



ANNUAL REPORT 2025

**THE
NEW ZEALAND
INITIATIVE**

www.nzinitiative.org.nz



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FOREWORD

2025 marked a turning point for The New Zealand Initiative's mission to build a more prosperous country. Ideas we have championed for years moved from research papers into the Government's reform programme.

After more than a decade of advocacy, housing reform finally arrived. Minister Chris Bishop outlined changes that would improve property rights, abolish rural-urban boundaries and establish a planning system that favours development. It is the most significant challenge to restrictive planning rules in a generation.

Education reform continued to advance. Minister Erica Stanford's mandate for structured literacy is bringing proven teaching methods into every primary classroom, while the new knowledge-rich curriculum begins reshaping what students learn. Our Senior Fellow, Professor Barbara Oakley, and Senior Fellow, Dr Michael Johnston, spent five months touring New Zealand schools, working directly with teachers to transform their approach to education.

The Government also committed to replacing fuel excise with distance-based road charging, a fairer and more stable system that the Initiative has long proposed. Competition policy advanced with the fast-tracking of supermarket entry. Foreign investment rules continue to be liberalised.

Our research programme examined challenges from government structure to university standards. Studies ranged from electoral reform after 30 years of MMP to grade inflation in our universities and the future of Kāinga Ora.

Direct engagement with decision-makers remained strong. We hosted Ministers Nicola Willis, Erica Stanford, Chris Bishop, David Seymour, Scott Simpson, Tama Potaka and Brooke van Velden, along with Opposition Leader Chris Hipkins, at member events throughout the year.

In June, we took 40 business and civic leaders to the Netherlands to understand how a small, open economy can be around 50 percent more productive than New Zealand. The lessons were humbling. Dutch success stems not from clever legislation but from culture: practical problem-solving, trust between people and government, and measuring what works.

The Initiative's research and analysis reached a broad audience through our podcasts, newsletters and media commentary.



This engagement helped ensure evidence-based policy discussions on the issues that matter.

This year, New Zealanders will debate the future direction of their country, and we look forward to contributing our ideas to those debates.

We thank our members for their continued support. Their engagement enables our independence and impact in promoting policies for a more prosperous New Zealand.

The year demonstrated what persistent, evidence-based advocacy can achieve. The reforms now underway will take years to deliver results, but the direction is set. Thanks to work like the Initiative's, the path forward is clearer than before.



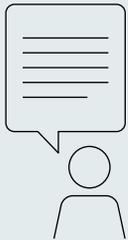
Handwritten signature of Roger Partridge in black ink.

Roger Partridge
Chairman

Handwritten signature of Dr Oliver Hartwich in black ink.

Dr Oliver Hartwich
Executive Director

2025



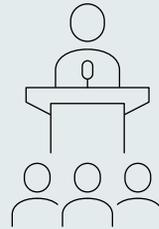
323

opinion articles
published
(including
Insights pieces)



2,067

direct media
mentions



44

Initiative
events held

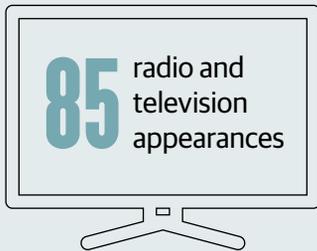


9,471

Insights readers

271

Executive Summary
recipients



85

radio and
television
appearances



43

research reports
(including 27 written
submissions)



102,370

Podcast plays



5,543

Facebook followers



5,203

LinkedIn followers



4,201

Twitter followers



9,896

YouTube video views

**The New Zealand Initiative
is unique, not just by
New Zealand standards.**

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

What truly sets us apart is that while
many 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, 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.

WHAT WE STAND FOR



**Housing
affordability**



**An effective
education system**



**An open
economy**



**A sustainable
natural environment**



**Sound fiscal
oversight**



**A free and
democratic society**



**A stable
currency**



**Equitable and
accessible healthcare**



Rule of law



**The separation
of power**

OUR PRINCIPLES

The challenge in public policy is often not to define what you want to achieve, but to find workable ways to achieve widely shared goals on solid foundations. We pledge that:

**We are
credible.**

Our research is based on a sound theoretical framework and is peer-reviewed.

**We are
non-partisan.**

We engage with parties from across the political spectrum.

**We are
independent.**

We advocate policies to benefit all New Zealanders overall, not the interests of individual businesses or industries.

**We are
committed.**

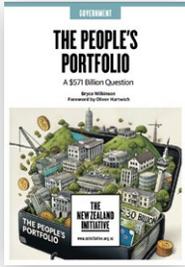
Our members and the Initiative team share the vision to build a more prosperous and successful New Zealand.

**We are
evidence-based.**

Our recommendations are supported by empirical evidence, and often from international sources.

OUR
**RESEARCH &
SUBMISSIONS**

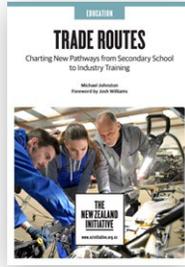




The People's Portfolio

Dr Bryce Wilkinson
Research Report
February 2025

This Research Report reveals that the New Zealand government owns assets worth \$571 billion, equating to \$275,000 per household. However, the returns generated by these assets fail to cover the interest costs on the borrowed funds used for their acquisition. The author, Dr Bryce Wilkinson, emphasises that interest payments alone consume nearly 4 cents of every tax dollar collected, raising questions about the value for money taxpayers receive, especially given the pressing need for improved infrastructure, hospitals, and schools. The report highlights successful privatisations, such as Telecom in 1990, which led to enhanced services and lower prices for consumers. While not advocating the sale of all assets, Bryce calls for an independent review to identify instances where changes in ownership could benefit New Zealanders by delivering better services and releasing funds for critical infrastructure investment.



Trade Routes: Charting New Pathways from Secondary School to Industry Training

Dr Michael Johnston
Research Report
March 2025

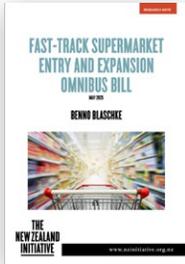
Only 6% of New Zealand's school leavers enter industry training, whereas more than 30% enrol at university. The report argues this stems from cultural bias in favour of university, leaving industry training in a vicious circle of poor resourcing and low participation. Key recommendations include: consolidating and uncapping funding mechanisms for industry training at secondary level; redirecting universal fees-free funding from universities to apprenticeships; introducing training wages and a trainee bonding system; reconstituting Workforce Development Councils with elected industry representatives; establishing specialised senior secondary schools (Years 11-13) for industry training pathways; and creating a National Certificate of Industry Training.



The Heart of Healthcare: Renewing New Zealand's Primary Care System

Dr Prabani Wood
Research Note
April 2025

This Research Note by Dr Prabani Wood emphasises the economic benefits of investing in general practice to alleviate pressure on hospitals and enhance patient care. Prabani argues that recent initiatives to address GP shortages are just the beginning of a necessary overhaul. The report highlights the cost differences between emergency department visits and GP consultations, with studies suggesting that investing in primary care can lead to cost savings. It recommends reforming the GP funding model, implementing a unified health IT system, and developing team-based care models that preserve continuity of care.



Fast-Track Supermarket Entry and Expansion Omnibus Bill

Dr Benno Blaschke

Research Note

May 2025

The New Zealand Initiative has proposed a “Fast-track Supermarket Entry and Expansion Omnibus Bill” to increase competition in the retail grocery sector. The bill aims to streamline regulatory processes for new stores and warehouses, providing decisions within months and overriding obstructive planning regulations. This would open the market to new competitors, allowing them to compete for potential super-profits while providing better service to consumers. The Initiative argues that fixing regulatory structures that hinder new entry is more effective than breaking up companies, which may increase prices.



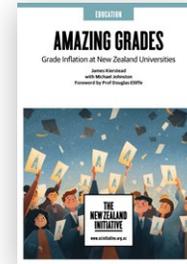
Smart Support for Councillors: AI Tools for Local Leaders

Nick Clark

Research Note

June 2025

In “Smart Support for Councillors: AI Tools for Local Leaders”, Nick Clark examines how AI can help address information asymmetries between part-time elected officials and full-time professional staff in New Zealand councils. Nick argues that AI tools designed for councillors could enhance their analytical capabilities, enabling them to make better-informed decisions and improve democratic oversight. The report discusses potential AI applications, presents a case study, and addresses implementation challenges. The research note recommends developing shared resources, investing in councillor training, engaging the public, and establishing evaluation frameworks to ensure AI strengthens rather than undermines local democracy.



Amazing Grades: Grade Inflation at New Zealand Universities

Dr James Kierstead

Research Report

August 2025

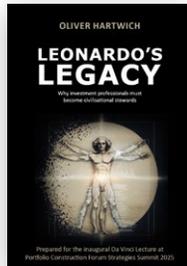
Dr James Kierstead’s report “Amazing Grades” reveals a steady increase in the proportion of A grades and pass rates at New Zealand universities over the past 20 years, with a sharp spike during the COVID-19 pandemic. The report argues that these grade rises are unlikely to be justified by improved student performance, or factors such as student preparedness, gender ratios, funding changes, and staff-to-student ratios. Drawing on faculty testimonies, it suggests that grade inflation is driven by incentives and administrative pressure on academics to award higher grades with few checks. The report outlines potential solutions, such as statistical moderation, adjusting incentives, and changes to grading culture. multi-pronged reform effort to curb grade inflation and strengthen the integrity of university grading.



Unscrambling Government: Less Confusion, More Efficiency

Roger Partridge and Jemma Stevenson
Research Report
September 2025

This Research Report shows that New Zealand's executive branch is unusually fragmented compared to peer countries, with 81 ministerial portfolios, 28 ministers and 43 departments. This complexity appears to be a political choice and is linked to weak fiscal discipline, inefficient decision-making and poor accountability. To improve coherence and effectiveness, the authors propose consolidating portfolios into 15–20 key domains, aligning departments accordingly, and creating a “junior minister” role. Two alternative models are presented, along with a phased implementation approach. The authors stress this is a substantive proposal to improve accountability and leadership, not merely a cosmetic change. The report aims to equip the government to deliver better outcomes for New Zealand.



Leonardo's Legacy

Dr Oliver Hartwich
Essay
September 2025

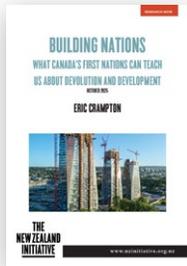
Dr Oliver Hartwich's essay argues that the Western order underpinning global prosperity is quietly crumbling. He traces its origins from the Renaissance through the Enlightenment, identifying five interconnected crises threatening its foundations: fragmenting trade, collapsing alliances, fading Western hegemony, vanishing civic knowledge, and an AI revolution amplifying every weakness. Oliver contends that today's leaders must become Renaissance people, investing in civilisation as the Medici did, thinking broadly, and building for the long term. He presents a stark choice: optimise within decline or rebuild the foundations of our prosperity.



