



# Kaitiakitanga

Caring for people and planet

## A Framework for Environmental Sustainability at Bay of Plenty District Health Board

Version 1.2      Updated March 2021  
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Endorsed by:    Bay of Plenty District Health Board and Te Hauora  
                         Māori o Te Moana a Toi



# What is sustainability?

*Toitū te marae ā Tāne*

*Toitū te marae ā Tangaroa*

*Toitū te iwi*

“Uphold the wellbeing of the land, uphold the wellbeing of the ocean, and we uphold the wellbeing of the people.”

There are many definitions of sustainability; however, all discuss meeting the needs of today while ensuring that future needs can be met.

There have been various models for organisational/business sustainability argued over the years, including the Triple Bottom Line (TPL) model which incorporates the three pillars (3Ps) of sustainability (people – society, planet – environment, and profit – economy). This model inferred that the 3Ps need to be balanced to achieve sustainability. However, since the introduction of TPL, a more appropriate model, known as the Strong Sustainability model, was introduced.

The Strong Sustainability model suggests that the environment is of more importance, as without the natural environment there is no space for society, and without society there is no economy. This model argues that the environment requires more focus to reach true sustainable principles, followed by society, and finally the economy.

More recently, understanding the role of indigenous knowledge in sustainability solutions is having significant impact globally. In Aotearoa New Zealand, a healthy environment is integral to tāngata whenua<sup>1</sup>. It is a tāonga<sup>2</sup> under Article II of Te Tiriti o Waitangi (Te Tiriti) and needs to be protected as part of Te Tiriti obligations. Any degradation of the natural environment or relationships with the environment can have consequences for Toi Ora<sup>3</sup>.

The sustainability models discussed, and a respect for and understanding of the tāngata whenua (indigenous) perspective, guide the sustainability model adopted by the Bay of Plenty District Health Board (BOPDHB), and the design of this framework.

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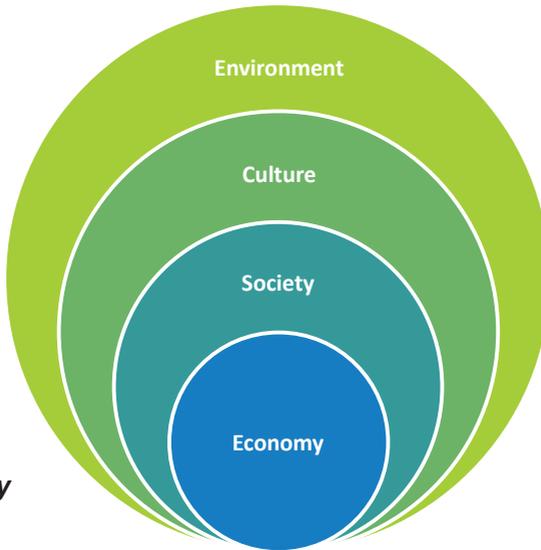
1 Tangata whenua literally means people of the land. The term reflects the Māori world view that people and land are inextricably linked.

2 Treasure

2 3 Toi Ora – flourishing descendants of Toi

# BOPDHB model for sustainability

The model for organisational sustainability adopted by BOPDHB is presented below, with each of the dimensions defined for clarity:



**Figure 1.**  
**BOPDHB Model**  
**for Sustainability**

## Environment

Environmental sustainability can be defined in many ways, but for BOPDHB environmental sustainability relates to treading as lightly as possible on the earth.

We understand that while our work has positive outcomes for our people, it consumes resources and impacts the environment, and therefore goals must be set to reduce these impacts as much as possible, and to regenerate the environment where we can.

## Society

Society exists within the environment. We cannot have a healthy society without a healthy environment.

Social sustainability is the ability of a community to develop processes and structures which not only meet the needs of its current members but also support the ability of future generations to maintain a healthy community.

The community of BOPDHB includes our paid workforce, our volunteers, our patients and their whānau, as well as iwi and other stakeholders such as our providers. We are responsible not only for the sustainability of our own community, but also have a responsibility to the wider communities in our rohe, due to our responsibilities as health promotion providers.

## Culture

Culture and indigenous knowledge are the link between the environment and society, therefore cultural sustainability refers to the necessity for a commitment to the maintenance and nurturing of indigenous cultures.

In Aotearoa New Zealand, tāngata whenua are an integral part of the ecosystem which they whakapapa<sup>4</sup> to and holders of the mātauranga<sup>5</sup> that is critical to ensuring sustainability. Iwi, hapū and whānau provide guidance to act as kaitiaki<sup>6</sup> to preserve the mauri<sup>7</sup> of Papatūānuku<sup>8</sup>. BOPDHB supports and respects the guardianship role of our Te Tiriti partners, our iwi and hapū, as mana whenua.

