becoming mainstream. This is largely due to initiatives in California in the US, with developments in manufacturing across a range of brands.

In response SBN began advocating for an outright ban on copper in brake pads in New Zealand, since alternatives are now easily available. This was raised in person and in writing with David Parker, the Minister for the Environment. He expressed the feeling that this could be an “easy win”, providing hope for policy activity in the near future.

There is also ongoing [research](#) by NIWA for Waka Kotahi NZ Transport Agency, studying the impact of copper on the marine environment. SBN is waiting for this research to be completed prior to progressing advocacy efforts to ban the use of copper brake pads.



Low copper brake pads



SBN's associated work with positive impact on Tīkapa Moana

Plastic pollution

The two new Targeted Action Projects also supported SBN's two major initiatives on the circular economy in the region - plastic packaging and product stewardship. Both to tackle plastic pollution at source. These initiatives have potential for significant positive impact on Tīkapa Moana. They apply systems change thinking and business interventions to reduce, recycle and most importantly redesign the production and use of plastics. A key aim is to prevent plastics being abandoned to become waste. SBN was able to weave these other initiatives into the overall approach to improve the mauri of Tīkapa Moana.

Plastic Packaging

In 2018 SBN released a diagnostic report [New Zealand's Plastic Packaging System 2018: An initial circular economy diagnosis](#). In 2019 SBN established the [Plastic Packaging Masterclass](#) series to radically reduce the impact of packaging in this country, from production to the end of its life. It brought together experts in business, packaging innovation and regulation.

SBN has now run two series, with 203 people representing over 100 organisations attending. The 2020 Masterclass was sponsored by NZ King Salmon, Foodstuffs NZ and thinkstep-anz.

The learning from those sessions have been widely used in various industry sectors, and captured in SBN's [Plastic Packaging Masterclass 2019 and 2020](#)

[Key Findings Reports](#). These were widely publicised in mainstream media, including coverage in the NZ Herald, Stuff, Newstalk ZB, Newshub and the AM Show.

SBN has also supported the integration of circular economy principles with Te ao Māori principles and their inclusion in the [National Waste Strategy](#). This work was spearheaded by SBN founder and CEO Rachel Brown, who sits on the Ministry for the Environment's Waste Advisory Board.

“These types of events give people focused on sustainability the tools to make a difference within their organisation and support to influence others.”