Monetary Policy Without Mates: Why the Reserve Bank is Right to Focus on Price Stability

**Dr Oliver Hartwich, Dr Eric Crampton,
and Dr Bryce Wilkinson**
Research Note
September 2025

In “Monetary Policy Without Mates”, Dr Oliver Hartwich, Dr Eric Crampton, and Dr Bryce Wilkinson argue that criticism of the Reserve Bank of New Zealand's restrictive monetary policy is misplaced. They contend the RBNZ had to maintain higher rates to prevent inflation expectations from becoming unanchored, a far greater long-term threat than a short recession. The authors argue that the government's fiscal choices, particularly the timing of tax cuts, created a policy conflict that exacerbated the downturn. They call for greater fiscal discipline moving forward to enhance the credibility and sustainability of the RBNZ's price stability mandate.



Building Nations: What Canada's First Nations can teach us about devolution and development

Dr Eric Crampton

Research Note

October 2025

In this Research Note, Dr Eric Crampton examines how Canadian First Nations are exercising autonomy over zoning, taxation and infrastructure on their reserve lands, leading to rapid housing development and economic independence. He traces the legislative reforms that enabled this shift, from the 1988 Kamloops Amendment to the 2005 First Nations Fiscal Management Act. Eric highlights the critical role of nation-building investments, such as the First Nations Tax Commission and the Tulo Centre, in reducing transaction costs and building governance capabilities. He argues New Zealand could draw lessons from Canada's opt-in, incremental approach to devolution, suggesting legislated iwi autonomy over land use and infrastructure could unlock similar gains.



Owning Less to Achieve More: Refocusing Kāinga Ora

Dr Bryce Wilkinson

Research Report

October 2025

In "Owning Less to Achieve More: Refocusing Kāinga Ora", Dr Bryce Wilkinson questions whether New Zealand's state housing agency, Kāinga Ora, needs to own 78,000 properties given the challenges it faces, including rent arrears, disruptive tenants, and weak cost control. Bryce argues that while the government should support housing for those in need, extensive property ownership may not be the best approach. Drawing on international examples, he suggests separating housing assistance from ownership to a greater extent could better serve New Zealanders while freeing up capital. The report concludes with eight policy suggestions for optimising government housing support.



MMP After 30 Years: Time for Electoral Reform?

Nick Clark

Research Report

October 2025

In "MMP After 30 Years", Nick Clark examines New Zealand's mixed-member proportional electoral system and identifies areas for improvement. He argues for extending parliamentary terms, increasing the number of MPs, and reducing the size of the executive. Nick also recommends abolishing overhang seats, lowering the party vote threshold, and retaining the coat-tailing provision. Other proposals include modernising voting rules, replacing by-elections with party list replacements, and enhancing civic education. Drawing on international comparisons, especially with Germany, this report presents a package of targeted reforms to strengthen proportionality, accountability, and effective governance under MMP.



Better Health Through Better Data

Dr Prabani Wood

Research Note

October 2025

In “Better Health Through Better Data”, Dr Prabani Wood argues that incorporating general practice data into New Zealand’s Integrated Data Infrastructure (IDI) would provide a more comprehensive understanding of the health system. Prabani recommends a clinician-led approach with strong privacy protections and data standards to ensure trust and usability. She proposes delivering value to clinicians through feedback tools and expanding the network deliberately to ensure representativeness. Drawing on the Canadian Primary Care Sentinel Surveillance Network as a model, she outlines a practical roadmap for implementation that could improve patient care, clinical practice, and health policy decision-making.



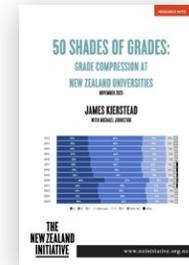
Go Dutch: What New Zealand can Learn from the Netherlands

Dr Oliver Hartwich

Research Note

November 2025

In “Go Dutch,” Dr Oliver Hartwich explores lessons for New Zealand from our 2025 delegation visit to the Netherlands. Despite its small size, the Netherlands punches above its weight in agriculture, trade, and innovation. Oliver attributes Dutch success to a pragmatic, collaborative culture shaped by the need to manage water collectively. The report highlights Dutch models in flood protection, regulatory reform, public-private research, and national branding. He argues New Zealand could learn from the Dutch habits of careful planning, disciplined execution, openness to partners, and policy continuity despite political changes.



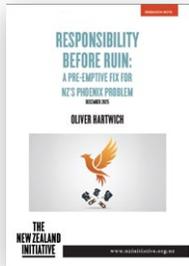
50 Shades of Grades: Grade Compression at New Zealand Universities

Dr James Kierstead

Research Note

November 2025

“50 Shades of Grades: Grade Compression at New Zealand Universities” by Dr James Kierstead extends the analysis of trends in university grading presented in his earlier report, “Amazing Grades.” This Research Note shows that the growing prevalence of A grades at New Zealand universities from 2006 to 2024 caused a compression of B and C grades. It notes that, if nothing is done to curb grade inflation at New Zealand universities, A will soon be the common grade, thereby devaluing truly outstanding performance and threatening public trust in universities.



Responsibility Before Ruin: A pre-emptive fix for NZ's phoenix problem

Dr Oliver Hartwich

Research Note

December 2025

In "Responsibility Before Ruin: A Pre-emptive Fix for NZ's Phoenix Problem", Dr Oliver Hartwich examines the systemic loss of hundreds of millions in corporate tax revenue due to weaknesses in New Zealand's director accountability framework. Oliver argues that existing remedies, from preferential creditor status to anti-phoenix rules, have proven ineffective because they are reactive and costly to enforce. Drawing on the German model, he proposes a proactive duty for directors to act promptly when tax defaults occur, with personal liability for those who fail to remedy the default or initiate insolvency proceedings. The research note contends this balanced approach would protect public funds, ensure market fairness, and shift the focus from punishing business failure to enforcing responsibility before companies fail.

SUBMISSIONS

In 2025, the Initiative made submissions to:

- Discussion Document on the Proposed Regulatory Standards Bill
- Resource Management (Consents and Other System Changes) Amendment Bill
- Australian Government's Consultation on the Proposed New Digital Competition Regime
- Promoting competition in New Zealand – A targeted review of the Commerce Act 1986
- Gene Technology Bill
- Options for the Future of Work-Based Learning
- IRD Issues Paper: Taxation and the not-for-profit sector
- Term of Parliament (Enabling 4-year Term) Legislation Amendment Bill
- Land Transport Management (Time-of-Use Charging) Amendment Bill
- Medicines Amendment Bill
- Education and Training Amendment Bill (No.2)
- The Education and Training Amendment Bill (No.2)
- Public Works (Critical Infrastructure) Amendment Bill
- Regulatory Standards Bill
- Public Finance Amendment Bill
- Overseas Investment (National Interest Test and Other Matters) Amendment Bill
- National Direction Changes under the Resource Management Act (Packages 1-3)
- Inquiry into the harm young New Zealanders encounter online, and the roles that Government, business, and society should play in addressing those harms
- Going for Housing Growth Pillar 1: Freeing up Land for Urban Development
- Employment Relations Amendment Bill 2025
- Local Government (Systems Improvements) Amendment Bill
- Electoral Amendment Bill
- Draft Standardised Code of Conduct for Local Authorities
- 2025 Review of Key Capital Settings
- Inquiry into Performance Reporting and Public Accountability
- Fast-Track Approvals Amendment Bill
- Racing Industry (Closure of Greyhound Racing Industry) Amendment Bill



ACHIEVEMENTS

Dr Michael Johnston's appointment to the New Zealand Qualifications Authority (NZQA)

Dr Michael Johnston was seconded to NZQA for three months as a technical advisor. During that time, he wrote a report providing technical advice on the New Zealand Certificate of Education, which will replace NCEA as New Zealand's school qualification system from 2029.

Fast-Track Supermarket Entry

In May, Dr Benno Blaschke released his Research Note, titled "Fast-Track Supermarket Entry and Expansion Omnibus Bill." Following this, in August, the coalition government released its own package to fast-track supermarket energy, which closely followed the blueprint laid out in The New Zealand Initiative's Research Note. Although some elements of the government's plan do not align with the Initiative's proposal, this is still an impressive step forward and increases the potential for overseas investment.

Road User Charges

After more than half a decade of advocating for a shift to Road User Charges (RUC), including the release of Dr Matthew Birchall's Research Report, "Driving Change: How Road Pricing can Improve our Roads," the government has announced its decision to replace petrol taxes with a universal Road User Charge system. This is the most significant change to road funding in decades and reflects the Initiative's call for a market-friendly approach that uses technology to make paying RUC straightforward.

Dr Eric Crampton's visit to Israel

Our chief economist, Dr Eric Crampton, spent a week in Israel as a guest of the Israeli government, attending PLANETech Week 2025. He toured startups working on green hydrogen production, low-carbon inputs for cement, precision-fermentation food products, off-grid biogas systems and desert agriculture enabled by desalination. The trip offered policy lessons too. Israel's climate-tech sector thrives despite dysfunction elsewhere:

the government owns 95% of land, housing rivals Auckland for unaffordability and councils resist growth because they must fund schools. Innovation can flourish amid broken policy – though fixing both would be better.

Dr Michael Johnston spoke in the Curriculum Roadshow 2025

Dr Michael Johnston joined and spoke during the Curriculum Roadshow in October and November 2025, the roadshow was led by Education Minister Erica Stanford, presenting the knowledge rich curriculum to thousands of teachers and principals.

Dr Michael Johnston joined the Curriculum Coherence Group

The Curriculum Coherence Group is convened by the Ministry of Education and comprises independent experts who advise on the design of New Zealand's new knowledge rich curriculum and review drafts. Dr Michael Johnston was invited to become a member in 2025.



OUR ENGAGEMENT

MEMBER EVENTS

We hosted 13 members' dinners and lunches, as well as member-exclusive events. We are proud to have hosted several high-level speakers in 2025. These meetings enabled members to hear from and engage with politicians, industry experts, and international speakers on a range of topics.

MAKING
DREAMS
COME
TRUE

TU Delft Dream



Netherlands delegation, July



Members' Retreat

April, Auckland

In his opening remarks, the Initiative's Executive Director Dr Oliver Hartwich, celebrated the government's mission to replace a "culture of saying no" with a "culture of getting things done". He then joined Initiative Chair Roger Partridge for a "State of the Nation" session examining New Zealand's economic challenges, structural budget deficits, and shifting global dynamics.