## Economy

We cannot have a healthy economy if society and the environment are not healthy. However, it too is important as this how we can fund initiatives and resources that support our society and the environment.

Practically, economic sustainability requires that we are meeting the financial needs of the organisation to continue to provide for the health needs of our rohe.



# What does Sustainability mean to BOPDHB?

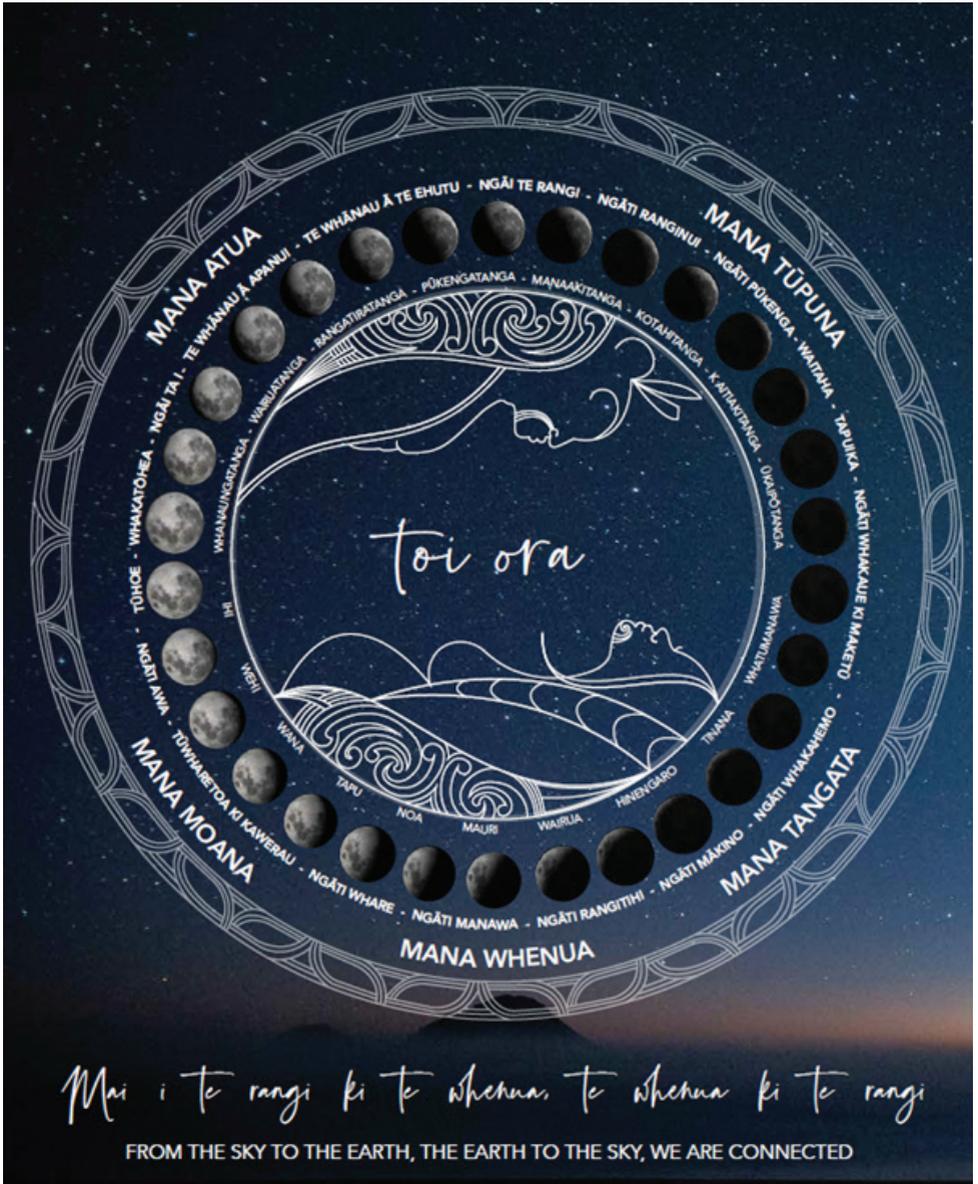
BOPDHB's vision is healthy, thriving communities. And as discussed above, for our communities to thrive, we must have a healthy and flourishing environment.

BOPDHB accepts the environmentalist view that humans (society) are a 'part' of nature (the environment) and not 'apart' from it<sup>9</sup>. This resonates with Te Ao Māori<sup>10</sup>, evident in the perspective that tāngata whenua whakapapa has direct lineage with the environment.

