

An aerial photograph of a coastal area in New Zealand. The foreground shows a sandy beach curving around a bay with clear, turquoise water. Several boats are visible in the water. The background consists of rolling green hills with scattered trees and a larger body of water in the distance.

The New Zealand Initiative

ANNUAL REPORT

2017

**THE
NEW ZEALAND
INITIATIVE**

www.nzinitiative.org.nz

The New Zealand Initiative Annual Report 2017

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“To gain a full understanding of the political and economic environment in New Zealand, it is essential to be open to ideas from all commentators. I have always included the research and reports of the New Zealand Initiative, and its predecessor, in the reading I follow so I can be confident I am being exposed to a full range of well-researched opinion and ideas.”

Greg O'Connor, MP for Ōhāriu

FOREWORD

For us at The New Zealand Initiative, 2017 was an extra special year. We celebrated our fifth anniversary by producing more high-quality research. We organised two policy delegation tours abroad. Most satisfyingly, we saw some of our recommendations implemented by the government in what must surely be the crowning glory of the think tank world.

In short, we diligently pursued our mission of creating a better New Zealand for all New Zealanders.

The Initiative has gained a fine reputation for policy research on issues that matter most to all New Zealanders. Indeed, the high esteem in which our research is held across the political spectrum is testament to our diligence and rigorous pursuit of evidence-based policy reform.

We are proud of our considerable success in this regard.

In July 2017, the National-led Government introduced Crown Infrastructure Partners (CIP) as the new lead agency to finance new residential infrastructure through infrastructure bonds. The Initiative had proposed this model in 2013 itself based on our research on Municipal Utility Districts in Texas. This policy shift, backed by \$600 million in funding, is a real change that will deliver the kind of housing this country needs to deal with the crises in the sector.

The new Labour-led Government has rightly made housing a cornerstone of its policy agenda. We are pleased that many of the Initiative's ideas on planning reform, and creating better markets for urban land, are on the government's agenda.

We are particularly delighted that in 2017, New Zealand decided to compensate the loss of earnings of live organ donors – a policy we had proposed in our report. The small change in policy was a big deal for people with kidney related issues. We are proud of our small but key role.

The past year also saw the Initiative promote its policy ideas in new and unusual ways. In May, we took a delegation of New Zealand fisheries experts to Perth, Western Australia, to show them our preferred model for fisheries reform. The visit had a deep impact on the debate, and we are hopeful the new Labour-led Government will implement parts of the WA model in New Zealand.

Also in May, we took a delegation of our members comprising New Zealand's leading businesspeople to Switzerland to learn how one of the world's most prosperous countries does local government and education. The delegaton returned inspired on devolution and vocational training.

In these and many more ways, The New Zealand Initiative is contributing to debates that matter in New Zealand. In doing so, we are contributing to a better New Zealand.

And that is what we are all about.



Roger Partridge

Roger Partridge
Chairman



Oliver Hartwich

Dr Oliver Hartwich
Executive Director

WHAT WE STAND FOR

The New Zealand Initiative is a unique organisation, and not just by New Zealand standards.

We are a non-partisan think tank, we are an association of business leaders, we are an evidence-based research institute, and we are independent. We believe these are not contradictions.

What truly sets us apart is while most think tanks are only loosely affiliated with their donors, we take the opposite approach.

We are proud to have some of New Zealand's highest profile business leaders among our diverse membership. Our members bring a wide range of interests, experiences and ideas.

Our vision is to contribute to a prosperous, free and fair society with a competitive, open and dynamic economy.

We believe our goals and values are similar – if not identical – to what most New Zealanders want to see achieved:



A good education system



Affordable housing



An open economy



A free and democratic society



The protection of our natural resources and heritage



Sound public finances



A stable currency

OUR PRINCIPLES



The challenge in public policy is often not to define what you want to achieve, but to find ways of achieving widely shared goals. Every good think tank needs solid foundations. These are ours:

- **We are credible.** Our research is based on a sound theoretical framework and is peer-reviewed on a routine basis.
- **We are evidence-based.** Our recommendations are supported by empirical, and often international, evidence.
- **We are non-partisan.** We engage with parties from across the political spectrum.
- **We are independent.** We are an organisation that promotes good public policy, not the interests of individual businesses or industries.
- **We are committed.** Our members and staff share the vision to build a better New Zealand.

2017



258

opinion articles published
(includes 142
Insights pieces)



20 blog posts



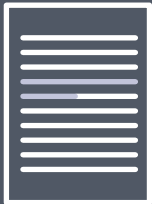
33

speaking engagements



10

research reports



347

direct media mentions



88

radio and television appearances

15

Initiative events held, hosting

32

speakers



2

international research trips



4,152

engaged *Insights* readers



4,149

Facebook likes



1,834

Twitter followers

YouTube

135,338

YouTube video views

Opinion

Left faces struggle to find point of difference

W




The Left has yet to find a point of difference between its two main parties.

FAIR AND FRANK

GLOBAL INSIGHTS FOR MANAGING SCHOOL PERFORMANCE

WORLD LEADERS
SHARING THEIR EXPERIENCES



THE NEW ZEALAND INITIATIVE

Business

BUSINESS

Weekend

MARKETS STRATEGIES TO GROW AND RISK MANAGEMENT

Three factors
Week of GDP growth in March
quarter won't dent NZ's outlook

Harry Potter
Health insurance
and budget

The business
Big City 500
Gracie Mepham
named in NZ media's state of business

Scaling the economic mountain



Academic and vocational education is key to Swiss success, writes Fran O'Sullivan

Inside story 18

WELLINGTONSANS ON THE MOVE

Finding secrets of Swiss success

An unusual 100th birthday celebration in Switzerland has inspired Wellingtonians to look for secrets of Swiss success.



THE NEW ZEALAND INITIATIVE

WELFARE, WORK AND WELLBEING

FROM BENEFITS TO BETTER LIVES

FRAN O'SULLIVAN
DIRECTOR GENERAL
OF THE INITIATIVE



THE NEW ZEALAND INITIATIVE

Long way to go yet to fix fishing problems

By Colin Bell

Overhauling the dismal 10-year-old fishing groups and sector will be the biggest barrier to a more sustainable future for a system that has managed to remain profitable, sustainable and well-governed.



Geoff Swain



NZ Fisheries's Harold Hill talks to a public meeting in Dunedin.

THE NEW ZEALANDERS

WHY IMMIGRANTS MAKE GOOD CIVICS

WORLD LEADERS
JULIE KEMP
DIRECTOR OF RESEARCH



THE NEW ZEALAND INITIATIVE

Rating our teachers

Business think-tank wants judgement to rest on student data

Business think-tank wants judgement to rest on student data

Business think-tank wants judgement to rest on student data



School 'errrors' family not just the child

Business think-tank wants judgement to rest on student data

Kiam Doun

NZ Herald business editor at large

Think tank offers radical ideas for election

10:02 AM Monday, April 8, 2017

SHARE: f t+ g+ in



MANIFESTO 2017

What the next New Zealand government should do

Simon Hancock
DIRECTOR GENERAL
OF RESEARCH



THE NEW ZEALAND INITIATIVE



MARTINE UDAHEMUKA
NZ INITIATIVE RESEARCH FELLOW

OUR RESEARCH



OUR RESEARCH



The New New Zealanders: Why Migrants Make Good Kiwis

Jason Krupp and Rachel Hodder

Immigration was one of the hot topics this election year. We wanted to find out what New Zealand's migrants contribute to the economy and how they fit into our society.