Finance **Minister Nicola Willis** headlined the economic policy discussions, sharing her vision for revival, productivity growth and easing cost-of-living pressures. **ANZ CEO Antonia Watson, Auckland Airport CEO Carrie Hurihanganui and Fonterra CEO Miles Hurrell** followed with a members' forum that identified barriers to growth and strategies to realise the nation's economic potential.

Education and Immigration **Minister Erica Stanford** explored how the new school curriculum and streamlined immigration can help alleviate labour shortages and accelerate economic growth. Māori Development **Minister Tama Potaka** highlighted his work empowering iwi, advancing self-determination and unlocking prosperity for Māori communities.

Minister Chris Bishop outlined his multi-pronged plan to tackle New Zealand's housing crisis, infrastructure deficit and RMA reform. At the same time, Workplace Relations **Minister Brooke van Velden** shared strategies to transform labour markets and boost productivity through changes to employment law. **Opposition leader Chris Hipkins** provided counterpoints on economic priorities, infrastructure planning and public sector reform, stressing the need for bipartisan solutions. Other sessions featured a presentation by research fellow **Dr Prabani Wood** on her new "Heart of Healthcare" report.

The retreat closed with a powerful keynote dinner by **engineer and Professor Barbara Oakley**, who drew on her eclectic background to demonstrate how innovative

"AI-enhanced" learning methods can be strategically combined with traditional teaching to equip New Zealanders for a technological future.

Throughout the day, participants engaged in robust debates, forged new connections and left energised to help build a more dynamic and prosperous New Zealand. As Dr Hartwich noted, the retreat's real value often emerged not just on stage, but in the buzzing conversations between sessions, as leaders informally traded practical wisdom and fresh ideas to inform the Initiative's work in the coming year.

We are proud to have hosted several high-level speakers in 2025.

Members' Lunch with Hon David Seymour (February), Auckland

In Auckland, we hosted a members' lunch with Hon David Seymour, sponsored by PwC, which drew over 40 members. He spoke to our members about his role as a coalition party leader and future Deputy Prime Minister, as well as his work as the Minister of Regulation.



Members' Lunch with Craig Stobo (March), Auckland

We held a members' lunch hosted by Suncorp with in March, where Craig Stobo discussed New Zealand's evolving financial landscape and shared insights into his role as Chair of the Financial Markets Authority (FMA).



The end of globalisation, how to find common ground when global trade collapses (April), Webinar

Vangelis Vitalis, Deputy Secretary, Trade and Economic at the Ministry of Foreign Affairs and Trade, joined us for a member only webinar discussing the transformation of global commerce resulting from US tariffs, along with potential opportunities to forge non-US trade relationships.

Members' Lunch with Hon Scott Simpson (April), Auckland

In April, Westpac hosted our lunch in Auckland with the Minister of Commerce and Consumer Affairs, Hon Scott Simpson. The Minister discussed his vision for strengthening New Zealand's business environment and enhancing consumer protections with our members.





Go Dutch: Business Delegation

June, The Netherlands

In June, The New Zealand Initiative led a delegation of 42 top business leaders to the Netherlands to study how this small, innovative nation has become a global leader in areas such as agriculture, water management and cybersecurity. Over the course of a week, we met with Dutch officials, executives, and researchers to identify practical lessons that New Zealand could adapt to enhance its own economic performance and social outcomes.

At **Wageningen University & Research**, known as “Food Valley”, we saw how deep collaboration between academia and industry accelerates the commercialisation of agri-food innovations. The Dutch produce astonishing agricultural output from limited land by treating innovation as routine business. Europe’s largest seaport, the **Port of Rotterdam**, demonstrated the power of future-oriented, commercially disciplined governance by handling over 460 million tonnes of cargo annually, largely through automated terminals.

The Dutch mastery of water was on full display at the **Delta Works** and **Kinderdijk**. We learned how the Dutch have built centuries of public trust through competent water management by elected regional water authorities with their own revenue

streams, allowing them to plan for the long term. In The Hague, the Security Delta (HSD) cluster demonstrated how more than 300 firms, agencies, and universities collaborate on cybersecurity and resilience, turning innovations into deployable solutions at a rapid pace while investing heavily in talent.

At **Heineken’s** newly opened Global R&D Centre in Zoeterwoude, located next to Europe’s largest brewery, we witnessed a major global firm connecting research, product development, and production on a significant scale. Heineken’s ambitious sustainability commitments, such as achieving fully renewable energy in production by 2030, exemplify how Dutch industrial icons are embracing the energy transition.

In each case, we saw a culture of trust in institutions that deliver consistent results, an ability to cooperate across sectoral lines, and a future-oriented mindset that preserves what works while adapting to new realities. The Dutch align their national story and institutional practices with minimal fuss. We must learn these habits as we work to build a more innovative and resilient New Zealand - to make long-term planning the norm, keep score on our rules, leverage technology with purpose, and ensure our values align with our actions. The Netherlands demonstrates that a small nation can have a significant global impact when it invests in quality and keeps its commitments.

Members' Lunch with Rt Hon Chris Hipkins (July), Auckland

We held a members' lunch with Rt Hon Chris Hipkins, kindly hosted by Bell Gully. At this lunch, the leader of the opposition spoke to our members about Labour's policy priorities and strategies for the remainder of the parliamentary term. This was an opportunity for our members to hear his thoughts on Labour's priorities since the 2023 election and their role as the opposition.

Members' Dinner with Hon Chris Bishop (August), Wellington

In August, we hosted a members' lunch with Hon Chris Bishop, sponsored by Forsyth Barr in Wellington. At this dinner, our members had the opportunity to speak to the Minister about his many portfolios and his vision for New Zealand's urban economic development.

Members' Lunch with Iain Rennie CNZM (August), Auckland

ASB hosted a members' lunch with Iain Rennie in August, where he discussed his role as Chief Executive of the Treasury, their focus on economic principles, and his speech launching the draft Te Ara Mokopuna 2025. These insights were appreciated by our members, staff, and ASB guests.





Members' Lunch with Hon Erica Stanford (August), Auckland

PwC kindly hosted a lunch for our members with Hon Erica Stanford in August. At lunch, the Minister spoke to our members about the significant NCEA changes announced this year and the future of New Zealand's education system.

Members' Lunch with Dr Oliver Hartwich (September), Auckland

We held a members' lunch with our Executive Director, Dr Oliver Hartwich, who spoke to members about our work at The New Zealand Initiative this year and the government's agenda. Cooper and Company kindly hosted this lunch.

Members' Lunch with Right Honourable Sir Nick Gibb (October), Auckland

In October, we held a members' lunch with the Right Honourable Sir Nick Gibb. Our members heard from Nick about his work driving reform of the British school system and gained valuable insights and lessons for New Zealand as it embarks on its own reforms.

Members' Dinner with Hon Nicola Willis (November), Wellington

For our final Members' only event of the year, we hosted Hon Nicola Willis for dinner, kindly hosted by Infracore. At this dinner, our members had the opportunity to discuss the Minister's perspective on New Zealand's fiscal and economic policies.





Events with Professor Barbara Oakley

5-month visit

During her 5-month visit to New Zealand, Professor Barbara Oakley collaborated with schools to transform mathematics education. She launched MOOCs on AI in education and overcoming math teaching fears.

Professor Oakley shared her innovative learning approaches and techniques from her renowned “Learning How to Learn” workshops. She gave numerous talks to school leaders and teachers, many in collaboration with Dr Michael Johnston, including at Akaroa Area School, Avonside Girls’ College, Manurewa Intermediate, Auckland Grammar School, Coromandel Area School, Epsom Girls’ Grammar School, Christ College, St Bernard’s College, Samuel Marsden Collegiate School, Scots College, Hillcrest Kāhui Ako, Vanguard Military School, Zenith Prep Academy, and a meeting of the Central North Island Principals’ Association.

Additionally, she presented a series of webinars, again in collaboration with Michael, at the University of Auckland. She also spoke at Waikato University, the Cambridge Schools Conference, Chinese Language Week, Nelson AI Sandbox, Knowledge Shop Workshop, and a Members’ Breakfast hosted by ANZ. At the end of Professor Barbara Oakley’s time working with The New Zealand Initiative, we hosted a farewell function at our Wellington office.

SPEAKING ENGAGEMENTS

German New Zealand Chamber of Commerce CEO Forum, (March) Online

Oliver addressed the CEO Forum on Germany's new coalition government and prospects for NZ-German relations.

BusinessNZ Major Companies Group (March) , Wellington

Roger addressed the Major Companies Group on judicial activism and its implications for business certainty in New Zealand.



Institute of Public Affairs Members' Retreat (March), Adelaide

Oliver spoke at the IPA's annual Members' Retreat in Adelaide.

'p'OLITICS Panel Series (April), Wellington

Oliver joined Josie Pagani's panel series at the Wellington Club alongside BusinessDesk's Patrick Smellie to discuss how New Zealand should navigate an increasingly volatile geopolitical landscape, including the implications of US tariffs, shifting security alliances, and the evolving roles of Five Eyes and AUKUS.

Local Government New Zealand Zone Five and Six Conference (April), Christchurch

Oliver presented on the executive mayor model at the LGNZ Zone Five and Six Conference, drawing on the Initiative's report Making Local Government Work. Senior Fellow Nick Clark also attended.

INFINZ Going for Growth (April), Christchurch

Eric joined a panel discussion on the future of monetary and fiscal policy alongside Kelly Eckhold (Chief Economist, Westpac NZ), Hannah Donaldson (Director, Jarden Wealth), and Grant Spencer (former Deputy Governor, Reserve Bank of NZ).

New Zealand Assessment Institute Conference (April), Auckland

Michael participated in a panel discussion on the purposes of educational assessment.

Hillcrest Kahui Ako (May), Hamilton

Michael addressed teachers and principals at the Hillcrest Kahui Ako Conference on the new national curriculum.



Financial Services Federation CEO Forum (June), Wellington

Eric addressed the Financial Services Federation's CEO Forum at the National Library before attending the Federation's 60th anniversary celebration at Parliament.

Careers Councillors' Meeting (August), Auckland

Michael addressed a meeting of Auckland-based school Careers Councillors on vocational education reform.

The Teachers' Institute (August), Auckland

Michael addressed staff and teachers in training at the Teachers' Institute on AI in education.

Portfolio Construction Forum (September), Auckland

Oliver delivered the inaugural da Vinci Lecture, exploring how Leonardo's curiosity and Enlightenment thinking continue to shape prosperity today. He addressed five interlinked crises facing the global economy, from trade fragmentation to artificial intelligence, and called on investment professionals to help restore trust in institutions and markets. The lecture drew on his essay, "Leonardo's Legacy."

School Leaders' Essential Legal and Governance Updates Conference (September), Auckland

Michael gave a presentation on factors affecting school students' mental health.