– Stakeholder



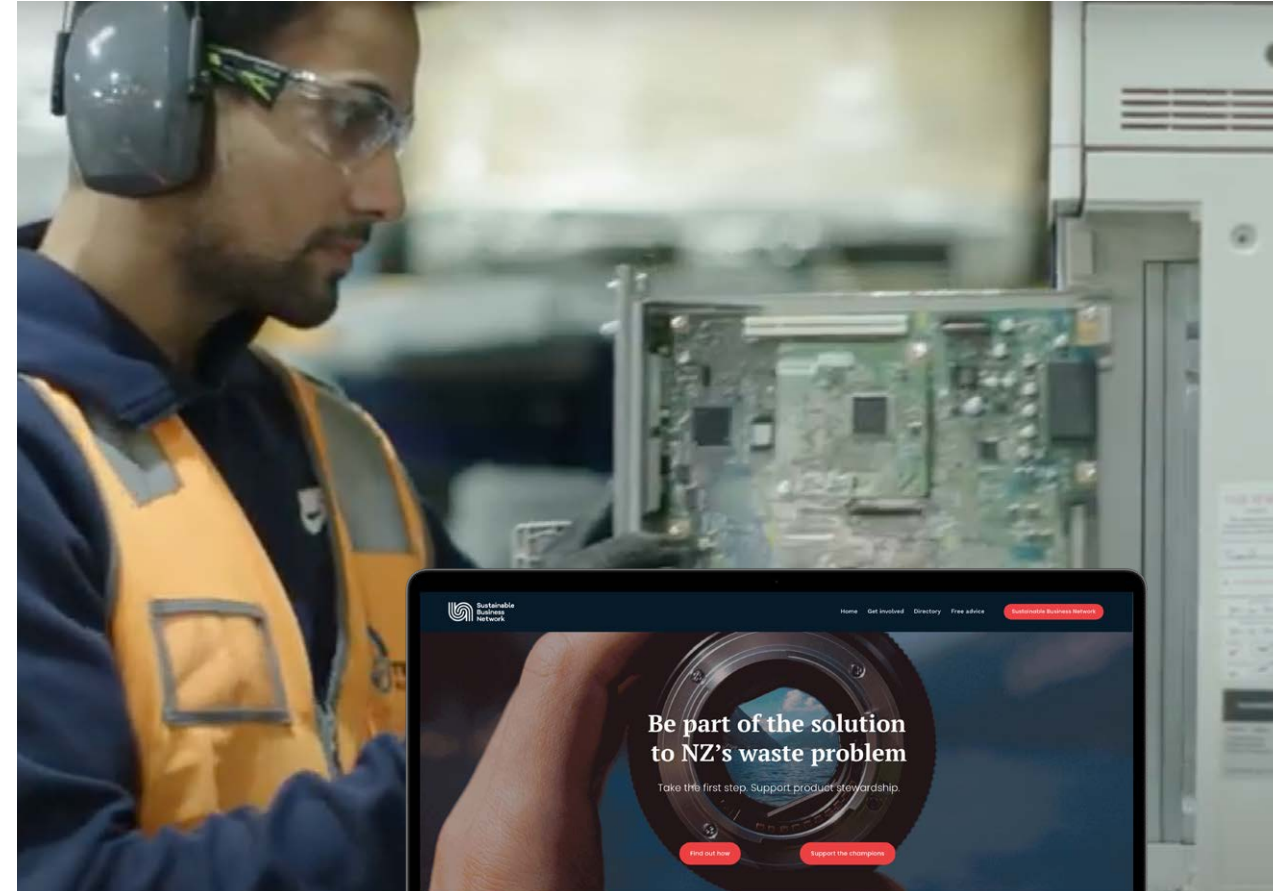
Product Stewardship

Product stewardship is another key way to stem the flow of litter and plastic pollution, particularly from the coastline of a major city like Auckland into the neighbouring seas. It entails companies extending their responsibility for the environmental impacts of the products and packaging they produce beyond the shop door and through to the end of their life. It includes the return of products and packaging back to their producers. That means designing and making products to last, then putting systems in place to enable them to be reused and recycled when they are worn out.

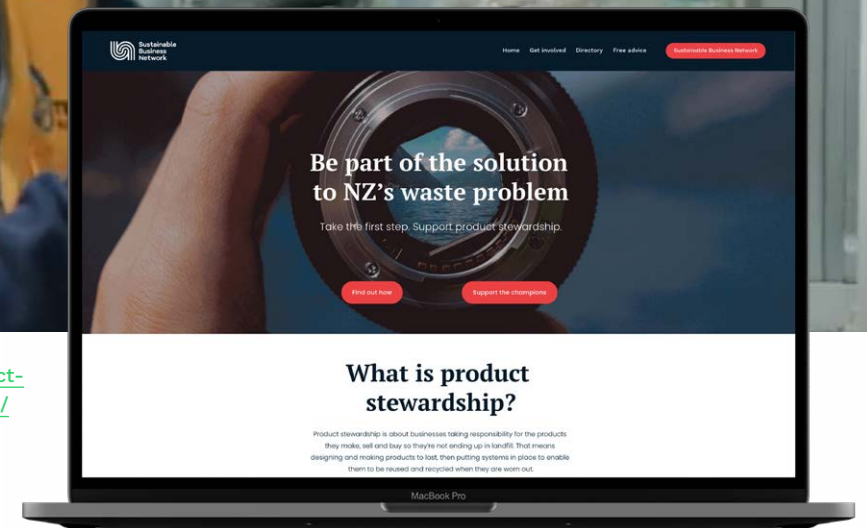
[SBN's product stewardship campaign](#) ran from October 2019 until March 2021. It received financial support from the Waste Minimisation Fund administered by the Ministry for the Environment.

It began with a series of nationwide workshops with SBN's partners FUJIFILM Business Innovation, Inzide Commercial, 3R Group and Abilities Group. At the same time, the Government declared six priority products for regulated product stewardship under the Waste Minimisation Act (plastic packaging, tyres, e-waste, agrichemicals and their containers, refrigerants and farm plastics). This will further reduce ocean pollution.

The campaign website was visited by more than 17,000 people. The campaign has directly engaged with more than 500 businesses, helping to progress their plans for product stewardship. 58 product stewardship initiatives have been featured on the campaign directory.



sustainable.org.nz/the-sbn-product-stewardship-campaign-2019-2020/



sbnproductstewardship.org.nz



Restoring native bush to the region's waterways

This remaining focus was already being directly addressed by SBN's ongoing [Million Metres Streams Project](#).

This uses an innovative mix of crowd-funding, business support, philanthropy and government funding to provide funding and resources to community-led planting of native plants and trees along the nation's waterways. The work of SBN's Million Metres Streams Project is also directly supported by 5% of all annual SBN Impact Investor fees.

