

# Invest New Zealand

A guide to introducing an inward investment strategy in New Zealand, which connects directly with funding the delivery of major infrastructure. This includes the creation of an urban development corporation in the Golden Triangle as a pilot, and the introduction of an investor shop front for all of New Zealand.

Editor and Lead Author: Katrina Ramage  
September 2024





“The true measure  
of any society can be  
found in how it treats  
its most vulnerable members.”

- Mahatma Gandhi

# Invest New Zealand

A guide to introducing an inward investment strategy in New Zealand, which connects directly with funding the delivery of major infrastructure. This includes the creation of an urban development corporation in the Golden Triangle as a pilot, and the introduction of an investor shop front for all of New Zealand.

Editor and lead author:

Katrina Ramage

Contributors:

Stephen Stringer

Ralph Ward

Editorial and copywriting support:

Scott Faville

Design and tech support:

Vin Porter

September 2024

With thanks to Future Proof for contributing to the funding of this report.



"The only difference between stumbling blocks and stepping stones is how you use them."

*Proverb, source unknown*

# Foreword

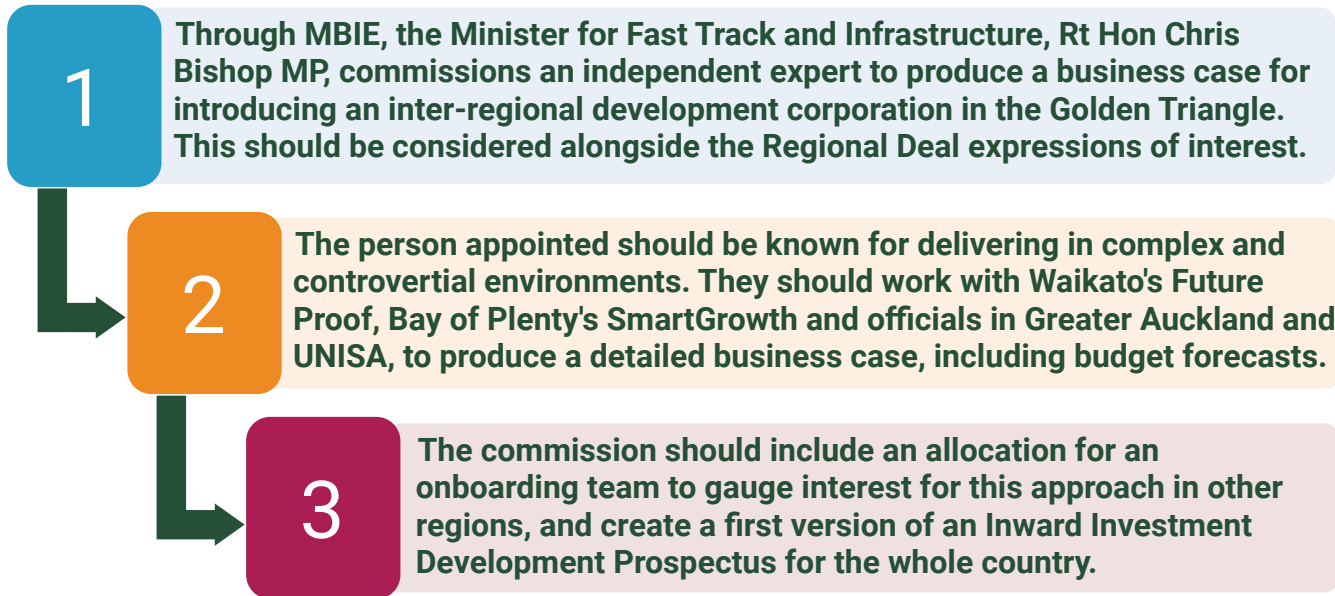
*This report sets out a framework that should be used to amplify New Zealand's current inward investment strategy. It is designed specifically to directly connect inward investors, including existing foreign operatives, with funding the delivery of major infrastructure at an inter-regional and local level. It is aligned with Government's Regional Deals Strategic Framework. However, it goes further in terms of creating the right environment for managing investor expectations.*

We can do this by introducing an urban development corporation in the Golden Triangle as a pilot, which will be supported by a new 'shopfront' for potential inward investors on a global stage. The use of a nationwide development prospectus will allow all parts of the country to showcase their development opportunities from the outset.

We have structured this document so it can be used as a guide and reference. Nineteen global case studies are included, which provide insights into the successes and failings of initiatives here and in other countries. The Executive Summary, which follows, provides page links so you can jump to the content that is most appropriate to your area of work, and better understand the role that you would play in delivering this initiative.

This governance infrastructure could be functioning and realising returns within a year.

**Fig F.1 Tarakin Global recommends three steps to making this happen:**



Undertaking this work would represent a fundamental step-change in how New Zealand does business globally. It would ensure that all those affected by inward investment have an official pathway to influencing the process. It will shift the way we are perceived in the world from being 'a nice place to visit, with great stories to tell' to 'the place that puts its words into actions and delivers financially astute, positive and lasting impact'.

Throughout September and October, Tarakin Global associates can be available to answer questions about this report. Please email [Info@TarakinGlobal.com](mailto:Info@TarakinGlobal.com) if you would like to book an appointment.

"[As a] believer in [our local government] democracy, I have to say no [it is not fundamentally broken].

"I believe in the hybrid model where you elect people, because you do need local representation, but you're [also] able to bring in some professional expertise onto your council. I believe that's where we should be heading [for all local governments]"

# Executive Summary

New Zealand cannot afford the maintenance of its existing essential infrastructure like transport, water, energy, and telecommunications. There are simply not enough people in New Zealand to raise the funds needed through traditional taxation methods. The country also lacks a coherent inward investment strategy, which could help with bridging that gap.

In addition, new inter-regional infrastructure is required to futureproof the country and allow it to continue to function as a first-world economy. None of these issues will be overcome by re-shuffling the domestic deck. This report sets out the thinking and actions required to introduce an inward investment strategy, based on existing functions within the machinery of government.

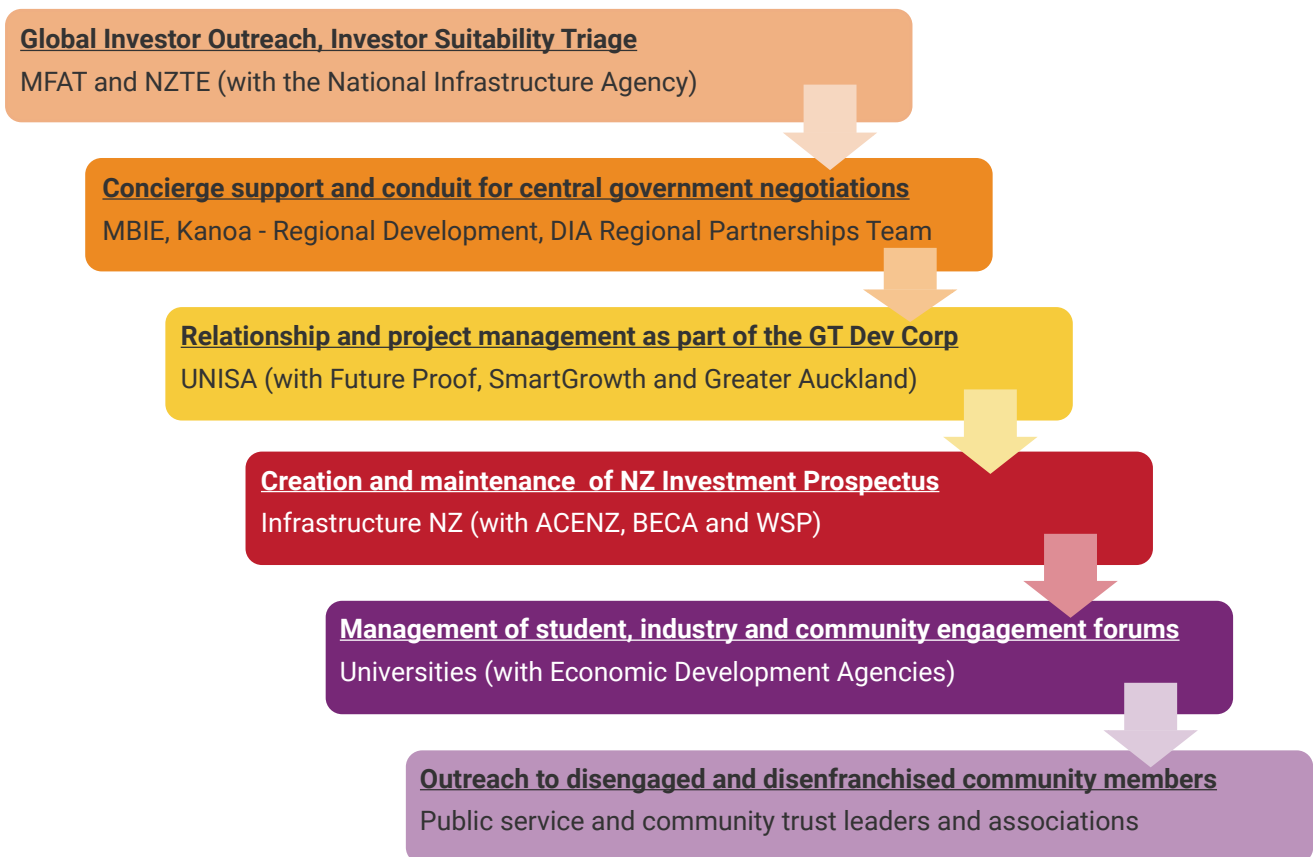
## E.1 Six steps from global to local

New Zealand has all of the puzzle pieces it needs to build a strong international inward investment brand and investor pathway. We just need to connect these functions in the right way.

Fig ES.1 shows the six steps needed to create the spine of a governance structure for this to work.

Each of these organisations currently exist. However, they work in silos and have no formal remit to combine their efforts for the greater good of the country.

**Fig ES.1 Proposed decision-making spine for new NZ inward investment process**





## E.2 Extended Stakeholder Framework

Creating a new central organisation to manage the full inward investment pathway would be wasteful.

Far more efficient to create connections between the organisations who are already responsible for the key functions required to enable and accelerate inward investment yield and impact.

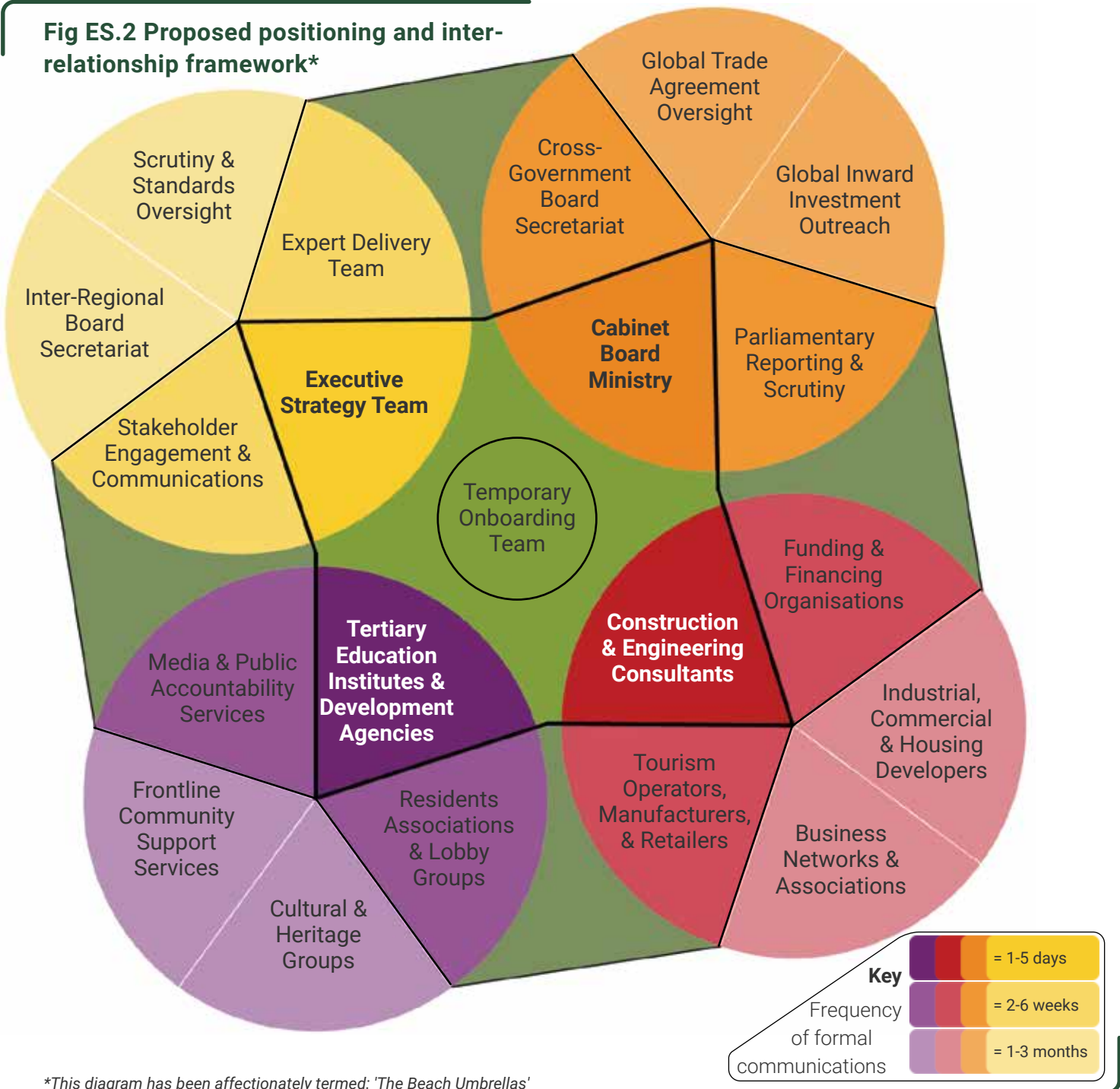
Fig ES.2 sets out a framework, which shows how public, private, and community organisations can be connected to create the pathway required for an inward investment strategy.

The four darkest segments at the centre of the diagram would be the administrative lead for others in their circle. They would also take responsibility for collaborative work with the other lead segments.

Fig ES.3 suggests which organisations should be nominated to take on these responsibilities.

While this might seem like a lot to ask of an organisation, they have been selected because they are already fulfilling the function suggested. This framework provokes government to acknowledge their importance and provide a mandate for them to work with the other counterparts highlighted.

**Fig ES.2 Proposed positioning and inter-relationship framework\***



\*This diagram has been affectionately termed: 'The Beach Umbrellas'  
© Katrina Ramage, Tarakin Global Limited 2024



### E.3 Rationale and challenges

Essentially, this approach makes use of the country's existing export strategy as a way of saving on the costs associated with introducing an entirely new inward investment marketing process.

It also overcomes the 'political' concerns associated with long-term decision-making, and concerns about competing local authority fiefdoms. The chapters in this report explain this approach in more detail.

The system proposed also empowers private sector expert consultants to be part of both the process, and marketing our country to suitable investors. This also means that they will feel compelled to ensure their own stakeholders are made aware of the opportunity that investment in New Zealand represents.

The use of inter-regional development corporations will help our local authorities represent their communities at the same time as having a voice in terms of what investment propositions New Zealand embraces.

**Fig ES.3 Suggested representation and organisations for each framework function**



## E.4 Estimated resource requirement

An 'Onboarding Team' should be established to bring these organisations together and agree the governance infrastructure and work-flow processes that are required to create the inward investment pathway.

Following the successful establishment of the first pathway in the Golden Triangle, the Onboarding Team will then work with local authorities, urban partnerships, and local community leaders in other strategic locations to attach them to the system.

In terms of cost and timescale of delivery for this work is concerned, the first step would be for the Onboarding Team to create a resource map

Fig ES.2 provides an estimate of the resource and timescale required to onboard the system in the Golden Triangle. Given Central Government and Private Sector partners will be active after this stage is complete, the onboarding of other strategic opportunity areas should take less time and resource to induct.

That said, the Urban Development Partnerships in the Golden Triangle are more mature than those elsewhere in New Zealand, so the team may be required to support the acceleration of these functions. It will depend on the governance infrastructure that already exists in these areas, and the level of relevant expertise.

Please refer to Fig ES.4 when considering this overview and the chapter actions listed in the next section.

### Fig ES.4 Overview of Onboarding Team

#### Positions (4 FTEs)

*Strategy and Policy Director (Grade 5, FT)*

- Policy, governance, reporting, stakeholder communications and team management.

*Data Analyst (Grade 4.3 - PT)*

- Statistics, mapping, forecasting, trend analysis and data presentation.

*Project Manager (Grade 4.3, PT)*

- Project delivery mapping, Prince 2, risk assessment and opportunity mapping.

*Design and Marketing Manager (Grade 4.1, PT)*

- Document design and typesetting, image sourcing graphics, and brand reconciliation.

*Team Secretariat (Grade 2.4, PT)*

- Diary management, meeting papers and minute management.

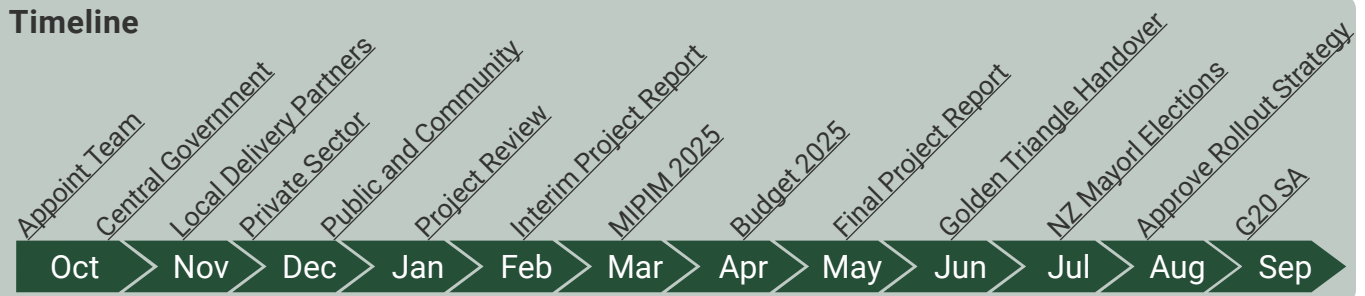
*Researcher and Administrator (Grade 2.2, PT)*

- Stakeholder research, team data management, and administrative support.

#### Objectives

1. Identify and fully brief at least one, point-of-contact stakeholder from each step on the Investment pathway. Use questionnaire to capture quantitative and qualitative feedback.
2. Create capture and prioritisation tool for all stakeholders and interested parties.
3. Collect all relevant documentation and data from core stakeholder organisations.
4. Design survey for inward investors, existing and potential. Test with select group.
5. Define the Golden Triangle as an Economic Opportunity Zones in New Zealand.
6. Identify population intensification areas within the opportunity Zones.
7. Capture baseline data for each Opportunity Zone and for each Intensification area.
8. Create first version of Investment Prospectus, and consult all relevant stakeholders on draft.
9. Create diary of international inward investment events for 2025-28.

#### Timeline



## E.5 Immediate actions

Each chapter in this report ends with a summary of the chapter and a recommendation for the immediate action that should be taken if New Zealand decides it wants to establish an inward investment pathway.

The table below presents each of the immediate actions and provides an indication of where responsibility for this action should lie.

These actions can be made SMART to speed up delivery, if this approach is adopted by Ministers.