Our main finding is captured in the title of this report, *The New New Zealanders: Why migrants make good Kiwis*.

Report authors **Jason Krupp** and **Rachel Hodder** found that New Zealand is benefitting from immigration. The immigration policy settings are broadly fit-for-purpose, but vigilance is required to ensure this remains the case.

New Zealand's new arrivals bring skills, diversity and global connectedness to our country and its society. Our research showed that if we are confident about our economic prospects and unique cultural identity, then we should not fear immigration.

Some further actions could ensure migrants continue to contribute positively to our society. Measures that let salaries count towards a migrant's points tally, private sponsorship, levies, and creating opportunities for bilateral free movement agreements are approaches discussed in *The New New Zealanders*.



Fair and Frank: Global Insights For Managing School Performance

Martine Udahemuka

For the second report in our education series, **Martine Udahemuka** travelled to America and England to see how other countries handle school underperformance.

In England, Martine saw that parents do not have to guess if a school is good or merely adequate. School review reports appraise school effectiveness and identify areas for improvement.

In America, Martine visited New York City, Massachusetts, the District of Columbia (DC) and Houston.

The most significant turnaround was in the District of Columbia. It had gone from the worst performing jurisdiction in education to the fastest improving in America. Reforms had focused on improving the quality of teachers.

These examples show that when politicians refuse to accept school failure as the status quo and have the courage to effect politically challenging policies, then great things are possible in education. This report, *Fair and Frank: Global Insights For Managing School Performance* tells us that New Zealand must be much bolder in the way it measures and responds to school performance.



Amplifying Excellence: Promoting Transparency, Professionalism and Support for Schools

Martine Udahemuka

In the final report in a three-part series on school performance *Amplifying Excellence* recommends a path towards a more transparent, professional, and supportive school system.

Quality information is the first and necessary step. Parents deserve transparent information about the quality of schools, and schools need better comparative data to support their improvement strategies.

Teachers need to be appraised on their measurable impact on student achievement compared to other teachers teaching similar students. They can thus be recognized, developed and supported.

Poorly performing schools need to examine their data for teaching quality. Strongly performing schools can become exemplars for schools in their communities.

The report was launched with a panel discussion in Wellington on 5 July 2017. After hearing from the then-Minister of Education, Nikki Kaye, report author **Martine Udahemuka** spoke about her research and findings. PPTA President Jack Boyle and Forsyth Barr's Managing Director Neil Paviour-Smith gave their views on the report and on New Zealand's education system.



Manifesto 2017: What the next New Zealand government should do

Oliver Hartwich

Election years should be times in which the country debates policies and decides on its future. But to make this happen, voters must be informed about the challenges our country faces – and the choices we have.

On 3 April, we released *Manifesto 2017*.

From education to better regulation, from housing to local government and from foreign direct investment to welfare, *Manifesto 2017* tackles the big social and economic issues affecting New Zealand.

Written by the Initiative's executive director, **Oliver Hartwich**, it draws on the analysis and recommendations from over 30 reports, essays and research notes published since the Initiative's inception in 2012.

It is immaterial to us which parties form the government. What we care about is creating a better New Zealand for all New Zealanders. *Manifesto 2017* shows how we can achieve it.



The Overseas Catch: The State of Recreational Fisheries Management Abroad

Randall Bess

Unless recreational fisheries management changes, fishers will face a steady decline in daily bag limits, increases in minimum legal sizes and shorter fishing seasons. The recreational fishing experience will worsen as conflicts between recreational and commercial fishing increase.

Many nations encounter increasing demand for limited fisheries resources, along with ensuing conflicts between competing fishing sectors. Some handle these pressures better than others.

The Overseas Catch documents **Randall Bess'** visits to the Gulf of Mexico's red snapper fishery, northern California's red abalone fishery, British Columbia's halibut fishery, and Western Australia.

The report highlights useful examples of how these other nations have approached problems common to managing fisheries.



The Future Catch: Preserving recreational fisheries for the next generation

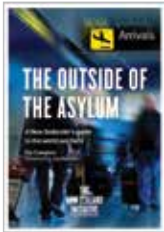
Randall Bess

The final report in the Initiative's fisheries series, *The Future Catch* provides recommendations on what needs to change to ensure that future generations of New Zealanders can fish just as their parents and grandparents did.

Author **Randall Bess** argues that New Zealand's recreational fishing sector needs a representative peak body to engage with the Minister of Fisheries, the Ministry for Primary Industries and other fishing sectors.

That is one of the key findings from *The Future Catch*, our final report on recreational fisheries, which was kindly funded by the late Sir Douglas Myers and his friend and neighbour, Julian Robertson.

We launched *The Future Catch* with a panel discussion, joined by Minister of Fisheries **Stuart Nash**, on 28 November. During the event, the Minister indicated that changes were being considered, and urged us to "watch this space".



The Outside of the Asylum: A New Zealander's guide to the world out there

Eric Crampton

The Outside of the Asylum is a light-hearted essay which makes a serious point. Regardless of recurrent election year political shenanigans, New Zealand gets a lot of things right that other countries screw up.

New Zealand has a clean and simple GST. Wisconsin has a 1,400-word memo defining what an ice cream sandwich is – for tax purposes.

And despite New Zealand's problems in the licensing of liquor, the brewing and distilling of it is relatively simple. Our excise taxes make more sense than state monopoly retailing of alcohol – as in Ontario, where every thirsty resident can be held to ransom when the union staff of state monopoly stores decide to strike.

We launched *The Outside of the Asylum* with *The Spinoff* publishing excerpts from the report over five days in August and September. The full report was released on 2 September.



Go Swiss: Learnings from The New Zealand Initiative's visit to Switzerland

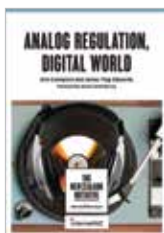
Oliver Hartwich

When New Zealanders look at Switzerland, they see a country that may remind them, at least superficially, of their own. Mountains, lakes and stunning scenery are features of both New Zealand and Switzerland.

New Zealanders know little about the way Switzerland works – and they understand it even less. Switzerland's highly decentralised system of government seems confusing; its direct democracy may appear archaic; and though there is a Swiss federal government, it is always made up of all major parties with no real parliamentary opposition.

To discover more about Swiss policy settings and to spread the learnings on Switzerland, we invited members of The New Zealand Initiative to join us for a study tour in May this year.

Oliver Hartwich summarises the key themes that emerged from our visit to Switzerland in our *Go Swiss* report, which we launched on 30 October.



Analog Regulation, Digital World

Eric Crampton and James Ting-Edwards

Everyone knows that the pace of technological change is always increasing. But just as a relay team is held up by the pace of its slowest runner, a country's ability to adapt to new technology depends on whether its regulations can keep pace.

And countries whose regulations do not keep up will be left behind.

We partnered with InternetNZ to release our new report on the state of regulation facing the technology sector. The authors take a broad look across regulation and technological change in New Zealand in *Analog Regulation, Digital World*. They point out great successes and many opportunities for improvement.