As well as helping to filter out sediment and other pollutants, the restoration of this riparian bush supports native biodiversity both in and around the rivers, streams and lakes that feed into the sea. It's a national programme. This additional funding from Auckland Council enabled a particular focus on

planting projects in catchments feeding into the Hauraki Gulf.

During the life of this project SBN supported 14 planting projects in the Gulf catchment to fundraise \$336,493 for waterway restoration work. To date, this investment has enabled the restoration of 7 kilometres of waterway with 20,000 native plants and trees. These planting projects are planning to restore an additional 14.6 kilometres of waterway with 25,000 native plants and trees over the next year.

This year, SBN signed a Memorandum of Understanding with Auckland Foundation making Million Metres one of two partners for the Hauraki Gulf Regeneration Fund. Auckland Foundation is also supporting Revive our Gulf's mussel regeneration efforts. This is one of the ways SBN is working with philanthropy to support Million Metres' planting projects in the Gulf and engage new audiences in this work.

The work of Million Metres in this period was also supported by a separate grant of \$200,000 from Foundation North. This supported the retention of a project manager, who was instrumental in the success of these projects in the Gulf catchment, and similar Million Metres Streams planting projects nationwide.





Multiplying the resources

The network

The Sustainable Business Network is the largest and longest standing network for sustainable businesses in Aotearoa New Zealand. It has more than 500 fee-paying “Impact Investor” organisations and many more that work with SBN on specific issues, events or collaborations. The power of this network was leveraged from the outset to expand the reach, influence and impact of the project. Tracking all the knock on effects of this is challenging. There are examples of this throughout this report.

The search for partners

A key intention of this work was to leverage the GIFT funding to catalyse much greater engagement and further support from business partners and organisations in the region. Clearly, \$396,300 and three years is insufficient to significantly impact problems at this scale, unless it can be used to generate a great deal more.

Potential sources for large scale funding included Auckland Council, the Department of Conservation and the Ministry for the Environment. All were approached but none were in a position to partner during the project period. This was largely due to ongoing formulation of policy for the Gulf at government level and ongoing iwi settlements under the Treaty of Waitangi.

These processes are now much further along. This is opening up further significant opportunities for partnership across and around the Gulf.

In addition to this there was significant cause for optimism in the initial year of the project that resources could be acquired from beyond the SBN network.

The project identified two key opportunities:

The 36th America’s Cup

This was hosted in and on the Hauraki Gulf in March 2021. It’s one of the richest sporting events in the world, with teams investing hundreds of millions of dollars to take part.

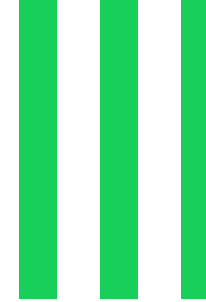
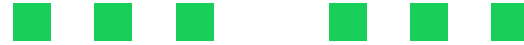
The project made various approaches in the run up to the event. Representatives of the America’s Cup team approached SBN with the question: “If money was no object – what would we do to clean

up the Hauraki Gulf in time for the America’s Cup?”

In response, the project instigated a series of voluntary collaborative creative workshops. These were facilitated by regenerative artist and designer Caroline Robinson. They brought together representatives from business, philanthropy, local authorities, academia and more.

This process developed the Waka Ora concept of ‘living barges’ for the race. These were designed to showcase the wonders of the Gulf, its mauri and the potential for regenerative living systems like additional kelp forests and mussel beds. The work included the identification of key roles, funding requirements and the production of pitches to the Lotteries Commission and other potential funders.

Sadly, after several months of engagement on many levels race



representatives said no provision had been made to support this. They were also unable to facilitate philanthropic approaches to associated high net worth individuals. SBN approached others. But with time pressing, and the need to decide on ownership of the barges post race, the project was unable to secure an appropriate partner.

The concept and process generated a great deal of interest and support, however. The regenerative thinking trialled by the group has since been continued within local authorities and plans for waterfront developments incorporating living systems.

The Asia-Pacific Economic Cooperation forum (APEC) 2021

This was due to be hosted in Auckland from December 2020-November 2021. It was set to draw the heads of government and large economic teams to the region. The event's goals included promoting: "Economic policies, cooperation and growth which support global efforts to comprehensively address all environmental challenges".

The five top priorities in the APEC talks include Sustainability (particularly Climate & Waste) and Inclusion (particularly indigenous peoples) for the Asia-Pacific Region.

However, the Covid-19 pandemic meant the forum went online. Although initial approaches to APEC representatives were encouraging, this situation effectively ruled out the event supporting on the ground efforts like this one.



Jobs for Nature Mahi mō te Taiao

The impact of the pandemic provided a crucial opportunity for the project, which has propelled SBN into a significant role in nature regeneration, in the Gulf region and nationwide.