**Fig ES.5 Actions highlighted in each chapter of this report**

<b>Defining Strategy</b>	<b>Parliamentarians, Ministers, strategic local delivery partners, community groups</b> <b>Action:</b> Conduct global competitor and partner analysis to capture information about the inward investment strategies used by other cities, regions and countries. Create a centralised vision document, which sets out targets and measures transparently and consistently.
<b>Creating a Shop Front</b>	<b>Ministers, central government officials, strategic local delivery partners</b> <b>Action:</b> Design an online survey and test it with existing and potential inward investors as well as those who have been involved in inward investment domestically. Use this to inform an incentivised global survey, which would also double as a marketing tool.
<b>Using a Development Corporation</b>	<b>Parliamentarians, Ministers, central and local government officials</b> <b>Action:</b> Building on the work already done by Future Proof and SmartGrowth, Ministers should empower the Upper North Island Strategic Alliance to lead the process of defining an overarching vision for the Golder Triangle Opportunity Area, which would also include delivery targets for the Development Corporation.
<b>Inter-Regional Considerations</b>	<b>Mayors, local councillors, authority officials, real estate developers, planners</b> <b>Action:</b> Identify and appoint an interim chief executive to lead the formation of a Golden Triangle Development Corporation. Once appointed, the Invest NZ Onboarding Team can work with the Interim CEO, the LGA and MBIE to draft the relevant Parliamentary SOE paperwork.
<b>Central Policy Considerations</b>	<b>Parliamentarians, Ministers, central policy officials, central data analysts</b> <b>Action:</b> MBIE and Kānoa - Regional Development to share this document with relevant officials and regional managers for feedback. The appointment of two officials to establish a Cross-Government Board secretariat, and act as support liaisons for the Onboarding Team is also required.
<b>Ministerial Management</b>	<b>Political Parties, Ministers, special advisors, central policy officials, media</b> <b>Action:</b> For government officials to discuss the investment pathway and Ministerial escalation strategies with relevant Ministerial teams. Officials should draw particular attention to how this approach knits together existing structures, as opposed to establishing new elements.
<b>NZ Investment Prospectus</b>	<b>Central government officials, private sector infrastructure specialists, developers</b> <b>Action:</b> For private sector organisations in New Zealand to consider how they could add value to this process, and work with local authority colleagues to provide strategic insight. For central government officials to confirm who would ultimately manage the development prospectus.
<b>Community Engagement &amp; Marketing</b>	<b>All government officials, Mayors, local councillors, rate payes, community groups</b> <b>Action:</b> As part of the inter-regional development corporation business case, community alliances and public sector spin-out opportunities should be listed with details of the financial and social benefits they bring. Global memberships and expo attendance schedules should also be clarified.

## E.6 Learning from good practice

We have used a wide range of case studies throughout the report, which provide readers with an insight into how particular parts of the proposed inward investment system would function.

These include best practice, but also highlight examples that have fallen short of their potential. This will help New Zealand learn from others' mistakes, which should make us confident in our approach.

The creation of an Inward Investment Prospectus would provide us with the opportunity to propose

ambitious investment propositions. It would also allow smaller developments to present their case.

This resource would be online and predominantly used by our officials overseas to garner and direct interest to domestic officials for processing.

The obliquitous benefits of creating a united front on a global stage will also help our regions focus on their points of difference, which will enhance local identity.

In addition, the prospectus would help with creating a baseline for reporting on delivery and would help greatly with expectation management at all levels.

### A: Invest Indonesia

Investment in Indonesia is jointly managed by the Ministry of Investment and its subordinate Investment Coordinating Board (BKPM).

The first lesson is how to prioritise inward investment and create impactful materials. However, the most important thing New Zealand can learn from Indonesia is about marketing over-reach.

See page 22 >>>



### B: AEG Global and Greenwich Peninsula

The take-home for New Zealand is that transport, education, and housing infrastructure can be delivered through inward investment when the proper governance structures and legislative controls are put in place.

See page 25 >>>



### C: Sustainable Communities Plan 2003

The importance of building on New Zealand's strongest economic areas when it comes to introducing growth and investment strategies.

See page 28 >>>

### D: University of Nottingham Malaysia

How we can use our university connections to build international investment partnerships, while avoiding Geo-Political upsets. This case study looks specifically at opportunities in healthcare.

See page 32 >>>



## E: London Thames Gateway Development Corp

Over eight years, the LTGDC: Anchored £1.2billion of private sector investment; created over 5,000 jobs; developed over 225,000sqm of commercial space; and built nearly 10,000 homes.

[See page 38 >>>](#)



## F: ISP/Good Neighbour

Empowering disengaged and disenfranchised communities will be the difference between success and failure. Why building on the work done by reputable local charities is so important when it comes to raising the bottom bar of GDP.

[See page 41 >>>](#)

## H: Liverpool Innovation Precinct

Shows how successful inter-regional public, private and academic partnerships can work in the short term. However, it also demonstrates the pitfalls of only establishing part of the full investment pathway.

[See page 49 >>>](#)

## I: Climate Change Resettlement

Learning from Fiji and the 2023 Australia and Tuvalu climate change resettlement pact, we consider how this might dovetail with inward investment, intensification and immigration strategies.

[See page 56 >>>](#)

## G: London vs Hamilton

Provides an insight into challenges New Zealand cities could face a decade from now, if they continue to work in silos.

This case study also helps local officials understand how they can identify global competitors, by learning from cities that have a similar investment offer.

[See page 44 >>>](#)



## J: Tackling Under-Occupancy

As a major barrier to intensification strategies, we look at how the UK has attempted to tackle under-occupancy. We also consider some approaches and schemes that could be adapted to work here.

[See page 59 >>>](#)

## K: UK Prime Minister's Delivery Unit

Defining a strategy and delivering it are two very different things. Even Prime Ministers struggle with getting it right. This case study looks at how Tony Blair learned from failings in his first term, and went on to deliver major public sector reform in his second term.

See page 68 >>>



## L: *Play the Game*

New Zealand is definitely not in a position to bid for the Olympic Games. However, we can learn a lot from the UK officials who were responsible for attracting investment, delivering core infrastructure, and managing legacy for the London 2012 Olympic Games.



This case study provides an insight into the chaos and accomplishments that come with delivering to world-class standards.

See page 71 >>>

## M: KfW IPEX Bank

Capital investment from foreign sources always comes at a cost. However, as is the case with lenders of all types, there are those who jointly invested in the success of the project you are borrowing, and there are those who are not. KfW is the former.

See page 75 >>>

## N: Supermarkets

An insight into how New Zealand could use inter-regional passenger rail to introduce a third retailer to the supermarket sector. Managed well, this would improve intensification targets, and provide transport security and new jobs for everyone.

See page 76 >>>

## O: FIFA and the AIMS Games

Learning from our experience of co-hosting the FIFA Women's World Cup 2023, this case study considers what we can do to build on successes. It considers how we can use the recent event to attract inward investment for sporting facilities, and prepare us for the next event that we invite to our shores.

See page 81 >>>





## P: Mara Inc.

Finding a solution for student and tourist accommodation that reduces the pressure on the domestic rental market would be ideal. However, what should you consider when an ideal potential investor is marred in media controversy?

See page 82 >>>



## R: Planning for Real

An insight into how the Planning for Real model can be used to reduce the cost of masterplanning and public consultation, at the same time as encouraging those who are long-term unemployed into further education and work.

See page 93 >>>



## Q: TECT



The Tauranga Energy Consumer Trust (TECT) was founded on

50% of profits made by Trustpower, which has recently rebranded to Mercury. While it is no longer connected to Mercury, it continues to derive income from increased share values and returns.

This case study looks at how much TECT has contributed to its local community. It asks if profit is actually the problem; or, if it is how we govern over the profit that is made in our country.

See page 89 >>>



## S: MIPIM

As the global leaders in real estate investment expos, MIPIM is the largest event of its nature in the world. It is hosted in the same convention centre as the prestigious Cannes Film Festival. We consider how New Zealand could get the most from an event like this.

See page 96 >>>



### E.7 Summary of challenge

While the stakeholder network required to make this policy and strategy work is far-reaching, the premise of the work that needs to be done is quite simple.

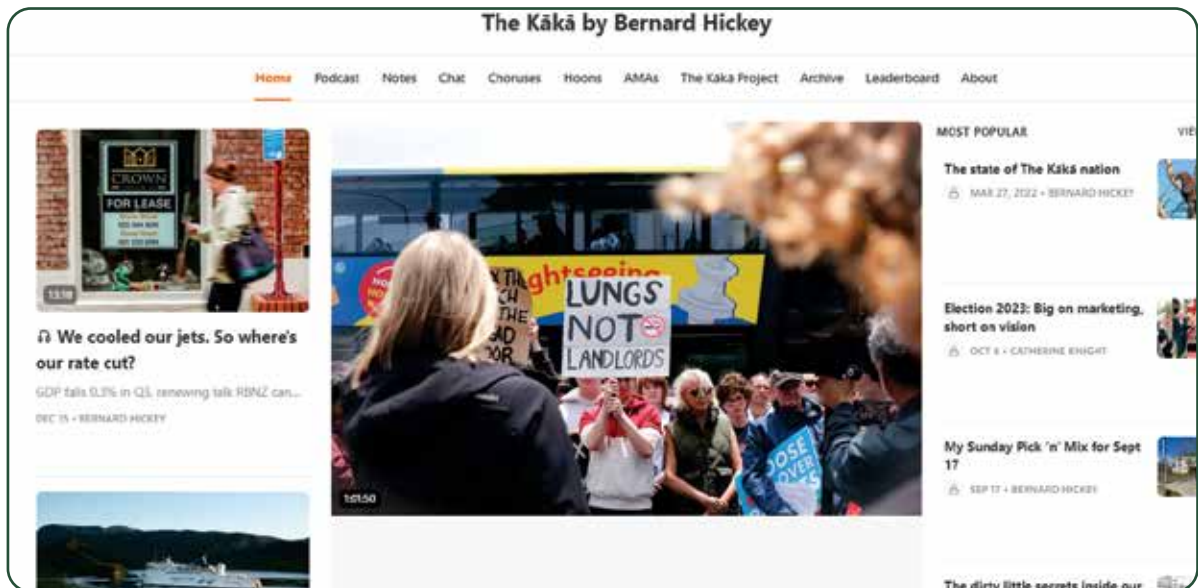
- Create a central development prospectus and use the officials we also have out in the field market it for us.
- Establish a shop-front between Kānoa - Regional Development and the DIA Regional Partnerships Team, that can triage expressions of interest so that time is not wasted on inappropriate proposals.
- Ensure the support systems are in place to expediate delivery where and when it is appropriate, through the Inter-Regional Boards and the Cross-Government Board.

Tarakin Global has already discussed this work with officials and consultants at all levels of government, the private sector, and in the community. The appetite and willingness to participate is there across the board.

We urge Ministers to embrace this thinking so that the relevant policy updates and connections can be made well in advance of the next election cycle.







"In *The Kākā Project's* spirit of covering these issues and suggesting solutions, today's edition steps back to detail these core problems and puts forward some solutions for debate, including:

- "a multi-party agreement of an **infrastructure funding and building strategy** to cater for an agreed population growth strategy to 2100 of 1.5-2% per year, the same rate as we've had for the last 20 years; and,
- "a multi-party agreement to **create independent crown agencies** to achieve affordable zero-carbon housing and transport (40% of disposable income) for all by 2040, with that population growth strategy."

# Table of Contents

---

Foreword	1
Executive Summary	3
Table of Contents	13
Background	15
<b>Core Chapters</b>	
<b>1. Defining Strategy</b>	<b>17</b>
Case study A: Invest Indonesia	
Case study B: AEG Global and Greenwich Peninsula	
<b>2. Creating A Shop Front</b>	<b>27</b>
Case study C: UK Sustainable Communities Plan 2003	
Case study D: University of Nottingham Malaysia Campus	
<b>3. Using A Development Corporation</b>	<b>35</b>
Case study E: London Thames Gateway Development Corporation (LTGDC)	
Case study F: Community Organisations and Development Corporations	
<b>4. Inter-Regional Considerations</b>	<b>43</b>
Case study G: London vs Hamilton	
Case study H: Liverpool Innovation Precinct	
<b>5. Central Policy Considerations</b>	<b>51</b>
Case study I: Climate Change Resettlement	
Case study J: Tackling Under-Occupancy	
<b>6. Ministerial Management</b>	<b>61</b>
Case study K: Prime Minister's Delivery Unit	
Case study L: <i>Play the Game</i> : Behind the scenes of the London 2012 delivery	
<b>7. NZ Investment Prospectus</b>	<b>73</b>
Case study M: KfW IPEX-Bank	
Case study N: Introducing a new supermarket with passenger rail	
Case study O: FIFA and the AIMS Games	
Case study P: Mara Inc. student and tourist accomodation	
<b>8. Community Engagement and Marketing</b>	<b>85</b>
Case study Q: TECT and Mercury profits	
Case study R: Planning For Real	
Case study S: International investment conferences: MIPIM	
<b>Acknowledgements</b>	<b>99</b>
<b>Appendices</b>	
A: Reference sources	101
B: Image sources	109



Fig B.1: Dictionary definition of 'silo'

## Dictionary

Definitions from [Oxford Languages](#) · [Learn more](#)

# silo

*/ˈsɪləʊ/*

*noun*

noun: **silo**; plural noun: **silos**

1. a tall tower or pit on a farm used to store grain.
  - o a pit or other airtight structure in which green crops are compressed and stored as silage.
2. an underground chamber in which a guided missile is kept ready for firing.
3. a system, process, department, etc. that operates in isolation from others.

"it's vital that team members step out of their silos and start working together"

*verb*

verb: **silo**; 3rd person present: **siloes**; past tense: **siloed**; past participle: **siloed**; gerund or present participle: **siloing**

1. isolate (one system, process, department, etc.) from others.

"most companies have expensive IT systems they have developed over the years, but they are siloed"

# Background

*Is New Zealand putting its best foot forward on the global investment stage?*

*Are our ministries, regions, and cities working together to get the best deal for the country as a whole? Do we have an inward investment governance structure that ensures we can optimise returns on every suitable inward investment proposition?*

Following the publication of the **Making Rail Work** report, Tarakin Global set out to draft **Beyond the Tracks\***. The follow-up report intended to demonstrate how inter-regional passenger rail can enhance inward investment yield, and housing and economic development ambitions in the Golden Triangle.

Our submission to the Transport and Infrastructure Select Committee in November 2022 was an extract from **Beyond the Tracks\***. It proposed the introduction of a temporary development corporation in the Golden Triangle and suggested the development corporation should use a co-operative approach to ensure that commercial and domestic residents in the Golden Triangle could feel a sense of ownership and help shape and deliver the inter-regional vision.

However, it quickly became apparent that New Zealand has never used a development corporation structure or approach before, nor does it have a cohesive and integrated inward investment strategy.

Conversations with local officials and economic development leads revealed that cities and regions are currently focused on pitching for domestic funds from central government, like city and regional deals, which means they see and treat each other as competitors as opposed to allies or associates.

This position reflected the conversations experts in the **Making Rail Work Initiative** had with would-be international passenger rail investors. Essentially, New Zealand's propensity to work in geographical siloes and policy siloes makes it too hard, too expensive, and

too time-intensive for seasoned global investors to navigate.

As such, New Zealand is bypassed and written off as an immature investment prospect on the global stage.

Without central government setting strategic ambitions and an economic vision for domestic and global stakeholders, negotiators can only come to bespoke deals that leave value on the negotiating table. Those who do persist and endure the infighting of competing regional and city fiefdoms expend their energy negotiating tactically, not strategically. This forces local authorities to adopt a territorial approach.

With all of this in mind, Tarakin Global is drawing on the expertise of former senior UK Government officials. These officials have designed, established, and managed global inward investment strategies, and the development corporations that have been used to build bridges between all government siloes that might be considered blockages to signing prosperous deals.

This report, **Invest New Zealand**, showcases examples of inward investment approaches that New Zealand can learn from and adapt when creating its own strategy. In addition, the Tarakin Global team conducted a series of stakeholder interviews in the Golden Triangle and with central government officials. The results of these discussions show there is appetite and enthusiasm for adopting this approach.

All that is needed now is strong leadership and a mandate to proceed.

*\*The findings and advice gathered for the publication of Beyond the Tracks have been incorporated into this report.*

"Vision without action is merely a dream. Action without vision just passes the time. Vision with action can change the world."

*American Futurist, Joe Arthur Barker*

# Defining Strategy

*New Zealand's perception of inward investment has been marred by the cost incurred by mismanaged public-private partnerships, a lack of understanding of the full spectrum of inward investment opportunities, and, most importantly, the lack of a central inward investment strategy.*

## 1.1 Domestic obstacles

By comparison to inward investment, our export strategy is one of the strongest in the world, and the networks and knowledge we have access to through these channels are untapped resources.

However, in order to introduce an inward investment strategy, we must first ensure that the country is ready to embrace and optimise opportunities when they present themselves. This starts with defining what an inward investor is, and what they are not.

*When asked what they think about inward investors, most New Zealanders believe that 'foreign' investors are nothing more than arms-length loan sharks and toll-charging gangsters.*

The truth is inward investors come in all shapes and sizes. Anyone migrating to this country, for example, has the potential to contribute to and benefit from an inward investment strategy.

The following page sets out eight examples of inward investors, many of whom are already active in New Zealand. They tend to be on the smaller side of the scale and, if asked, most would tell you about how costly and bureaucratic the process was to get here.

They are also left to their own devices, as far as domestic administrative systems and professional networking circuits are concerned. This means many can struggle and sometimes fail to find their footing.

Our country has good reason to ferociously favour Kiwi-owned businesses. We were dropped like a rock when the UK joined the EEC in 1973, but that does not mean we should be overly cautious with new relationships.

Perhaps we need to consider the idea that our defensiveness can also prevent international newcomers, of all sizes, from playing to their true strengths. This, in turn, has a negative impact on much-needed competition in our domestic economic markets.

While this does not seem like a big deal, it does have a knock-on effect on our country's reputation globally. Entrepreneurs and academic leaders are two good examples of inward investment communities not being managed properly in New Zealand.

While our country has relatively unrestrictive business reporting parameters, we seem to fail at allowing entrepreneurial 'tall poppies' to shine and flourish.

*We send out a message that we are willing to follow others as they innovate, but we lack the confidence in our own abilities to lead. We need to understand, and demonstrate, that we can be a leading force in the world.*



*Garden Place, Hamilton,  
New Zealand April, 2014*





### Global Product & Service Providers

Globalisation opens domestic markets to products and services tried and tested by international clientele, and global product and service providers understand this. They know that investment in a country creates profit in both directions: expansion creates new customers while expanding the service network for existing ones.

Given the extent of their operations, global product and service providers seek for expansion to be streamlined and hassle-free; they cannot afford protracted or arduous negotiations dragging key decision-makers away from productivity. They also want their expansion to be meaningful; any prospective New Zealand branch should improve the network's value as more than just a new market to operate in.



### Manufacturing & Engineering

Manufacturing, engineering and infrastructure sector investors differ in that they are sector-specific and project-oriented. These projects produce assets mutually beneficial to both the host and investor, at minimum. These assets could be singular, such as roadways, or they could support mass consumption, such as manufacturing facilities for automobiles or mass transit units.

Manufacturing, engineering and infrastructure investment depends on a capable workforce, and these types of investors are already confident in who they have. They look for opportunities that engage and apply their experts in the production of these mutually beneficial assets.



### Back Office & Service Off-Shoring

Off-shoring is not outsourcing. Off-shoring is an investment; a company establishes an element of their business in another country, utilising unique local conditions to improve outcomes. Outsourcing serves a different need, where companies export elements of their business to other companies on a contractual basis. Outsourcing is done to reduce overhead; it is not an investment.

Companies attempting off-shoring take a variety of forms and sizes. What they all have in common is that they want to know why New Zealand; what does New Zealand offer that improves their service differentially compared to their current arrangement? If we show they can do something better here, then they will.



### Small & Medium-Sized Enterprises

Not all foreign investors take the form of large multinational corporations. Small- and medium-sized enterprises are willing investors with motivations that differ from larger businesses. Any foreign investment represents a greater proportion of their business, so investments are more targeted and sometimes more personal.

Small- and medium-sized enterprises seek accessibility; they do not have access to the scores of advisors and professionals that larger businesses do. They do not have in-house staff specifically for complicated investment processes or negotiating bespoke agreements. SMEs can invest as valuably as larger organisations if the investment process is accessible.





Business Relocation & Expansion

Presently, businesses seeking to relocate to New Zealand are not considered to be inward investors. This means that businesses already want to, and presently do, relocate. However, each relocation is a bespoke and unique approach, which largely shifts the burden to the relocator or expander while increasing the work for everyone involved.