Technology, Reforms and the Future of Education (September), Auckland

Michael participated in a panel discussion on AI in education at a Business NZ event at Buddle Finlay.

Curriculum Roadshow (October), Auckland, Rotorua, Wellington, Christchurch

Michael participated in panel discussions at events around the country for the Curriculum Roadshow, organised by the Ministry of Education.



UpliftED Conference (October), Wellington

Michael presented on boys' education at UpliftED, a conference for teachers and school leaders at the Wellington campus of Massey University.

Pie Funds' Investor Event (November), Wellington, Auckland and Hawkes Bay

Oliver joined Pie Funds' annual investor roadshow as a guest speaker, presenting his outlook on New Zealand's political and economic position to more than 800 attendees across three cities.



Young Policy Professionals event (November), Wellington

Michael spoke on policy development to a meeting of young policy professionals at Iron Duke.

PUBLIC EVENTS

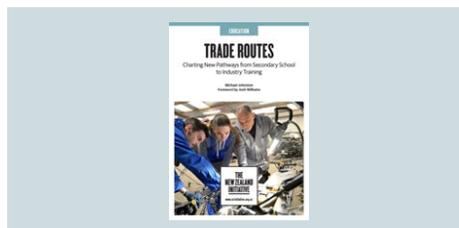
Webinar: Art and Science of Learning (March)

This webinar provided an opportunity to introduce Barbara to our members and listeners. She spoke about her remarkable life, her popular online course “Learning How to Learn,” and the work she would undertake in New Zealand.



What's next after school? (March)

In March, we launched our new Research Report, “Trade Routes: Charting New Pathways from Secondary School to Industry Training,” written by our Senior Fellow, Dr Michael Johnston. This launch was held at The BUSY School campus, where Michael was joined by the school’s Foundational Principal, Moana Va’a’eula, along with current BUSY School students who shared their experiences.



Webinar: Trade Routes: Charting new pathways (March)

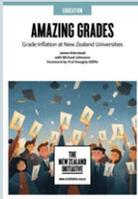
Dr Michael Johnston’s public launch of his Research Report was followed by a webinar, where he was joined by Josh Williams, Head of Consulting at the Skills Group, and Dr Oliver Hartwich, Executive Director at The New Zealand Initiative. In the webinar, Michael, Josh and Oliver discussed the Research Report, examining the success of a similar German dual-training model and outlining initiatives to be introduced in secondary and tertiary education to enhance the quality of industry training.



Webinar: Smart Support for Councillors: AI tools for local leaders (June)

In June, Research Fellow Nick Clark launched his Research Report, “Smart Support for Councillors: AI Tools for Local Leaders.” We hosted a webinar to discuss the critical issues facing councillors, particularly the limited time they have to work through substantial amounts of content. Joined by former Wellington City Councillor Tim Brown and our Executive Director, Dr Oliver Hartwich, Nick discussed the possibility of introducing AI tools to these councillors to help reduce the challenges they face.





Webinar: Amazing Grades: Grade Inflation at New Zealand Universities (August)

Dr James Kierstead launched his Research Report, "Amazing Grades: Grade Inflation at New Zealand Universities." We hosted a Webinar where James gave an overview of the key data and trends over the past two decades. James was joined by Douglas Elliffe, a professor at the University of Auckland's Faculty of Science, and our Executive Director, Dr Oliver Hartwich. The three of them discussed possible solutions to grade inflation the main drivers behind it.

Webinar: Unscrambling Government: Less Confusion, More Efficiency (September)

Our Research Report, "Unscrambling Government: Less Confusion, More Efficiency," was written by our Chairman and Senior Fellow, Roger Partridge. In this webinar, Roger was joined by Dr Murray Horn, an Adjunct Senior Fellow at The New Zealand Initiative, along with our Executive Director, Dr Oliver Hartwich. The report focuses

on the unnecessary complexities of the New Zealand executive government and examines how we could streamline this maze to improve accountability, efficiency and policy coherence.



Webinar: Owing Less to Achieve More: Refocusing Kāinga Ora (October)

In October, our Senior Fellow, Dr Bryce Wilkinson, authored his Research Report, "Owing Less to Achieve More: Refocusing Kāinga Ora." For his webinar, Bryce was joined by the former Prime Minister of New Zealand, Rt Hon Sir Bill English, who served as Minister of Finance from 2008 to 2017. Dr Oliver Hartwich, Executive Director at The New Zealand Initiative, joined the two of them for a discussion on the mounting challenges facing Kāinga Ora, the proposed solution to restructure state housing provision, and the potential benefits of a more decentralised, community-based approach.



Webinar: MMP After 30 Years: Time for Electoral Reform? (October)

This webinar was the launch of Senior Fellow Nick Clark's Research Report, "MMP After 30 Years: Time for Electoral Reform?". Nick was joined by David Farrar, a political commentator and owner of market research company, Curia Market Research, and by our Executive Director, Dr Oliver Hartwich.

Nick provided an overview of how MMP has evolved in New Zealand and offered recommendations for possible reforms in constitutional arrangements, electoral mechanisms, and voting processes. David then shared his perspective on these reforms and their implications for New Zealand democracy.



ONE YEAR IN REVIEW

2025

A snapshot of
our work published
throughout the year.
Visit our website to
read the full versions
of our work.

JAN

13 JANUARY

Discussion Document on
the Proposed Regulatory
Standards Bill

Submission

16 JANUARY

How did we end up so asset-
rich but service-poor?

NZ Herald



17 JANUARY

Judicial independence and
constitutional balance: a
response to David Harvey

LawNews

17 JANUARY

Bold action the only course
amid sure signs of economic
'hell ride'

The Australian

17 JANUARY

A pessimist's reasons to be
optimistic in 2025

Newsroom



22 JANUARY

Europe's far-right dominoes
knock down democracy

Newsroom



23 JANUARY

Transparency, not ideology:
The case for the Regulatory
Standards Bill

NZ Herald



24 JANUARY

Dr Oliver Hartwich on
Christopher Luxon's new
foreign investment agency

Newstalk ZB

24 JANUARY

What the Regulatory
Standards Bill really means

Podcast

27 JANUARY

Growth is good: how the
PM's speech has moved
the vibe

The Post



27 JANUARY

Dr Michael Johnston on
NCEA and Cambridge exams

RNZ Nights

28 JANUARY

Responding to Salmond:
Democracy, Classical
Liberalism, and the
Regulatory Standards Bill

Podcast

29 JANUARY

New Zealand's 'No' culture
threatens growth agenda

The Australian

29 JANUARY

When politicians campaign
on competition, be very
worried

Newsroom



30 JANUARY

Supreme Court's rush to
judgment is a constitutional
wake-up call

NZ Herald

30 JANUARY

Dr Eric Crampton speaks
to Sean Plunket about
privatisation

The Platform

31 JANUARY

Hayek's real bastards

Newsroom



FEB

3 FEBRUARY

Property, liberty, transparency: the principled basis for the Regulatory Standards Bill

[The Post](#)



4 FEBRUARY

Merkel's legacy still haunts German politics

[Newsroom](#)



5 FEBRUARY

The steady growth of NZ regulation

[Podcast](#)

6 FEBRUARY

New Zealand's sovereign reality and our path to nationhood

[NZ Herald](#)



9 FEBRUARY

Freedom and Faith: The Jordan Peterson Paradox

[Quadrant](#)

10 FEBRUARY

The long road to housing affordability

[The Post](#)



10 FEBRUARY

Resource Management (Consents and Other System Changes) Amendment Bill

[Submission](#)

11 FEBRUARY

America's Pacific paradox leaves the door open to China

[The Australian](#)

11 FEBRUARY

The (transplanted) paranoid style in Kiwi politics

[Newsroom](#)



13 FEBRUARY

New Zealand Initiative Welcomes Focus on Grocery Market Competition, but cautions against changes to KiwiSaver

[Media release](#)

13 FEBRUARY

Time to modernise New Zealand's gene technology rules

[NZ Herald](#)



13 FEBRUARY

A Local Rescue Plan for Democracy

[Quadrant](#)

14 FEBRUARY

Promoting competition in New Zealand - A targeted review of the Commerce Act 1986

[Submission](#)

14 FEBRUARY

The trouble with hate crime laws

[Podcast](#)

14 FEBRUARY

Australian Government's Consultation on the Proposed New Digital Competition Regime

[Submission](#)

17 FEBRUARY

Gene Technology Bill

[Submission](#)

18 FEBRUARY

Ryan Bridge on The Initiative's report on government bloat

[Newstalk ZB](#)

18 FEBRUARY

Judicial restraint and constitutional peril in the Alphabet and Edwards decisions

[LawNews](#)



18 FEBRUARY

The day the West died

[Newsroom](#)

20 FEBRUARY

The day the West died: Awake-up call for New Zealand

[Podcast](#)

20 FEBRUARY

Bureaucracy is strangling NZ's potential for growth

[NZ Herald](#)



22 FEBRUARY

Trump's War on Constitutional Democracy

[Quadrant](#)

24 FEBRUARY

Dr Oliver Hartwich on Germany's election challenges and economic headwinds

[Newstalk ZB](#)

24 FEBRUARY

Delivering competition shouldn't come down to a roll of the dice

[The Post](#)



MAR

25 FEBRUARY

Dr Bryce Wilkinson discusses selling Crown assets to address rising debt costs
Newstalk ZB

25 FEBRUARY

The People's Portfolio
Research Report



25 FEBRUARY

Let the Natural Hazards Commission charge risktakers higher premiums
Newsroom



25 FEBRUARY

Why does the government own \$571 billion in assets?
Media release

26 FEBRUARY

Turning New Zealand into Singapore
Quadrant

27 FEBRUARY

How local planning rules block retail competition
Podcast

27 FEBRUARY

What Crown assets should we sell?
NZ Herald



28 FEBRUARY

Roger Partridge warns of Trump's threat to constitutional democracy
The Platform

28 FEBRUARY

The People's Portfolio: A \$571 Billion Question
Podcast

1 MARCH

Judicial Overreach
New Zealand Law Journal

3 MARCH

A Feckless President's Betrayal
Quadrant

4 MARCH

It's Trump's defenders, not detractors, who have 'Derangement Syndrome'
Newsroom



4 MARCH

The art and science of learning
Webinar video

6 MARCH

Giving councils more flexibility
NZ Herald



6 MARCH

Dr Oliver Hartwich on Adrian Orr's resignation from the RBNZ
Newstalk ZB

7 MARCH

Meet Jemma Stevenson: Tackling government complexity
Podcast

9 MARCH

The wilful blindness of Putin's apologists
Quadrant

10 MARCH

An age of prosperity gives way to the time of monsters
The Post



11 MARCH

A pragmatic step toward congestion charging
Newsroom



13 MARCH

Acute threat to New Zealand as Donald Trump's tariffs threaten globalisation
NZ Herald