In May 2020, as part of the response to the pandemic the Government created the Jobs for Nature | Mahi mō te Taiao fund, administered by the Department of Conservation. The aim was to respond to regional unemployment and the declining health of New Zealand's waterways and landscapes. This would have a direct positive impact on Tikapa Moana.

This project's focus on partnering for nature regeneration at scale, particularly through the Million Metres Streams Project, helped ensure SBN

was well-placed to assist in the dissemination of this fund. To date SBN has leveraged \$5 million from the fund, working with five partners in the Gulf region. This has created 66 short term jobs in nature restoration and completed 26,229 hours of work. In turn, this has led to greater aspiration for working on these issues in the region.



Whangawehi Catchment Management Group - SBN's Jobs for Nature Partner



Te Whakaoratanga o te Puhinui me te Manuka

THE REGENERATION OF THE PUHINUI

SBN is now bringing the expertise and experience from this project to bear on large-scale rejuvenation of our cities. Te Whakaoranga o te Puhinui is the latest manifestation of this.

This new project focuses on the Puhinui Stream, flowing from above Auckland's Botanic Gardens in Manurewa to the Manukau Harbour. The Te Whakaoranga o te Puhinui Strategy and the Te Puhinui Regeneration Charter the project accompanies is led by Waiohau Iwi, Eke Panuku and Healthy Waters. It's supported by Auckland Council, The Southern Initiative, Manurewa and Ōtara-Papatoetoe Local Boards and Kāinga Ora. The purpose of this strategy is to restore the mauri of both

the Puhinui Stream catchment and its people.

Te Whakaoranga o te Puhinui is supported by a \$1 million grant from the Department of Conservation. It will create urban-based jobs for nature over a two year period, with the support of mana whenua, community, government agency and business partners. It will initially create roles in stream restoration and monitoring, predator control, and native tree nurseries. As the partners generate more support and funding it is envisioned that a green explosion of vibrancy will spread out from this waterway. It will be supported by educators, trainers and communicators to share the knowledge and learning, with a strong focus on Mātauranga Māori and Western science working together.

The project will expand into community food gardens. It will engage artists and storytellers. It will build a strong circular economy that provides sustainable jobs for local people. Developing a skilled workforce will support the future major investments in Puhinui Stream infrastructure upgrade work. This includes the removal of channelised concreted waterways, opening up piped sections and restoring the whole of the awa to a more natural state. It will also enable and support the significant investment of Kāinga Ora developments and transport infrastructure upgrades.



Puhinui - lower part of catchment in degraded state



Concept illustration of how the Puhinui Stream could look like with restoration. Credit: Resilio Studio



Totara Bushstream photo showing the Puhinui Stream at the head of the catchment in a natural and healthy state. Photography Credit: Qiane Matata-Sipu.



Mauri and Te ao Māori

Perhaps the greatest challenge presented to SBN by GIFT in the outset of the project was to work consciously and specifically with mauri, the life-giving essence of Tikapa Moana. This meant intertwining the project's work with Te ao Māori, the Māori worldview, as far as possible. It also involved taking on the responsibility to create more spaces in this work for that worldview to be expressed.

Internal cultural competency

At the outset of the project SBN was predominantly staffed by New Zealanders of European descent and more recently arrived people from overseas. First generation English immigrants formed a particularly large contingent, including two of the three project managers and the communications advisor for this project. Awareness and understanding of Te ao Māori and Te Reo varied across the team, but was generally low.

With support from GIFT SBN has since attended Foundation North organised mauri training programmes. It has engaged a cultural advisor, and put all staff through cultural competency training with Tūtira Mai, as well as members of its Board. This has led

to the initial development of the use of Te ao Māori concepts and Te Reo throughout the organisation, including pepeha, karakia and waiata.³ Organisational and individual cultural competency are now Key Performance Indicators, embedded into SBN's annual review and impact reporting.

This awakened awareness also stimulated some of this project's most creative responses to the challenge of restoring the mauri of Tikapa Moana, including a dramatic monologue The Memory of Water, and articles on nature connection and reflectiveness published on SBN's website.

This shift is being expressed through SBN communications and events. It is influencing the whole network of hundreds of organisations nationwide. It is being incorporated into other SBN projects on nature regeneration, climate change and waste.

It has also become a key part of the SBN Leadership in Sustainable Business course. This course runs over several months, including six direct contact days for around 30 participants per course. As well as providing a key training opportunity for participants, this provides an important opportunity for SBN to expand its network and influence. This has been significantly enhanced with the inclusion of Te ao Māori material. In particular, course alumni relationships with staff from the Department of Conservation have been instrumental in the success of SBN's Jobs for Nature | Mahi mō te Taiao work.