The first question relocators and expanders have is “how?”, not “why?”. They are already set on New Zealand; what they are looking for is help getting here. Relocators and expanders have to consider movement of supply chains, employees, and accounts, among many others. Moving these operations requires great effort, and they want as much cooperation from their new home as possible.



Asset Managers & Debt Financiers

Not all overseas investment will involve bringing both financing and expertise to New Zealand. Traditional debt financing and foreign asset management will still play a role, as these kinds of investors want to simply provide financial backing while supporting local governance. These financial institutions know how to recognise value opportunities driven by the present management arrangements, and their investment reflects faith in governance.

Finance is all about risk, and foreign asset managers and debt financiers want as little risk as possible. They seek secure investing environments, where there is little contributing risk from government and local economic conditions. A supportive and fair government, to them, is mitigated risk.



Innovators & Entrepreneurs

Innovators and entrepreneurs understand taking a gamble on something unique, if unproven. They see value where others are slow to and understand the potential upside on an investment made good. These minds look at New Zealand’s relative youth and wealth and see opportunities.

These entrepreneurial minds may have ventures in many fields, from finance to science or industry. What they see in New Zealand is an environment ripe for their ideas, with workplaces and workforces conducive to fostering further innovation. Their financial and intellectual investment will pave the way for more entrepreneurship, both global and grassroots.



Scientific & Academic Leaders

Science, technology, engineering and mathematics (STEM) companies are on the cutting edge of human capability. They range in size from startups specialising in one product to global companies providing materials and support to other scientists. They are unified, however, by their commitment to the cutting edge.

STEM leaders are collaborators and developers by nature. They are adept at matters concerning intellectual property, profit sharing, and the risks associated with being on the cutting edge. This is partly because they understand that development of people and business is essential to development of research and products. They seek opportunities to collaborate and develop relationships both inside industry and academia, and beyond.

## Fig 1.1: Inward investment types

### Foreign portfolio investment

Acquisition of a non-controlling interest through stock purchases by a foreign investor.

### Foreign direct investment

Establishment of any kind of controlling interest by a foreign investor, either through creation of a new company (greenfield) or stock purchases (mergers & acquisitions).

### Greenfield

The foundation of a new subsidiary, joint venture, or other business plan in a country by a foreign investor.

### Mergers & acquisitions

Acquisition of a controlling interest through stock purchases by a foreign investor, if the now-subsi-dary remains in operation.

### Horizontal

Investment in a company operating in the same field as the investor.

### Vertical

Investment in a company that would form part of the investor's supply chain, i.e., vertical integration.

### Conglomerate

Investment in a company unrelated to investor's field.

### Platform

Investment in a company which would then export products to a third economy, not necessarily related to either the investor or investee nation.

*Note: These investment types are not mutually exclusive, and there are no hard boundaries between terms. These types are often included to classify foreign investment after the fact, and a creative deal that maximises value may straddle the lines between some of these investment types.*

## 1.2 Getting the right mix

It is important that we understand the needs and requirements of all potential investors, and that we consider the full range of types of investment deals that are commonly used in global partnerships. See Fig 1.1 for types of inward investment deals.

In terms of setting targets and expectations for New Zealand's inward investment strategy, we must make sure we do not become overly reliant on one type of stakeholder or one type of deal. Diversification is key to economic stability and balance.

The industries and sectors we are recognised for globally are obvious areas to focus on when considering growth. We must learn to think about how we can use the sectors that will naturally attract interest with those parts of our society that need investment.

**Our sporting industry is a good example. Not only does it relate to the health sector, it can also be used to attract investment in transport, education, and tourism. Our film industry could also be used as a way of attracting corporate tourism to our shores.**

However, before we get to that stage, we must consider how we want to present ourselves to the global investment community. And the best way to do that is to have a look at how other countries, economic regions and cities are presenting themselves.

## 1.3 Defining our identity

As the 2022 G20 host, Indonesia used the opportunity to amplify its inward investment outreach programme. The documents it created act as useful templates for the materials New Zealand should aim to produce.

In addition, it would be beneficial to keep an eye on those who are or have invested in Indonesia recently.

**Once New Zealand has confirmed its global identity and strategy and has the right governance structure in place, there is little reason it could not compete at the level of G20 countries.**

An overview of Indonesia's approach, including links can be found in case study A, which follows.

Aligning our inward investment strategy with Australia and the Pacific Islands would also help with building relationships with the global investment community.

Consistency is important when it comes to managing investor expectations and attracting interest.

New Zealand cannot be 'all things to all people'. It must not have contradictions in its global marketing strategies, it must make promises it can keep.

Transparency about things like population growth targets and global climate emergency responsibilities will be of increasing interest to inward investors.

In the same way that we can look to other countries to learn from how they identify themselves, we can also learn from cities and regions about how they are anticipating and presenting themselves in terms of growth, housing, climate change and economic security.

### 1.4 Comparative measures

As luck would have it, the global investment community has already defined a list of measures that are used to compare countries, economic regions, and cities. They are detailed in Fig 1.2 below.

While these are used to present current statistics, they are also used as an informative tool to determine anticipated or aspirational targets.

Throughout this document, we have included current measures when we present a country, economic region, or city case study. Where applicable, they are compared to New Zealand or an area in the Golden Triangle.

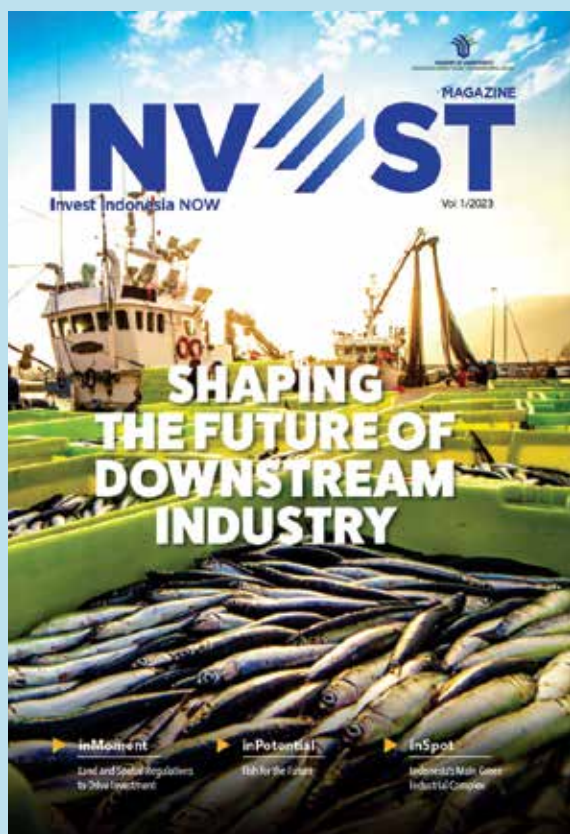
Once an identity has been defined, we will be able to conduct some analysis of investors who are considering opportunities elsewhere in the world. This information, together with data from New Zealand's local authorities will be able to help our country's leaders set transparent targets and measures.

In an ideal world, these will help us plan for the next 50 to 100 years. At worst we will be able to plan as far as the rest of the world can, which is also acceptable.

**Fig 1.2: Definition of global investment measures for cities, regions and countries**

	Description	Measurement
Population	The total permanent population of that polity as reported at the last available national census.	Number of people
Area	The self-reported claimed area of the specific authority.	km <sup>2</sup>
Major economic area	The region or city responsible for the greatest share of GDP. Often this is the capital; however, it may instead be the largest city in countries with relatively small capitals (eg Auckland in New Zealand versus Wellington, Sydney in Australia versus Canberra)	Regional location
Lead official	The senior-most elected official and, if applicable, the senior-most official responsible for inward investment (whether elected or appointed).	Name(s)
GDP per capita	The nominal gross domestic product reported by the region or nation, divided by the population as defined above.	Dollars per person
Index of Economic Freedom	The tranche, calculated score, and global ranking of the country in the most recent Index of Economic Freedom, as calculated by the Heritage Foundation.	Metric
Human Development Index 2021	The tranche and calculated score of the region as identified by the United Nations in their 2021 Human Development Index, a composite of average life expectancy, educational achievement and gross national income per capita. Where a subnational region is indicated, the ranking is in relation to the number of subnational regions in that nation as identified by the UN.	Metric
Köppen climate	A characterisation of the weather patterns of an area according to seasonal trends in temperature and precipitation.	Classification

## Case study A: Invest Indonesia



Cover of Invest Indonesia Magazine, volume 1, 2023

For example, the volume of Invest Magazine (above) establishes Indonesia's recent investment in green energy, and collaborations with climate change leaders like Sir Tony Blair, before introducing its new opportunities in the salt and seaweed industries that require environmentally friendly methods.

This advances the overall position of the Indonesian economy as an environmentally and economically sustainable investment. The investment guidebook is the one stop reference for all technical information related to any inward investment. Chapters are broken down into:

- **An overview of Indonesia at a glance, containing:**
  - **Basic geographic and demographic information**
  - **Current and future economic information, including projections and investment climate**
  - **Political and social environment, including business culture and information on life in Indonesia**
- **Information on the procedural requirements for investment in Indonesia, specifically what Indonesian authorities require of foreign investors**
- **The legal compliance aspects of foreign investments, and**
- **The required information on the Indonesian taxation system as necessary for an investing audience.**

### Leading the way in climate change?

Investment in Indonesia is jointly managed by the Ministry of Investment and its subordinate Investment Coordinating Board (BKPM).

Together, they jointly release an investment guidebook, which is updated as relevant, and a periodical investment magazine.

The idea is that an investor, once an opportunity has been identified, could quickly yet comprehensively assess the requirements for investing using the guidebook.

The periodic magazine, simply titled Invest Magazine, provides a more targeted method for the Indonesian government to steer inward investment by advertising their opportunities.

This prospectus combines both previous investments and collaborations with projects that the Indonesian government seeks funding on to advance their overall vision.



## How does New Zealand compare to Indonesia.

The table below demonstrates that, while Indonesia is a G20 country, New Zealand is a far more attractive option from a statistical and technical perspective.

	New Zealand	Indonesia
Population	4,699,755 (2018)	270,203,917 (2020)
Area	268,021 km <sup>2</sup>	1,904,569 km <sup>2</sup>
Major economic area	Golden Triangle (Auckland, Hamilton, Tauranga)	Jakarta (capital city)
Lead official	Prime Minister: Christopher Luxon	President: Joko Widodo Minister for Investment: Bahlil Lahadalia
GDP per capita	\$81,566 NZD (at 2023 rates) \$48,072 USD (2023)	\$5,108 USD (2022)
Index of Economic Freedom	Mostly free (78.9, 5th)	Moderately free (63.5, 60th)
Human Development Index 2021	Very high (0.937)	High (0.705)
Köppen climate	Oceanic (Cfb)	Tropical rainforest (Af, majority), tropical monsoon (Am, Jakarta)

## What can New Zealand learn from Indonesia's investment weaknesses?

The first lesson is how to prioritise inward investment and create impactful materials. However, the most important thing New Zealand can learn from Indonesia is about marketing overreach.

The country's most recent campaign suggested it was the place to invest in technology for a climate-friendly future. On 11 November 2023, East Asia Forum published an article titled: [Indonesia's new definition of climate-friendly investment risks greenwashing coal power](#).

There is clearly a global market for green investment, which is a debate that New Zealand is not currently part of. Domestic conversations about bringing mining back in this country are relevant to this conversation. Work must be done to assess the green investment that New Zealand could attract so it can be compared with how beneficial mining is to our overall global image. The reputation risk to our green credentials are also important to consider in this analysis. If we must return to mining then we should be upfront and transparent about how quickly we can leave that behind.

New Zealand is well on its way to reaching our target of 100 percent renewable energy by 2030. Green investment could help make sure we reach that target confidently and more prosperously.

We must ensure we do not inadvertently sabotage such an attractive investment credential in the way that Indonesia has done

## Documents, websites and articles for further reading:

- [Ministry of Investment / Indonesia Investment Coordinating Board \(BKPM\)](#)
- [Invest Indonesia Now Magazine](#)
- ["Indonesia's new definition of climate-friendly investment risks greenwashing coal power", East Asia Forum \(11 Nov 2023\)](#)



## 1.5 What good looks like

Once New Zealand has defined a strategy, positioned itself globally and considered the types of investors and deals it is willing to consider, it must then deliver tangible results. Returns must raise the standard and quality of life in New Zealand, instil confidence and credibility on the global inward investment stage, and relieve pressure on all taxpayers and local domestic rate payers.

A great example of global inward investment, that has exceeded local, regional, national, and global expectations is detailed in case study B: AEG Global & Greenwich Peninsula, in London, UK.

The controversy surrounding the Millenium Dome itself made it a tough opportunity to sell on a global stage. Most wanted to fill the inside of the Dome with commercial office space and turn it into a Silicon-Valley-style destination. Few early bidders were able to provide business projections, or architectural landscapes, that would confidently achieve full occupancy, especially when competing with so many other parts of London.

Anshutz Entertainment Group (AEG Global) proved to be the perfect partner. As the owner of arenas, stadiums, sports franchises, film production studios, and real-estate holdings, it saw the Millennium Dome as its foothold in Europe.

Prior to entering negotiations with partners in Meridian Delta Ltd (MDL), AEG bought the London Arena, beside Canary Wharf, and Manchester Arena in the north of England. Both were purchased strategically to ensure AEG's success in Europe.

Once the Stage D deals were signed for the Greenwich Peninsula, AEG sold the London Arena so it could be used to build mixed range housing, including affordable housing units, and it ramped up its investment in Manchester so it could start to court international sponsors that might also consider opportunities at the Millenium Dome.

In May 2005, AEG announced The O2 as naming sponsor in a deal worth £6 million per year from the date of the announcement.

This was announced in conjunction with many of the 96 additional corporate sponsors who were all paying £1 million from the date of their respective announcements. Following the successful opening of The O2 in June 2007, the cost of these sponsorship packages quadrupled. By 2017, the O2 deal alone was worth a massive £125million.

AEG Global has embraced the British music industry and also ensures its hospitality offering at The O2 reflects a fair balance of local cuisine as well as the usual global favourites.

Partnering, or even just inviting a discussion, with an organisation like AEG, would provide New Zealand officials with a masterclass in what other countries have done well and done poorly.

New Zealand has a lot to offer an organisation of this kind. However, senior business leaders in the company are known to quickly walk away when systems are overly bureaucratic and clunky.

## Conclusions and recommendations

Our country is young but it is respected on a global platform. We must be more confident about what it will look like 100 years from now. That is the first step to instilling confidence in investors.

We must be honest with our citizens about how our country will change and grow. This is the only way to prepare them and ensure they are equipped to take advantage of the opportunities that eventuate.

If we do not define our country's future then climate change will define it for us, and we will not have the opportunity to determine our own pattern for economic growth.

**Action:** Conduct global competitor and partner analysis to capture information about the inward investment strategies used by other cities, regions and countries. Create a centralised vision document, which sets out targets and measures transparently and consistently.



## Case study B: AEG Global & Greenwich Peninsula

UK newspaper *The Independent* declared the London Millennium Dome handover to the Meridian Delta Limited (MDL) consortium to be the end of a “sorry saga” at the deal’s announcement in 2002.



O2 Arena

Today, MDL’s vision has provided greater returns on investment than expected by anyone. The redevelopment of the whole Greenwich Peninsula stands as a shining example of delivering medium-high density regeneration, the power of global inward investment partnerships, and what can be accomplished in terms of delivering local government targets at a relatively small cost to the taxpayer.

All of this was due to fit-for-purpose legislation and smart, cooperative planning on the parts of

the UK Government and MDL. The consortium included US-based Anschutz Entertainment Group (AEG Global) as the anchor partner and traditional developers in Quintain Estates (UK) and Lendlease (AUS).

The terms of the sale were that AEG take ownership of the Millennium Dome (later renamed The O2) and, in return, they would help to fund the regeneration of the surrounding Greenwich Peninsula.

The legislative driver for this kind of regeneration is Section 106 of the Town and Country Planning Act 1990. Section 106 agreements see private developers agree to concessions at the behest of the public planning authority. These planning obligations, as they are formally known, create resources for the community; the resources can be specifically designated by the planning authority or left open to interpretation by the developer. In the Greenwich Peninsula, MDL agreed to several Section 106 agreements that saw them fund the development of social housing, schools and even a university campus adjacent to The O2.

One great example of a community benefit is the London Cable Car, which was built for tourism purposes during the London 2012 Olympic Games, but was later reverted to Transport for London as a general commuter line across the River Thames.



London Gondola

Roadways can also be constructed under similar legislation. British law allows for private developers to construct roads that support their overall development projects, which can then be upgraded to local authority standards and turned over to the government as a formal part of the roading network.

Agreements for these roads are organised under Section 278 of the Highways Act 1990. The redevelopment of The O2 saw four such roads leading through the Greenwich Peninsula, which supported the movement of materials and resources for construction. At the end of the project, these roads were then upgraded and now form the basis of the area’s commuter plan.

The take-home for New Zealand is that transport, education, and housing infrastructure can be delivered through inward investment when the proper governance structures and legislative controls are in place.



Fig 2.1: Dictionary definition of 'concierge'

## Dictionary

Definitions from [Merriam-Webster](#)

# concierge

*/ˈkɒnsiəʒ/*

*noun*

noun: **concierge**; plural noun: **concierges**

1. a usually multilingual hotel staff member who handles luggage and mail, makes reservations, and arranges tours
  - In any great European hotel, the most important figure with whom the clients deal directly is usually the concierge ...  
—Leon Harris
  - —sometimes used before another noun as in the hotel's concierge desk/services
2. a person or service that provides assistance with personal business (such as making travel arrangements, scheduling appointments, or running errands)

*adjective*

adjective: **concierge**

1. of, relating to, or being a health-care practice (as of primary care physicians) in which patients pay a membership fee for enhanced access and services

Proponents of concierge medicine insist that more time with each patient allows them to provide holistic care that can prevent diseases such as diabetes ...

—Devin Leonard

# Creating A Shop Front

*A good inward investment strategy has a well-defined and well-managed investor pathway, which begins with a 'gateway', or 'shop front'. The best way to think about this process is by comparing it to a world-class, five-star hotel concierge service. Like any good hotel, or commercial venture, we must also consider our marketing approach and what we present in our 'shop window' so we can attract the most suitable and impactful investors. This function must be built to serve all of New Zealand, not just those parts that are earmarked for intensification.*

## 2.1 The 'Gateway' or 'Shop Front' function

When inward investors are left to their own devices, they can reap havoc with the long-term plans of local and regional authorities. Land banking is one of the ways they mitigate risk within their own portfolios. However, once established as a local land or property owner, they can also act as barriers to progress or new entrants to the inward investment market.

Using a shop front to manage major inward investment ensures that all investors are greeted with the same standards and legal parameters. This means that local laws cannot be manipulated and that investors are made aware of the full spectrum of investment opportunities the country has to offer.

## 2.2 Providing good service

From the point of expressing an interest in New Zealand: the concierge of the shop front must ensure that every question that is asked can be answered promptly. Every proposition received should be greeted with positive reassurance that a process has been activated to ensure a timely and thorough response.

Those leading this service would have to be fully integrated with local influencers and community organisations. They should also have direct connections with senior government officials, parliamentarians, and regulatory representatives.

Chapters 4 and 5 talk more about how this work should be shared between central government officials and the proposed inter-regional development corporation. For now, we must understand that this shop-front

service takes the form of diplomacy as opposed to sales pitching or client upselling.

The function is there to provide reassurance. It must capture as much information as possible, while the potential investor's credentials are being verified.

The knowledge gained from this process can help us, even if the deals themselves do not come to fruition. As such, information capture and reporting is also an important part of this function, as it will help manage expectations and inform the marketing strategy.

## 2.3 Where to begin

The Golden Triangle in New Zealand has the highest GDP, the most economic footfall, and the most potential for growth and early returns on investment.

By comparison, when the UK realised its economic status was being challenged by other European cities from an inward investment perspective, it set about defining a long-term strategy to counter the effect.