Welfare, Work and Wellbeing: From Benefits to Better Lives

Bryce Wilkinson

New Zealand's welfare state must get much better at helping people to realise their potential to lead meaningful and fulfilling lives.

That is the key message in the report *Welfare, Work and Wellbeing: From Benefits to Better Lives* written by **Bryce Wilkinson**, which was released with a panel discussion with Bryce and **Sue Bradford** on 28 November in our office in Wellington.

The report argues that government responsibilities go much deeper than leaving people to languish on long-term state benefits.

The challenge for the new government is to build on the previous government's Social Investment Approach.

OUR ENGAGEMENT



ENGAGEMENT WITH MEMBERS

We held six members' meetings in 2017. Our members listened to and engaged with politicians, industry experts and international speakers on a wide range of topics.

This year we were pleased to invite the following guest speakers:

- **Amy Adams**, then-Minister of Justice, Courts and Social Housing
- **Steven Joyce**, then-Minister of Finance
- **Peter Lilley**, former UK Secretary of State for Trade and Industry
- **Daniel J. Mitchell**, US economist and political commentator
- **Phil Twyford**, Minister of Housing and Transport
- **Sitao Xu**, Chief Economist and Partner of Deloitte China



ANNUAL MEMBERS' RETREAT (MARCH)

This year was our biggest and most successful Retreat, with more than 80 members attending and an impressive line-up of national and international speakers. Our members gathered valuable insights into the political and economic climate in New Zealand and internationally.

In his address Prime Minister **Bill English** spoke about the values of the National Party, and the National-led Government's future policy priorities.

For the third year running, we were delighted to host the Leader of the Opposition, **Andrew Little**, who attended with **Grant Robertson** and **Phil Twyford**. They discussed Labour's agenda leading up to the 2017 general election. Twyford also discussed housing and the Initiative's research on the housing affordability crisis in New Zealand.

Former reforming Minister of Finance **Ruth Richardson** commented on Manifesto 2017 and the ongoing need to reform – because a reformer's job is never done. She also discussed New Zealand's declining education results and our pitiful productivity performance.

Peter Lilley MP spoke about trade after Brexit and the future of New Zealand and UK relations. As a former UK Trade and Industry Secretary and a Member of the House of Commons Committee on Exiting the European Union, he was well placed to discuss the questions that Brexit raises.







GO SWISS: BUSINESS DELEGATION TO SWITZERLAND (MAY)



From 22-26 May, The Initiative led a members' delegation to Switzerland to showcase the secrets of Switzerland's overall success.

Over the week, delegates heard from the country's most prominent business leaders, politicians and officials. They learnt about the social, economic and environmental policy settings that have made the Swiss among the most prosperous and happiest people in the world.

We took our delegates to Lucerne, Thurgau, Zurich and Lugano. The itinerary included visits to Stadler Rail, Google, Swiss Re, and think tank Avenir Suisse.

The group heard perspectives on what makes Switzerland so competitive, how its relationship with the European Union works, and whether it could be a model for a post-Brexit Britain. Members also heard about how the Swiss use technology transfers to innovate in business.

Delegates visited Ticino, an Italian-speaking canton, and heard from the Mayor of Lugano and other politicians about regional development.

The journey to Switzerland led to our publication, *Go Swiss: Learnings from The New Zealand Initiative's visit to Switzerland*.

FISHERIES DELEGATION TO WESTERN AUSTRALIA (MAY)

Western Australia (WA) has a reputation for well-managed recreational fisheries. The New Zealand Initiative's **Randall Bess** led a delegation of nine New Zealand recreational fishing industry experts and representatives from the Environmental Defense Fund (EDF) to Perth.

The delegates met with their counterparts from the WA Department of Fisheries, the Marine Stewardship Council, Recfishwest and the WA Fishing Industry Council (WAFIC).

The processes, and what ideas or options might work well in New Zealand, helped inform the recommendations for the third report in the fisheries project.



5TH ANNIVERSARY (MAY)

We celebrated our achievements at our five-year anniversary party in Wellington on 3 May.

Minister of Health **Jonathan Coleman** spoke about the value of strong think tanks, like the Initiative, pushing the political system to think about, engage in, debate on, and tackle various issues that affect Kiwis.

More than 160 members, politicians, business leaders, supporters and media representatives joined the party.

We proudly shared the achievements of our five-year-old think tank, and our plans for the coming years.



AMPLIFYING EXCELLENCE PANEL DISCUSSION (JULY)

Amplifying Excellence, the final report in our series on school performance was launched with a panel discussion in Wellington on 5 July.

Minister of Education **Nikki Kaye** was the first speaker - followed by report author **Martine Udahemuka**. **Jack Boyle**, PPTA President, and **Neil Paviour-Smith**, Forsyth Barr's Managing Director, then shared their thoughts on the report and New Zealand's education system.

Martine argued to a 60-strong audience that improving the schooling system benefits the individual and also society. She described the challenges that schools abroad had faced and overcome, and how the new and innovative initiatives abroad could be emulated here at home where appropriate.



NEXT GENERATION DEBATES (AUGUST)

The Initiative hosted the sixth annual Next Generation Debates. Top debaters from the Universities of Auckland, Victoria, Canterbury and Otago debated a wide range of topics. The series was generously supported by the Friedlander Foundation.

The semi-final and final debates were followed by a panel discussion, with panellists giving their views on the moot, and engaging in lively Q&A sessions. This year, we welcomed **David Seymour**, Leader – ACT Party; **Julie Anne Genter**, Spokesperson for Auckland Issues, Health, Transport and Youth – Green Party; **Diane Maxwell**, Retirement Commissioner, Commission for Financial Capability; **Peter Dunne**, Minister of Internal Affairs – United Future Party; **Nicola Willis**, Candidate for Wellington Central – National Party; and **Grant Robertson**, Spokesperson for Employment and Finance – Labour Party.

Victoria University of Wellington won the 2017 Grand Final.

"It was great to see engagement from young people in vital policy and political issues of our time. The Next Generation Debates are a great forum to test ideas and further discussion."
Julie Anne Genter



FUTURE OF RECREATIONAL FISHING PUBLIC MEETINGS (AUGUST–SEPTEMBER)

To promote our policy recommendations on recreational fisheries management, The New Zealand Initiative organised a series of public consultation meetings.

Randall Bess travelled to five locations in the South Island and nine in the North Island to gather feedback on his recommendations for improving recreational fisheries in New Zealand.

Several hundred people attended the meetings to hear Randall talk about his draft report, *The Future Catch*.

Following the public consultation, the report's final recommendations were presented to the new government at the end of the year.

LECTURE – ANDREW ROWLAND (SEPTEMBER)

The Initiative strongly believes that New Zealand's recreational fishing management can be improved, particularly by following the innovative ways of the pioneering Western Australia. To learn more about those management systems, we invited **Andrew Rowland**, CEO of Recfishwest, to share his insights.

Rowland presented to a gathering of nearly 30 guests, including MPI officials, recreational representatives, and environmental researchers. He talked about the reforms to establish better representation, and the role Recfishwest plays as the peak body representing the interests of 740,000 recreational fishers in Western Australia.