3. See Appendix 1. Page 27



Relationships with mana whenua

All landscape reform and restoration around Aotearoa New Zealand must address the contextual challenge of honouring Te Tiriti o Waitangi and redressing land appropriation and conversion. During the course of this project SBN became increasingly aware of the extent of that challenge regarding Tikapa Moana at this time.

When the project started, many iwi in the region were yet to settle their Claims under the Treaty of Waitangi, particularly in relation to the Gulf, or had done so only recently. As such, key decisions about how iwi were to engage in protection and restoration work were yet to be made. Relevant resources and personnel had not been specifically allocated to the task of working with

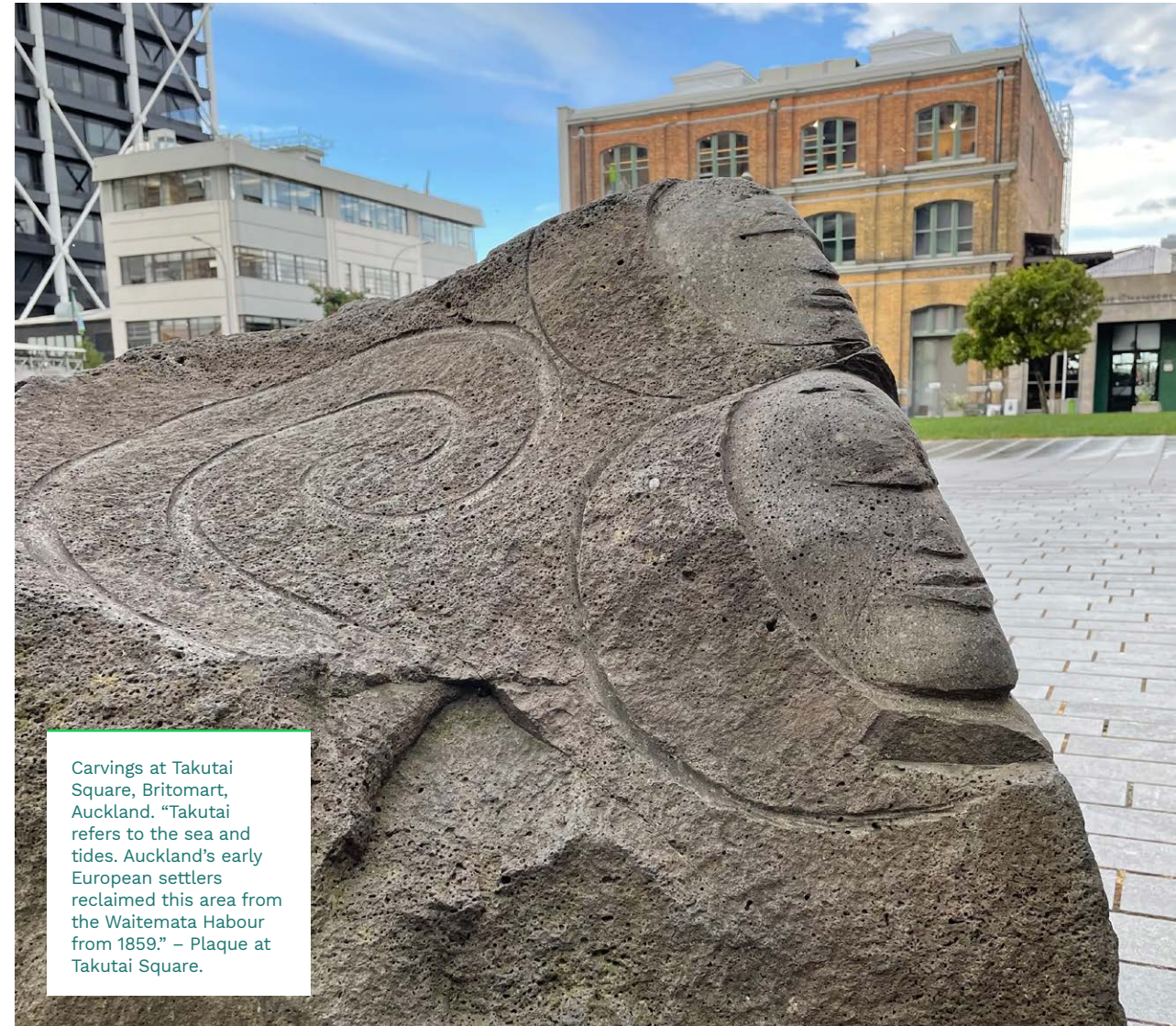
groups like SBN, or were busy elsewhere.