The 'Growth Areas' mentioned in case study C, on the following pages, show the investment zones that central government saw as a priority to regain London's standing as Europe's primary global city.

Due to population sizes, using inward investment to enable the decontamination of land, and enhancement of public transport infrastructure were the Government's primary focuses in these areas. Improving existing housing stock, and the consenting of new mixed-use developments could be planned in advance and then delivered promptly when sites came back into use.



## Case study C: UK Sustainable Communities Plan 2003

In 2003, in the UK, the Office of the Deputy Prime Minister (ODPM) published its Sustainable Communities Plan. Its purpose was to create a framework for local government authorities, arms-length bodies, non-departmental public bodies, and publicly-funded organisations, to connect funding decisions that would usually be difficult to align or measure when responding to central government policy targets, which tend to be siloed or ring-fenced by HM Treasury.

Basically, four 'growth areas' were identified (Fig C.1), and where local authority planning departments could not take ownership of local delivery, statutory development corporations were set up. This was based on where housing needs were in highest demand and population over-crowding was overwhelming societal infrastructure like healthcare, education, transport, water, waste, and energy etc.

It is important to remember that these are the places where people wanted to live and work. These were the desirable locations that could add value to the country's overall gross domestic profit (GDP), and global economic standing, if they functioned smoothly. They also had huge societal divide. Gentrification was creating increases in households in poverty and gang-related criminal activity; marginalisation and increases in benefits were no longer an option in terms of addressing these issues.

In a country with very little land available for development, the Plan prioritised brownfield sites. Government committed to remediating chemical and industrial damage so that foreign and domestic commercial investors could work with local partners to bring these locations back to life.

In the UK priority regeneration areas, the statutory development corporations were granted devolved planning powers from central government to aid with compulsory land purchase, land remediation, and approvals for contractual agreements with inward investors. Development corporations also helped with aligning funding decisions between central government departments.



Fig C.1: Four UK strategic, economic growth areas defined by ODPM in 2003



### What does that mean, and was it effective?

Well, yes, it did work. One of the key sites that was regenerated was the 2012 Olympic Park in Stratford, which has had a significant impact on the prosperity of all residents in the five council regions touched by the Olympic Delivery Authority (one of the three development corporations established in the Thames Gateway region). The principles of 'future-proofing' and 'infrastructure first' are two of the key reasons the areas remain prosperous, desirable residences today, for both families and businesses.

The development corporations also acted as one-stop-shops for foreign investors and large scale public-private-partnerships. This more than doubled the income for local authorities, especially around the Olympic Park in Stratford.

### How could this relate to New Zealand?

Much like London at the turn of the millennium, Auckland is bursting at the seams. We are talking about smaller numbers by comparison, but the pressure is creating similar problems: too many cars, not enough housing, and infrastructure that is both congested, out-dated, and stretched to breaking point.

The process of identifying growth areas could also work here. The Golden Triangle (Fig C.2) is an obvious place to start, especially given the significance of New Zealand's ports. The philosophy is to create a united vision and approach for growth and development across local authority areas. The ambition should be to the same as Thames Gateway: get ahead of urban sprawl by aligning public, private and community spending. It is more expensive to fix infrastructure problems in retrospect.

Like London, England, Auckland is New Zealand's economic heart. Like the Thames Gateway, the Golden Triangle is its opportunity growth area for foreign investment. The two areas must work together to attract the broadest range of development opportunities. Once established, benefits can be spread across the country.



Fig C.2: New Zealand's Golden Triangle and current locations of growth

Source: See Appendix A



## 2.4 New Zealand's global position

The tables in Fig 2.2, place New Zealand's economy, in terms of per capita GDP, on a scale with the member of the G20 and APEC. What they show is that our economy, while young and on the smaller side, is attractive and competitive. We are only one place below the UK and nearly 70 places ahead of Indonesia, both of whom have organised and well established inward investment strategies.

Our relative economic position should instill us with confidence that we are ready to negotiate inward investment at this level.

We have free trade agreements and other diplomatic alliances with these countries. We can build on these with local opportunities.

## 2.5 Quality and variety of our offer

While the purpose of this report is to demonstrate how we can enable inward investment to help fund major infrastructure, we also need to ensure we do not overlook opportunities just because they are not close to major intensification zones.

Government's Regional Deals Strategic Framework recognises that:

*"Current settings do not support local government to foster economic growth in their regions. Councils' existing funding and financing tools are an example of this, where councils are not rewarded for economic growth. Instead, increased tax revenue from local growth flows to central government, not local government. In practice, this means that councils and ratepayers are bearing the costs of growth. In many cases, local communities are either unable or unwilling to embrace growth and development, leading to local decisions that impede economic growth and contribute to New Zealand's significant infrastructure deficit and unaffordable housing market."*

A commitment to resolve this issue is essential to achieving intensification and attracting inward investment. However, it is disappointing that the

**Fig 2.2 World rankings based on Gross Domestic Profit (GDP)**

G20 Economies		
World Ranking	Country	GDP (PPP) per capita (2022)
8	United States of America	\$76,399
17	Germany	\$63,150
18	Australia	\$62,625
20	Saudi Arabia	\$59,065
22	Canada	\$58,400
25	France	\$55,493
27	United Kingdom	\$54,603
<b>28</b>	<b>New Zealand</b>	<b>\$51,967</b>
29	Italy	\$51,865
30	South Korea	\$50,070
38	Japan	\$45,573
50	Turkey	\$37,274
52	Russia	\$36,485
63	Argentina	\$26,505
71	Mexico	\$21,512
72	Peoples' Republic of China	\$21,476
83	Brazil	\$17,822
92	Republic of South Africa	\$15,905
96	Indonesia	\$14,653
120	India	\$8,379

APEC Economies		
World Ranking	Country	GDP (PPP) per capita (2022)
2	Singapore	\$127,565
8	United States of America	\$76,399
11	Brunei	\$69,275
13	Hong Kong	\$69,409
18	Australia	\$62,625
22	Canada	\$58,400
<b>28</b>	<b>New Zealand</b>	<b>\$51,967</b>
30	South Korea	\$50,070
38	Japan	\$45,573
52	Russia	\$36,485
56	Malaysia	\$33,434
58	Chile	\$30,209
71	Mexico	\$21,512
72	Peoples' Republic of China	\$21,476
73	Thailand	\$20,672
95	Peru	\$15,408
96	Indonesia	\$14,653
101	Vietnam	\$13,457
114	Philippines	\$10,133
142	Papua New Guinea	\$4,447

Framework goes on to set out a process, which seems to only support areas taking on big growth targets.

A framework of this nature should not be exclusive. Development opportunities should not be overlooked because they are off the beaten track. Part of New Zealand's charm comes from finding those hidden gems.

The strategic process we are setting out in this report encourages anyone with development ideas to connect themselves to the inward investment pathway.

Case study D, which follows, provides an insight into the University of Nottingham Malaysia Campus. This is a great example of an economic growth opportunity that would not automatically fit into a Regional Deal.

This deal is also a great example of how inward investment and development deals can be done outside the confines of government systems.

Nottingham-Malaysia created an alliance between the UK and Malaysia, which was later expanded to include China. This is a deal that could not have been negotiated at a geopolitical level.

## 2.6 Capturing data and information

A key enabling services that the concierge shop front can offer to those submitting to the investment prospectus, would be to provide information about similar schemes from other countries.

There is much to learn from investment strategies adopted by Iceland, Ireland, and Finland in terms of positive cultural and environmental positioning. Directing local submitters to these foreign resources will help them improve the quality of their propositions.

We should also activate our High Commissioners and Trade Envoys to lead on relationship building with these countries. Although, that will need to be managed in a way that ensures the concierge shop front team takes ownership of the operational and delivery elements of these connections.

We must make sure officials from MFAT and NZTE are treated as global influencers in the process. They are already managing a lot of complex geopolitical relationships. It would not be appropriate to expect them to engage with domestic support services.

Once a proposition has been posted to the Development Prospectus, it will be up to the local contact to keep the entry up to date.

The numbers submitted to the Development Prospectus will be used for reporting purposes, and will give us a better understanding of where local appetite for economic growth are improving.

## 2.7 Responding to the market

In Chapter 8, we will talk more about how local initiatives can help us get recognition on a global stage. This global marketing strategy, would be designed in conjunction with MFAT and NZTE and should include a global perception survey.

The concierge team will be responsible for identifying trends, or multiple opportunities that could be pitched as packages, which is a great way of encouraging investors to look at the full portfolio that is on offer.

Once a potential investor has been validated and identified a list of propositions, they will be transitioned to the local development corporation or contact.

## Conclusions and recommendations

There is a lot of knowledge out there, and a lot of opportunities. We need to streamline the process so it does not become overly complex. This work must be managed at a cities and regional level, as opposed to within a central government policy environment.

New Zealand needs to conduct a key influencer survey with domestic stakeholders in the first instance. This should be a light-touch exercise that asks for open-ended thoughts and considerations on what we do well and poorly in the inward investment space. This would need to consider investment opportunities by type and sector.

**Action:** Design survey and test with existing and potential inward investors as well as those who have been involved in inward investment domestically. Use this to inform an incentivised global survey, which would also double as a marketing tool.



## Case study D: University of Nottingham Malaysia Campus

New Zealand is lagging behind in the development of its medical education sector. We:



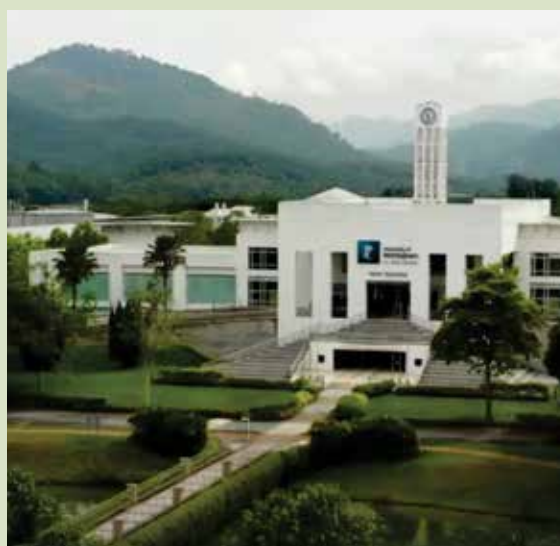
- Produce the sixth-fewest number of medical graduates in the OECD,
- Have one medical school for every 2.6 million people, far less than our Australian neighbours at one medical school for every 1.3 million people
- Face a graduate 'brain drain' and a health workforce hiring crisis

These are all issues which were a significant part of the debate in the recent general election.

### A way to address these issues

The University of Waikato is committed to its proposed solution of establishing a third medical school, focusing on regional primary care medicine, by 2027. To establish such an institution in this timeframe, while ensuring credibility and quality, will require a serious commitment of expertise and financing.

The University of Nottingham Malaysia demonstrates how international academic knowledge and credibility is built using inward investment. In 1998, the Malaysian Ministry of Education invited the University of Nottingham and private capital investors to collaborate on the first-ever overseas campus of a British university.



*University of Nottingham, Malaysia*

This system is designed to facilitate inter-campus exchange; while modules are tailored to the specific region, they are fully integrated, and degrees are awarded from the same institution regardless of campus.



*University Park Campus, Nottingham*

A key example of inter-campus integration is the Master of Pharmacy programme, where the first two years are offered at either campus and students matriculate to the UK campus for year three and beyond.

Graduates are given a world-class education that enables them for work in the UK and Malaysia.

Research captured collaboratively in these institutions also tends to have a broader cultural understanding. This makes it easier for all partners to achieve both cultural and clinical excellence.





The table below demonstrates that cities do not have to be similar to form alliances. In fact, when it comes to healthcare, the differences are part of the attraction.

	Nottingham	Kuala Lumpur
Population	323,632 (2021)	1,982,112
Area	74.6 km <sup>2</sup>	243 km <sup>2</sup>
Major economic area	Nottingham City Centre	Kuala Lumpur City Centre
Lead official	Leader of the council: David Mellen Chief executive: Mel Barrett	Mayor (chief executive equivalent): Kamalulzaman Mat Salleh
GDP per capita	£36,980 GBP (2021)/\$49,923 USD (at 2021 rates)	127,119 RM (2022)/\$28,909 USD (at 2022 rates)
Index of Economic Freedom	(UK): Moderately free (69.9, 28th)	(Malaysia): Moderately free (67.3, 42nd)
Human Development Index 2021	(East Midlands): Very high (0.914, 7th of 12)	Very high (0.858, 1st of 15)
Köppen climate	Oceanic (Cfb)	Tropical rainforest (Af)

### What could Waikato do?

The University of Waikato could partner with private capital and an academic partner institution to provide a regionally focused medical school by 2027. This method would tap into the established partner's credibility to improve the standing of the fledgling school and ensure top performance from the outset.



Like with the Nottingham/Nottingham Malaysia MPharm programme, the expertise and profile of a medical school, internationally known for its regional and primary care focus, could be combined with the University of Waikato's locally tailored knowledge. This would also provide a mechanism for the export of knowledge related to addressing the health inequities in indigenous populations, promoting the cultural brand of Aotearoa New Zealand.

The terms and strength of the core joint venture agreement would open the door for further inward investment. The confidence of the lead private capital partner reflected in the construction of medical school facilities would inspire the presence of other investors of all sizes.



Aerial photo of Waikato Hospital

Consider the proximity of the Waikato Hospital campus to the private Braemar Hospital and industrial space on Kahikatea Drive. The combination of proven private capital investment, collaborative governance structures, and gifted graduates at the cutting edge creates a tantalising prospect for investors across a wide range of health, science and adjacent sectors.

"When we set up the London Thames Gateway Development Corporation in East London, in public the local authorities were outraged, but in private they were saying they would never ever be able to raise the kind of money the development corporation could...

...it was almost doubling the amount of money the boroughs were getting, through inward investment for capital investment in infrastructure...

...there is a [false] mythology that they are expensive to establish."

## Using A Development Corporation

*Expediting the governmental decision-making process should be the primary objective of whatever organisation is put in place to direct and manage inward investment. Ideally, this will be a partnership between public, private, community, environmental and heritage organisations. The development corporation business model has the flexibility to meet these requirements. However, it has to be empowered properly by politicians and allowed to function apolitically. Its strength lies in its limited life-span and its independence from any central or local electoral cycle.*

### 3.1 Local appetite for a new approach

During the analysis of its case for inter-regional passenger rail in New Zealand, Making Rail Work, Tarakin Global concluded it could not be delivered without foreign investment.

Katrina Ramage presented a development corporation model to the Transport and Infrastructure Select Committee, suggesting that it could be used to attract investment for all capital infrastructure needs.

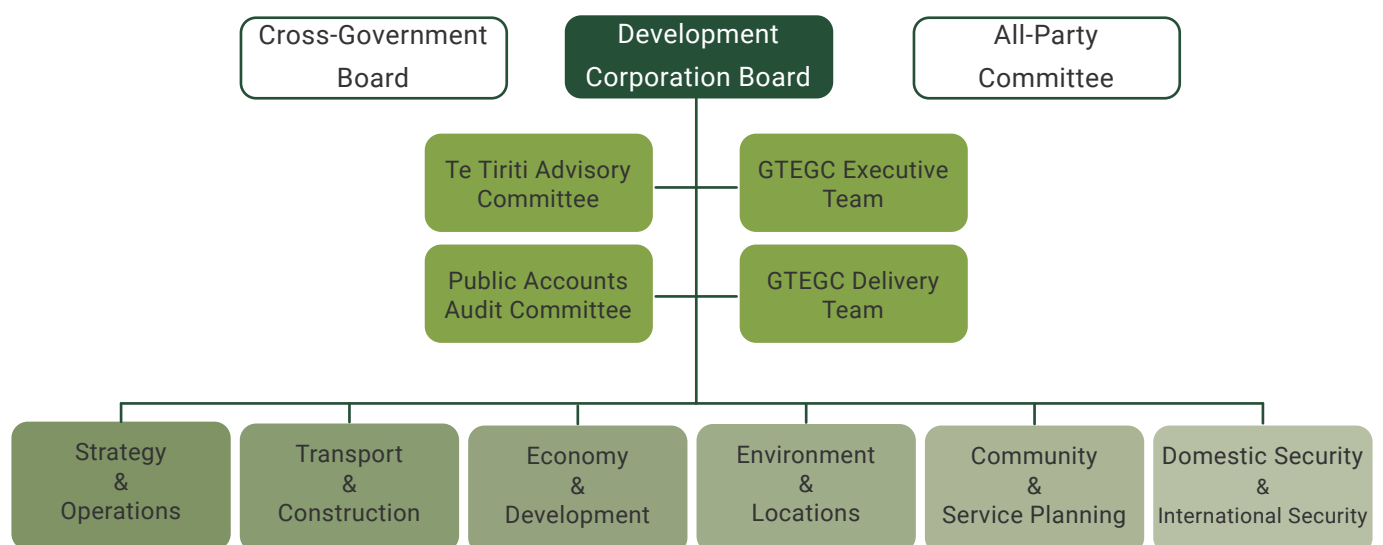
Figure 3.1 sets out a basic governance structure for a development corporation. It is important to note that the policy groupings at the base of the diagram represent collaborative working groups, as opposed to teams or departments.

In consultation with local authorities, economic development agencies and major employers in the Golden Triangle, there was a consensus for using a development corporation model because of the wider economic benefits it would bring to all policy areas, and the country as a whole.

Transparency around deal brokering and public engagement were a concern, which could be overcome by using a partial cooperative model. However, that is not essential for the work that needs to be done to establish the organisation, see Chapter 8.

Legacy planning would need to be clarified upfront and an employment strategy that upskills local authority teams as opposed to plundering them is essential.

**Fig 3.1 Basic governance structure for a development corporation**



## 3.2 Organisational objectives

Being specific about the development corporation's objectives is incredibly important. Fig 3.2 is an AI description of what the organisation might focus on.

The danger of not being specific about its objectives is that they become all things to all people. They either end up being elevated to a sort of pseudo, quangoesque unelected Cabinet, or they end up being dumping grounds for all of the things that government agencies and authorities do not want to do.

For the Golden Triangle, Tarakin Global believes that it should be focused on raising money from inward investment on behalf of the three cities and three regions. However, detailed geographical zones should be defined for the areas that are identified for intensification and increased housing density.

## 3.3 Cliff-edge development

The development of Canary Wharf in East London was managed by the London Docklands Development Corporation (LDDC).

The success of the project stands as an exemplar of how to expand a finance sector and attract high-net-worth companies and residents to the country, which has obviously positive tax outcomes.

However, the project is often cited as an example of how a blinkered approach to economic development can create issues with social cohesion and crime.

Set within the London Borough of Tower Hamlets, Canary Wharf was known for only being able to employ local residents as cleaners and road-sweepers. The visual difference between the developed area and the surrounding communities also set an ugly tone.

### Fig 3.2 FranklyAI: definition of development corporations

Development corporations often work closely with various stakeholders such as businesses, investors, community organisations, and government agencies to coordinate efforts and drive development projects forward. They may engage in activities such as:

1. **Business Attraction and Retention:** Development corporations focus on attracting new businesses to the region while supporting existing ones through incentives, infrastructure improvements, and other measures. This helps stimulate economic activity and create employment opportunities.
2. **Real Estate Development:** They may participate in real estate development projects to support key industries or revitalize under-utilized areas. This can involve acquiring land, facilitating infrastructure construction, and managing property portfolios.
3. **Financing and Investment:** Development corporations often facilitate access to capital for businesses through funding programs, grants, loans, or partnerships with financial institutions. By providing financial resources and expertise, they help foster entrepreneurship and business growth.
4. **Infrastructure Development:** They play a vital role in planning and developing critical infrastructure such as transportation networks, utilities, telecommunications systems, and public facilities to support economic growth and improve quality of life in the region.
5. **Community Engagement:** Development corporations actively engage with local communities to gather input and address social needs associated with development projects. This includes public consultations, community outreach programs, and initiatives that promote social inclusion and sustainability.

The specific roles and responsibilities of a development corporation can vary depending on regional priorities, legal frameworks, and funding arrangements. However, their overarching objective is to foster sustainable economic growth and improve the overall well-being of the region they serve.