DISCUSSION – FONTERRA AND SWITZERLAND (SEPTEMBER)



The Initiative delegation to Switzerland in May learned not only about Switzerland but also saw New Zealand in a new light.

To reflect on our impressions, we reunited the members of our 'Swiss Army' for an evening event on 13 September. It was held at Fonterra's new headquarters and kindly hosted by COO **Kelvin Wickham**.

Since the Swiss 'dual education' system had inspired our delegation, we invited two guest speakers from our vocational training industry. **Dean Minchington**, CEO of Service IQ, and **Josh Williams**, CEO of the Industry Training Federation, explained how New Zealand could emulate Switzerland's scheme. The legal framework is in place, but many school-leavers are unaware of the opportunities that apprenticeships offer - and New Zealand does not include as many jobs in industry training as Switzerland does.

WELFARE, WORK AND WELLBEING PANEL DISCUSSION (NOVEMBER)

We released our new report on welfare policy, *Welfare, Work and Wellbeing: From Benefits to Better Lives*, with a panel discussion on 28 November in Wellington.

Author **Bryce Wilkinson** and social activist and former MP **Sue Bradford**, who wrote the foreword, discussed the report's findings with a diverse and knowledgeable audience of about 100 people. We discussed welfare policy and what the government can do to break the cycle of disadvantage. There were many perspectives, but hearteningly also a lot of common ground.



THE FUTURE CATCH PANEL DISCUSSION (DECEMBER)

The Future Catch was launched with a panel discussion in Wellington on 4 December.

Randall Bess (report author); **Stuart Nash** (Minister of Fisheries); **Sir Mark Solomon** (Deputy Chair, Te Ohu Kaimoana); and **Bob Gutsell** (Vice President, New Zealand Sport Fishing Council) discussed the issues facing the recreational fishing sector.

Panel members also fielded questions from a crowd of more than 100 people. Although audience members from different fishing sectors had different views about fisheries management, everyone shared our concerns about the declining fish stock and protecting our fisheries for the next generation.





MEDIA

As New Zealand's leading think tank, our team of researchers conduct robust research on many policy issues relevant to New Zealanders. We are working hard to bring new ideas and new ways of thinking into our country's political debates.

Working closely with the media is essential for our work and ensures policymakers, opinion leaders, the business community, academics and the public are informed and able to participate in these important conversations.

In 2017, both New Zealand-based and international media interviewed Oliver Hartwich during the election campaign and the government formation period. We also experienced high-level coverage of our research on important topics in the lead-up to the 2017 general election. *The New Zealand Herald* published a three-part series on our immigration report, *The New New Zealanders: Why Migrants Make Good Kiwis*. Oliver Hartwich appeared on *The AM Show* to discuss our *Manifesto 2017: What the next New Zealand government should do*. *The Listener*, *The National Business Review*, *The New Zealand Herald*, *The Spinoff*, and *Fairfax* also covered this report.

The Initiative contributed weekly columns to *The National Business Review* and fortnightly columns for *Interest.co.nz*. Our researchers regularly write for national and international media to promote the findings of our research.

In an ever-digitised world, the Initiative recognises the importance of using social media to engage with our audience. In 2017 we focused more on strong video-content, and we will continue this in 2018. We also interact directly with an almost 4,500 strong audience weekly through our *Insights* newsletter.

Every time we engage via the media or our own channels gets us one step closer to realising a prosperous, free and fair society.



HIGHLIGHTS OF OUR YEAR



JANUARY

14 JANUARY

Eric Crampton joins the ranks of the country's leading thinkers in *The Dominion Post's* National Portrait series.



20 JANUARY

New Zealand comedian and TV personality Guy Williams films short videos for social media with authors Jason Krupp and Rachel Hodder to support our immigration report, *The New New Zealanders: Why Migrants Make Good Kiwis*.



23 JANUARY

The *2016 Annual Demographia Housing Affordability Survey* is released, with the foreword by Oliver Hartwich. The volume generates great national and international media coverage for the Initiative and our housing research.



30 JANUARY

Immigration is a hot topic in the lead-up to the 2017 general election. Our first report of the year, *The New New Zealanders: Why Migrants Make Good Kiwis*, cuts through the political rhetoric and finds that migrants contribute in a big way to New Zealand and integrate well into our society.



30 JANUARY

Oliver Hartwich appears on *Breakfast* to discuss our immigration report, and *The New Zealand Herald* publishes a three-part series on our immigration report.



FEBRUARY

5 FEBRUARY

As Donald Trump settles into his new role, Eric Crampton speaks to *Radio New Zealand* on the likely implications of the Trump presidency.



10 FEBRUARY

Jason Krupp addresses a Christchurch gathering with Mayor Lianne Dalziel, councilors and guests about the research and findings from our local government reports.



20 FEBRUARY

The second report in our education series, *Fair and Frank: Global Insights for Managing School Performance*, is released. It examines the lessons we could learn from how failing schools have been turned around in the United States and United Kingdom.



The New Zealand Herald and *Seven Sharp* cover the report, and author Martine Udahemukua appears on *The AM Show*.



22 FEBRUARY

Jason Krupp presents to the New Zealand Institute of International Affairs in Wairarapa on the research and findings from our local government series.



22 FEBRUARY

The Spinoff publishes a two-part series on sugar taxes. Jenesa Jeram responds to the Green Party's Julie Anne Genter and argues that while a sugar tax may sound appealing, it would be unworkable.



25 FEBRUARY

Eric Crampton speaks about our report, *The Inequality Paradox: Why Inequality Matters Even Though it has Barely Changed*, at the ACT Party's Annual Conference.



27 FEBRUARY

In *The Press* Jason Krupp calls for people to read our immigration report, *The New New Zealanders*, before commenting on it.



MARCH

2 MARCH

A strategy day with the Initiative's Board Members is held to discuss the direction of the organisation and the upcoming three-year research programme.



6 MARCH

Martine Udahemuka addresses criticisms of performance pay for teachers in an article for *The Spinoff*.



13 MARCH

We outline our achievements from our 2016 research, events and media coverage with the release of our 2016 Annual Report.



21 MARCH

We support The Productivity Commission's report *New Models of Tertiary Education*, which finds the tertiary education sector needs fundamental change. The report demonstrates the damaging effects of the interest-free student loan scheme we highlighted in our report, *Decade of Debt*.



23 MARCH

The Initiative holds its fifth annual Members' Retreat at The Maritime Room in Auckland. We are joined by Peter Lilley, a former British cabinet minister in the Thatcher and Major governments, for our Retreat dinner. He speaks about Brexit and the implications for New Zealand-UK relations.



27 MARCH

Following his presentation at our Retreat dinner, Peter Lilley discusses trade after Brexit and what opportunities might follow for New Zealand at an event jointly hosted by the Initiative and Bell Gully in Wellington.



29 MARCH

We support the government's announcement proposing to legalise nicotine e-cigarettes. We say this was a win for smokers who have struggled to quit using the traditional cessation tools.



31 MARCH

Some public health advocates have been pushing for greater regulation of our lifestyles. We believe these unduly affect individual liberties with little benefit. Eric Crampton is invited to speak about our research on this topic to more than 300 health care professionals at the 2017 National Rural Health conference.

31 MARCH

Newshub interviews Eric Crampton about changes in privacy legislation for US internet use.



