

NEXT FOUNDATION

# Review



**NEXT**  
**FOUNDATION**  
Investing in our land, our people

# Contents

The NEXT journey	5
Investment focus - Environment	6
Investment focus - Education	7
Environment leader Devon McLean	8
Environment	9
NEXT initiatives - Environment	10
Education leader Margaret Bendall	12
Education	13
NEXT initiatives - Education	14
The Tomorrow Accord	16
NEXT partnerships	17
NEXT people	18
Strategic philanthropy by Bill Kermod	19

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# About NEXT

- Established in 2014
- \$100m, 10 year spend down strategic philanthropy fund
- Vision to create a legacy of environmental and educational excellence for future generations of New Zealanders
- Investing in a small number of multi-year initiatives, with both financial and non-financial support
- Targeting initiatives that are transformational, inspirational and managed in a business-like way



## THE NEXT JOURNEY

### By Chris Liddell & Bill Kermode

Two years ago NEXT was formed with a wonderful gift from Neal and Annette Plowman.

They donated not just \$100 million to be invested in large transformational initiatives, but also a vision for creating lasting positive change for our country.

We were personally both delighted to get the opportunity to lead the challenge that came with their gift. We are committed to funding and supporting the best initiatives and leaders we can find who are tackling important issues in the fields of the environment and education.

It is early days, but we are delighted with progress so far.

We have run two application processes and received nearly 400 Expressions of Interest. The breadth of innovation and entrepreneurialism is impressive and inspirational.

We are invested in seven initiatives in both environment and education, continue to progress another five that Neal and Annette were already supporting, and are in discussions with a number of others.

We have discovered in those initiatives wonderful leaders who are living values that we respect and admire. They each have a bold vision, a commitment to excellence, and an inclusive partnership approach.

We have had the pleasure of meeting with educators, conservationists, philanthropists, business leaders, social entrepreneurs, Government, students and graduates, all with great learnings for us, and all with a common purpose - to build a better New Zealand. It has been a privilege to share in those Kiwis' thinking, and to use their thoughts and ideas to help shape NEXT's strategic philanthropy model.

We have built a team of people in and around NEXT who are passionately committed to our success. In most cases these people have given us their time and expertise free of charge.

While our support is in the environmental and educational fields, we also want to help grow the concept of strategic philanthropy and social investment in New Zealand. New Zealanders are generous with their time and their money. We want to be a model for that generosity by being strategic and business-like. We are looking for ecological and educational rather than financial returns from our investments, but the robust processes we use are similar to those we have learned in the commercial sector.

By their nature the initiatives we support are long term. Some will require as many as 20 years to fully deliver on their objectives. So we are cautious about how early we are in the process, and we learn more every day.

However we are inspired by the stories the initiatives create, and by meeting truly wonderful groups of New Zealanders who are committed to making this a better country for all of us.

We hope that we can support them to be successful, and in doing so, repay their trust in us, and realise Neal and Annette's vision.



*Chris Liddell*   *Bill Kermode*

**Chris Liddell**  
Chair

**Bill Kermode**  
CEO

SEPTEMBER 2016

# INVESTMENT FOCUS

## Environment

NEXT has three focus areas in environment.



A predator-free  
New Zealand



Healthy rivers



Environmental  
education



## Education

NEXT has three focus areas in education.



Principal  
and teacher  
excellence



Digital and  
collaborative  
learning



0-3 years early  
education

“We are fundamentally challenging the notion in New Zealand that because you are in a poor community you can’t do well at school”

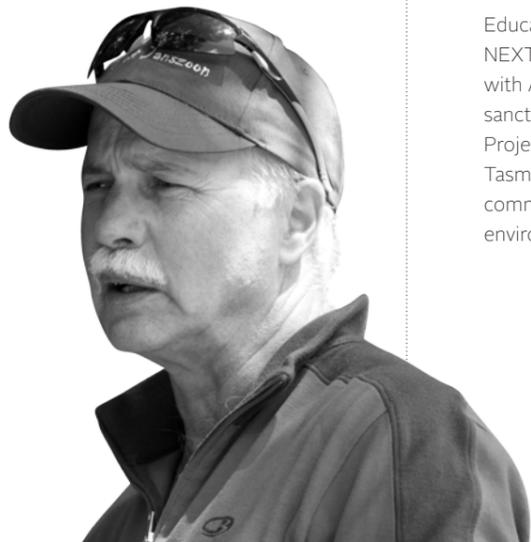
PAT SNEDDEN, MANAIAKALANI  
EDUCATION TRUST

HELPING TO  
DO MORE FOR  
OUR LAND

## By Devon McLean

Protection and conservation of the environment is critical to New Zealand. As a country we are heavily reliant on our environment for primary production, tourism and many other sectors that depend on the health of our land and water. Discovering and implementing new efficient and effective solutions to conserve our environment will boost our sense of national identity.