**Fig 3.3 Development corporation: connecting top-down with bottom-up**



This fosters resentment very quickly, which is why future development corporations have focused on local upskilling with fixed local employment targets for incoming foreign employers. The creation of gated housing further exacerbates these issues.

In order to avoid cliff-edge development, Tarakin Global proposes that the zones defined for the Golden Triangle should be specific about both high-density and medium-density areas so it can promote society and community blending.

It should also identify the areas where the GDP is lowest, or where socio-economic divide already exists. This will help to direct investment, and help define the Section 106 requirements for incoming investors.

### 3.4 Managing expectations

Fig 3.3 shows where the development corporation's oversight board would sit within the machinery of government from a reporting perspective.

The mix of stakeholder members on this board can seem overwhelming, and potentially explosive.

However, experience shows when they focus on SMART and values-driven objectives, they soon set aside differences, which helps with their relationships in other workspaces and places.

Within the Golden Triangle, the Urban Development Partnerships have already created the right foundations for these types of alliances.

The structure of our educational institutions also provides good pathway opportunities for those in both upper and lower socio-economic areas.

If managed in the right way, the use of a development corporation could bring all of these strands together at the same time as attracting new money to the area.

It would allow our whole to equal greater than the sum of our parts, from a geographical perspective and a central policy perspective.

It would demonstrate that we have an integrated governance system, which will enhance our reputation as being prime for inward investment discussions.

### 3.5. We should not re-invent the wheel

Case study E: The London Thames Gateway Development Corporation (LTGDC), which follows, would be a good template to use as a starting point for the Golden Triangle.

We have a strong relationship with the UK and our legislative processes are compatible. We can take and adapt policy that already exists from Whitehall. And as a Crown-loved Commonwealth country, geopolitically, we can expect to be supported in our efforts.



## Case study E: London Thames Gateway Development Corporation



*London Development river view*

The British capital has a long history with development corporations. The London Docklands Development Corporation operated from 1981 and 1998 and oversaw the revitalisation of that section of the former Port of London over 18 years.

In 2004, the London Thames Gateway Development Corporation was established to do the same for the London Riverside and Lower Lea Valley (pictured at left and below) areas in East London.

Over its eight year existence, the LTGDC:

- Anchored £1.2 billion of private sector investment in the area and created over 5,000 jobs by the development of 225,000 m<sup>2</sup> of commercial space
- Improved living conditions through the construction of nearly 10,000 homes, 15,000 m<sup>2</sup> of educational space and 300 hectares of open space.

Given New Zealand's need for economic stimulation and a quick solution to the housing crisis, the Thames Gateway model provides the perfect blueprint for the delivery of these goals.



*Lower Leaside before redevelopment*

The London Thames Gateway Development Corporation was defined by three core characteristics:

1. It sat between central and local government. While created by an instrument of Parliament, the LTGDC received its powers from the five Boroughs of London who were normally responsible for the allotted area.
  - Crucially, it was only assigned those powers in the areas of those boroughs that fell into the Riverside and Lower Lea Valley areas, not the boroughs at large. This allowed for development and planning approval to span multiple council jurisdictions at once, eliminating delay-causing redundancy while allowing councils to retain their autonomy for projects not related to the LTGDC.
2. It had a specific purpose. The LTGDC was designed to command revitalisation and redevelopment in the London Riverside and Lower Lea Valley areas. The extent of the powers assigned to the LTGDC were solely for the management of land, building operations, and essential service expansion; anything further was only assigned insofar as was necessary for the exercise of those powers.
3. It had a limited lifespan by design. The LTGDC, when established in 2004, was only intended to last for ten years; however, changes in policy direction saw the organisation successfully wound up by the end of the 2012/13 fiscal year.





*Housing development at the Olympic Park site*



The product of these core characteristics was an exclusively outcome-driven delivery model. Funding assigned by central government to participating councils was earmarked for the LTGDC and was unable to be spent on other projects. When the lifespan of the development corporation was up, both the ceded powers and responsibility for the developed assets were reverted to the control of their respective authorities. As a result, the structures of development corporations incentivised participating councils to frame their perceptions in terms of legacy and outlook.

Ultimately, each borough found that, as the eventual and expectant inheritors of the resources and structures of the development corporation, participation in the wider collaboration remained in their interest.

When the LTGDC was wound up, the powers assumed by the corporation reverted to the boroughs. Assets were transferred to one of two agencies, either the Greater London Authority or the London Legacy Development Corporation for those assets within the area of the London Olympic Park (parts of which overlaid the London Thames Gateway area). On the surface, nothing remained. As it was in its operation, the legacy of the LTGDC is greater than the sum of its parts.



*GEME campus created as part of redevelopment*

For a brief and deliberately limited period, differing levels and areas of government found a way to come together, across traditional boundaries, with domestic and international private partners. The result was the revitalisation of the landscape and living conditions in one of London's most impoverished areas.



*Olympics opening ceremony*

Today, the legacy of the LTGDC is seen by every person who enjoys the expanded economic and social opportunities offered in the London Riverside and Lower Lea Valley areas.

Its greatest legacy, however, is that the steps taken to revitalise London Thames Gateway ultimately laid the path for, and catalysed, the delivery of the London 2012 Olympic Games.

### 3.6 Sustainable community impact

Legacy comes in all shapes and sizes when it comes to inward investment. At its worst, it looks like 'roundabout art', at best it looks like a community programme that inspires generations.

It is also important to remember that inward investors have global shareholders who will want to see that local communities are welcoming their investment endeavors.

Corporate Social Responsibility (CSR) is an old phrase that PR junkies use to talk about 'feel good' projects that help them raise their company's profile. However, tapping into these budgets is a good way of bringing communities and investors together; a tactic that is still widely used across the world.

Our economic development agencies in the Golden Triangle do some incredible work with schools, which are prime for investment.

The CSR factor does not sit within the planning system or immigration process but it can be used as a way of achieving additional local benefits. There are also ways of tapping into C-Suite and staff development budgets, which should be considered and optimised.

Case study F showcases two community groups in the Golden Triangle. If we couple these skills and knowledge together with the *Planning For Real* approach, discussed in Chapter, we only stand to gain.

We could create a system that would connect the richest and the poorest in our country respectfully and constructively.

Ultimately, the development corporation's role would be a filter. It must be an organisation that invites investors to dream big dreams, but it must not do that at the expense of community foundations.

The development corporation should be seen as a guardian of that bridge. A space where foreign investors are warmly welcomed, and local communities are confident that their voices are valued.

### 3.7 Raising the bottom bar

Regardless of what objectives are assigned to the development corporation, reducing poverty and the debt impacts of the cost-of-living crisis should be a measure considered in reporting.

Inviting new people into the country will not be difficult; ensuring we take our own people with us will.

Investment in micro-economics is the fastest driver of sustainable local economies. Governments and politicians tend to believe that tax is the way to spurn micro-spending. Mobility is a far more effective driver.

New Zealanders like to spend, but they spend a disproportionate amount of money online. Mainly because it is expensive to drive their own vehicles.

In the intensification zones identified for the development corporation, we should ensure that multi-modal transport options are incorporated into capital expenditure fundraising ambitions. This would increase access to employment, and allows opportunities for everyone to spend locally.

## Conclusions and recommendations

Development corporations are designed to do many things, but the one thing they do well is bridging the gap between macro-economics and micro-economics. This is something that should be considered before central political ambition is set as a priority.

Identifying a transparent list of community organisations and charitable community advocates would be a good first step at preparing the stakeholder engagement foundations. These groups can help contribute to ideas for what legacy looks like in their area, which should be presented as a shared vision for the area and set to SMART objectives.

**Action:** Building on the work already done by Future Proof and SmartGrowth, Ministers should empower the Upper North Island Strategic Alliance to lead the process of defining an overarching vision for the Golden Triangle Opportunity Area. This would also include delivery targets for the Development Corporation.



## Case study F: Community organisations and development corporations

Collaborating councils and other government agencies are not the only source of a development corporation's legitimacy. Community groups also know how to advance the interests and welfare of their communities, but are often resource limited. By partnering with councils and companies through the development corporation, communities can expand the reach of the good they are already doing.

### UK development corporations provide a good model for this work

Even before its participation in the London Thames Gateway Development Corporation (see case study E), the London Borough of Tower Hamlets had partnered with the Bromley-by-Bow Centre. The Centre is committed to improving social as well as physical health; while it has its own dedicated GP service.

Its real strength is in offering classes and activities to upskill community members and thus improve their social wellbeing too. Members of the centre were integral for crafting the vision of the refreshed Lea Valley.

### Applying this to the Golden Triangle

Auckland Council's The Southern Initiative does something similar by taking a "cradle-to-career" approach. TSI works to create jobs and opportunities for career development by supporting education and health across the population's lifepath.



In essence, they work to improve living conditions at the very beginning of life (the cradle) through to schooling, the workplace and beyond (the career). Through improving the quality of life and work in areas of socio-economic deprivation, TSI raises GDP by ensuring the existing communities are upskilled and supported in a way that allows them to pitch for work from new investors.



In Tauranga and the Bay of Plenty, Good Neighbour helps build a sense of community resiliency. Good Neighbour recruits volunteers to assist with food rescue, community gardens, and neighbourhood projects; projects that physically improve their communities. In the process, people physically get involved with their neighbours and gain or refine their skills.

Communities drive the effort to improve communities, including the people in them.

When government recognises communities who want to make themselves better, they become better targets of investment opportunities.

We will talk more about Good Neighbour's Volunteer to Employee initiative in Chapter 8.



Good Neighbour's food rescue program in action

Fig 4.1: Recent changes to local planning laws



#### 114A Meaning of exempt service

- (1) In this Part, an **exempt service** is a public transport service that satisfies one of the following:
- (a) ~~it operates inter-regionally;~~
  - (b) it operates in a region that is required to have a regional public transport plan, but—
    - (i) when it started operating, it was not identified in that plan as integral to the public transport network in that region; and
    - (ii) it operates without a subsidy for its provision;
  - (c) it operates in a region that is not required to have a regional public transport plan;

"**The deletion of this one line in the final legislation** means that public transport that crosses a regional boundary is no longer by that very fact considered to be an 'exempt' service, and therefore not subject to [...] any applicable regional public transport plan. **This is a big positive step forward.**"

"It does this by **extending the consultation requirement** for Regional Public Transport Plans. According to the legislation "[...] all relevant local authorities in the other regions in which the service is proposed to operate"."

"This should simplify the process [...] so that one region can be the lead agency for services operating in more than one region, **so long as they consult all relevant local authorities in that region.**"

\*SPTF: Sustainable Public Transport Framework



# Inter-Regional Considerations

*We are already making progress towards inter-regional strategies, especially when it comes to transport. As highlighted in Fig 4.1, the deletion of one line of legislation means we can now begin to make New Zealand's whole equal greater than the sum of its parts. That said, suggesting one region takes a lead for inter-regional delivery is a recipe for disaster. Ensuring development corporations that are introduced are inter-regionally focused would be more sensible.*

## 4.1 Why inter-regional is right

New Zealand has a low population in terms of the landmass it occupies. Because our cities, regions, and rural dwellings are spread out, we require infrastructure that is akin to a much more populated country.

**Basically, we want the UK's infrastructure even though we only have less than a tenth of its population.**

As a country, we are beginning to understand that our wish for every Kiwi to own a bungalow on a quarter acre of land is not sustainable. Allowing kiwis to think that this trend can continue is irresponsible and short-sighted.

Intensification strategies are being discussed on city and regional levels. However, this is mostly being done as a way of housing Kiwis who are currently unable to get on the housing ladder and attracting new rate payers to local council areas, as a way of bolstering tax revenue. Essentially putting the cart before the horse.

The introduction of core infrastructure, societal service provision, and accessibility to jobs seems to be an afterthought. More worryingly, we seem to accept the fact that the cost of physical and social infrastructure is expensive because we are forced to retrofit it.

**This is not the first report to draw attention to the problems created by creating sprawl and then chasing it.**

## 4.2 Mastering a strong scrum

Currently, our local authorities are very good at inter-regional diplomacy. Best practice is shared, drafts of official documents and reports are shared confidentially to ensure no one is caught off-guard.

However, ultimately, when this does not lead to collaborative delivery, we must realise that we are falling short of our full potential.

**As mentioned in Chapter 2, our legislative frameworks and structures work against collaboration across regional lines. At worst it prevents it; at best it does not actively encourage it. Fig 4.1 shows a small legislative change can make a big difference.**

Case study G: Hamilton vs London compares Hamilton, New Zealand, with London Ontario, Canada. It looks at the opportunities cities along the Canadian Route 413 have and how they have engaged with the global inward investment community.

Basically, this part of Canada is a decade ahead of us in terms of development. However, they have not realised their full potential because they work in silos and are inadvertently working against each other.

We can learn from their mistakes. We are globally known for our mighty All Black scrum. Considering this, Tarakin Global believes that the use of inter-regional development corporations is the best and fastest way we can create the conditions for collaborative delivery.

**Each city and region in our country has something unique and different to offer. That is what will make a compelling case to the global investment community.**

The case for starting with the strategic connection of the cities and regions in the Golden Triangle has already been made in Chapter 2 and 3 of this report.

This chapter focuses on how the inter-regional development corporation would interact with central and local authorities, community, and private sector.



## Case study G: London, Ontario, and Hamilton, Waikato

London, Ontario, is the city that Hamilton, at least demographically, aspires to be. While London has nearly three times the population and four times the area, the two cities share key geographic features that are crucial to their economic position. These features are:

- **Central riverine geography.** Both cities have a major national river: the Waikato River in Hamilton, and the confluence of the Upper and Middle Thames Rivers in London.
- **Proximity to national economic centres.** Hamilton is 100 km south of Auckland by State Highway 1, while London sits halfway between Toronto and Windsor (itself across the river from Detroit, Michigan) on King's Highway 401.



The Forks in London, Ontario, Canada



Waikato River in Hamilton, New Zealand

The similar geographic landscapes have almost certainly led to the similar demographic changes. Hamilton is New Zealand's third-fastest growing city; London is Canada's fourth-fastest growing city and the fastest growing in Ontario. Other population features they share are:

- **Highly educated populations.** The latest census results show that 1 in every 4 people in each city has at least a bachelor's degree.
- **World-renowned universities.** The University of Waikato entered the top 250 of Quacquarelli Symonds' rankings of global tertiary institutions in 2023; in that same ranking, London's University of Western Ontario came in at 114.

As Hamilton on the Waikato looks into the future, it cannot help but consider the outline of London on the Canadian Thames.

### Is London, Ontario a model for Hamilton's development?

Not quite. London is currently playing catchup with its own growth rate; Londoners, like Hamiltonians, are used to slow growth and steady change, and did not expect the significant uptick in population seen since 2016.

**London's school-age population is beginning to exceed the capacity of the city's schools. London has no answer.**

It is easy to see how London was the victim of competition between fiefdoms for investment. Canada's national inward investment platform, Invest in Canada, was only established, separately from foreign affairs, in 2018.



School playground, London, Ontario, Canada





The city and sub-provincial region also have their own economic development agencies, founded in 1998 and 2009 respectively. All three organisations were created at different times with differing responsibilities, but similarly charged with attracting inward investment to London.



**Funded by:**  
Federal Economic Development  
Agency for Southern Ontario

**Financé par :**  
Agence fédérale de  
développement économique  
pour le Sud de l'Ontario



Further complicating matters are the economic development agencies for other cities along Highway 401. Nearby regional economies like Windsor, Kingston, and Ontario's own Hamilton also have their own development bodies. This is the result of independent, "ground-up" decision-making, which is not unlike that in New Zealand.

This complex web lacks strategic unity; these cities, whose mutual mass transit links should enable collaboration, are instead forced to work in silos and compete with each other.

The sociographic and economic conditions behind the rise of both London and Hamilton, New Zealand, are similar, but Hamilton actually benefits from not being as developed as London is. It has so far avoided the confused and disjointed development strategy inherent to multiple, and often clashing, organisations.

New Zealand can learn from Canada's mistakes. Development can be purposeful and anticipatory if a strategy is developed so that local and regional agencies are collaborating and not competing. Simplified operations and granting inter-regional powers reduce the kinds of redundancies that produce a situation like in London, Ontario.



	Hamilton, NZ	London, Canada
Population	160,911 (2018)	422,324 (2021)
Area	110.8 km <sup>2</sup>	437.1 km <sup>2</sup>
Region/Province	Waikato	Ontario
Lead official	Mayor: Paula Southgate Chief executive: Lance Vervoort	Mayor: Josh Morgan City manager: Lynne Livingstone
GDP per capita	\$72,215 NZD (2022) \$45,883 USD (at 2022 rates)	\$52,893 CAD (2019) \$40,158 USD (at 2019 rates)
Index of Economic Freedom	(New Zealand): Mostly free (78.9, 5th)	(Canada): Mostly free (73.6, 16th)
Human Development Index 2021	(Waikato): Very high (0.923, 8th of 15)	(Ontario): Very high (0.943, 3rd of 13)
Köppen climate	Oceanic (Cfb)	Humid continental (Dfb)

### 4.3 Understandable concerns

Skeptics suggest that the Golden Triangle is too large an area for this kind of delivery. However, examples from overseas show that the area covered should be based on the number of people within the area earmarked for development as opposed to land.

Consistency of delivery and messaging for people and communities is also essential. If an intensification zone crosses regional boundaries, public communication and engagement should be co-ordinated.

There is also a concern that local authorities will lose strategic control of their cities and regions, which is not the case. Fig 4.2 below shows how an inter-regional

development corporation would fit within the machinery of government, which would also enable the inward investment pathway.

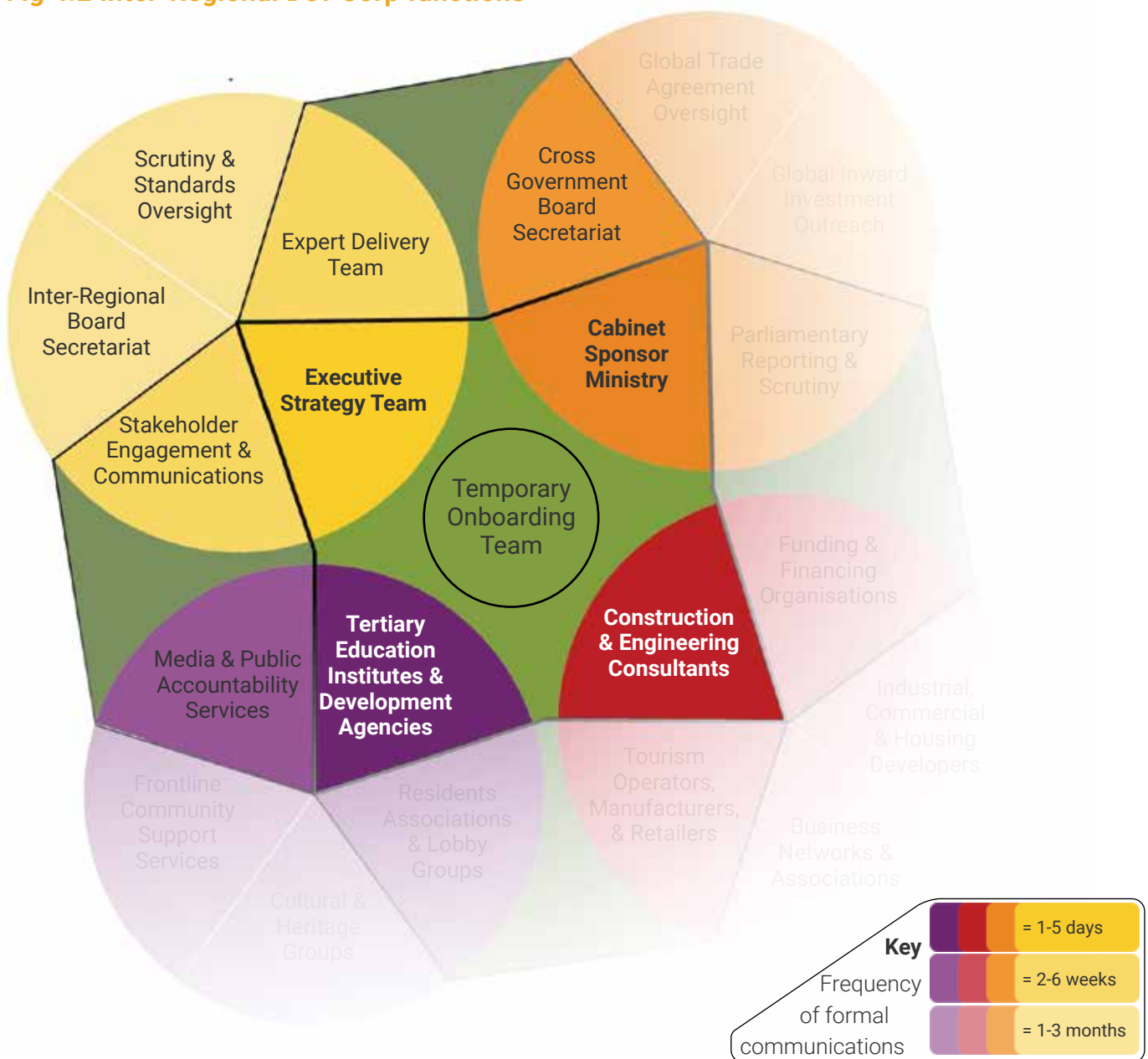
### 4.4 The four-point star

Throughout the drafting of this report, Tarakin Global has been formally consulting with all of the organisations mentioned and referenced.