APRIL

1 APRIL

The New Zealand Initiative celebrates its fifth anniversary.



3 APRIL

We release *Manifesto 2017* to inform voters in the lead-up to September general election. Oliver Hartwich appeared on *The AM Show*, and *Manifesto 2017* is covered by *The Listener*, *The National Business Review*, *The New Zealand Herald*, *The Spinoff*, and *Fairfax*.



19 APRIL

Our second report in the series on fisheries management is released. *The Overseas Catch: The State of Recreational Fisheries Management Abroad* looks at how recreational fisheries are managed in North America and Western Australia.



19 APRIL

The Overseas Catch author Randall Bess speaks about his research on *Breakfast*, *The AM Show*, and *Newstalk ZB*.



19 APRIL

The government announces changes to immigration policy echoing many recommendations from *The New Zealanders* report. We support the announcement stating in our media release: "... the changes were a pragmatic way of ensuring businesses get access to the international skills and talent they need to compete."

21 APRIL

Eric Crampton's opinion piece on how we can attract more skilled migrants is published in *The New Zealand Herald*.



22 APRIL

The Listener covers the housing crisis and solutions on how to fix it. The article quotes Oliver Hartwich's comment that "...housing is the biggest single policy issue for voters."

24 APRIL

ABC TV's *Sydney bureau* interviews Oliver Hartwich on the Kiwi economy and discusses immigration, housing and free trade.



30 APRIL

Jenesa Jeram delivers a presentation on sugar taxes to 350 attendees at the Friedman Liberty Conference in Sydney.



MAY

3 MAY

We celebrate the Initiative's fifth anniversary. The event is attended by more than 170 guests, including our members, business leaders, stakeholders, politicians, and media representatives.



4 MAY

The Initiative and Bell Gully host Amy Adams for a Members' Lunch in Auckland. The Minister speaks to our members about National's Social Investment Approach (SIA) and how it can improve the lives of the most vulnerable people in our society.



15 MAY

Fran O'Sullivan highlights our business delegation to Switzerland in *The New Zealand Herald*.



15-19 MAY

Oliver Hartwich, Roger Partridge and Chelsy Blair are in London meeting with think tanks The Adam Smith Institute, Reform, and the IEA. At the Adam Smith Institute, Oliver and Roger give a presentation on what an independent Britain could learn from New Zealand.



22-26 MAY

Nearly 40 top New Zealand business leaders join the Initiative leadership team for our business delegation to Switzerland. Over the week, delegates learn about the country's approach to localism, business and innovation from prominent Swiss business leaders, politicians, and officials.



22-26 MAY

We lead a delegation of New Zealanders from different fishing sectors to Perth. The delegation examines how Western Australia was able to successfully manage its recreational fisheries.



25 MAY

Eric Crampton responds to Budget 2017 in *The Australian Financial Review*.



26 MAY

We release a 2017 Budget themed *Insights* newsletter following Steven Joyce's first announcement as Finance Minister.



JUNE

1 JUNE

Roger Partridge presents to Parliament on the Initiative's submission on the Employment Relations (Allowing Higher Earners to Contract Out of Personal Grievance Provisions) Amendment Bill.



15 JUNE

Oliver Hartwich is interviewed about our business tour to Switzerland by Wellington's local newspaper, *The Wellingtonian*.



17 JUNE

Fran O'Sullivan's column in *The New Zealand Herald* outlines the success of our delegation to Switzerland. The Swiss education system is highlighted as a key to the country's success.



18 JUNE

The 2017 OECD report on the state of New Zealand's economy endorses many of our policy recommendations on local government, housing, education and infrastructure. Oliver Hartwich speaks about these in a panel discussion on TVNZ's Q+A programme with researcher Max Rashbrooke and Kiwibank's Chief Economist Zoe Wallis.



22 JUNE

Oliver Hartwich presents at Acumen Republic's staff conference. He speaks about *Manifesto 2017* and our delegation to Switzerland.



26 JUNE

At an event organised by the Law and Economics Association of New Zealand (LEANZ), Eric Crampton and former RBNZ economist Michael Reddell debate the impact of immigration policy settings on New Zealand's economic performance.

27 JUNE

Briar Lipson explains how partnership schools are funded in an opinion piece in *The New Zealand Herald*.



28 & 29 JUNE

Oliver Hartwich, Roger Partridge and Head of Mission Fraser Whineray hold briefings for journalists in Wellington and Auckland to discuss what our members learned from our business trip to Switzerland.

30 JUNE

The Dominion Post publishes an opinion piece by Briar Lipson comparing school attendance rates between New Zealand and the United Kingdom.



JULY

5 JULY

The *Fishing Paper* publishes an article on our Fisheries project and the fisher exchange to Western Australia in May.



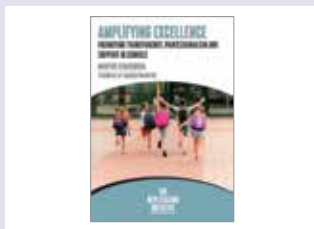
5 JULY

We launch our report *Amplifying Excellence* with a panel discussion in Wellington. The Minister of Education Nikki Kaye, author Martine Udahemuka, Forsyth Barr Managing Director Neil Paviour-Smith, and PPTA President Jack Boyle speak about the report's findings and New Zealand's education system.



6 JULY

Our *Amplifying Excellence* report is released to the media and the public. Author Martine Udahemuka speaks to *Radio New Zealand* and *Newstalk ZB*, and appears on *The Project*. *The New Zealand Herald* and *The Dominion Post* also cover the report.



7 JULY

The Initiative holds a Members' Lunch with Finance Minister Steven Joyce. Hosted by our member Bell Gully, 35 Initiative members hear about National's priorities in the lead-up to the 23 September general election. The Minister also speaks about his first budget, released earlier in the year.



14 & 20 JULY

Martine Udahemuka and Rachel Hodder present to the New Zealand Association of Economists (NZAE) about the opportunities for measuring teacher quality in New Zealand.



18 JULY

Eric Crampton is the guest speaker at the launch of Smart Markets for Water Resources by John Raffensperger and Mark Milke at the University of Canterbury. Water management is a new area of focus in our 2017-2020 Research Plan, and we will be building on Raffensperger and Milke's work.

19 JULY

The Project debates The Opportunities Party announcement of providing a Universal Basic Income for all 18- to 23-year-olds. Eric Crampton contributes to the debate.



20 JULY

The *New Zealand Herald* publishes Jenesa Jeram's opinion piece on the Labour Party's proposed baby bonus. She argues that politicians should focus on many young families' real concerns housing and getting into paid work.



23 JULY

We have a huge policy win when the Government announces it will rename and repurpose Crown Fibre Holdings. The new body, Crown Infrastructure Partners, will be authorised to set up special purpose agencies to finance trunk infrastructure for new housing. Infrastructure will be taken off councils' books and paid through targeted rates. We had recommended this in our report, *Free to Build* (2013).

25 JULY

Randall Bess and four delegates from the fisher exchange to Western Australia are filmed discussing their views on our recreational fishing research experience, and recommendations from the third research report.

AUGUST

1 & 2 AUGUST

We released our fisheries consultation report, *The Future Catch*. The report is widely discussed in the media, with author Randall Bess receiving coverage in *The New Zealand Herald*. He is also interviewed on *Breakfast*, *Newstalk ZB*, *RadioLIVE* and *Radio Ngati Porou*.