Devon McLean is an advisor to NEXT Foundation and manages Project Janszoon, a 30 year ecological restoration of Abel Tasman National Park. Devon chairs ZIP and is a director of Taranaki Mounga, a board member of the NZ Conservation Authority and the Biological Heritage National Science Challenge.



NEXT Foundation has an ambitious vision to ensure the long-term resilience of New Zealand's biodiversity by completely removing pests from large areas of the mainland, and keeping them out. Led by the Zero Invasive Predators ("ZIP") initiative, it hopes to be a catalyst for transformational change in New Zealand by removing, on a permanent basis, rats, stoats and possums from large areas of the mainland. This builds on New Zealand's success over the past 50 years in island eradications.

Introduced predators cause the majority of damage to New Zealand's native biodiversity, killing an estimated 25 million native birds each year. Department of Conservation projections show that without new protection solutions even the iconic Kiwi could face extinction on the mainland within our grandchildren's lifetime.

New Zealand's unique biodiversity is a taonga (precious gift) which we share with our children and their children in turn. It is also a key strategic advantage which can attract tourists, add value to our primary industries and make New Zealand the best living space on earth. For all these reasons we must find new ways to protect and enhance it.

Our waterways are not in good shape and New Zealanders are concerned to change this situation. NEXT is looking for the right opportunity for intervention that can help bring interested parties together to take action for the benefit of our rivers.

Education is an integral part of all the environmental initiatives NEXT Foundation is involved in, including a partnership with Auckland Zoo on Rotoroa Island which is establishing a sanctuary for a range of endangered New Zealand species; and Project Janszoon, a 30 year collaboration to transform Abel Tasman National Park in partnership with DOC, local trusts, the community and local iwi. We see ourselves investing further in environmental education in the future.

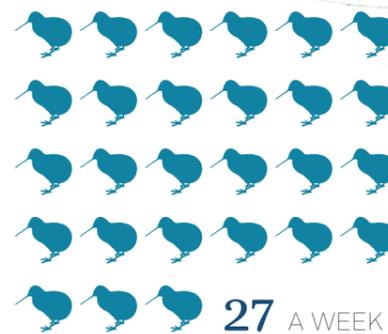
GOVERNMENT MISSION:  
NZ PREDATOR FREE BY 2050

AN ESTIMATED  
**25,000,000**  
birds will be  
saved

EVERY YEAR

- Department of Conservation -

THAT INCLUDES



- Kiwis for Kiwis -

The big 3 pests



WILL BE ELIMINATED

- Department of Conservation -

“If we can successfully eliminate predators  
an iconic bird like the Kiwi could flourish in  
our backyards”

AL BRAMLEY, ZERO INVASIVE PREDATORS

HELPING TO  
DO MORE FOR  
OUR ENVIRONMENT

# NEXT environment initiatives

## ZERO INVASIVE PREDATORS (ZIP)



Zero Invasive Predators or ZIP is an initiative which combines kiwi ingenuity, smart science and innovative technology to try and stamp out the big three pests which are destroying our bird and plant life. ZIP aims to develop the technologies that can completely remove rats, stoats and possums from large mainland areas and defend them against reinvasion. ZIP is run by CEO Al Bramley, and NEXT is joined by the Department of Conservation, other philanthropists and the NZ Dairy Industry in this ground breaking collaboration. [www.zip.org.nz](http://www.zip.org.nz)

## TARANAKI MOUNGA



Taranaki Mounga is a collaboration between NEXT, the Department of Conservation and Taranaki iwi Chairs to restore the 34,000 ha Egmont National Park and offshore Ngā Motu/Sugarloaf Islands. The project will push the boundaries in landscape-scale ecological restoration; controlling pests and introducing many endangered birds. Over time other parties are expected to join this visionary 20 year project, which aims to reinstate much that has been lost from the National Park and strengthen ties to the people of Taranaki through education and community action. Taranaki Mounga is building ecological resilience in this most iconic of parks. [www.taranakimounga.nz](http://www.taranakimounga.nz)

## ROTOROA ISLAND



Situated in the Hauraki Gulf, Rotoroa Island is a conservation estate operated by The Rotoroa Island Trust (a NEXT foundation project) on a 99 year lease from The Salvation Army. Commencing in 2008, a programme to eradicate pests and weeds was completed, with the island now revegetated with 400,000 native plants.