It is important to note that the biggest criticisms of development corporations is that the one established to support the regeneration of Christchurch after the earthquake was more of a hinderance than a help.

This is mainly due to the fact that it was introduced without a formal governance integration process.

**Fig 4.2 Inter-Regional Dev Corp functions**



It is with this in mind that Tarakin Global is proposing a governance system with organisations and partnerships from the whole investment pathway.

In the Golden Triangle, Future Proof and SmartGrowth already have sophisticated relationships with educational institutions, development agencies, and the construction and engineering sector. They just need the formal remit to deliver a joint strategic vision.

**As such, it is our recommendation that the urban development partnerships, supported by UNISA, are empowered to lead the inter-regional development corporation.**

While they have representation from Transport and Housing on their boards, they would not have the capacity to take ownership of central government relationships across all Ministerial cohorts.

This is why a close relationship with a cross-government board, which is managed within central government, would be more effective.

We have suggested this should be managed by Kānoa - Regional Development, which we will discuss in more detail in Chapter 5. The Department for Internal Affairs' Regional Partnerships Team could also support at a local and central level.

**Together, these four functions will be able to play to their strengths and support each other with expertise and insights required to deliver to time and budget.**

## 4.5 Integrated communications

You will see from Fig 4.2 that the Stakeholder Engagement and Communications function within the development corporation sits firmly between the Executive Strategy Team, the Inter-regional Board Secretariat, and the Media & Public Accountability Services function in the Public and Community section.

This is intentional and essential positioning for this team. Firstly, the appointment of all staff members must be transparent. Even if secondments from other organisations are used to fill contractual and part-time posts in the team, there must be no doubt that the roles were available and accessible to everyone.

**In terms of the top job, an Interim Chief Executive should be appointed while the formal recruitment process takes place. This person must be a recognised and respected figurehead. This could be one of the former Tauranga Commissioners, for example.**

Designing the public and media engagement functions must also be done collaboratively with officials from organisations represented on the Inter-Regional Board. They must also be timed and planned in alignment with formal public consultation standards and timings, and take into consideration all relevant election cycles.

## 4.6 Accelerated delivery

Similarly, the Expert Delivery Team is also positioned strategically in Fig 4.2 to optimise delivery potential.



© Katrina Ramage, Tarakin Global Limited 2024

The team will be structured based on the open working groups mentioned in Chapter 3, Fig 3.1. It will be their job to work across policy silos and help to remove potential blockages and barriers to delivery.

It will be the job of the Executive Strategy Team to protect the Expert Delivery Team so that they do not get distracted with political, public, and media briefings. Scrutiny and Standards Oversight will assess delivery recommendations prior to the team presenting them. The Cabinet Sponsor, in this case, MBIE, will be the point of escalation if central government organisations are holding things up.

We can also test and set new policy guidance as part of this structure. Advertising freehold land for land banking, for example, should not be condoned in the intensification areas: compulsory purchase is expensive and time-consuming!

This can be overcome by introducing mandatory planning certificates for each plot sold, something the development corporation could do, which would keep the controversy away from local authority business.

Case study H shows how a successful project like the Innovation Precinct in Liverpool, Australia, can hit stumbling blocks when the full spectrum of governmental escalation is not clearly defined and communicated from the outset.

#### 4.7 Tauranga and Auckland sensitivities

Having been governed by appointed commissioners since 2021, Tauranga City Council has now returned to being governed by an elected Mayor and Councillors.

These new elected members must be given the opportunity to take ownership of the governance of their city without further central government interventions, or the perception of it.

Officials and political leaders at all levels should be very careful about upsetting that balance.

#### Introducing a city-focused development corporation or an intra-regional one with Western Bay of Plenty, will likely undermine the integrity of newly elected members.

At the other end of the spectrum, as New Zealand's largest city and the biggest draw for inward investors, Auckland's infrastructure and development strategies must not be interrupted by this process.

In the same way as London, UK, dove-tailed with the Thames Gateway Growth Area (case study C), Auckland should see the Golden Triangle Development Corporation as complementary to its own vision.

These arrangements and negotiations must be concluded and detailed in the paperwork required to establish the development corporation as a State-Owned Enterprise within the machinery of Government. Its lifespan could be determined by the relevant ten-year plan targets, which are asked for in the Regional Deals Strategic Framework.



Land bank signage

## Conclusions and recommendations

It is easy to seek panaceas in a time of economic crisis. Development corporations seem like the holy grail when you consider some of the things that have been accomplished using the delivery and funding model. New Zealand's move to planning infrastructure on an inter-regional level should be matched with a development corporation with responsibility on the same inter-regional level.

Identifying an initial figurehead for this kind of organisation does not need to be difficult. One of the former Tauranga Commissioners, of example.

**Action:** Identify and appoint an interim chief executive to lead the formation of a Golden Triangle Development Corporation. Once appointed, the Invest NZ Onboarding Team can work with the Interim CEO, the LGA and MBIE to draft the relevant Parliamentary SOE paperwork.



## Case study H: Liverpool Innovation Precinct

Liverpool Innovation Precinct provides a blueprint for concerted development around pre-existing strengths, through the co-operation of pre-existing structures.

The precinct works by grouping the development strategy of all educational facilities, including tertiary and vocational, with local health and research facilities.



### Combining the visions of these organisations creates a hub for health and research with its own educational feeder system, guaranteeing a well-equipped workforce.

These features secure inward investment through allowing private hospitals, biotechnology companies, and related industries to tap into this feeder system.

Part of the success of such a precinct is the willingness of different levels to co-operate. Partners span all levels of government and education. The list of partners shows government units spanning from local to state levels and from primary school to university and vocational education.

From an organisational perspective, the Innovation Precinct has already produced several key documents. Early on they published their precinct and ICT strategies and investment framework, as well as an investment prospectus.

However, adequate governance is still lacking. The Innovation Precinct is out of step with federal government; the strategy and investment prospectus operate independently of wider state and federal investment plans. Critically, a governance model is yet to be agreed upon five years in. Without a strong and targeted vision, a project of this size can become mired in indecision.

Academic institutions and medical facilities in New Zealand can learn from how these partnerships have been formed. There is a lot of good practice at the bottom-up level. That said, they should also learn from the lack of governance clarity at the top-down level.

### We cannot allow bad governance and disconnects in the investment pathway to impact on everyone's ability to delivery real, tangible results for New Zealand.

	Liverpool, Australia
Population	233,446 (LGA, 2021)
Area	305.5 km <sup>2</sup> (LGA)
Region/Province	New South Wales
Lead official	Mayor: Ned Mannoun Chief executive: John Ajaka
GDP per capita	\$55,576 AUD (2021) \$40,392 USD (at 2021 rates)
Index of Economic Freedom	(Australia): Mostly free (74.8, 13th)
Human Development Index 2021	(NSW): Very high (0.952, 3rd of 8)
Köppen climate	Humid subtropical (Cfa)



"We are required to make decisions on infrastructure that will last for over 100 years, and, by and large, those are allocated to people who are hired and fired every three years...

"...the mismatch around that, as well as other characteristics of our machinery of government for making inter-generational decisions, is very serious, and for me is the root cause of [why] we are staring at an unmanageably large social and physical infrastructure deficit."

# Central Policy Considerations

*Creating collaborations across central policy directives can create more problems than it solves. Using an inter-regional development corporation, as part of an inward investment strategy, means that funding and investment across policies can be integrated because they have a clearly defined point of focus.*

*This takes the pressure way from central officials to come up with policy panaceas. It takes the onus away from scenario planning and accelerates it into a 'deliver and learn as you go' approach.*

## 5.1 Choosing a Sponsor Ministry

No one is suggesting that a central government Ministry would act in its own policy interests before that of the country or the local community affected.

However, as a way of removing temptation, it is worth opting for a Ministry that is agnostic to the services, opportunities and offers potential investors present.

With this in mind, Tarakin Global proposes that the Ministry for Business, Immigration and Employment is best placed to sponsor the inter-regional development corporation. Its Kānoa - Regional Development division would also be best placed to administrate the relationship and arbitrate with other Ministries and central government bodies if the inward investment or development process requires it.

MFAT and NZTE will take ownership of finding potential investors and checking that they do not breach any of New Zealand's ethical standards or Free Trade Agreements, which is already in their remit.

MBIE's remit is also essential when it comes to the inward investment process. MBIE has more of a domestic responsibility when it comes to triaging potential investors and employers.

## 5.2 Barriers to entry

Clarifying the processing time for immigration and visa statuses will have a big impact on how quickly an investor can be welcomed into the system and matched with an appropriate development area. It will

also determine what kind of funding and financing they can apply for in this country.

On the flip side, it is important for this step to be completed before the investor is introduced to an area; in case they are unsuitable or inappropriate.

If their employment practices or immigration requests are not suitable, or if their business practices do not meet New Zealand standards, they must be informed quickly, and politely rejected from the pathway.

All of these questions need to be answered before we start any discussions about how they can support us by contributing to our country's infrastructure.

## 5.3 Ministry co-operation

There are two ways that we can bridge the gap between Ministerial siloes, without creating conflicts with Parliamentary and Treasury budgets and mandates.

First is the cross-government board, which should be established, and administrated by Kānoa - Regional Development, and supported by the Department for Internal Affairs. This group will be used to discuss delivery priorities, barriers and blockages to major projects, and opportunities to collaborate or pilot new policy implementation strategies.

It will also consider the country's inward investment needs from a macro perspective. This would include hard infrastructure like renewable energy and domestic mass-transit infrastructure. The board will meet every four to six weeks.

The second connection point relates to the working groups mentioned in Chapter 3, Fig 3.1. These should be chaired or co-chaired by relevant central government officials. The secretariat for these groups will be managed by Development Corporation's Expert Delivery Team (see Fig 5.1 below).

The groups will also be supported by the universities or economic development agency, depending on the location. This would be a way of providing placement opportunities for students of all ages and backgrounds, which we will talk more about in Chapter 8.

**The working groups will be responsible for finding ways to overcome barriers in the**

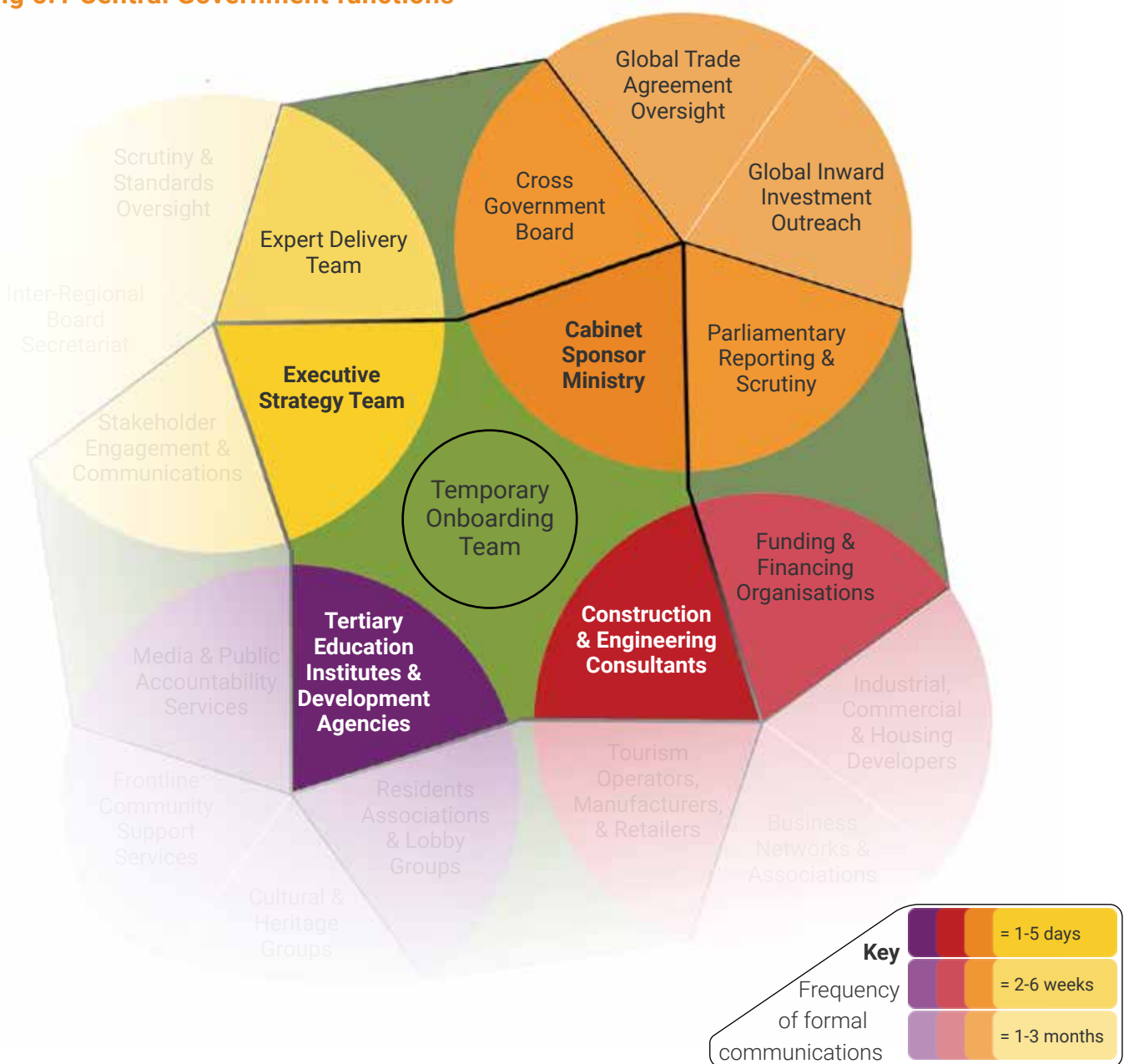
**system. However, they will also be a place where new ideas and global best practice for implementing policy can be explored.**

This will be important when considering the validity of inward investor requests, as we may not have a precedent for what is being asked of us. Tapping into industry and community expertise, entrepreneurs and academics will help us find suitable approaches faster. These groups will be held every four to six weeks.

### 5.4 Managing expectations

As the Cabinet Sponsor Ministry, MBIE will be responsible for agreeing the baseline, measures, and targets for the development corporations. Given these will depend on those used to bring in inward

**Fig 5.1 Central Government functions**



investment, they will have to be determined, captured, and monitored at the same time.

The public, private and community sectors will each have their own expectations of the development corporations. Members of the public will have their own opinions, and reservations about the policy and how its impacts should be set and measured.

Given these structures are being set up to accelerate intensification strategies, the data captured should be gathered based on the impact made in these pre-determined, zoned areas. Once the baselines, capture mechanisms, targets, and reporting schedule are determined for the Golden Triangle, other areas in the country should be able to apply similar logic.

The expectations of six key stakeholder groupings will need to be captured:

1. **Parliamentary:** could be agreed via the Fast Track team and relevant Select Committee
2. **Cross Government:** would be based on existing targets agreed with Treasury
3. **Local authority:** could be agreed via the Urban Development Partnerships
4. **Private Sector:** based on bespoke survey of developers, construction experts, and engineering consultants.

5. **Inward Investors:** based on global analysis of footfall required to attract strategic investors
6. **Public opinion:** based on bespoke media survey that considers positive and negative impacts

Once these have been reconciled, the brief for the baseline etc. can be published and used to establish the policy, and the first development corporation. It is anticipated that it will take less than a year to complete this part of the process. Once in place, it will be the Development Corporation's Expert Delivery Team's responsibility to deliver.

### 5.5 Warming up the market

While this work is taking place, discussions with domestic and global funding and financing partners should begin. There are opportunities for Investment funds to benefit from policy of this nature, so it makes sense to stay abreast of these conversations.

Support from Construction and Engineering Consultants, like BECA and WSP, would help keep these conversations focused on the delivery of hard infrastructure. Promises and agreements do not have to be signed in the early stages.

Knowing some of these investors have interests in particular areas of the country, or particular types of development will be important when it comes to courting large scale strategic investors from overseas.



© Katrina Ramage, Tarakin Global Limited 2024

On a smaller scale, if an inward investor moves their business to New Zealand, it makes sense to introduce them to domestic financiers rather than leaving it to chance that they consider this option.

**It will ultimately be the investor's decision to choose a service, but we also have a duty to keep our homegrown businesses well informed. The same goes for other support services like IT etc.**

With these discussions, the aim is to create excitement around the possibilities our country holds. In addition to readying these markets, this transparency and approach may also help central government negotiate better debt financing deals in other areas of government business.

## 5.6 Building a countrywide network

The other workstream that will be running in parallel to the establishment of the global outreach programme is the countrywide roll-out strategy.

Discussions about development corporations are being held in places across the country, but there are none that include the enablement of a holistic inward investment pathway.

Again, this is where MBIE is best place to lead on the roll-out strategy. Although, as mentioned earlier, this should be done in collaboration with the DIA's Local Partnerships Network. Fig 5.2 shows a map that overlays the regional managers network that is run by Kānoa - Regional Development with the established urban development partnerships.

**Kānoa - Regional Development is charged with 'delivering government investment in New Zealand's regions to build their economies, grow businesses and strengthen communities'. By working with existing urban development partnership, Kānoa will be able to support the establishment of additional inter-regional development corporations.**

It is important that these organisations are built in a way that creates connections between neighbouring regions. Not only is this more cost effective in terms of set up and running costs, it also overcomes the political issues discussed in previous chapters.

The regional managers network can also support the establishment of new partnerships in areas that need investment. Work already done by partnerships like

Future Proof and SmartGrowth can act as templates for new partnerships to tailor to their needs.

## 5.7 Investment without intensification

Areas like Gisborne, Northland, and coastal towns in the South Island need investment but are not located in places that lend themselves to intensification.

We have proposed these areas as places for potential development partnerships on the map in Fig 5.2. However, rather than presenting opportunities for domestic intensification, they would be looking more to commercial and environmental opportunities.

This means they can be included in the inward investment programme. In fact, they should be actively encouraged to contribute to the Inward Investment Prospectus, which we will talk more about in Chapter 7.

It is likely that these areas will need some help with marketing themselves and identifying their investment opportunities. Most are affected by climate change, which is predicted to get worse in future. That said, they are also areas of outstanding natural beauty, and well-known stops on the global tourist trail.

The creation of marketing assets, like welcome packages for potential strategic investors, might be a good way of introducing high-net-worth individuals to connect with communities local leaders in these areas.

## 5.8 Climate change relocations

Every country on the planet is being affected by climate change and sea level rises. The impact on New Zealand is harsh but it is not as bad by comparison to what some countries are facing.