2 AUGUST

In a 2016 submission to Parliament, we had called for introducing a safer alternative to conventional tobacco. We welcome the government's announcement to clear the way for e-cigarettes.

4 AUGUST

With the resignation of Andrew Little and the selection of Jacinda Adern as the new Labour Leader, Oliver Hartwich writes in *The Dominion Post* that New Zealand's election has become more exciting and much harder to predict.



9 AUGUST

With the upcoming election, Oliver Hartwich writes in *The New Zealand Herald* that if we give into the sensationalist urge to turn elections into soap operas, we are guilty of not fulfilling our duties as citizens.



AUGUST TO SEPTEMBER

Randall Bess travels to five locations in the South Island and nine in the North Island to hold public meetings and gather feedback on the recommendations in *The Future Catch* for improving recreational fisheries in New Zealand.



Long way to go yet to fix fishing problems



7-23 AUGUST

The Initiative holds its sixth annual Next Generation Debate series. Grant Robertson and Nicola Willis are guest speakers.



18 AUGUST

Oliver Hartwich gives the keynote address at the Migrant of the Year Awards Ceremony at the New Zealand Association for Migration and Investment (NZAMI) conference in Auckland. During the meeting, Eric Crampton speaks about New Zealand's population size and economic growth.

19 AUGUST

The Spinoff launches the first of five parts of Eric Crampton's essay *The Outside of the Asylum: A New Zealander's Guide to the World Out There*.



SEPTEMBER

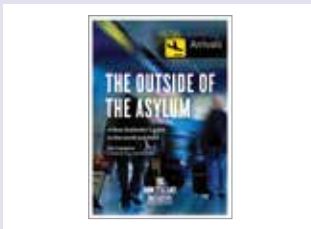
1 SEPTEMBER

Deloitte and The Initiative organise a breakfast discussion with one of China's leading economists, Sitao Xu. Sitao spoke about the implications and opportunities of China's strategic positioning for New Zealand.



2 SEPTEMBER

The Outside of the Asylum: A New Zealander's Guide to the World Out There is released. The report outlines a number of things New Zealand gets right that the rest of the world does not.



6 SEPTEMBER

Was there a \$11.7 billion hole in Labour's fiscal plan? Sam Warburton and Eric Crampton share their views on *Newshub*, *Radio New Zealand*, *The National Business Review*, *1 NEWS*, and *NZ Newswire*.



7 SEPTEMBER

Jenesa Jeram argues on *Stuff* that Labour should not just adopt National's Social Investment Approach but make it even better.



13 SEPTEMBER

We organise with Fonterra a reunion of the delegation that travelled with The Initiative to Switzerland in May.



15 SEPTEMBER

One of the most innovative ways of managing recreational fisheries has been pioneered in Western Australia. To learn more about this management system we invite Andrew Rowland, CEO of Recfishwest, to share his insights.



21 SEPTEMBER

Education Central publishes Briar Lipson's opinion article about partnerships schools and pre-election policies.



18-24 SEPTEMBER

In the week before the general election, several media outlets *SBS Radio German*, *ABC Radio National (Australia)*, *Interest* and the *NZ Listener* interview Oliver Hartwich about 'Jacindamania' and Metiria Turei's resignation.



28 SEPTEMBER

Oliver Hartwich and Craig Stobo share their experiences and opinions on local government in Switzerland at the NZ Society of Local Government Managers (SOLGM) conference in Rotorua.



29 SEPTEMBER

Oliver Hartwich writes a column for *The National Business Review* about MMP for beginners: Why New Zealand must get more creative with its political coalitions.

OCTOBER

2 OCTOBER

Following the start of coalition negotiations, Oliver Hartwich talks at UTS Sydney's Investment Management Research Program Symposium in Auckland about our expectations, based on our Manifesto, for the next government.

9 OCTOBER

Following a tragic weekend in which 10 people lost their lives on the road, the media want to know why New Zealand's road toll is so high. Sam Warburton talks about his research into the facts and figures behind the road toll on *The Project*, *RadioLIVE*, *Radio New Zealand*, *Newstalk ZB* and *BBC*.



10 OCTOBER

Foreign investment is a major topic in coalition discussions, with NZ First pushing hard to restrict foreign property sales. Eric Crampton discusses on *Newstalk ZB* the effects of such a restriction on the economy.



12 OCTOBER

Wellington City Council supports the suggestion in our 2015 report *In The Zone* to devolve more power to councils through Special Economic Zones. Our 2016 report *The Local Manifesto* further suggested government and councils boost economic growth in regions by emulating the United Kingdom's devolution of greater powers to Manchester. *RadioLIVE* and *Newstalk ZB* interview Eric Crampton, author of *In the Zone*.



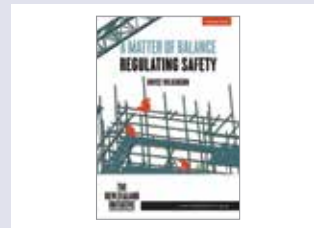
17 OCTOBER

We invite top US political commentator Daniel J. Mitchell to our Members' Lunch to help us understand the Trump administration's economic policies and their impact on New Zealand companies trading in America.



19 OCTOBER

In 2011, Worksafe begins an expensive programme to increase scaffolding use and decrease workplace accidents. NZIER release a report a report discrediting the programme, as Bryce Wilkinson had done in our 2015 report, *A Matter of Balance: Regulating Safety*.



19 OCTOBER

Our education team meets with the Innovation and Investment team at the Ministry of Education to outline our research programme. We discuss a wide range of education issues, including the findings of our research into New Zealand's national assessment system, NCEA.

24 OCTOBER

The Rotary Club of Wellington organise an event titled "What matters to young Wellingtonians?" and invite Martine Udahemuka as a guest speaker. Martine shares her personal story about coming to New Zealand as a young refugee. She discusses how that experience shaped her personal, academic and professional choices, including her passion for work in the education sector.



NOVEMBER

25 OCTOBER

Mike Hosking interviews Eric Crampton on *Newstalk ZB* about the impacts of the announced minimum wage increase to \$20 per hour by 2020. On *RadioLIVE*, Eric Crampton is part of a panel discussion about the impacts a Labour-Coalition immigration policy will have on New Zealand.

30 OCTOBER

We launch our *Go Swiss* report, which summarises the key lessons from our visit to Switzerland. *The National Business Review* and *NewsHub* interview Oliver Hartwich about local government and dual education in Switzerland.



6 NOVEMBER

We welcome the commitment from Housing and Transport Minister Phil Twyford to simplify planning rules, abolish Auckland's rural-urban boundary, and implement road pricing.



7 NOVEMBER

In the November edition of *NZ Local Government Magazine*, Oliver Hartwich shares his insights on local government in Switzerland.



9 NOVEMBER

We release a report with InternetNZ on the state of regulation facing the technology sector. *Analog Regulation, Digital World* finds a few successes and many opportunities for improvement. *Newstalk ZB* and *RadioLIVE* interview author Eric Crampton.



13 NOVEMBER

Set by the previous government, a one-size-fits-all school proficiency target simplifies a complex picture of school success. Martine Udahemuka explains on *The Spinoff* how the new education minister can improve on the current system.