In 2012 the Trust formed an innovative partnership with Auckland Zoo. The aim was to repopulate the island with native species in need of care and sanctuary, and to develop a model of wildlife management that could be used to underpin a unique conservation education programme. The island is now home to a range of endangered New Zealand species such as kiwi, is accessible to the public and is an educational resource visited by thousands of school children every year. [www.rotoroa.org.nz](http://www.rotoroa.org.nz)

## PROJECT JANSZOOON



Transforming the ecological prospects of Abel Tasman National Park is the mission of Project Janszoon, a 30 year NEXT foundation programme.

Project Janszoon is collaborating with the Department of Conservation, the Abel Tasman Birdsong Trust, iwi and the community to remove predators and weeds, restore ecosystems and reintroduce native birds, animals and plants. The project aims to deliver outstanding gains by 2042, the 100th birthday of the Park and the 400 year anniversary of Dutch explorer Abel Janszoon Tasman's "discovery" of New Zealand in 1642. [www.janszoon.org](http://www.janszoon.org)

## TE AWAROA



Te Awaroa is a national movement of Kiwis taking action to care for our waterways. NEXT gave an initial incubation grant designed to enable Te Awaroa to develop a plan for large scale action. The project is now proceeding with support from Ngā Pae o Te Māramatanga Centre for Research Excellence.

## NEXT PREDATOR FREE COMMUNITY CHAMPION



NEXT Foundation has engaged Wellingtonian Kelvin Hastie as the NEXT Predator Free Community Champion. Kelvin successfully spearheaded the Crofton Downs Predator Free Community project in Wellington, which was seed funded by the Morgan Foundation. In his role with NEXT, Kelvin will be working alongside Wellington City Council and the Greater Wellington Regional Council in its mission to become the first capital city in the world to be predator free. NEXT is also supporting Kelvin to mobilise other predator free communities, helping with the wider vision of New Zealand becoming predator free by 2050.

“Ko Taranaki te puna i heke mai  
āi te tangata, koia ko tō mātou  
nei okiokitanga, ko mātou nei  
tōna nei okiokitanga”

Taranaki is a reflection of and the source  
of our existence, in life and in death.

JAMIE TUUTA, TARANAKI IWI LEADER

# HELPING TO DO MORE FOR OUR PEOPLE

## By Margaret Bendall

Many of us can remember teachers who had an influence on the person we grew up to be. We can all remember any teacher who helped us see new possibilities in ourselves, pushed us further than we thought we could go, or had the empathy to understand a cornerstone moment in our lives.

Excellence in teaching is the single most powerful influence on student development and achievement. By investing in our teachers and providing them with increased opportunities to learn collaboratively, to develop their professional expertise together within and between schools, we can better enable all teachers to maximise each student's potential to contribute to building the future.

Innovative and evidence-based initiatives in teaching and learning also actively engage students in their own learning and build purposeful relationships with school communities.

Margaret Bendall is an advisor to NEXT Foundation. Formerly principal of Epsom Girls Grammar School and a Board Member of the New Zealand Qualifications Authority, she was involved in the establishment of Teach First NZ and is currently an advisor and mentor for school leaders and a trustee of the Cognition Education Trust.



Principals, too, deserve more investment in the ongoing development of their leadership. As a former principal myself and as an adviser to principals, I know that school leaders have a key role to play in creating and maintaining a school community in which both teachers and students can set high expectations for themselves and be encouraged and supported to work together to reach their goals.

Arming our principals and teachers with the knowledge, mindsets and skills to grow their students beyond their own perceptions of their potential, and giving them a wide range of opportunities to learn together, will help to create a generation better equipped to contribute and participate as life-long learners.

However, we also know that people must develop crucial learning capabilities very early in their lives, to be able to learn and thrive at school. Ensuring that all young people are ready and able to learn is also critical to the success of our education system.

The NEXT Foundation is prioritising three focus areas:

- excellence in teaching and school leadership
- excellence in education through digital and collaborative learning in communities; and
- the development of learning capabilities in the early years, for 0-3 year olds, so that they are equipped to participate and learn when they start school.