BOPDHB's Te Toi Ahorangi strategy is grounded in upholding the self-determination of tāngata whenua, which must also be the foundation for the work in the environmental sustainability space. Worldwide, indigenous knowledge is having a substantial impact on global sustainability solutions, and BOPDHB is committed to seeking and considering the mātauranga of tāngata whenua on our journey to becoming a sustainable organisation. Ngā Pou Mana is representative of that mātauranga in the Bay of Plenty. These pou are the fullest expression of wellbeing and sustainability for our Māori communities: Mana Atua; Mana Whenua; Mana Moana; Mana Tupuna; Mana Tangata.

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- 4 Genealogy; Māori are direct descendants of the Earth (Tāne-mahuta [God of the Forest]; Papa-tū-ā-nuku [Earth Mother]; Rangi-nui [Sky Father])
  - 5 Knowledge
  - 6 Guardians
  - 7 Simply defined, mauri is the life supporting essence of air, water and soil. It is a spiritual understanding of the importance of the health of these three things.
  - 8 Earth Mother; the Earth
  - 9 Cairns, J. (1999). Exemptionalism vs environmentalism: the crucial debate on the value of ecosystem health. *Aquatic Ecosystem Health and Management*, 2(3), 331–338, p. 333.
  - 10 Māori world view





**Figure 2. He Pou Oranga, Tangata Whenua Determinants of Toi Ora**  
 (Source: p 7, Te Toi Ahorangi)



Further to Te Toi Ahorangi, the **Bay of Plenty Strategic Health Services Plan 2017 – 2027** sets out the following three strategic objectives:

Live Well	Stay well	Get well
<p style="text-align: center;"><b>1</b></p> <p style="text-align: center;">Empower our populations to live healthy lives</p>	<p style="text-align: center;"><b>2</b></p> <p style="text-align: center;">Develop a smart, fully integrated system to provide care close to where people live, learn, work and play</p>	<p style="text-align: center;"><b>3</b></p> <p style="text-align: center;">Evolve models of excellence across all our hospital services</p>

**Figure 3. The SHSP’s three strategic objectives (Source: p7 Bay of Plenty Strategic Health Services Plan)**

It can be argued that adopting the BOPDHB Model for Sustainability will help BOPDHB to achieve each of these three aims. To give an example, providing care close to where people live, learn, work and play, reduces the need for patients (and staff) to travel long distances to access care (attend work); having service close to users would enable participation in active transport modes<sup>11</sup>, therefore empowering healthy living; and, BOPDHB could work with council to ensure public transport is fit for purpose therefore evolving the current model to ensure excellence. This one example, relating only to transport implications, sees improvements across social, environmental, and economic sustainability.

BOPDHB views its sustainability principles and organisational purpose and vision holistically. By understanding and applying the concepts of this framework, BOPDHB aims to work with stakeholders to protect our environment, culture, society, and economic stability, to enable our communities to get well, live well, and stay well.

11 Active transport includes walking, biking, and using public transport systems.



# What is the role of BOPDHB in relation to environmental sustainability?

The role of the BOPDHB is to embed the principles of Kaitiakitanga as set down in this document, in its day-to-day decision making practices, and to lead others, including individuals, communities, and businesses in the wider rohe, to work towards considering these principles also.

BOPDHB is a Crown Agent, so has responsibilities to environmental sustainability as a Te Tiriti partner under Article I and II. In Article I, BOPDHB must develop strategy, policy and procedures that demonstrate a commitment to the best interests of its citizens, including tāngata whenua, and a healthy and sustainable environment is a part of that commitment. In Article II, BOPDHB must work to actively support tāngata whenua in their aspirations, which are clearly connected to a healthy and sustainable environment.

Further to Te Tiriti, the Public Health and Disabilities Act 2000 Section 22 outlines the objectives of DHBs, specifically (1)(j) to exhibit a sense of environmental responsibility by having regard to the environmental implications of its operations.

The Kaitiakitanga Framework focuses on environmental sustainability; however, it is understood that all four dimensions of sustainability work together and rely on each other, and that BOPDHB will not achieve environmental sustainability in isolation (see: BOPDHB Sustainability Model).



# The principles of Kaitiakitanga

Kaitiakitanga is the concept of intergenerational sustainability in a Te Ao Māori framing, basically an intergenerational approach to resource management. It is primarily about “managing humans and what we do”<sup>12</sup>.