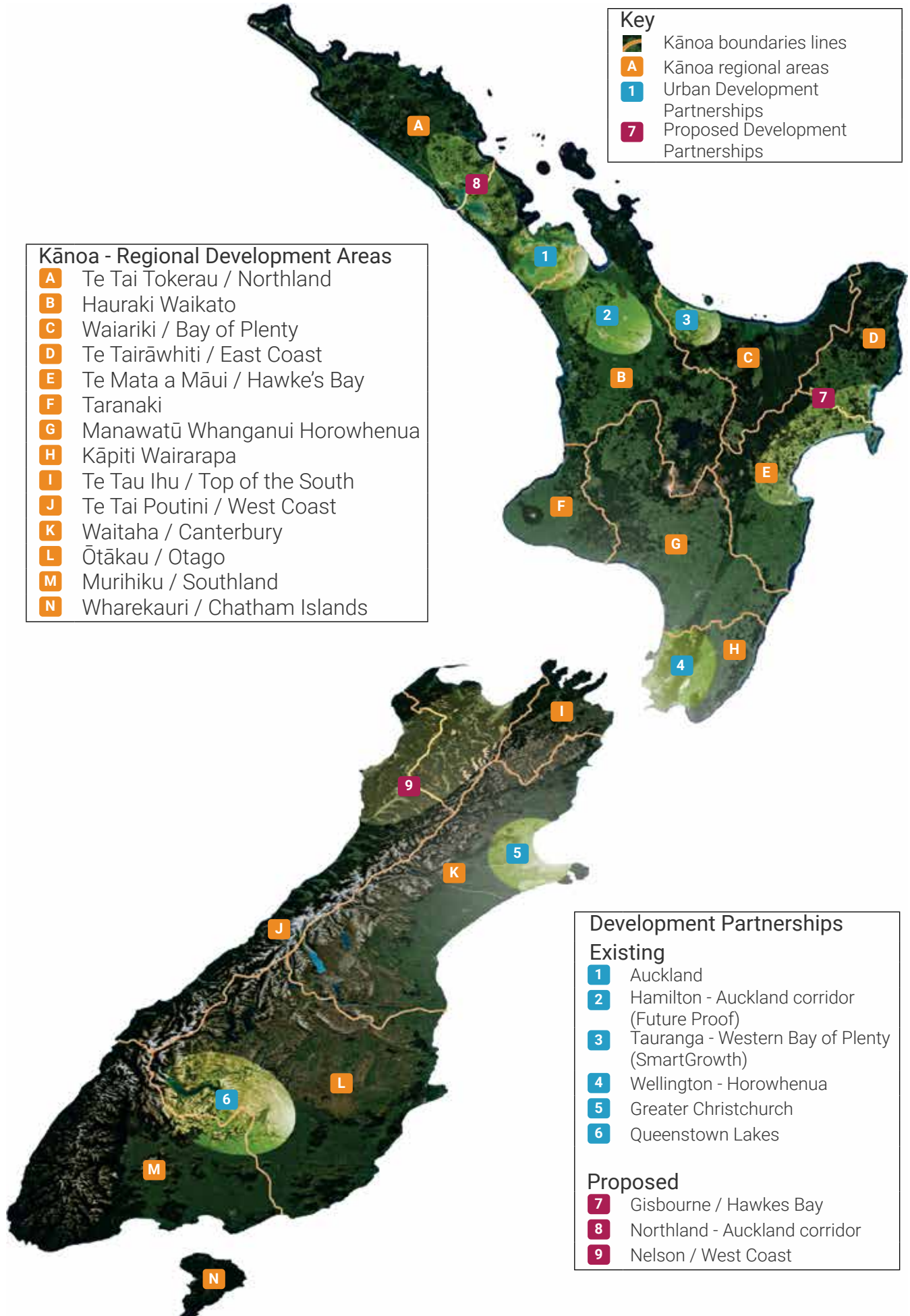
**Climate change refugees can be both foreign and domestic. Inward investment and intensification strategies can help us, as a country, deal with the aftermath of unforeseen events.**

After Cyclone Gabrielle, questions were raised about the idea of evacuating coastal towns that are susceptible to water-level rises.

The cost of compensation in these areas is incredibly high, and rebuilding houses that have been washed away once is considered foolish by many. Not only would insurance become unaffordable, or unavailable, mortgage and home loan options would also be limited and over-priced.



**Fig 5.2 Development regions and urban partnerships**



## Case study I: Climate change resettlement



Rising sea levels due to climate change threaten communities across the world. In the 21st century so far, we have already faced unprecedented levels of forced migration away from disease, famine and war. We are now seeing the beginnings of mass migration away from places that will become uninhabitable in the future due to flooding and drought.

Domestic relocation strategies have been taking place in Fiji since Cyclone Winston in 2014. Now the country has a list of 42 villages or settlements, which are earmarked for relocation within a decade. The country has accepted that the question is not if a village should move, but how, when and to where.



Left image is Cyclone Winston damage, right image is the relocated village of Vunidogoloa

The greatest challenge to any community facing relocation is the sense of loss of connection with the land and their ancestry. Burial grounds in particular are the subject of intense debate: left alone they will be flooded, but is relocation the right thing to do?

Giving communities time to work through these questions, and orientate themselves with the places they are moving to, is essential for a smooth transition. That said, everyone is starkly aware that domestic relocation may not be a 'forever' solution.

In response to the need for providing solutions with more certainty, in late 2023, Australia signed a pact with Tuvalu, which offers refuge and re-settlement to 280 Tuvaluans each year.



Aerial view of Tuvalu

**Australian Prime Minister Anthony Albanese described the new agreement as "groundbreaking" and said the day would be remembered as significant, marking an acknowledgement that Australia was part of the Pacific family.**

*"We believe the people of Tuvalu deserve the choice to live, study and work elsewhere, as climate change impacts worsen," Albanese said.*

*"Australia has committed to provide a special pathway for citizens of Tuvalu to come to Australia, with access to Australian services that will enable human mobility with dignity."*

It is surprising that New Zealand did not lead the charge with supporting Pacific nations in this way. However, now the precedent is set, we can discuss the reality of these pathways in New Zealand.

Considering this, and in the interests of getting ahead of future disasters, why not identify areas that are at high risk, and offer them relocation packages while their homes and belongings are still intact? Gisbourne and Hawkes Bay, and the West Coast, mentioned in Fig 5.2, are two of the places we could test local appetite.

New Zealanders can be guarded when it comes to population growth predominantly from foreign countries, so why not begin our urban intensification strategies with a domestic relocation programme?

There will be knock on effects on businesses that rely on domestic footfall, but they can also be offered packages, which could result in communities relocating together. We need to adopt a 'grow from what we have' approach, which means lots of small initiatives.

If people do not want to relocate then they will have to be factored into local regeneration planning. Giving people the option is what is important.

### 5.9 Learning from our neighbours

This is also true of supporting our Pacific cousins with preemptive relocation strategies. Case study I, provides an insight into climate change relocation work being done in Fiji, and a resettlement pact that has been agreed between Australia and Tuvalu.

New Zealand can learn a lot from the bravery of these approaches. We often think that we are set apart from the world and not affected as much as others.

We often choose to believe that we are too small as a country to have an impact on the world; positive or negative. And we put far too much faith in expecting other countries to come up with solutions that we can then adopt without issue.

We can no longer consciously hide behind this convenient doctrine of belief.

**We are a young country, and we are coming of age. We have to grow up and accept that our actions do have an impact on the planet, and that many other countries watch us when they are looking for ethical best practice.**

At the moment we welcome and integrate one person or family at a time when it comes to migrants. This might feel palatable on the surface, but it is high-risk in the long-term when it comes to strategic placemaking.

**Fig 5.3 NZ cultural demographics**

2018 Census Estimates	
Ethnicity	Percentage
European	64.1%
Maori	16.5%
Chinese	4.9%
Indian	4.7%
Samoan	3.9%
Tongan	1.8%
Cook Islands Maori	1.7%
English	1.5%
Filipino	1.5%
New Zealander	1%
Other	13.7%

**Note:** Percentages are based on the 2018 census of the usually resident population; they add up to more than 100% because respondents were able to identify more than one ethnic group

Considering intensification from the perspective of the communities it will create is more complex than simply providing the promise of home ownership. Even the most diverse communities must be designed for cultural infrastructure that will allow new residents to feel connected to their customs and heritage.

When we start using town planning approaches that apply this thinking, we can start to embrace opportunities like climate change resettlement; in the intensification zones to begin with.

Considering community cohesion, it follows that local public and social services should reflect the communities they are serving. This need can be applied to immigration policy so that those looking to settle can be encouraged into career pathways likes Corrections, the Police and Health.

### 5.10 Thinking beyond Oceania

As we can see from Fig 5.3 The cultural demographics of New Zealand is diverse. And data released from the 2023 Census suggests we will become more diverse.

*"Māori, Asian, Pacific peoples and Middle Eastern, Latin American and African groups grew "significantly faster" than European ethnic groups", Stats NZ said.*

**Most of these groups come from places affected by climate change.**

We should be building on this diversity, rather than just building houses, hoping that the right people find them, and collectively create a prosperous, healthy, and harmonious community.

We will talk more about global marketing in Chapter 8. However, these countries should be priorities for MFAT and NZTE outreach campaigns.

From an investor's perspective, stepping into a place that is already proactively considering its future is attractive, so long as they feel like they have a voice and place in the discussion. The Investment Prospectus we will be discussing in Chapter 7 is an excellent platform to prepare ourselves for these discussions.

### 5.11 For some it will be too intense

There are many groups of people who will not like the sound of intensification strategies, especially if they live in the zones identified for high and medium density.

The reason that under-occupancy is so important is because those who have become used to an abundance of space are unlikely to be open to the idea of paying more for it. They are also more likely to dislike the idea of living or working in a busier urban environment.

It is important that their concerns are properly understood. However, those concerns must be set in context of how the country as a whole would benefit from not adopting these principles and policies.

Case study J looks specifically at how the UK attempted to approach under-occupation of state, domestic and commercial property.

Applying domestic schemes like those mentioned will help to differentiate between residents who are active in their communities, and those who are not. It will also help identify potential development space that has been land banked, and apartments and commercial space that is being purposely left empty.

We must use different approaches to engage with each property owner, which we will discuss in more detail in Chapter 8. However, as far as managing this issue from a central government perspective is concerned, we must ensure we do everything we can to avoid having to take compulsory purchase measures.

We will talk about the role that Parliamentarians will play in the next chapter. However, if new pilot policies are required, the Cross-Government Board and the Inter-Regional Development Corporation Board can be used to quickly gain consensus and a way forward.

### 5.12 Te Tiriti o Waitangi

In Chapter 3, Fig 3.1, Tarakin Global proposes that a Te Tiriti scrutiny committee should be established to review proposals, prior to them being escalated to central government and Parliament.

It is also important for this programme to ensure that all potential inward investors are made aware of the principles of Te Tiriti o Waitangi.

**All employees, or anyone who relocates to New Zealand as part of this policy, should understand that they will be Tangata Tiriti, and what that means in terms of the way they should conduct themselves, professionally and domestically.**

## Conclusions and recommendations

Speeding up the planning process is essential when it comes to expediting development of any kind in New Zealand, but especially hard infrastructure. If we want to attract investment from overseas, which would help with the cost of building and maintaining this infrastructure and development, then we will have to streamline the immigration process as well.

Building on New Zealand's existing population demographic, and integrating it with our global climate response strategy, could be a good way of growing our population without leaving ourselves vulnerable and overwhelmed. However, we must also adopt domestic strategies that help existing residents understand the benefits this policy brings to them and their families.

**Action:** MBIE and Kānoa - Regional Development to share this document with relevant officials and regional managers for feedback. The appointment of two officials to establish a Cross-Government Board secretariat, and act as support liaisons for the Onboarding Team is also required.





## Case study J: Tackling under occupancy

As part of a host of benefit changes introduced April 2013 under the Welfare Reform Act 2012, the UK government removed the *spare room subsidy*. Under the changes, tenants in social housing would have their benefit reduced by 14% if they had a spare bedroom or 25% if they had two or more.

While the policy did encourage those in social housing to vacate houses that had become too big for them, the approach received a lot of criticism. In 2019, the European Court of Human Rights ruled that Great Britain's version of this policy was discriminatory.

The challenge they were trying to overcome was 'under-occupancy', which creates two problems:

1. **There is rarely enough social housing to cater for those who need it, especially for families**
2. **Houses that are occupied by the elderly can fall into disrepair very easily, which has a negative impact of the quality and value of existing housing stock.**

The thing is, the same is true of houses whether they are publicly or privately owned. Under-occupancy can happen for many reasons. A person's family may have grown up and flown the nest, but dwellings that have been purchased for the purpose of land banking can also be classed in the same category.

Underpopulated and passive communities are susceptible to a variety of crimes, and when a house falls into disrepair it can have an impact on the value of all of the houses in the area.

### Using carrots instead of sticks

Forcing people out of their homes is not an option, and in New Zealand especially it would be considered professional suicide. However, encouraging them to optimise their spare rooms as an asset that could generate additional income could be just as effective.

Schemes like Australia's *Bonded Medical Program* and the UK's *Beds and Bars* initiative manage temporary professional placements: healthcare and hospitality, respectively. The benefits of placement systems like these is that they are community focused. Would-be tenants come with a job, and their manager would be known locally. Given it is a temporary placement, the risk of personality clashes within a household would be minimal, and at worst short-term.

### Strategic planning and taxation; domestically and commercially

Incentivising those living in under-occupied houses or occupying more commercial space than they need, could also be a way of avoiding expensive and traumatic compulsory purchase or eviction processes.

Providing property owners with a planning permission certificate that comes with conditions to build to high density specifications is a way of increasing the value of their property and encouraging them to sell or redevelop on those terms. This approach has been used in UK growth areas as a forerunner to compulsory purchase to varying degrees of success.

Rewarding commercial property owners and landlords with tax breaks for high-occupancy workforces is also a way of ensuring a community has plenty of jobs available. In the UK, government owned buildings had to demonstrate that they were minimising the number of daily empty desks in offices. This led to a hot-desking approach, which resulted in increased efficiencies and massive savings to the public purse.



"The plant will never bear fruit if you keep pulling it up, and fidgeting with the roots."

*Katrina Ramage, report author and editor, Tarakin Global Ltd*

# Ministerial Management

*Much has been said about taking the politics out of long-term development and infrastructure planning. While that sounds like a move away from democracy, the machinery of government that we have in this country is already geared up to manage this change of focus,*

*Understanding the political ebbs and flows that come with a democratic political system can help us shape the way we plan long-term projects, capture data and manage expectations.*

## 6.1 Politics and Government

Before we look at the role politicians should play in the inward investment process, we should confirm where the lines are drawn between politics and government.

The phrase 'The People's Parliament and 'The Crown's Government' is a good way of remembering the difference. We, the people, elect MPs to Parliament. The Crown then asks the leader of the most popular Political Party to 'form a government' and use the taxes collected in the name of The Crown to run the country.

**As such, MPs work for the People's Parliament, and Ministers, and civil servants, work for The Crown's Government.**

This is important because Political Parties tend to work on behalf of those who fund and vote for them, while Ministers must ensure the decisions they make are for the whole country, not just the electorate or part of it.

## 6.2 It is a bit like cake

Imagine government as a sponge cake (see Fig 6.1); the political party that wins the election is the icing. The sponge represents the machinery of government.

**Now, no one should judge the quality of the cake based on the colour of the icing. The quality of the sponge is what matters.**

We can take the metaphor further by considering the role of expert consultants and special advisors. They would be represented by the addition of a layer of jam or marzipan between the icing and the sponge. This makes for an expensive cake, which often overpowers the sponge, but sometimes that is what is called for.

**Fig 6.1 Sponge cake**



Either way, each election the colour of the icing can change, sometimes it includes many colours like the current coalition and last coalition governments. However, the sponge will always be the same sponge.

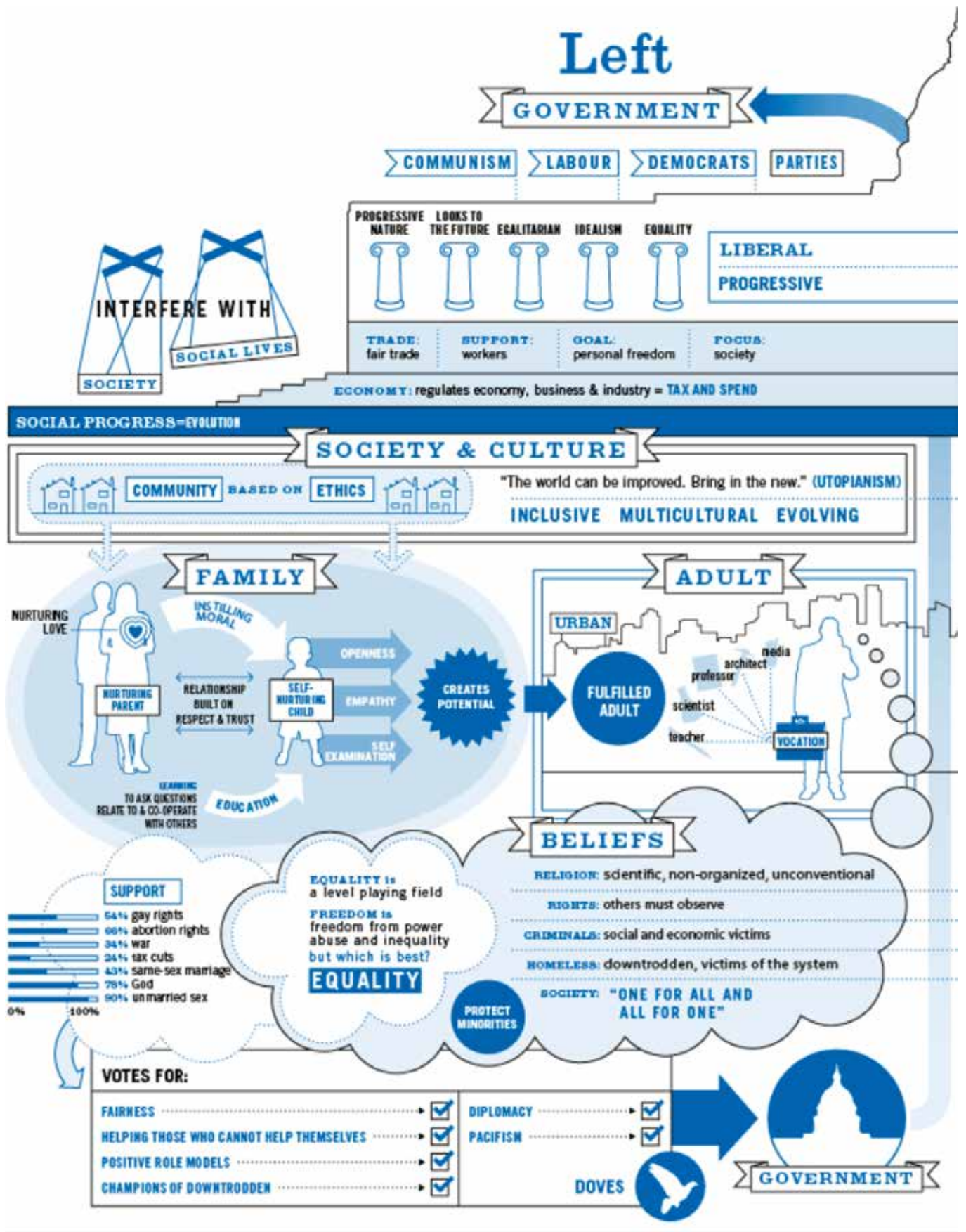
That is why investing in the quality of the sponge, the machinery of government, is so important for policies that cut across electoral cycles.

## 6.3 Left vs Right vs Up vs Down

That said, sponge alone does not make a good cake. We must understand the political icing too if we are to satisfy the country's expectations and appetites.

Fig 6.2 is an infographic that provides a good insight into the difference between left- and right-wing politics. It references the American political system, which is why the left is confusingly blue, and the right is red. Although, it does help people understand why Political Parties seem to have such differing views.