NEXT also seeks to build evaluative capability into the programmes we support and to measure their impact. We have working relationships with the New Zealand Council for Educational Research (NZCER), the University of Auckland's Woolf Fisher Research Centre and University of Auckland researchers, providing evaluative advice, professional development and feedback for Springboard Trust, Manaiakalani Outreach, Ngā Pūmanawa e Waru and The Mind Lab by Unitec.

## FUTURE FOCUSED LEARNING



WHEN SCHOOL PRINCIPALS lead effective professional teacher learning this has

### twice the impact

ON STUDENT OUTCOMES of any other leadership activity

– BES (Leadership) –



## COLLABORATION

is an important characteristic of professional learning and problem solving

It is ranked

# No. 2



in top 10 skills when recruiting staff  
WORLD ECONOMIC FORUM

## 30 million words

Some children hear 30 million more words by age 4



CHILDREN WHO START AHEAD STAY AHEAD

– Betty Hart & Todd Risley 1995 –

“Ngā Pūmanawa e Waru is enabling schools and kura to transition to Future Focused Learning to enhance achievement for all Rotorua learners”

LEITH COMER,  
NGĀ PŪMANAWA E WARU



# HELPING TO DO MORE FOR EDUCATION

## NEXT education initiatives

### SPRINGBOARD TRUST



Springboard Trust's vision is to dramatically improve the life skills of young New Zealanders by enhancing leadership capability. The organisation is a unique charitable trust within the education sector, working to assist educational leaders enhance student achievement by strengthening strategic leadership capability in schools. This is achieved through capacity building amongst school leaders and providing them with access to cross-sector expertise drawn from New Zealand's public, private and philanthropic communities.

The trust's fundamental belief is that by helping school leaders become more effective then improved student outcomes will follow. [www.springboardtrust.org.nz](http://www.springboardtrust.org.nz)

### MANAIAKALANI OUTREACH



The Manaiakalani programme's vision is to remove inequality and ensure every New Zealand child has a good education. It is chaired by education advocate Pat Snedden. Pat strongly believes living in a poor community should not mean poor educational outcomes.

Founded on the learnings over many years of the established Manaiakalani programme in Tamaki, Auckland, Manaiakalani Outreach supports clusters of schools and their communities and families across the country to introduce digital and teaching resources and training, transforming teaching and learning outcomes. [www.manaiakalani.org](http://www.manaiakalani.org)

### THE MIND LAB BY UNITEC



The Mind Lab by Unitec has pioneered a postgraduate qualification to upskill practicing teachers in the ever evolving digital and on-line world. It is founded and led by Frances Valentine, named in 2016 as one of the global top 50 'makers and shakers' in education and technology.

The programme itself is also renowned as world leading. It begins to equip teachers with the skills they need to better prepare their students for the rapidly changing technological world – focusing on more practical skills in areas like resilience and problem solving – so they can compete for tomorrow's jobs. [www.themindlab.com](http://www.themindlab.com)

### NGĀ PŪMANAWA E WARU



Ngā Pūmanawa e Waru supports schools, learners, iwi, communities and whanau to share and collaborate to make Rotorua "a great place to learn". Led by Chair and community leader Leith Comer, the programme is bringing a transformational shift to digital and collaborative learning in the district.

Hand in hand with community stakeholders and a community of schools approach, Ngā Pūmanawa e Waru is supporting the Rotorua community to transform educational outcomes across all of its schools and kura. [www.npew.org](http://www.npew.org)

“The Springboard Trust has a simple philosophy: if we can help make principals more successful then we can help make schools and their students more successful”

IAN NAREV, SPRINGBOARD TRUST



### AUT BUSINESS UNDERGRADUATE INTERNATIONAL EXCHANGE SCHOLARSHIPS

These scholarships enable students in the Bachelor of Business to undertake international exchanges at business schools in the USA, Canada, UK and France. They offer assistance to students when financial circumstances make it difficult for them to undertake the exchange. [www.aut.ac.nz/business](http://www.aut.ac.nz/business)



### THE UNIVERSITY OF AUCKLAND BUSINESS SCHOOL ENDOWMENT FUND

By providing a sustainable income stream, the Business School Endowment Fund supports professorships, academic fellowships and postgraduate scholarships as well as research and teaching initiatives. The endowment fund supports visiting international scholars and experts and enables the School to develop the next generation of innovators and entrepreneurs. [www.business.auckland.ac.nz](http://www.business.auckland.ac.nz)