This made it difficult for SBN to foster engagement by mana whenua with this project.

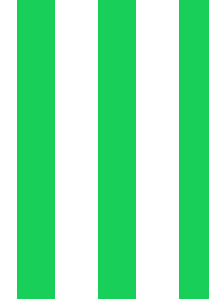
However, SBN made concerted efforts to foster these relationships, through its cultural competency work, project outreach and particularly in relation to Jobs for Nature | Mahi mō te Taiao.

Throughout the life of this project SBN has forged partnerships with:

- Te Uri o Hau Settlement Trust in Whangarei, via their native tree nursery in Te Arai
- Ngāti Whātua Ōrākei, via their Pourewa reserve project in Auckland city
- Piritahi Marae, Waiheke



Carvings at Takutai Square, Britomart, Auckland. "Takutai refers to the sea and tides. Auckland's early European settlers reclaimed this area from the Waitemata Harbour from 1859." – Plaque at Takutai Square.



Other key relationships

SBN’s CEO Rachel Brown ONZM has played a significant relationship building, networking and influencing role throughout this project. She was also instrumental in leveraging her 20 years of experience, expertise and reputation in this work to access resources that ensured SBN’s viability through the economic impact of the pandemic. This has significantly enhanced her profile in the region and nationwide.

During the course of this project she has been a member of the following advisory boards and panels:

- Small Business Council
- Green Innovation Fund Advisory Board
- All of Government Procurement Panel

- Auckland Mayoral Business Advisory Board Panel
- Jobs for Nature | Mahi mō te Taiao Advisory Panel
- National Waste Strategy Advisory Board

There has also been a significant strengthening of SBN’s relationships with the Department of Conservation (DOC), the Ministry for Business, Innovation and Enterprise, the Ministry for the Environment, Kāinga Ora and Auckland Council. This has meant that SBN is increasingly able to communicate and leverage its role as a facilitator and leader on sustainability issues.

During the project period SBN has also signed Memorandums of Understanding

with the Hauraki Gulf Forum and the Auckland Foundation. These cement the close working relationships that have been established between these organisations. They provide the platform for ongoing work together on projects that will continue to restore the Gulf.

“SBN are generous in the way they connect others working in the ecosystem - at in person events that provided a place for building networks and forging connections.” – Stakeholder



Responsiveness

Even before the onset of Covid-19 this project has existed in a highly dynamic environment. Responsiveness and flexibility were key to its impact.

The lack of funding forthcoming from high profile international events and local and central government, as well as the state of Treaty settlements were just some of the challenges faced by this project in its first year.