13 MARCH

Former Australian Home Affairs Secretary Calls for Integrated ANZAC Military Force
Media advisory

14 MARCH

Former Australian Home Affairs Secretary calls for integrated ANZAC defence force
Podcast

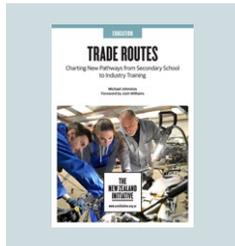
18 MARCH

Putin's dangerous war games
Newsroom



19 MARCH

Trade Routes: Charting New Pathways from Secondary School to Industry Training
Research Report



19 MARCH

Dr Michael Johnston's report on trade training featured in the news
Newstalk ZB

19 MARCH

Overhauling New Zealand's apprenticeship system could engage youth and boost our economy
Media release

19 MARCH

Kerre Woodham discusses Dr Michael Johnson's trades education proposal
Newstalk ZB

19 MARCH

Nick Mills supports Dr. Johnston's report on trades entrance qualification
Newstalk ZB

19 MARCH

Mike Hosking interviews Dr Michael Johnston on latest report findings
Newstalk ZB

19 MARCH

John MacDonald discusses Dr Michael Johnston's apprenticeship reform proposals
Newstalk ZB

20 MARCH

Trump's Authoritarian Arrogance
Quadrant

20 MARCH

Trades training is just as important as a university education
NZ Herald



20 MARCH

The US is in retreat as China rises: it's time for ANZAC 2025
The Australian

21 MARCH

Trade Routes: Charting New Pathways from Secondary School to Industry Training
Webinar video

21 MARCH

Rural council challenges in scattered communities
Podcast

24 MARCH

What an overloaded bagel tells us about government efficiency
The Post



25 MARCH

Behind the curve on construction
Newsroom

25 MARCH

Why Trump's tariffs may not be worth the paper money they're written on – nor ours
The Australian

27 MARCH

2024 Annual Report
Annual Report

28 MARCH

Transforming maths education in New Zealand with Professor Barbara Oakley
Podcast

APR

1 APRIL

Germany's post-election theatre of the absurd
Newsroom

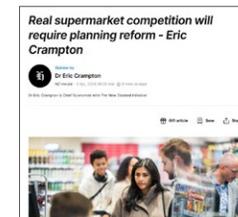


2 APRIL

Building better pathways for vocational education in New Zealand
Podcast

3 APRIL

Real supermarket competition will require planning reform
NZ Herald



3 APRIL

The Heart of Healthcare: Renewing New Zealand's Primary Care System
Research Report

3 APRIL

German Götterdämmerung
Quadrant

3 APRIL

The Heart of Healthcare: Renewing New Zealand's Primary Care System
Podcast

7 APRIL

Trish Sherson mentions Dr Oliver Hartwich on defence challenges
Newstalk ZB

7 APRIL

Tariffs, AI, and the certainty of volatility
The Post

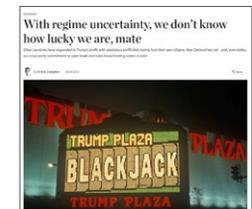


7 APRIL

The Art of the Fail
Quadrant

8 APRIL

With regime uncertainty, we don't know how lucky we are, mate
Newsroom



9 APRIL

NZ workplace safety experiment a breath of fresh air

[The Australian](#)

10 APRIL

Failing to get frontline healthcare right comes at a huge cost

[NZ Herald](#)

**10 APRIL**

From Austria to the Initiative: Benno Blaschke's journey

[Podcast](#)

15 APRIL

The devilish paradox of Trump's legacy in Europe

[Newsroom](#)

**16 APRIL**

Supreme Court matters: statutory interpretation and constitutional balance

[Law News](#)

16 APRIL

Trump's Principle-Free Conservatives

[Quadrant](#)

17 APRIL

Does the new academic freedom legislation have teeth?

[Podcast](#)

17 APRIL

Term of Parliament (Enabling 4-year Term) Legislation Amendment Bill

[Submission](#)

19 APRIL

NZ's infrastructure crisis: Unlocking Crown assets for renewal

[NZ Herald](#)

**21 APRIL**

When rules are only worth the paper they're written on

[The Post](#)

**21 APRIL**

'Radical Conservatism' is an Oxyoron

[Quadrant](#)

22 APRIL

Statutory interpretation: the UK Supreme Court shows how it's done

[Law News](#)

23 APRIL

Regulating credit card interchange fees

[Podcast](#)

23 APRIL

'Rule of Two' medicines approval needs improving

[Newsroom](#)

**23 APRIL**

Money isn't the RBNZ's greatest problem: leadership is

[The Australian](#)

24 APRIL

The New Zealand Initiative supports industry-led training reforms, calls for school pathway changes

[Press Statement](#)

24 APRIL

Road pricing: A solution to Auckland's traffic nightmare

[NZ Herald](#)

**24 APRIL**

Land Transport Management (Time-of-Use Charging) Amendment Bill

[Submission](#)

24 APRIL

The New Zealand Initiative supports industry-led training reforms, calls for school pathway changes

[Press Statement](#)

26 APRIL

The game-changing approach trades training needs

[The Post](#)

**28 APRIL**

Ditching the Socialist Housing Dream

[Quadrant](#)

28 APRIL

Dr Eric Crampton calls for emissions subsidy reform

[RNZ](#)

28 APRIL

Dr Michael Johnston backs literacy and numeracy reforms

[Newstalk ZB](#)

29 APRIL

How 100 days of tariffs turned the left into free traders

[The Australian](#)

29 APRIL

Is NZ unprepared for its ageing population?

[Podcast](#)

29 APRIL

Excitement the euro can equal the great greenback

[Newsroom](#)

**30 APRIL**

Dr Eric Crampton discusses NZ's concerning structural deficit

[Newstalk ZB](#)

MAY

1 MAY

Policy whiplash risks eroding NZ's investment stability

[NZ Herald](#)



2 MAY

Dr Oliver Hartwich supports Hon David Seymour's plan to slash ministerial portfolios

[Newstalk ZB](#)

5 MAY

How not to navigate the imminent impact of America's tariff shocks

[The Post](#)



5 MAY

Dr Oliver Hartwich discusses New Zealand's ageing population challenges

[The Platform](#)

6 MAY

Right Diagnosis, Wrong Remedy?

[Quadrant](#)

6 MAY

Trump's 'foreign' film tariffs means disarming film subsidy arms race

[Newsroom](#)



7 MAY

Mike Hosking highlights Dr Hartwich's NZ-Australia political comparison

[Newstalk ZB](#)

7 MAY

Beware the landslide: Ardern's lesson for victorious Albanese

[The Australian](#)

7 MAY

Dr Eric Crampton discusses the challenges of social media regulation

[Newstalk ZB](#)

7 MAY

Dr Eric Crampton discusses social media ban challenges

[The Platform](#)

8 MAY

Putting student learning at the centre of school governance

[Podcast](#)

8 MAY

John MacDonald discusses the Initiative's research on MMP

[Newstalk ZB](#)

8 MAY

Budget 2025: The next step in a long, dogged, uphill fiscal trudge

[NZ Herald](#)



9 MAY

Dr Oliver Hartwich describes capital spending increase as relatively minor

[Newstalk ZB](#)

13 MAY

New German chancellor's first week: from near-defeat to statecraft

[Newsroom](#)



13 MAY

Heather Du Plessis-Allan criticises exclusion of the New Zealand Initiative from budget lock-up

[Newstalk ZB](#)

14 MAY

Capital Markets: The missing piece in New Zealand's growth puzzle

[NZ Herald](#)



15 MAY

Dr Eric Crampton discusses Treasury's budget lock-up U-turn

[RNZ](#)

15 MAY

Medicines Amendment Bill

[Submission](#)

15 MAY

The New Zealand Initiative welcomed back to budget lock-up

[Newstalk ZB](#)

16 MAY

Dr Oliver Hartwich breaks down the Green Party's alternative budget

[The Platform](#)

16 MAY

When universities take sides

[Podcast](#)

19 MAY

New medicine approvals plan an exercise in not solving the problem

[The Post](#)

20 MAY

What lies beneath: the unseen of film subsidies

[Newsroom](#)



22 MAY

Dr Eric Crampton warns of persistent structural deficit ahead of budget

[RNZ](#)

22 MAY

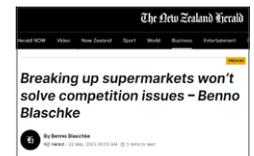
Empowering local government through AI

[Podcast](#)

22 MAY

Breaking up supermarkets won't solve competition issues

[NZ Herald](#)



23 MAY

Q+A Budget Special 2025:
Dr Crampton weighs
in on national budget
shortcomings
[TVNZ](#)

23 MAY

Our fearful mindset may be
AI's greatest hurdle
[The Australian](#)

23 MAY

Dr Eric Crampton unpacks
Budget 2025's fiscal
challenges
[The Platform](#)

23 MAY

Politicians are disconnected
from the people they
represent
[Newsroom](#)



25 MAY

The comparative advantage
[Quadrant](#)

26 MAY

Dr Bryce Wilkinson on the
Regulatory Standards Bill
[The Platform](#)

26 MAY

Donald Trump, a Man of
Many Gifts
[Quadrant](#)

27 MAY

Trump's retreat in Europe
shocking but not surprising
[Newsroom](#)



29 MAY

Dr Eric Crampton on
breaking down supermarket
market barriers
[Newstalk ZB](#)

29 MAY

Fast-Track Supermarket
Entry and Expansion
Omnibus Bill
[Research Note](#)



29 MAY

The New Zealand Initiative
supports resource
management reform
package as important interim
step
[Press Statement](#)

29 MAY

Increasing debt default risk
won't Make America Great
Again
[NZ Herald](#)



29 MAY

A Fast-Track to stronger
grocery competition
[Media release](#)

29 MAY

A Fast-Track to stronger
grocery competition
[Podcast](#)

30 MAY

Dr Oliver Hartwich on the
origins of housing policy's
socialist roots
[Quacast](#)

JUN

2 JUNE

The only way to find out
if more supermarket
competition is real
[The Post](#)



3 JUNE

Tall poppy syndrome leaves
Kiwis working harder, not
smarter
[The Australian](#)

4 JUNE

Dr Oliver Hartwich warns of
Trump's trade turmoil
[Newstalk ZB](#)

5 JUNE

Gambling reforms that
actually work
[Podcast](#)

5 JUNE

New Zealand's real economic
problem: Too little capital,
not too much profit
[NZ Herald](#)



6 JUNE

Education and Training
Amendment Bill (No. 2)
[Submission](#)