At BOPDHB, Kaitiakitanga is one of the eight Pou Oranga in He Pou Oranga Tāngata Whenua. This pou is acknowledgement that we are all custodians of knowledge and practices that enhance our relationships with each other and our environment.

The following principles are adopted under this Kaitiakitanga framework<sup>12</sup>:

- Collective decision making
- Intergenerational
- Regenerative
- Tailored
- Sustainable
- Adaptive
- Knowledge-based
- Revitalising mauri

In adopting these principles, Bay of Plenty District Health Board will:

- show internal and external leadership in environmentally sustainable practice
- be accountable for its environmental/carbon footprint
- be committed to finding and embedding sustainable solutions for all business practices (including those related to waste, energy, water, transportation, food, built environment, and procurement)
- use its resources responsibly
- consider co-benefits (economic, health, social and environmental resilience/regeneration) during all decision-making processes
- be future focused, while reflecting on the past

These aspirations of the Bay of Plenty District Health Board align to ten of the 17 United Nations Sustainable Development Goals:



**Figure 4. Kaitiakitanga framework alignment to UNSDGs**

(UNSDG source: <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>)

12 Dr Dan Hikuroa, Ngāti Maniapoto, Waikato-Tainui, Senior Lecturer, Te Wananga o Waipapa, University of Auckland: Toitū te whenua Whatungarongaro he tangata: A Kaitiaki approach for Aotearoa New Zealand, WasteMINZ Conference 2019, Opening Plenary

# How will environmental sustainability be governed?

Environmental sustainability at BOPDHB is led by the Sustainability Manager guided and supported by the Sustainability Steering Group, a Clinical Green Team and a Non-Clinical Green Team.

The Sustainability Manager is a full-time role reporting to the General Manager Facilities and Business Operations, who acts as the Executive Sponsor.

The Sustainability Steering Group membership includes BOPDHB Senior and Executive leadership and Toi Te Ora management representation, alongside community and Māori Health Rūnanga representatives, chaired by the Sustainability Manager. This group is responsible for high level decisions in relation to environmental sustainability at BOPDHB and will determine decisions that require full executive or board level approval.

The Clinical Green Team is a group of volunteers from across the DHB who meet regularly to discuss, and debate initiatives and actions related to making clinical practice more sustainable. Membership includes clinical staff from across the DHB such as House Officers, Infection Control Nurses, and Clinical Nurse Managers. The Non-Clinical Green Team is a group of volunteers from across the DHB who meet regularly to discuss environmentally sustainable initiatives and actions in a non-clinical environment. Membership includes both clinical and non-clinical staff from across the organisation. Members of both Green Teams also act as champions for any sustainability actions being launched throughout the DHB.

# What will guide our environmental sustainability action planning and objective setting?

BOPDHB conducted a **Toitū Carbon Reduce**<sup>13</sup> carbon footprint audit for the financial year 2018/2019 to establish a carbon footprint baseline. Moving forward, the findings of this annual audit exercise will guide the actions required by BOPDHB to work towards reducing this footprint.



Further, the voices of BOPDHB's stakeholders are crucial in guiding these sustainable organisational actions. The list below outlines a number of resources and guidelines utilised by BOPDHB to assist these discussions and decisions. This ensures informed and reasonable actions and objectives can be set to enable BOPDHB to meet the principles outlined in this framework.

- **BOP Strategic Health Services Plan**
- **Te Toi Ahorangi**
- Expectations of relevant Minister's (e.g. Minister of Health, Associate Ministers of Health, Minister for the Environment, Associate Ministers for the Environment, Minister for Climate Change)
- Ministry of Health Policy Priority PP40: Climate Change (and all other relevant government priorities)
- **United Nations Sustainable Development Goals**
- **OECD Framework for Measuring Wellbeing and Progress**
- **New Zealand Treasury Living Standards Framework**
- **Toitū Envirocare**

Further, BOPDHB has signed up to the **Climate Leaders Coalition**, and the **Global Green and Healthy Hospital's initiative**, and is a member of a number of Bay of Plenty based professional and community groups with an interest in carbon reduction and sustainable solutions, which will further guide these actions.

Action Plans will be set on an annual basis and presented with the annual carbon footprint information.

## How will we report on our achievements?

From Financial Year 2019 – 2020 onward, will report on its annual sustainability achievements in the BOPDHB Annual Report. This section specifically reports on carbon footprint and traction towards sustainability goals as set by the organisation.

BOPDHB will also engage in internal and external communications by way of a One Place Community (intranet resources), local media engagement, sustainability events, and other marketing, PR, and education activities as and when appropriate.