### TEACH FIRST NZ

Teach First NZ recruits outstanding graduates to bring knowledge, energy and leadership into low decile secondary schools. Teach First NZ participants teach in low decile secondary schools for an initial two year commitment, and then become alumni who commit to working to address educational inequity through systemic change over the long term. [www.teachfirstnz.org](http://www.teachfirstnz.org)

“We are enabling our teachers to embrace new teaching practices informed by digital pedagogies and student collaboration”

FRANCES VALINTINE, THE MIND LAB BY UNITEC

# THE TOMORROW ACCORD

*An agreement between the New Zealand Government and the NEXT Foundation*



**Vision: New Zealand is the greatest living space on Earth.**

All New Zealanders have a stake in nature, because it underpins our lives and lifestyles.

New Zealanders' health and wellbeing, outdoor lifestyles, national identity and our economy all depend on our natural environment.

Our natural environment belongs to all of us, and we all have a role to play in protecting it for the benefit of present and future New Zealanders.

Visionary philanthropists are committed to contributing to this vision by investing in game-changing conservation interventions. They partner with the government on qualifying projects (defined overleaf) that achieve biodiversity gain and community engagement at a scale that leads to long-term social, environmental and economic transformation and inspires others to act.

The New Zealand Government is committed to ensuring that:

- qualifying projects are well supported (with both management and technical input that is fit for purpose); and
- New Zealanders gain environmental, social and economic benefits from healthy functioning ecosystems, from recreation opportunities and natural heritage, and from living our history; and
- where the agreed biodiversity outcomes are achieved, those outcomes are maintained by government for New Zealand's future.

The signatories to this Accord invite future conservation philanthropists and governments to commit to this vision and intention.

Chris Liddell  
Chairman, NEXT Foundation  
Director, Hutton Wilson Nominees Limited

Hon. Dr Nick Smith  
Minister of Conservation  
22 March 2014

Department of Conservation  
Te Papa Atawhai

[newzealand.govt.nz](http://newzealand.govt.nz)

# THE TOMORROW ACCORD

## Qualifying projects

In 2011 the Project Janszoon Trust created a unique partnership with the Department of Conservation to transform the ecological prospects of Abel Tasman National Park in time for the 400th anniversary of the landing of Abel Janszoon Tasman in 2042.

'Qualifying projects' will be projects that exhibit similar characteristics to that founding project and will be:

- focussed on ambitious, measurable conservation objectives that could not be achieved by government working on its own;
- well aligned with DOC's brand, existing philanthropists' reputations, and with government long-term objectives (including Treaty obligations and broader public interest values);
- funded through philanthropic investment from credible, established philanthropists who are committed to engaged partnerships;
- long-term commitments from both parties;
- structured so that the project targets are achieved and funded through the partnership and the results are then maintained over the long term by government;
- primarily on public land and will result in public benefit;
- consistent with the scale and nature of other qualifying projects;
- interventions that contribute to positive social transformation that builds towards the vision of this Accord.



Department of Conservation  
Te Papa Atawhai

[newzealand.govt.nz](http://newzealand.govt.nz)

## HELPING TO DO MORE FOR OUR COUNTRY

# NEXT partnerships

Forming partnerships to have wider impact and create sustainable change is an approach NEXT Foundation is looking to adopt in all aspects of its work.

In one of the most significant private-public-philanthropic alliances in our country's conservation history, ZIP formed a partnership with six major dairy companies – Fonterra, Westland Milk Products, Open Country Dairy, Synlait, Tatua and Miraka – alongside philanthropists Sam and Gareth Morgan, and founders the Department of Conservation and NEXT Foundation. The partnership supports ZIP to transform predator management, enabling the protection of large areas of mainland New Zealand and accelerating innovation and testing of predator removal tools and processes.

The four education initiatives NEXT has supported are also multi-party partnerships, in some cases with many organisations. Examples include Manaiakalani with key early institutional funders Spark Foundation, Foundation North and Google; Ngā Pūmanawa e Waru with Ngāti Whakaue Education Endowment Trust and Rotorua Energy Charitable Trust as well as significant technology partners; The Mind Lab with Unitec; and Springboard Trust with ASB Bank and cornerstone funders Hugh Green Foundation, Joyce Fisher Charitable Trust, Fletcher Trust and Aotearoa Foundation.