6 JUNE

John MacDonald discusses
Dr Michael Johnston's
report on modern learning
environments
[Newstalk ZB](#)

6 JUNE

NZ can profit from US
university turmoil
[Newsroom](#)



10 JUNE

Classical Liberalism Without
Strong Gods
[Quillette](#)

10 JUNE

When populists cannot be
tamed
[Newsroom](#)



12 JUNE

The Education and Training Amendment Bill (No. 2) – by Dr Michael Johnston and Stephanie Martin
Submission

12 JUNE

From Overwhelmed to Empowered: AI Solutions for New Zealand Councillors
Media release

12 JUNE

Smart Support for Councillors: AI Tools for Local Leaders
Webinar video

12 JUNE

Nick Clark's insights on AI in local government
Newstalk ZB

12 JUNE

The digital democracy dividend: How AI could improve local government
NZ Herald



13 JUNE

How to legislate for academic freedom
Podcast

13 JUNE

Public Works (Critical Infrastructure) Amendment Bill
Submission

16 JUNE

The obstacles in place for any new supermarket player
The Post



17 JUNE

This land is your land to make the best use of
Newsroom



18 JUNE

What happens when good governance becomes the enemy
The Australian

19 JUNE

Reimagining student pathways
Podcast

19 JUNE

Parliament is asking tough questions about whether taxpayers are getting value for money
NZ Herald



19 JUNE

The Memory Paradox: Why Our Brains Need Knowledge in an Age of AI
Research Paper

23 JUNE

Regulatory Standards Bill
Submission

26 JUNE

When do jobs need occupational licences?
Podcast

26 JUNE

Prediction markets reveal odds on Iran's nuclear future, regime change
NZ Herald



27 JUNE

NZ's infrastructure paradox: When spending more delivers less
Newsroom



30 JUNE

Rule of law – but for whom? A rejoinder to the NZLS report
LawNews

30 JUNE

From smuggling to science funding: dispatches from the economics conference
The Post



1 JULY

Intelligence built on a library's ashes
Newsroom



3 JULY

Netherlands shows NZ the way in reducing bureaucracy to boost economy
NZ Herald



4 JULY

Going for Housing Growth (Part 1): How we got into this mess - Struggling with uncompetitive urban land markets
Podcast

7 JULY

Public Finance Amendment Bill
Submission

8 JULY

Govt fiscal constraints are the elephant in the pay equity room

[Newsroom](#)



8 JULY

Prof Barbara Oakley on AI, memory, and the future of learning

[RNZ - Nine to Noon](#)

8 JULY

Apathy: The Age of Civic Indifference

[Quadrant](#)

10 JULY

Regulatory Standards Bill | Finance and Expenditure Committee

[Submission](#)

10 JULY

A response to sincerely held concerns about the Regulatory Standards Bill

[NZ Herald](#)

10 JULY

Ellis v R: revolution by judicial decree

[LawNews](#)

10 JULY

The new ESG: why Dutch bankers are now talking tanks

[The Post](#)



11 JULY

Going for Housing Growth (Part 2): The way out - The benefits of competitive urban land markets

[Podcast](#)

14 JULY

Making sense of the case for compensation in regulatory bill

[The Post](#)



15 JULY

How to solve an empire state of mind

[Newsroom](#)



18 JULY

Towards a system that respects property rights: Tidy tweaks or real change?

[NZ Herald](#)

18 JULY

Going for Housing Growth (Part 3): The Government's proposals - Transformation or incremental change?

[Podcast](#)

21 JULY

Dr Michael Johnston on NCEA

[Newstalk ZB](#)

22 JULY

Getting things done without the double Dutch

[Newsroom](#)



23 JULY

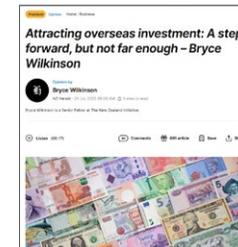
Overseas Investment (National Interest Test and Other Matters) Amendment Bill

[Submission](#)

24 JULY

Attracting overseas investment: A step forward, but not far enough

[NZ Herald](#)



25 JULY

Barriers to cheaper building materials

[Podcast](#)

25 JULY

Dr James Kierstead on the erosion of free speech

[The Platform](#)

27 JULY

National Direction Changes under the Resource Management Act (Packages 1-3)

[Submission](#)

28 JULY

Cutting through the confusion on low-risk drinking guidelines

[The Post](#)



31 JULY

Govt sending a dangerous signal to business investors with butter dramas

[NZ Herald](#)



31 JULY

A fresh perspective on learning: Barbara Oakley's NZ odyssey

[Podcast](#)

31 JULY

Mugged by reality: energy orthodoxy meets realpolitik

[The Australian](#)

AUG

1 AUGUST

John MacDonald discusses NCEA report citing Dr Michael Johnston
Newstalk ZB

4 AUGUST

Government's NCEA reforms vindicate decade of education research
Press Statement

4 AUGUST

Calling time on NCEA - and not before time
The Post, The Press and Waikato Times



5 AUGUST

Europe's capitulation to Trump
Newsroom



5 AUGUST

Inquiry into the harm young New Zealanders encounter online, and the roles that Government, business, and society should play in addressing those harms
Submission

5 AUGUST

Calling time on NCEA
Podcast

6 AUGUST

Government embraces fairer road funding long championed by The New Zealand Initiative
Press Statement

7 AUGUST

Rate hikes and reforms force councils into tough decisions
NZ Herald



7 AUGUST

Going Dutch: Lessons from the Netherlands
Podcast

8 AUGUST

Dr Eric Crampton unpacks Treasury's COVID-19 spending report
Newstalk ZB

11 AUGUST

Learning from Britain's headlong plunge into policing the internet
The Post



13 AUGUST

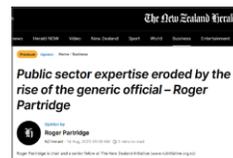
'Drowning electorally': Luxon's premiership under pressure
The Australian

13 AUGUST

How professional licencing restricts competition
Podcast

14 AUGUST

Public sector expertise eroded by the rise of the generic official
NZ Herald



15 AUGUST

Going for Housing Growth Pillar 1: Freeing up Land for Urban Development
Submission

15 AUGUST

Employment Relations Amendment Bill 2025
Submission

19 AUGUST

Te reo in year 1: beginning readers need one language at a time
The Post



19 AUGUST

Putin humiliates Trump on home soil
Newsroom

20 AUGUST

The Panel: Dr Michael Johnson defends structured approach to teaching reading
RNZ

20 AUGUST

How Trump lost ground to Putin in Anchorage
Podcast

21 AUGUST

The importance of clear laws shown in impressive evidence from Italy
NZ Herald



22 AUGUST

Dr Eric Crampton on cycle helmet mandates
The Platform

25 AUGUST

The conundrum of paying high performers in education
The Post



26 AUGUST

Top Grades Soar at NZ Universities, New Report Finds
Media release

26 AUGUST

Dr James Kierstead's report reveals university grade inflation
Newstalk ZB

26 AUGUST

Luxon undermines Reserve Bank's independence
Newsroom



SEP

26 AUGUST

Amazing Grades: Grade Inflation at New Zealand Universities

Research Report



27 AUGUST

Why getting an A at university is so easy now

Podcast

27 AUGUST

AI, the Mirror and the Tower

Quadrant

27 AUGUST

Roger Partridge on Radio New Zealand's midlife crisis and missing audience

The Platform

27 AUGUST

Dr James Kierstead on university grade inflation

Reality Check Radio

27 AUGUST

Government fasttracks supermarket entry in line with NZI blueprint

Press Statement

27 AUGUST

Local Government (Systems Improvements) Amendment Bill

Submission

27 AUGUST

Supreme Court matters: constitutional predators or constitutional guardians?

LawNews



28 AUGUST

Grades keep rising at our universities. What should we do about it?

NZ Herald



28 AUGUST

When the numbers tell a different story to the government

The Australian

29 AUGUST

Breaking down barriers not breaking up supermarkets

Podcast

2 SEPTEMBER

Roger Partridge proposes government reform for efficiency

Newstalk ZB

2 SEPTEMBER

Mike Hosking and Andrew Dickens discuss the Initiative's report on public service

Newstalk ZB

2 SEPTEMBER

Dr James Kierstead discusses concerning rise in university grade inflation trends

RNZ

2 SEPTEMBER

French powder keg set to explode

Newsroom



2 SEPTEMBER

Too many ministers, too little accountability: New report calls for Cabinet overhaul

Media Release

2 SEPTEMBER

Unscrambling Government: Less Confusion, More Efficiency

Research Report



2 SEPTEMBER

Unscrambling Government: Less Confusion, More Efficiency

Webinar video

2 SEPTEMBER

Roger Partridge calls for major government restructure to cut ministerial maze

Newstalk ZB

2 SEPTEMBER

Nick Mills endorses Initiative report calling for major government consolidation

Newstalk ZB

3 SEPTEMBER

Unscrambling Government: Less confusion, more efficiency

Podcast

3 SEPTEMBER

Roger Partridge discusses streamlining New Zealand's bloated ministerial structure

RNZ

3 SEPTEMBER

Rt Hon Chris Hipkins finds merit in the Initiative's ministerial reform report

Newstalk ZB

3 SEPTEMBER

Dr Michael Johnston discusses university grade inflation

The Platform

4 SEPTEMBER

Roger Partridge discusses streamlining New Zealand's bloated government structure

The Platform

4 SEPTEMBER

Time to unscramble New Zealand's government

NZ Herald



8 SEPTEMBER

The missed opportunity for faster medicine approval

[The Post](#)



8 SEPTEMBER

Boom without bounty: NZ's economic twist

[The Australian](#)

9 SEPTEMBER

Talk of meeting Paris target of 1.5C is hot air

[Newsroom](#)



10 SEPTEMBER

What Adam Smith can teach us about regulating technology

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11 SEPTEMBER

Business groups call for binding referendums on major council spending

[Media release \(Local Government Business Forum\)](#)

11 SEPTEMBER

A labour law reform that works for workers

[NZ Herald](#)



11 SEPTEMBER

An Open Society Requires Constant Vigilance

[Persuasion](#)

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Electoral Amendment Bill

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When tax policy goes wrong

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16 SEPTEMBER

Initiative Welcomes Commerce Commission Governance Reform, Cautions on Overreach in Commerce Act Changes

[Press Statement](#)

16 SEPTEMBER

How Nato failed Putin's drone test

[Newsroom](#)



17 SEPTEMBER

When authoritarians silence universities

[Podcast](#)

18 SEPTEMBER

Alarming US public debt means New Zealand Government should be more prudent

[NZ Herald](#)



19 SEPTEMBER

Dr Eric Crampton says returning spending to 2019 levels would have allowed rate cuts

[Newstalk ZB](#)

19 SEPTEMBER

Building cyber resilience in New Zealand

[Podcast](#)

22 SEPTEMBER

Taking credit for wins, dodging blame for failures

[The Post](#)



22 SEPTEMBER

When 'forfeited to the Crown' means 'returned to the defendant'

[LawNews](#)

22 SEPTEMBER

Dr Oliver Hartwich debates Robert MacCulloch over government influence claims

[The Platform](#)

23 SEPTEMBER

Reserve Bank needs support, not scapegoating, in inflation fights

[Media release](#)

23 SEPTEMBER

Dr Oliver Hartwich urges Reserve Bank to maintain independence and remain focused on inflation

[Herald NOW](#)

23 SEPTEMBER

Criticising the Reserve Bank for doing its job

[Newsroom](#)



24 SEPTEMBER

Dr Oliver Hartwich says politicians should let Reserve Bank do its job

[Newstalk ZB](#)

24 SEPTEMBER

Roger Partridge warns business mood "grim" as economy struggles

[Newstalk ZB](#)

24 SEPTEMBER

Dr Oliver Hartwich defends Reserve Bank against unfair scapegoating claims

[RNZ](#)

25 SEPTEMBER

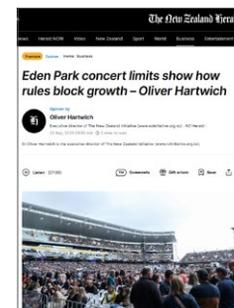
What's driving grade inflation?