14 NOVEMBER

We announce that Barbara Chapman, Chief Executive and Managing Director of ASB Bank, has joined our Board of Directors.



20 NOVEMBER

Oliver Hartwich speaks at the Amalgamation Debate in Carterton on whether the three Wairarapa councils should amalgamate. Oliver speaks of the clear benefits of the Swiss model of local government, including those immediately relevant to New Zealand, such as housing affordability, regional growth and development, and GDP growth.



DECEMBER

22 NOVEMBER

The new Labour-led Government has made housing and transport policy one of its core policy areas. We invite Phil Twyford to a Members' Lunch in Auckland to share the government's priorities.



22 NOVEMBER

Sam Warburton joins Guyon Espiner on *Morning Report* to discuss the dramatic increase in staff earning more than \$100,000 at the New Zealand Transport Agency.

28 NOVEMBER

We launch our new report, *Welfare, Work and Wellbeing: From Benefits to Better Lives*, with a panel discussion in Wellington. *Newstalk ZB*, *RadioLIVE*, *The New Zealand Herald* and *Newsroom* cover the report.



29 NOVEMBER

While many experts have encouraged Labour to continue with social investment, they have almost unanimously called for Labour to ditch the controversial fiscal liability measure. Jenesa Jeram argues in *The New Zealand Herald* why Labour should keep the measure.



4 DECEMBER

The Minister of Fisheries Stuart Nash welcomes our new fisheries report, *The Future Catch*, at our launch event in Wellington. He confirms later in Parliament that his office is working through our recommendations and that there will be an announcement soon on policy changes.



8 DECEMBER

Oliver Hartwich takes part in the government's Economic Network's Annual Conference at Te Papa in Wellington. He speaks on a globalisation panel with the CTU's Chief Economist Bill Rosenberg and Margaret Hyland, MBIE's Chief Scientist.



WHAT OTHERS SAY ABOUT US



The New Zealand Initiative plays a vital role in challenging, and resetting, the boundaries of public debate on economics and social policy in this country. It hasn't been afraid to challenge Government thinking and champion ideas which are not familiar to many New Zealanders. Its ability to work across a wide range of topics and with people from different perspectives means its research reports are always interesting for media."

Liam Dann
NZ Herald Business Editor at Large

"Aotearoa New Zealand lacks in depth analysis on important issues. The New Zealand Initiative comes from a certain perspective, but they are always open to encouraging debate, and that has to be welcomed. In particular I think their push for localism is long overdue."

Geoff Simmons
Economist

"The New Zealand Initiative's research depth and involvement in constructive debate provides hope and inspiration for making New Zealand a better place for our children and future leaders to grow up in."

Peter A Harris
Managing Director CBL Insurance Group

"As someone who worked for and with leading North American think tanks and now finds himself back home as a Parliamentarian, I can confidently, if a little sadly, say that the Initiative is New Zealand's only think tank. Nobody else in New Zealand produces original blue sky, independently-funded public policy research of the quality the Initiative does."

David Seymour
Leader ACT Party

"To gain a full understanding of the political and economic environment in New Zealand, it is essential to be open to ideas from all commentators. I have always included the research and reports of the New Zealand Initiative, and its predecessor, in the reading I follow so I can be confident I am being exposed to a full range of well-researched opinion and ideas."

Greg O'Connor
MP for Ōhāriu



“It’s all too easy to think that because things are going well in New Zealand we don’t need challenge and debate. But this is not the time for complacency. This is the time to stretch and improve our global position on a range of metrics critical to our sustainable future - educational achievement, governance, and water quality to name three. We need the New Zealand Initiative to stay restless and continue to stimulate these important conversations.”

Barbara Chapman
Former ASB Bank CEO 2011-2018

OUR TEAM



Dr Oliver Hartwich
Executive Director

Oliver is the Executive Director of The New Zealand Initiative. Before joining the Initiative he was a Research Fellow at the Centre for Independent Studies in Sydney, the Chief Economist at Policy Exchange in London, and an advisor in the UK House of Lords. Oliver holds a Master's degree in Economics and Business Administration and a Ph.D. in Law from Bochum University in Germany.



Richard Baker
Research Director

Richard Baker is the Research Director at the New Zealand Initiative. He has over 25 years' experience as a commercial lawyer and senior executive in the banking and wealth management industries. Richard was Director of Research at the Institute of Directors where he wrote the first edition of *The Four Pillars of Best Governance Practice*. He holds a Bachelor and a Master's degree in law from Victoria University and an MBA from INSEAD in France.



Chelsy Blair
Operations Director

Chelsy is the Operations Director of The New Zealand Initiative. She is responsible for membership and board matters, human resources, event management, as well as the finances of the Initiative. Chelsy holds a National Diploma in Business Administration and Prince II Foundation Certificate in Project Management. She has over 20 years' experience providing support at top management level in New Zealand and Britain.



Randall Bess
Research Fellow
(May 2016–Dec 2017)

Randall has researched and published articles on New Zealand's management of fisheries, including the seafood industry and conflicts between the commercial and non-commercial fishing sectors. He also worked for the former Ministry of Fisheries (and the Ministry for Primary Industries) for 13 years. Before immigrating to New Zealand, he commercially fished in Alaska. At the Initiative, Randall was the Research Fellow for our fisheries project.

This work involved a series of three reports that contribute to the debate on what needs to be fixed within the recreational fishing space.



Dr Eric Crampton
Chief Economist

Dr Eric Crampton is the Chief Economist at The New Zealand Initiative and co-author of *The Case for Economic Growth*. Dr Crampton served as Lecturer and Senior Lecturer in Economics at the Department of Economics & Finance at the University of Canterbury from November 2003 until July 2014. He is also the creator and author of the well-known blog 'Offsetting Behaviour'.



Rachel Hodder
Research Fellow
(July 2016–Aug 2017)

Rachel Hodder was a Research Fellow at The New Zealand Initiative from 2016 to 2017. She holds a PhD in economics from the University of Canterbury where she previously lectured courses in game theory, econometrics, and labour economics.



Jenesa Jeram
Policy Analyst

Jenesa is a Policy Analyst at The New Zealand Initiative. She has co-authored publications on social impact bonds, poverty, health, economic growth and housing. She has a Bachelor of Arts with first class Honours from the University of Otago, majoring in Politics, Philosophy and Economics.

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Jason Krupp
Research Fellow
(Aug 2013-June 2017)

Jason Krupp was a Research Fellow at The New Zealand Initiative from 2013 to 2017. Before joining the Initiative, Jason was a business reporter at *The Dominion Post*. He previously worked for Fairfax's Business Bureau where he was chiefly responsible for covering equity and currency markets for the group. Prior to that, he wrote for *BusinessDesk*, New Zealand's only dedicated business news agency. Jason has a degree in journalism from Rhodes University, and has previously lived in Hong Kong and South Africa.

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Briar Lipson
Research Fellow

Briar is a Research Fellow specialising in education. Before joining the Initiative she was a Maths teacher and Assistant Principal in London, where she also co-founded the Floreat family of primary schools. Briar has worked for International Education consultancy CfBT, and the Westminster think tank Policy Exchange. She holds a Masters Degree in Economics from the University of Edinburgh.