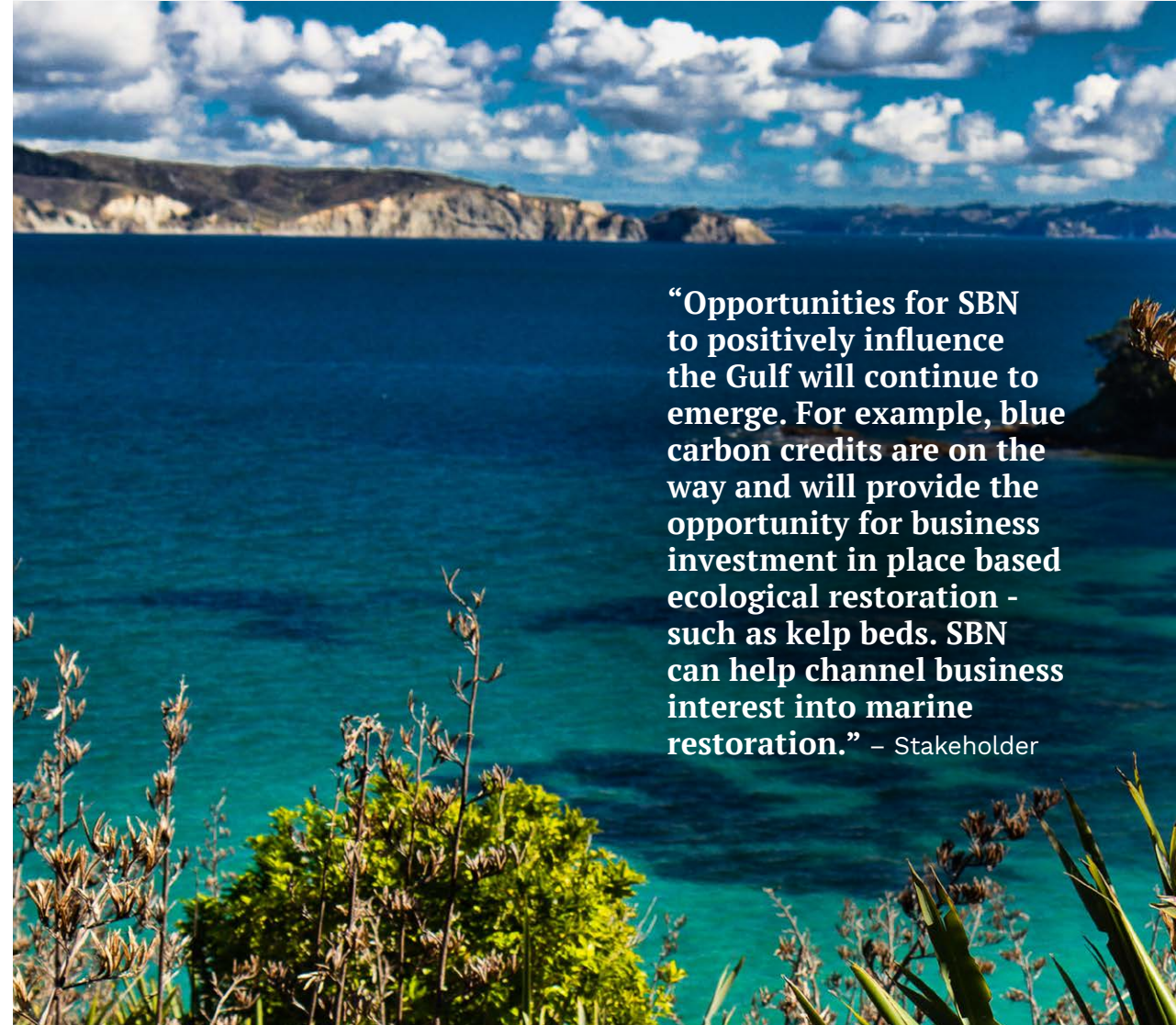
Covid-19 then had a significant impact on this project and SBN as a whole. Previous experience of such a crisis, especially the then government's response to the Global Financial Crisis in 2008, strongly suggested the potential for SBN to face organisational uncertainty. It had to pivot rapidly to keep attention on the key issues of nature regeneration, climate change

and waste. It also had to generate and respond to new opportunities for impact, manage complex work programmes and secure funding streams. Events had to be switched to online, and entire communications campaigns redesigned.

In response the guiding strategies of this project were redrafted and pivoted to match the conditions. The successful growth of SBN and its potential positive impact on the mauri of Tikapa Moana is testament to the success of this approach.

“We’ve seen SBN constantly innovating in response to Covid and pivoting to online engagement, such as webinars, and events such as ‘Gift to the Gulf’... really focusing attention on the Gulf.” – Stakeholder

“Opportunities for SBN to positively influence the Gulf will continue to emerge. For example, blue carbon credits are on the way and will provide the opportunity for business investment in place based ecological restoration - such as kelp beds. SBN can help channel business interest into marine restoration.” – Stakeholder





Learnings and Looking Forward

The story of the rejuvenation of Tikapa Moana is now in a very different place than when this project began. There has been significant growth in awareness, interest and engagement with the poor health of the Gulf across government, local authorities and business. There is also increased capacity for organisations around the Gulf, most notably the Hauraki Gulf Forum and the relevant iwi, to begin to address some of the core challenges.

As mentioned elsewhere in this report, a significant amount of this awareness and capability was the direct result of SBN and this project. Much more was generated by the indirect ‘ripple effect’ of many of the actions taken.

SBN had never worked on oceans before. It was unclear what interest, enthusiasm and understanding existed in our network. The project’s early research demonstrated that individuals

in business do care - a lot. The challenge was incorporating positive action into their everyday working lives.

The project’s range of events, communications and engagement stimulated further interest, with spin-off groups looking at many issues including toxicity of antifoul boat paint and opportunities for electric ferries. These require further support.

This project has fundamentally changed SBN too. At the outset of this project SBN was a business sustainability organisation with aspirations in nature regeneration, expressed through its Million Metres Streams Project. Today SBN is rapidly growing into a nationally significant player in nature regeneration, working at scale with iwi, government and business. This transformation would not have happened without this project.

In the process the project has demonstrated that systems change work

at scale can be extremely challenging, especially in such complex conditions. Direct influence on large dynamic systems like this requires significantly greater funding and time. Barriers to systems change are persistent and take time to overcome, such as reaching decision makers and influencing business leaders, and operations and financial managers.

With regards to the Gulf, much still lies in the hands of the Government and local authorities. There needs to be careful management of intense development around the Gulf. There is an urgent need to set a new context, in which the mauri can be restored.