[Podcast](#)

25 SEPTEMBER

Eden Park concert limits show how rules block growth

[NZ Herald](#)



26 SEPTEMBER

Transparency versus Conspiracy

[Quadrant](#)

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26 SEPTEMBER

Roger Partridge on judges undermining Parliament's gang patch ban
[The Platform](#)

26 SEPTEMBER

Draft Standardised Code of Conduct for Local Authorities
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26 SEPTEMBER

When central banks get the blame for doing their job
[The Australian](#)

30 SEPTEMBER

Dr Eric Crampton on Reserve Bank printing too much money during COVID, driving inflation crisis
[Newstalk ZB](#)

30 SEPTEMBER

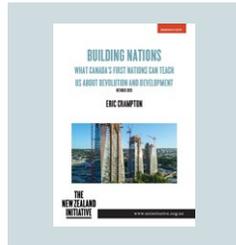
Heather du Plessis-Allan on how the Initiative spotted inflation risks before the Reserve Bank
[Newstalk ZB](#)

30 SEPTEMBER

Dr Eric Crampton on Trump's repeated film tariff threat
[RNZ](#)

1 OCTOBER

Building Nations: What Canada's First Nations can teach us about devolution and development
[Research Note](#)



1 OCTOBER

Building Nations: What Canada's First Nations can teach us about devolution and development
[Podcast](#)

1 OCTOBER

Devolution empowers Canadian First Nations, provides lessons for New Zealand, says report
[Media release](#)

2 OCTOBER

The wisdom of starting small
[NZ Herald](#)



2 OCTOBER

2025 Review of Key Capital Settings
[Submission](#)

4 OCTOBER

Academic freedom legislation puts too much trust in university managers
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6 OCTOBER

First lessons from First Nations in development through devolution
[The Post](#)



7 OCTOBER

Social media ban won't just affect under-16s
[Newsroom](#)

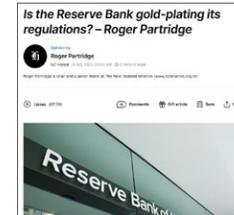


8 OCTOBER

NZ's answer to infrastructure crisis hiding in plain sight
[The Australian](#)

9 OCTOBER

Is the Reserve Bank gold-plating its regulations?
[NZ Herald](#)



10 OCTOBER

Why New Zealand's productivity lags behind small European nations
[Podcast](#)

10 OCTOBER

Mike Hosking recommends Roger Partridge's article on Reserve Bank capital review
[Newstalk ZB](#)

12 OCTOBER

Q+A with Jack Tame: Nick Clark on record-low local election turnout and the need for council reform
[TVNZ](#)

13 OCTOBER

Nick Clark on empowering mayors and localising councils
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14 OCTOBER

EU can't muddle through another monetary crisis
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16 OCTOBER

Owning Less to Achieve More
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16 OCTOBER

Nick Mills explores Initiative report on replacing state housing with tenant choice
[Newstalk ZB](#)

16 OCTOBER

Mike Hosking discusses our new report on Kāinga Ora's costs with Sir Bill English
[Newstalk ZB](#)

16 OCTOBER

Dr Bryce Wilkinson says state housing costs twice as much as private sector
[Newstalk ZB](#)

16 OCTOBER

State housing costs taxpayers nearly double the private sector rate, report finds
[Media release](#)

16 OCTOBER

You do not have to own someone's house to help them

NZ Herald



17 OCTOBER

Owning less to achieve more: Refocusing Kāinga Ora

Podcast

17 OCTOBER

Kerre Woodham discusses the Initiative's state housing reform report

Newstalk ZB

20 OCTOBER

Pharmacies overdue for a prescription of competition medicine

The Post



21 OCTOBER

Tax regime makes it too clucking painful to invest in NZ

Newsroom



21 OCTOBER

Dr Eric Crampton warns Labour's NZ Future Fund could build fragility not resilience

RNZ

21 OCTOBER

Dr Oliver Hartwich says Labour's Future Fund lacks detail and differs from Singapore model

The Platform

23 OCTOBER

Sir Nick Gibb on what works in education reform

Podcast

23 OCTOBER

The Nobel's timely innovation reminder: Prosperity cannot be planned

NZ Herald



23 OCTOBER

When sacred cows become too holy to slaughter

The Australian

23 OCTOBER

Dr James Kierstead explains why half of university grades are now A's

Different Matters

27 OCTOBER

Why council liability reforms won't save us from the perils of judicial lawmaking

LawNews

29 OCTOBER

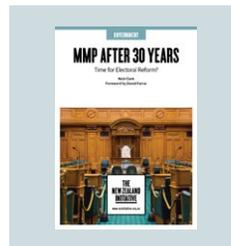
David Farrar argues New Zealand needs more MPs for better representation

RNZ

29 OCTOBER

MMP After 30 Years: Time for Electoral Reform?

Research Report



29 OCTOBER

Inquiry into Performance Reporting and Public Accountability

Submission

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Nick Clark discusses increasing Parliament to 170 MPs and reforming MMP

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Nick Clark argues New Zealand's Parliament too small by international standards

Newstalk ZB

29 OCTOBER

New Zealand needs four-year terms and 50 more MPs, new report argues

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MMP After 30 Years: Time for Electoral Reform?

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The Sisyphean Task of Welfare Reform

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30 OCTOBER

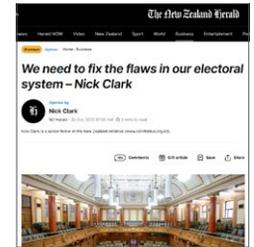
MMP After 30 Years: Time for Electoral Reform?

Podcast

30 OCTOBER

We need to fix the flaws in our electoral system

NZ Herald



31 OCTOBER

Will Europe realise in time that it's under Russian attack?

Newsroom



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Nick Clark on why New Zealand needs more MPs

The Platform

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3 NOVEMBER

The (apparently) thriving world of smuggled smokes
The Post



4 NOVEMBER

Andrew Dickens discusses Dr Prabani Wood's call for systematic GP data collection
Newstalk ZB

4 NOVEMBER

Be careful what you wish for - new cost-benefit analysis paves paradise
Newsroom



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Better health through better data
Research note



6 NOVEMBER

The data blind spot weakening New Zealand's health system
NZ Herald



6 NOVEMBER

Dr Michael Johnston on defending the knowledge-rich curriculum amid criticism
RNZ

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How better data could fix New Zealand's struggling health system
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Mike Hosking discusses Dr Michael Johnston's reception at education conference
Newstalk ZB

11 NOVEMBER

EU mistaking paperwork for power, acronyms for armies
Newsroom



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Teacher unions' 'colonialism' cry doesn't reflect classroom reality
The Australian

13 NOVEMBER

Go Dutch: Learnings from The New Zealand Initiative's visit to the Netherlands
Research Note



13 NOVEMBER

How to solve New Zealand's population problem
NZ Herald



13 NOVEMBER

New Act makes Government more accountable to Parliament
Press Statement

13 NOVEMBER

Dr Oliver Hartwich discusses Dutch policy lessons and cultural insights
Dutch Business Association NZ

13 NOVEMBER

Culture, competence and cooperation: lessons from the Netherlands
Media release

14 NOVEMBER

Sir Ian Taylor on literacy, AI and what schools should teach
Podcast

17 NOVEMBER

How to improve the emissions trading scheme
The Post



17 NOVEMBER

Fast-Track Approvals Amendment Bill
Submission

18 NOVEMBER

If this is employment law, the law needs to change
Newsroom



20 NOVEMBER

Police integrity failures expose gap in law on misconduct in public office
NZ Herald



20 NOVEMBER

Failing the politics of feels: why NZ's Luxon is tanking
The Australian

21 NOVEMBER

Analysing Uber: the critical point the Supreme Court failed to properly consider
LawNews



21 NOVEMBER

Housing Affordability: NZ at the Global Policy Frontier (Part 1) - Clarity Emerging from the Mists
Podcast

25 NOVEMBER

Dr James Kierstead on grade inflation threatening university credibility
Newstalk ZB

DEC

25 NOVEMBER

50 Shades of Grades: Grade Compression at New Zealand Universities

[Research Note](#)



25 NOVEMBER

A Grades on Track to Overtake Bs at New Zealand Universities

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27 NOVEMBER

Roger Partridge on why liberal societies don't need "strong gods"

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27 NOVEMBER

What did NZ do with the trillion dollars we could have had in retirement savings?