Further, as part of our Toitū carbonreduce certification, and our obligations as a Climate Leaders Coalition signatory, our audited carbon footprint results will be available on the websites of both Toitū and Bay of Plenty District Health Board.

# A journey to becoming an environmentally sustainable organisation

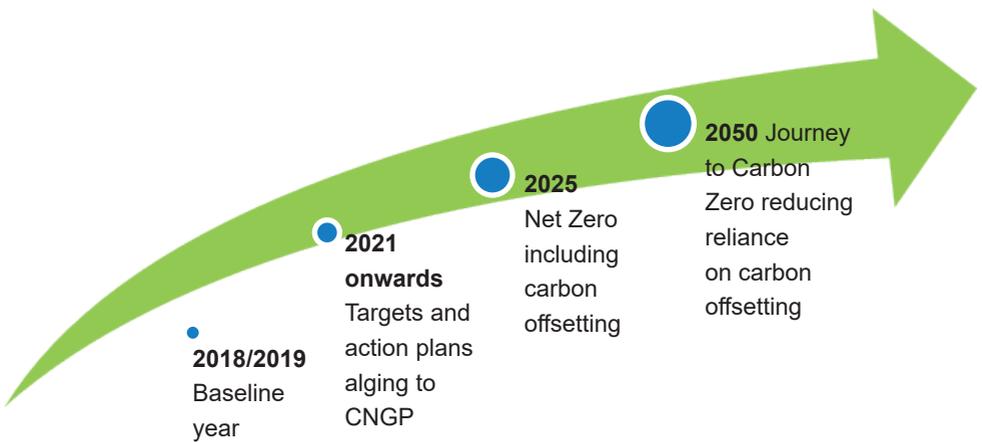
In November 2020, the Prime Minister announced a climate emergency, along with the new **Carbon Neutral Government Programme (CNGP)**. The aim of the CNGP is to reduce government emissions at an accelerated rate and work towards carbon neutrality by 2025. Prior to this announcement, BOPDHB had set an aspirational timeline to illustrate our journey to Carbon (Net) Zero 2050 in line with legislation, science-based targets, and the Ministry of Health/central government expectations at that time. Considering the CNGP this journey has now seen some changes:

**2018/2019: Baseline Year** – Understanding our carbon footprint.

**2021 onwards: Set targets and action plans to align to CNGP** –Targets and action plans are reviewed on an annual basis, for the preceding two-year period, with a focus on continual improvement.

**2025: CNGP – Net Zero by 2025** – Initiatives and steps have been put in place to achieve this target including carbon offsetting.

**2050: Carbon Zero** – Journey to 2050 includes ongoing target alignment and action planning moving away from a reliance on carbon offsetting.



**Figure 5. Journey to Carbon Zero 2050**



# Kaitiakitanga engagement

The image below, and the words Kaitiakitanga – caring for people and planet, have been approved for use by the Sustainability Steering Group and BOPDHB's Pou Tikanga.

The image itself has great meaning with the growing fern representing regeneration, the four fronds representing the four realms of sustainability (environment, culture, society, and economy) and the four pou of Ngā Pou Mana o Io (Mana Atua, Mana Whenua/Moana, Mana Tūpuna, Mana Tangata). New Zealand is represented as our land, air, and sea, where we need to revitalise and replenish the mauri, and the BOPDHB kōwhaiwhai is embedded within this to show that this initiative is BOPDHB wide.

This (co-)branding will appear on all communication materials relating to any environmental sustainability initiatives across the BOPDHB.



**Figure 6. Kaitiakitanga framework/initiatives logo**

# Summary

Bay Of Plenty District Health Board recognises its responsibility to environmental sustainability by adopting the Kaitiakitanga Environmental Sustainability Framework. BOPDHB acknowledges that all four dimensions of sustainability work together and rely on each other, and that we will not achieve environmental sustainability in isolation. Wrapped with BOPDHB's organisational values and strategies, and the principles of Kaitiakitanga as set out in this framework, BOPDHB can become a sustainable organisation.

BOPDHB's role and responsibilities as a public health provider and health promoter implies that the organisation should become an exemplar of sustainable business practices.

It is important to note that while the actions required to meet any action plans linked to this framework may be led by specific departments and teams within the organisation, the responsibility for sustainable practice in all four of the dimensions rests on the shoulders of all members of the BOPDHB whānau.

He waka eke noa! We're all in this together.

## Associated documents

[Bay of Plenty District Health Board Environmental Sustainability Action Plan](#)





**Kaitiakitanga**  
Caring for people and planet



**BAY OF PLENTY**  
DISTRICT HEALTH BOARD  
HAUORA A TOI