However, much can be done to accelerate this with the kind of learning, responsive approach employed in this project. Much more in fact, than could have been foreseen at the outset. The ‘ripple effect’ of a well expressed

change of mindset cannot be overstated. It has the power to be transformational.

“SBN are the only ones providing a voice and focus for the Gulf to business and the public sector. We need them to continue this focus on the Gulf with the business community and lobby on the regulatory side of things.”

– Stakeholder

“SBN has been a valuable part of the social movement towards restoring the Gulf and mauri.”

– Stakeholder



SBN's Nature Regeneration Work

The Development of The Sustainable Business Network's Nature Regeneration Work

FUNDING (N/A)
2002



SUSTAINABLE BUSINESS NETWORK

Since 2002, SBN has been working to empower business so people and nature prosper. This has included work on a host of issues impacting Tikapa Moana.



2014

MILLION METRES STREAMS PROJECT BY SBN

Since 2014, SBN's Million Metres Streams Project has been on a mission to restore Aotearoa New Zealand's rivers, streams, lakes and wetlands, including many sites in the Gulf catchment.

2018 – 2020
FUNDING \$396,300

G.I.F.T

Gulf Innovation Fund Together

FOUNDATION NORTH'S GULF INNOVATION FUND TOGETHER (G.I.F.T)

In 2018, SBN's Gulf project gained financial support from Foundation North's GIFT Fund.

FUNDING \$NONE
2020



CROWN INFRASTRUCTURE PARTNERS

In 2020, SBN combined its experience from the Million Metres Streams Project and its work in the Gulf in a proposal to the Crown Infrastructure 'Shovel Ready' Fund. Although unsuccessful, it attracted the attention of Kāinga Ora.

FUNDING \$55,000
LATE 2020



KĀINGA ORA

In late 2020, SBN was contracted to Kāinga Ora to produce a report and proposal for urban ngahere regeneration in South Auckland. This incorporated much of SBN's newly developed cultural and technical awareness from its work in the Gulf. The full proposal was not pursued, but remains influential in Kāinga Ora's approach.

FUNDING \$5 MILLION
2020 – 2022



MŌ MAHI MŌ TE TAI AO – JOBS FOR NATURE, PARTNERING TO PLANT

The growth of SBN's work in nature regeneration continued in late 2020 with a successful application to the Government's Jobs for Nature fund, administered by the Department of Conservation. A total of \$5 million has been invested. This has created 131 short term jobs in nature restoration. 54,000 conservation hours have been worked. 307,000 plants grown. 170,000 plants planted across 14km of landscape.

FUNDING \$1 MILLION
2021 – 2024

SBN-TE WHAKAORATANGA O TE PUHINUI ME TE MANUKA-KAIMAHI FOR NATURE

The Waiohua collective brings together the mana whenua of Te Ākitai, Ngāti Tamaoho and Ngāti Te Ata. Together, they have embedded a whakapapa approach to the restoration of Te Awa o Puhinui, the Puhinui Stream. The Sustainable Business Network (SBN) is supporting those already working on this. It has fronted an application to secure initial funding of \$1 million through the Department of Conservation's Jobs for Nature fund. This will kick-start work on the ground. It will get restoration mahi underway, building the skills and training programmes.



APPENDIX 1

Me Tauwhiro Tātou

E aku rahi e
Ka pā mai te mamae
Nā te whakangaro rauemi
E hika e!

Ki te mate te whenua,
mate hoki te tangata
Uia mai ‘Kei hea rā te rongoa?’

Me tauwhiro tātou hei kaitiaki
I nga hua a Papa, a Rangī,
A Tāne, a Rongo, a Tangaroa,
a Haumia, a Tāwhiri

Nō reira, mahia te mahi tika
Hei oranga mō rātou mā
E heke mai nei -
Mō nga iwi katoa o te ao

E aku rahi, e aku nui
Kia kaha tātou e,
Karawhiua!

WAIATA COMPOSED BY MOANA WHATARAU

Let us sustain

To all of us out there
We have been struck by the distress
Caused by the ravaging
of our resources!

If the land dies,
So do we the people,
So the question is asked ‘What is the solution?’

We, as guardians, should sustain
The fruits of Rangī and Papa
Of Tāne, Rongo and Tangaroa,
of Haumia and Tāwhiri

And so, do the right thing
For the benefit of those
yet to come -
For all of the world

All near and far
Let us be strong,
Participate to the full!





sustainable.org.nz

Tīkapa Moana

AN EVALUATION OF A SYSTEMS CHANGE INITIATIVE
TO RESTORE THE HAURAKI GULF 2018-2021



A PROJECT FUNDED THROUGH THE FOUNDATION NORTH GIFT FUNDING PROGRAMME

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