[NZ Herald](#)

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The long estrangement

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28 NOVEMBER

Universities, democracy and cultural shifts: A farewell to Dr James Kierstead

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1 DECEMBER

Regional councils shake-up an opportunity for reinvention

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Pre-emptive reform could prevent tax debt before it becomes unrecoverable

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The taxing problem of zombie and phoenix companies

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NZ's zombie rock star economy

[The Australian](#)

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How New Zealand ends up writing off \$700 million in corporate taxes every year

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The tax problem New Zealand cannot seem to solve

[NZ Herald](#)



5 DECEMBER

Fake breath tests are bad. The police response is worse

[The Post](#)



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Housing Affordability: NZ at the Global Policy Frontier (Part 2) - From Heresy to Reform

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The Irony of Relativism

[The Platform](#)

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Dr Michael Johnston on cultural relativism and university debate

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How mayors could replace regional councillors

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The US ditching the rules-based order leaves NZ living on a prayer

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Greyhound racing law change is legal overreach

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15 DECEMBER

A short Christmas wishlist to get government spending back under control

[The Post](#)



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This bottle of milk may have serious implications for NZ

[Newsroom](#)



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Nick Clark on the government's plan to reform the RMA

[Reality Check Radio](#)

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Wrapping up 2025: policy wins and what's ahead for New Zealand

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Dr Oliver Hartwich on the challenges of the new public service mega-merger

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18 DECEMBER

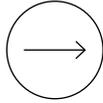
Racing Industry (Closure of Greyhound Racing Industry) Amendment Bill

[Submission](#)

19 DECEMBER

When fiscal conservatives fall out, you know the books are in trouble

[The Australian](#)



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 the 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 PhD in Law from Bochum University in Germany.



Chelsy Killick
Deputy Director, Organisation

Chelsy is the Deputy Director, Organisation, bringing over three decades of extensive experience across the private, public and not-for-profit sectors. She has been with The New Zealand Initiative since its founding in 2012 and has played a crucial role in building and shaping the organisation.

Chelsy oversees finance, human resources, communications, operations and membership and works closely with the Board on governance matters. She also leads the planning and delivery of the organisation's flagship events, including the annual members' retreat and international delegations, most recently to the Netherlands in 2025. Working with local partners in each country, these delegations connect CEOs, Chairs, politicians and other senior stakeholders directly with businesses, government agencies and policymakers overseas.



Dr Eric Crampton
Chief Economist

Eric is the Chief Economist at The New Zealand Initiative. At the Initiative, he has worked in policy areas ranging from freshwater management to earthquake preparedness and from local government to technology. He has recently focused on devolution and housing, including devolution to Canada's First Nations.

He served as Lecturer and Senior Lecturer in Economics at the Department of Economics & Finance at the University of Canterbury from 2003 through 2014.

In 2024, he also joined the Board of Directors of the Mont Pelerin Society. He also serves on Hon. Chris Bishop's Housing Expert Advisory Group.

Eric's columns and commentary appear regularly in New Zealand's major media outlets, and on his blog, *Offsetting Behaviour*.



Dr Bryce Wilkinson
ONZM
Senior Fellow

Bryce is a Senior Fellow at The New Zealand Initiative and the Director of the Wellington-based economic consultancy firm Capital Economics.

Before setting up his consultancy in 1997, he was a director and shareholder of First NZ Capital. Before entering investment banking in 1985, he worked in the New Zealand Treasury, where he held the position of Director. Bryce holds a PhD in Economics from the University of Canterbury and was a Harkness Fellow at Harvard University. He is a Fellow of the Law and Economics Association of New Zealand.



Dr Michael Johnston
Senior Fellow

Michael is a Senior Fellow at The New Zealand Initiative. He held academic positions at Victoria University of Wellington from 2011 until he commenced work at The New Zealand Initiative in 2022. From 2020 to 2022, he was the Associate Dean (Academic) of the University's Faculty of Education.

Before Victoria University, Michael was the Senior Statistician at the New Zealand Qualifications Authority, a position he held for six years. Previously, he held positions at the University of Melbourne and Latrobe University.

Michael holds a PhD in Cognitive Psychology from the University of Melbourne.



Nick Clark
Senior Fellow

Nick is a Senior Fellow at The New Zealand Initiative, focusing on local government, resource management, infrastructure, and economic policy.

Nick brings 30 years of experience in policy and advocacy, both inside and outside of

government. He joins us after 19 years at Federated Farmers as the National Policy Manager. Nick managed a team of policy advisors and led work on economic policy, including fiscal, tax, monetary, banking, competition, and overseas investment policies.

He also worked extensively on local government policy issues and served as the administrator of the Local Government Business Forum, a grouping of national business organisations interested in local government policy.



Dr Benno Blaschke
Research Fellow

Benno is a Research Fellow at The New Zealand Initiative with a wide range of policy interests. He has worked on several 'once-in-a-lifetime' and 'generational opportunity' type reform programs across central and local government, covering the Urban Growth Agenda, the Infrastructure Funding and Financing Act 2020, Three Waters reform, Resource Management reform, and reform of the Science, Innovation, and Technology system.

Benno's interest in policy was sparked after initially studying philosophy (BA Hon), religion (MA), and psychology (Grad Dip Sci) with a focus on consciousness, which culminated in a PhD from Victoria University of Wellington.



Dr Prabani Wood
Research Fellow

Prabani is a Research Fellow at The New Zealand Initiative, focusing on Health. She has over fourteen years of experience as a GP, with extensive postgraduate experience in medicine, surgery, anaesthetics, and public health. She holds a Master's degree in Public Health from the University of Auckland, which provides her with in-depth knowledge of both general public health and New Zealand's healthcare system.

Prabani established a new GP practice in 2015, serving around 8,500 patients. This provided her with extensive experience in health policy, strategic planning, and healthcare management. She now works in medical advisory roles to improve the planning, delivery and maintenance of quality healthcare for all New Zealanders.



Jamuel Enriquez
Marketing and Communications Manager

Jamuel is the Marketing and Communications Manager of The New Zealand Initiative. He oversees the increasing awareness of the Initiative's

research and thought leadership, focusing on communications, social media, website management, and brand management.

Jamuel holds a Bachelor of Commerce & Administration, majoring in Marketing and International Business, and a Bachelor of Arts, majoring in Film, from Victoria University of Wellington.



Lottie Evans
Office Administrator and Events Coordinator

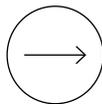
Lottie serves as the Office Administrator and Events Coordinator for The New Zealand Initiative, ensuring the efficient management of office operations and events. Before joining the Initiative, Lottie gained experience in the Public Sector, specialising in administration and events coordination. She holds a Bachelor of Arts degree from the University of Auckland, with a double major in Politics and Sociology.



Jennifer Watt
Accounts and Payroll Administrator

Jennifer works part-time with The New Zealand Initiative and is responsible

for accounting and payroll. Her experience as a Practice Manager in the accounting industry over the past decade has provided her with extensive knowledge and insight into aligning business performance with financial reporting requirements.



OUR BOARD



Roger Partridge

Chairman, The New Zealand Initiative

Roger is the chairman and co-founder of The New Zealand Initiative and a senior member of its research team. He is a regular media commentator on public policy and constitutional law. He led law firm Bell Gully as executive chairman from 2007 to 2014, after 16 years as a commercial litigation partner. He is an honorary fellow of the Legal Research Foundation; a charitable foundation associated with the University of Auckland and was its executive director from 2001 to 2009. He is a member of the editorial board of the New Zealand Law Review and is a former member of the Council of the New Zealand Law Society, the governing body of the legal profession in New Zealand. He is a former chartered member of the Institute of Directors, a member of the University of Auckland Business School advisory board, and a member of the Mont Pelerin Society.



Barbara Chapman

CNZM

**Deputy Chair, The
New Zealand Initiative**

Barbara is the Deputy Chair of The New Zealand Initiative's Board of Directors. She has served as Chief Executive and Managing Director of ASB Bank Limited from 2011 until 2018. Since 1994, she has held several diverse senior executive roles within the Commonwealth Bank Group of companies, having started her career there as Chief Manager of Marketing at ASB. Barbara is the Chair of Genesis Energy and an Independent Director of Fletcher Building, IAG and Herald publisher, NZME. She was named a Member of the New Zealand Order of Merit in the 2019 New Year's Honours Roll for services to business.

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Matthew Cockram

**Chief Executive,
Cooper and Company**

Matthew is the Chief Executive Officer and Principal of Cooper and Company NZ. Prior to that, he spent 20 years at the law firm Bell Gully, with the past few years as Chairman, specialising in construction, commercial property, and major projects. He has been an independent Director of Tainui Group Holdings Limited since 2011.



Dr Oliver Hartwich
Executive Director,
The New Zealand
Initiative

Oliver 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.



Carrie Hurihanganui
Chief Executive,
Auckland Airport

Carrie has been Chief Executive of Auckland Airport since February 2022. Prior to joining Auckland Airport, Carrie was the Chief Operating Officer at Air New Zealand, overseeing a global workforce of over 9,000 across 16 countries at its peak.



Neil Paviour-Smith
Managing Director,
Forsyth Barr

Neil is the long-serving Managing Director of Forsyth Barr, a leading New Zealand wealth management, sharebroking and investment banking business. He has extensive experience in New Zealand capital markets. He is a Director of The New Zealand Initiative and NZ Art Show Ltd. Neil has significant governance experience, having served as Chancellor of Victoria University of Wellington and as a Director of NZX and Chartered Accountants Australia New Zealand (CAANZ), and as chair of the NZ Regulatory Board for CAANZ. He was an inaugural recipient of a Sir Peter Blake Trust Leadership Award in 2005.



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

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



Chris Quin
Chief Executive,
Foodstuffs North Island

Chris took office as the CEO of Foodstuffs North Island Limited in 2015. He has since immersed himself in the unique world of grocery and works with the Foodstuffs Co-operative team and its 350 store owners to create a leading supermarket experience for New Zealand shoppers. Prior to joining Foodstuffs, Chris was the CEO of Spark Home, Mobile, and Business, and led the company through a very successful rebrand from Telecom to Spark.



Mark Synnott
Executive Chairman,
Colliers

Mark is the Executive Chairman for Colliers in New Zealand. Mark has been with Colliers for 35 years, initially joining as an Office Leasing Manager and Broker in 1989, and was appointed Chief Executive Officer in 1994. Mark has been awarded the RICS Lifetime Achievement Award (2023), and both the Rider Levett Bucknall Outstanding Leadership Award & the Barker and Associates Supreme Excellence Award (2023) from the Property Council of NZ. Mark, alongside his wife Sally, run the

Michael Synnott Charitable Trust in memory of his brother Michael. The trust aims to support young people from South Auckland to achieve their potential. It provides sponsorship with other organisations such as the Tania Dalton Foundation, The Graeme Dingle Foundation and Outward Bound. Mark is also an independent Director of FMT and Outward Bound.



Sara Tucker
External Relations
Director, Lion

Sara has been the External Relations Director for Lion New Zealand since 2015, responsible for government relations, corporate communications, and sustainability. Prior to that, she was the Deputy CEO of Hospitality New Zealand, one of New Zealand's largest trade associations, representing the hotel and hospitality industry. She sits on the boards of the Brewers Association of NZ and Spirits NZ. She represents Lion's parent company, Kirin, on the board of IARD, the international organisation representing global beer, wine and spirits producers. She is a chartered member of the Institute of Directors and in 2020, was inducted into the Hospitality New Zealand Hall of Fame for her services to the Hospitality industry.

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