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Amy Thomasson
Research Assistant
(Jun 2017-Dec 2017)

Amy was a Research Assistant at The New Zealand Initiative in 2017, focusing primarily on our regulatory governance project. She joined us from Australia, where she completed a Bachelor of Arts from the University of Western Australia, majoring in Political Science & International Relations and Law & Society.

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Martine Udahemuka
Research Fellow

Martine is a Research Fellow at The New Zealand Initiative working on education policy. She has previously published research on migrant and refugee integration in New Zealand. Before moving to Wellington to work for the Ministry of Foreign Affairs and Trade, Martine held roles as student success advisor and learning consultant at Massey University, Palmerston North. She holds a Masters of Arts in Industrial and Organisational Psychology with first class Honours from Massey University.

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Bryce Wilkinson
Senior Fellow

Bryce is a Senior Fellow at The New Zealand Initiative. Bryce is also the Director of economics consultancy Capital Economics. Prior to setting this up in 1997 he was a Director of Credit Suisse First Boston (now First NZ Capital). Before moving into investment banking in 1985, he worked in the New Zealand Treasury,

reaching the position of Director. Bryce has a strong background in public policy analysis, including monetary policy, capital market research and microeconomic advisory work. Bryce holds a PhD in economics from the University of Canterbury and was a Harkness Fellow at Harvard University.



Sam Warburton
Research Fellow

Sam joins The New Zealand Initiative after 13 years in the public service including the Ministries of Business, Innovation and Employment, Primary Industries, and Transport. He will initially be focusing on transport and infrastructure. Sam has a Bachelor of Commerce and Administration with first class Honours from Victoria University, majoring in Economics and Public Policy.



Ben Craven
Project Coordinator

Ben is the New Zealand Initiative's Project Coordinator. Before joining the

New Zealand Initiative, Ben worked in campaigns management for an NGO. He has previously worked in the public sector, and as a researcher in Parliament. Ben holds an undergraduate degree in Politics and Philosophy from Victoria University of Wellington, and a Postgraduate Diploma in Communication from Massey University.



Linda Heerink
Communications Officer
(interim)

Linda Heerink covers Simone White's role while she is on maternity leave until July 2018. Linda has worked in communications at the Dutch Postcode Lottery, BankGiro Lottery and FriendLottery in The Netherlands.



Molly Sokhom
Office Administrator
& Graphic Designer

Molly is the first point of contact for The New Zealand Initiative and deals with the day-to-day administration of the office. Molly moved from California and has

a Bachelor of Arts in Design Studies, with a concentration in Graphic Design. Molly has many years of experience working as an Office Specialist and Graphic Designer for the City of Union City Leisure Services and the City of Berkeley Parks Recreation and Waterfront Department.



Simone White
Communications Officer

Simone White is the Communications Officer at The New Zealand initiative. She is the primary contact for all media enquiries, writes media releases, manages the publication process and social media channels, and is involved with member and stakeholder engagement. Simone has worked in communications at The Royal Australasian College of Physicians and New Zealand Post. She holds a Bachelor of Arts degree from Victoria University.



OUR BOARD



Roger Partridge
Chairman, The New Zealand Initiative

Roger Partridge is Chairman of The New Zealand Initiative and a senior member of its research team. He led law firm Bell Gully as executive chairman from 2007 to 2014, and continues to consult to the firm after 24 years as a litigation partner. Roger was a member of the Council of the New Zealand Law Society, the governing body of the legal profession in New Zealand, from 2011 to 2015. He is a member of the editorial board of the New Zealand Law Review and a member of the Mont Pelerin Society.



Barbara Chapman
Former ASB Bank CEO
2011-2018

Barbara Chapman commenced as Chief Executive and Managing Director of ASB Bank in April 2011. Since 1994, she has held several diverse senior executive roles with the Commonwealth Bank Group of companies, having started her career with the Group as Chief Manager Marketing

at ASB. Ms Chapman is a former Chair of Oxfam New Zealand and a former Director of Oxfam International. She was also an inaugural Trustee of the New Zealand Equal Opportunities Trust and was its Chair for several years. In 2017 Ms Chapman was named the New Zealand Business Leader of the Year.



Matthew Cockram
Chief Executive, Cooper and Company

Matthew Cockram serves as the Chief Executive Officer and Principal of Cooper and Company NZ. Prior to that, he spent 20 years as Chairman, specialising in construction, commercial property and major projects. He has been an independent Director of Tainui Group Holdings Limited since March 25, 2011.



Dr Oliver Hartwich
Executive Director, The New Zealand Initiative

Oliver Hartwich is the Executive Director of The New Zealand Initiative. Before joining the Initiative he worked for leading think

tanks in London and Sydney as well as in the UK House of Lords. His research covers a broad range of policy issues, and his articles have been widely published.



Murray Jack
Chairman, Financial Markets Authority

Murray Jack is Board Chair of the Chartered Accountants Australia and New Zealand and Chair of the Financial Markets Authority. He previously served as Chief Executive and Chairman of Deloitte NZ. He has over 25 years' experience as a management consultant and has worked in the United Kingdom, New Zealand, Australia, and in several countries throughout Asia.



John Judge
Director, John Judge Ltd

Formerly a Chief Executive of Ernst and Young New Zealand, John Judge is chairman of ANZ Bank, a director of Fletcher Building Limited and Fletcher Building Finance Limited and is a former Chairman of the

Crown Organisation, Accident Compensation Corporation. He is also a member of the Otago University School of Business Advisory Board.



Sir Chris Mace
Director, Mace Capital

Sir Chris Mace is an Auckland-based businessman and Director of Mace Capital. In the past, he chaired the Crown Research Institute ESR and later Antarctica New Zealand. He was a founding trustee of the Sir Peter Blake Trust and continues as a trustee of the Antarctic Heritage Trust.



Linda Meade
Partner, Deloitte

Linda Meade is Partner at Deloitte New Zealand. Since joining Deloitte 13 years ago, Linda has played a lead role in the delivery of public sector and infrastructure engagements, with particular emphasis on central government departments, the transport sector, education and housing. She also is a trustee with Wellington Zoo.



Neil Paviour-Smith
Managing Director,
Forsyth Barr

Neil Paviour-Smith is the Managing Director of Forsyth Barr, a leading New Zealand share-broking firm and investment bank. He is a Director of the New Zealand Exchange (NZX)

and of the Chartered Accountants Australia and New Zealand and a Council Member of Victoria University of Wellington.



Scott Perkins
Non-Executive Director,
Brambles, Origin Energy
and Woolworths

Scott Perkins is a Non-Executive Director of Brambles Ltd, Origin Energy Ltd, Woolworths Ltd. He is an active participant in the not-for-profit communities in Australia and New Zealand and has an extensive career in financial services. He was head of corporate finance for Deutsche Bank Australia and New Zealand.



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 Peter Shirtcliffe

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 Dean Bracewell
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 Dame Jenny Gibbs
 Alan Judge
 John Judge
 Joe La Grouw
 Sir Chris Mace
 Scott Perkins
 David Richwhite
 Geoff Ricketts
 Sir Gil Simpson
 Mark Synnott

The combined revenue of our member firms equals



of the New Zealand economy

Members of the Initiative provide employment to

150,000

people in New Zealand