NEXT has also instigated a formal partnership agreement with the Government called The Tomorrow Accord – signed by Chair Chris Liddell and Environment Minister Dr Nick Smith on 22 March 2014. The Accord ensures "Qualifying Projects" which deliver pre-agreed biodiversity outcomes will be maintained by the Government for New Zealand's future. The Accord invites other conservation philanthropists to also qualify projects – it is not restricted to NEXT.

Other NEXT partnership initiatives include development of a network of future young leaders through a group of 18-30 year olds exploring how NEXT can help them develop their philanthropic interests. NEXT also has a relationship with The Play It Strange Trust, a charity which encourages young New Zealanders to develop their song writing and performance talents. Play It Strange songs back NEXT videos and their students have performed at many NEXT functions.



## OUR PEOPLE

### Board



NEXT board members from left to right.

**Chris Liddell CNZM, Barrie Brown, Carol Campbell**

### CEO



NEXT CEO

**Bill Kermode**

### Advisory panel



NEXT advisory panel from left to right, top to bottom.

**Margaret Bendall CNZM, Shelley Campbell, Pip Dunphy, Sir Robert Fenwick KCNZM, Roger France ONZM, Edward Krishna, Devon McLean QSM, Alistair Nicholson, Geoff Ricketts CNZM, John Taylor MNZM, Jamie Tuuta**

### Executive



NEXT executive from left to right.

**Ewen Anderson, Jan Hania, Polly Hudson, Liz Oliver, Kathy Platt**

For more information on the NEXT board, CEO, advisory panel members and executive go to our website [www.nextfoundation.org.nz](http://www.nextfoundation.org.nz)

## STRATEGIC PHILANTHROPY

### By Bill Kermode

My twenty years in private company investment were a fantastic training ground for strategic philanthropy at NEXT. The outcomes and milestones are harder to specify in the not for profit sector, but the processes and thinking required are remarkably similar.

I am inspired by NEXT's vision to support transformational, inspirational and business-like charitable organisations to do more for future generations of New Zealanders. I grew up on a farm, in a family of educationalists (and even had a year teaching myself), so NEXT's dual focus on environment and education was always well founded for me.

After two years at NEXT, I am struck by what a powerful vehicle for change strategic philanthropy is.

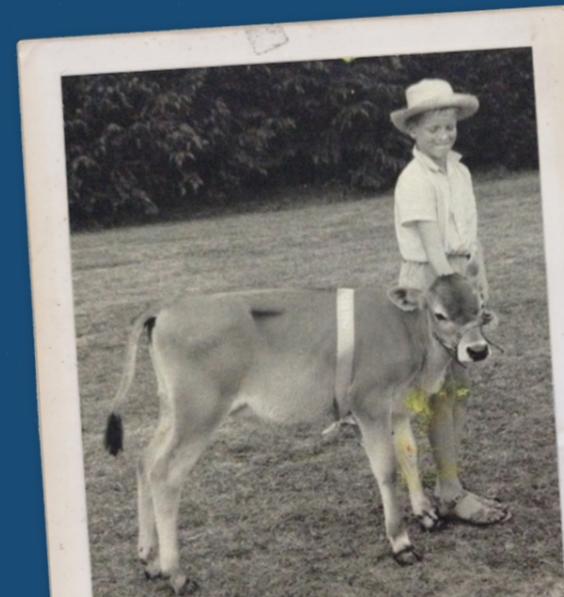
Neal and Annette's wonderful gift is the genesis for this, and at NEXT we are looking to leverage that for the maximum impact possible in both financial and non-financial ways. That can be by helping initiatives that are catalysts for change, or exemplars of good practice. It can be by building partnerships, or by demonstrating good partnership in them ourselves. It can be by convening groups, often across a wide array of disciplines, who share a common objective and focus on the issue at hand. Or it can be by focusing, and funding, evidence based activities, or helping find the project management skills to execute on that evidence.

A truly "100% Pure" New Zealand is a massive opportunity for this country, not just environmentally, but also socially and economically.

And in education, we have the innovation and the capability in our system now to turn it into one the world would want to follow.

Well targeted strategic philanthropy can play a critical role in realising these opportunities. I look forward to helping NEXT play its part.

*I grew up on a farm, in a family of educationalists (and even had a year teaching myself), so NEXT's dual focus on environment and education was always well founded for me.*



Bill Kermode at the Ramarama School calf day

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New Zealand



The Kea (*Nestor notabilis*) is the world's only alpine parrot, and an endangered species. It's a highly intelligent and social bird, named by Maori for the sound of its call.