Fig 6.2 Infographic designed to provide insight into the democratic political spectrum



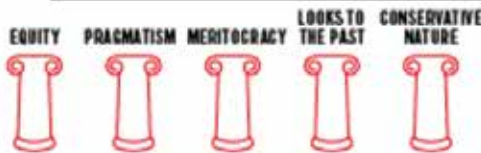


# Right

## GOVERNMENT

PARTIES: REPUBLICAN CONSERVATIVE NATIONALIST

CONSERVATIVE TRADITIONAL



FOCUS: individual    GOAL: economic freedom    SUPPORT: employers    TRADE: free trade

ECONOMY: de-regulated economy, business & industry = DON'T TAX AND SPEND



SOCIAL LIVES

SOCIAL PROGRESS=STATUS QUO

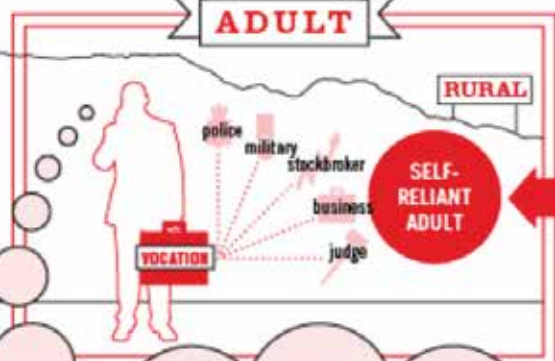
## SOCIETY & CULTURE

"Protect the good things about the world." (PRESERVATION)

EXCLUSIVE ESTABLISHED NATIONALISTIC



### ADULT



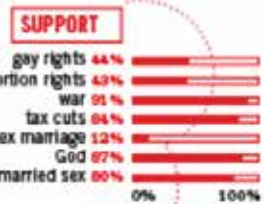
### FAMILY



### BELIEFS

- RELIGION: theistic, organized, conventional
- RIGHTS: others must not interfere
- CRIMINALS: choose to be criminals
- HOMELESS: no work ethic, no sense of shame
- SOCIETY: "SURVIVAL OF THE FITTEST"

EQUALITY is opportunity  
 FREEDOM is the chance to achieve or fail but which is best?  
**FREEDOM**



### VOTES FOR:

- AGGRESSION
- MILITANCY
- UPHOLDING ORDER
- HELPING THOSE WHO HELP THEMSELVES
- STRONG ROLE MODELS
- CHAMPIONS OF OPPORTUNITY



Left- and right-wing politics is seen in democracies across the world, and it is not a bad thing. Discussions and debates across the political spectrum help us find good ideas and shape them for our country as a whole.

**Unfortunately, everyday residents in democratic countries only tend to speak up and express their views about political parties and government systems when things are going wrong, or when they are made to seem like they are failing.**

We could spend a lot of time discussing the various assertions and comparisons on the graphic, but in the interests of brevity we should focus more on what this means for introducing new inward investment policies and large-scale infrastructure.

It is a gross generalisation, but right-wing Parties tend to solve problems from the top down, left-wing Parties are more inclined to consider things from the bottom up. As such, Government organisations should design their policies from the middle ground policy areas where both sides broadly agree with each other.

This will allow them to pivot when priorities change, which minimises disruption when there is a change of government, or a change in ministerial leadership.

### 6.4 Applying this knowledge

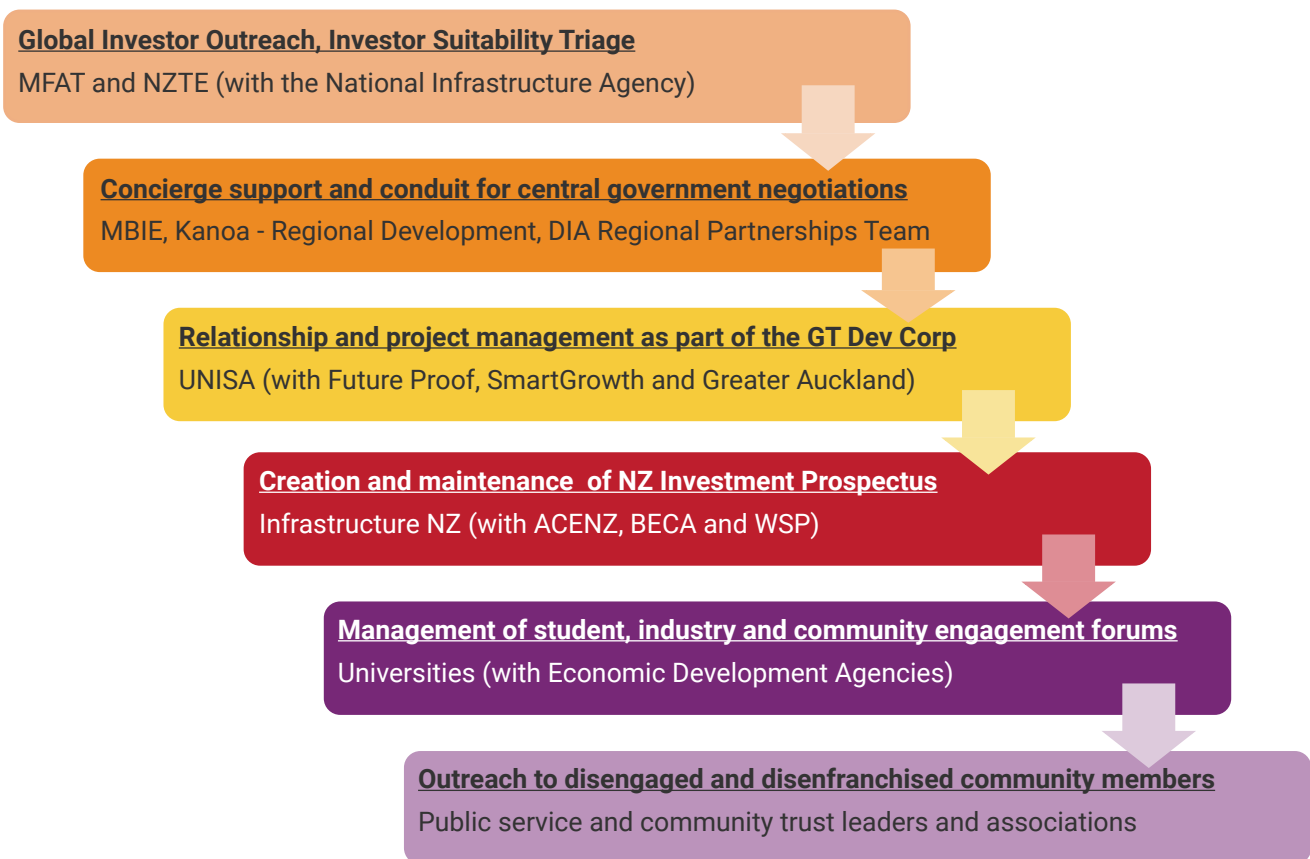
Focusing on intensification strategies is a Party-neutral approach. From a top-down perspective, it keeps urban centres away from agricultural industries; both are major economic drivers. From a bottom up approach, intensification keeps urban centres away from environmentally significant green spaces.

**In short, both sides of the political divide support eradicating urban sprawl albeit for different reasons.**

In terms of vision, the right-wing will focus on improving footfall in urban areas to create an active network of strong local economies connected by reliable transport options.

The left will see intensification as an opportunity to improve public transport for climate change reasons, and to mobilise those who cannot or do not drive.

**Fig E6.3 Proposed decision-making spine for new NZ inward investment process**





**Fig 6.4 Ministers with responsibility for the proposed inward investment process**

Minister	Role	Ministry
Rt Hon Winston Peters	• Minister of Foreign Affairs	MFAT
Hon Todd McClay	• Minister for Trade	MFAT
Hon Melissa Lee	• Minister for Economic Development	MBIE
Hon Chris Bishop	• Minister for Infrastructure	MBIE
Hon Erica Stanford	• Minister of Immigration	MBIE
Hon Shane Jones	• Minister for Regional Development	MBIE
Hon Chris Penk	• Minister for Building and Construction	MBIE
Hon Louise Upston	• Minister for Social Development and Employment • Minister for Community and Voluntary Sector	MBIE
Hon Simeon Brown	• Minister for Local Government	DIA
Hon Penny Simmonds	• Minister for Tertiary Education and Skills	MoE

Both agree that the cost of infrastructure is cheaper to maintain in intensified zones, which will reduce costs for local authorities. Additionally, the creation of more dwellings will increase rate payer yields for the same, financially-stretched local authorities.

**Short of public behaviour and mindset change, which we will discuss in Chapter 8, this is a win-win for the whole country.**

### 6.5 The magic of manifestos

The best place to learn about these differences is from the Party manifestos. Before they start their election campaigns, each Party creates one.

This could be a single-policy manifesto, which is usually the case for independent candidates, or a whole of government approach. Both usually come with a budget estimate.

The document sets out their key ambitions and provides an insight into what their areas of focus will be if they get elected to Parliament. If they also win the election and can form a government then the manifesto becomes a vision document for the country.

In the 2023 election, the National Party had the greatest share of the votes, but it had to incorporate elements of the Act Party and New Zealand First to form a majority government and take power.

The point here is that the Manifestos can inform anyone engaging with the government of the day, of everything they need to know about how their

policy will be affected by the change of leadership or a change in Party priorities. It also provides a good insight into the tone and parlance that will be adopted by the new political leadership.

### 6.6 Ministerial management

Understanding how to navigate these changes is the first step in designing long-term policy delivery programmes. Creating a constructive distance between Ministers and the policy delivery process is the tricky part, to begin with anyway.

Firstly, we must be clear about the specific parts of government that will need to be involved in the policy delivery process. Fig 6.3 defines the pathway inward investors will take as they integrate with the systems of government, and become part of local and regional strategies.

Based on this pathway, we can see that ten Ministers from four Ministries would be directly involved in the investor pathway, see Fig 6.4. These Ministers are likely to make up the Infrastructure and Investment Ministerial Group, mentioned in the Regional Deal Strategic Framework.

**When you think about the diplomacy strategy needed to coordinate this group, before you even think about taking decisions to the Beehive for approval; this whole endeavour suddenly feels like it belongs in the ‘too-hard-basket’, or under a remote rock somewhere it can be easily forgotten about.**

Please do not panic. It is not actually as bad as it seems. Much like the machinery of government, we already have most of the parts we need to define a swift and effective Ministerial reporting and escalation process, which complements our long-term policy.

The inward investment pathway is set within a strategic support framework. Fig 6.5 (below) shows the elements that will be of interest to Ministerial offices and Political Parties.

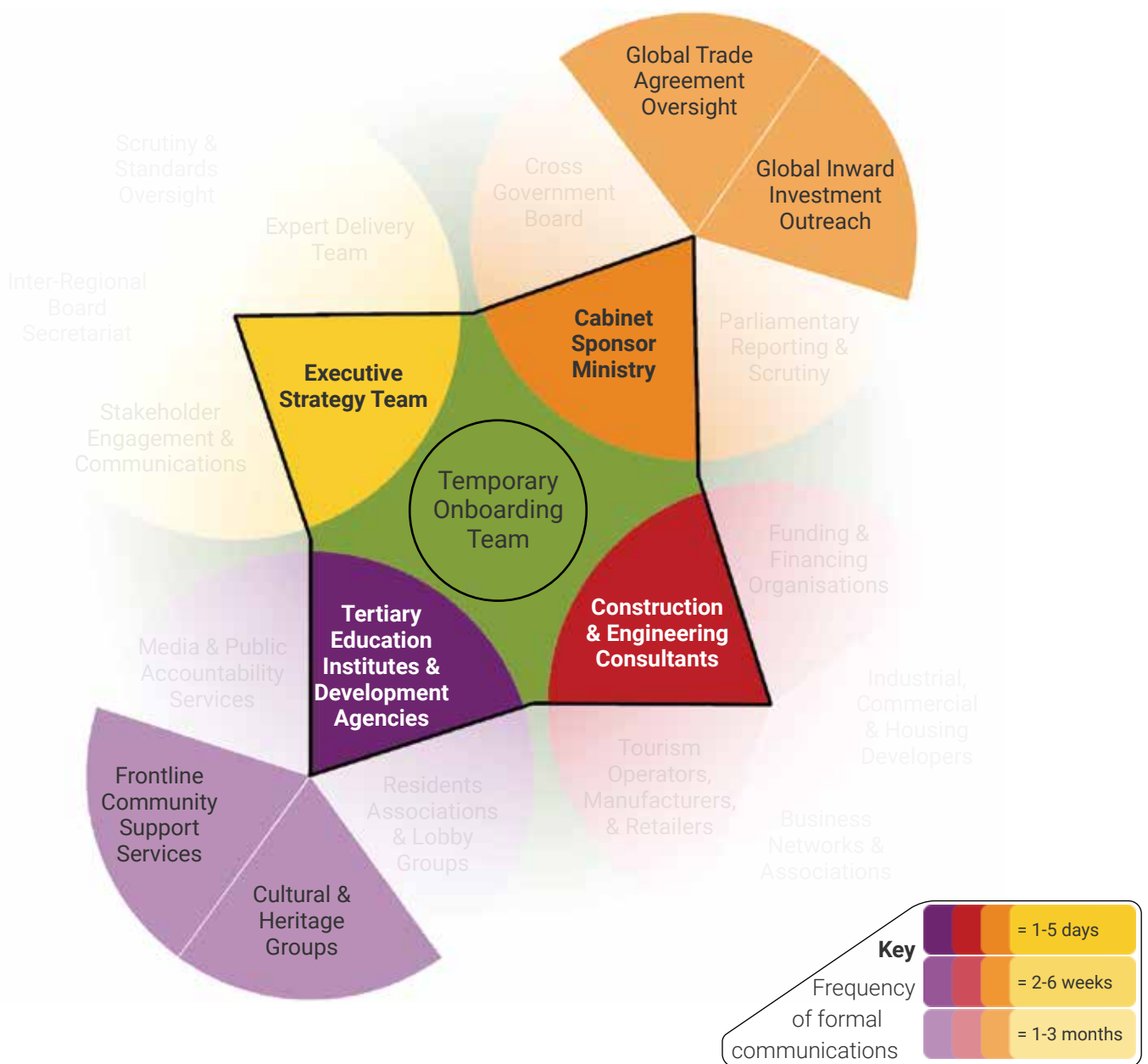
The sections in the four-point star take the leadership role for their respected sections. Therefore, when it comes to accountability, each of these four functions

will be responsible for progress reporting on a monthly basis. They will also be accountable if Select Committees or Audit processes are required.

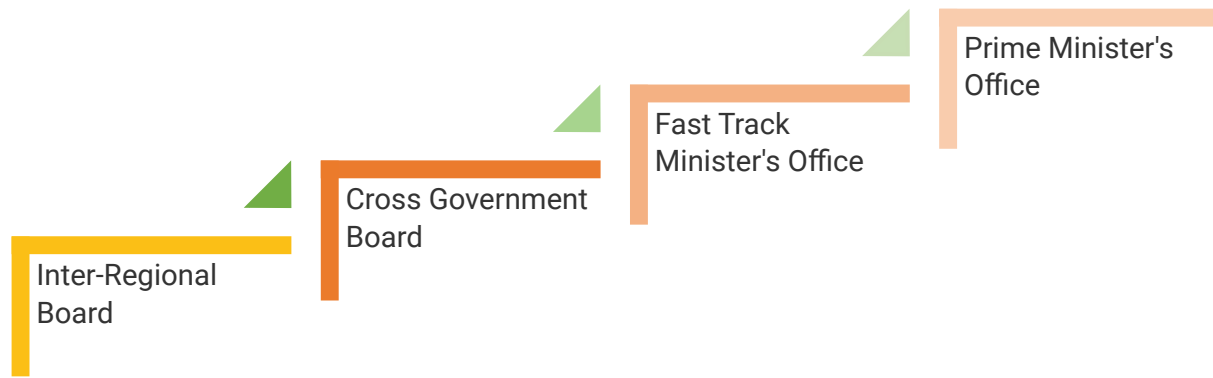
The process of reporting to Ministers, and local elected members and officials, will fall to the Cabinet Sponsor Ministry, and the Inter-Regional Development Corporation respectively.

The Private Sector and Public and Community sections will feed into both of these reporting cycles, which will be coordinated, and timed to ensure they align with other reporting cycles.

**Fig 6.5 Core coordination functions and political impact areas**



**Fig 6.6 Ministerial reporting and escalation process**



The 'Political Impact Areas' are highlighted because these are the places where we will see change happening if the pathway is succeeding or failing. As such, extensive data must be collected for policies in these areas and reported regularly.

### 6.7 Creating the right distance

Fig 6.6 shows the reporting and escalation points for this kind of inter-policy structure. This approach focusses on managing the expectations of those in Ministerial positions, as well as locally elected representatives.

It ensures they are never caught off-guard, and that if issues look like they will create problems, there is a clear escalation strategy that should allow it to be addressed prior to becoming a problem.

Issues that cannot be addressed at an inter-regional level will be escalated to the Cross-Government Board. That Board will escalate persistent issues to the Fast Track Minister, which would usually be because something needs to be taken to the Beehive if it cannot be resolved with the Ministers listed in Fig 6.4.

Anything that cannot be resolved there would be sent to the Prime Minister's Office for consideration. This may mean a significant potential investor needs to be turned away, or that certain policy targets need to be reviewed, rescheduled, or redefined.

Case study K, which follows provides an insight into the UK Prime Minister's Delivery Office, which was set up by Sir Tony Blair during his second term as UK Prime Minister. It made way for the No 10 Mission Critical projects, which also looked at funding major infrastructure with inward investment.

#### Core Coordination Functions



#### Political Impact Areas



© Katrina Ramage, Tarakin Global Limited 2024



## Case study K: UK Prime Minister's Delivery Unit



Sir Tony Blair, Former UK Prime Minister (1997 - 2007) and Sir Michael Barber speaking at the Strand Group in 2015

During his first term as UK Prime Minister, Sir Tony Blair found himself consistently frustrated in his efforts to overhaul the public service. His attempts at sweeping, radical reforms left him with 'scars'. Delivering his domestic agenda was made more complicated by the diversion of his attention to the Iraq War from 2003.

The Office of the Prime Minister had long been, in the words of former Prime Minister Harold Wilson, "what the Prime Minister of the day makes of it." He set up his own prime ministerial unit for advancing his agenda, as did Edward Heath and Margaret Thatcher.

These units, however, developed policy for reform rather than focusing on the delivery of reform. Blair, in the wake of his 2001 general election victory and his earlier wounds in delivering reform, thus pioneered the first Prime Minister's Delivery Unit.

Delivery units are driven by data and evidence but based on relationships. They are small teams who operate with the backing of one or multiple significant political figures; analysts actively track the progress of objectives, while advisors build and leverage relationships across government when intervention is required to ensure progress.

**The ability to intervene is what separates delivery units from agenda review bodies. These units may also scrutinise or directly address the "deliverability" of proposals, but ultimately are designed to hold initiatives to account and correct when they fall short.**

Blair's unit was set up and first led by Sir Michael Barber, then in the Department for Education and Employment. His unit consisted of forty staff operating as part of the Cabinet Office but from within the Treasury, allowing the unit to enjoy and leverage the support and authority of both Sir Tony Blair and his Treasury head and later successor as PM, Gordon Brown.

The progress of priorities was measured in regular but infrequent stocktake meetings, chaired by the Prime Minister and attended only by the most relevant staff. Once every two to three months per priority item or policy area, the Prime Minister was updated and invited to contribute to its progress. This proved particularly effective after 2003, when Blair's attention shifted to foreign policy and the intervention against Saddam Hussein's forces in Iraq.

**The Prime Minister's Delivery Unit made measurable progress during Blair's tenure. His targets in reducing wait times for GP and A&E services were met, as were the reduction in train delays. While there were a few targets, such as in improving literacy and numeracy, that were missed, Blair to this day cites his Delivery Unit as the greatest driver of his public service reform programme.**

The model of the Prime Minister's Delivery Unit translates easily to other Westminster-style democracies. Then-Prime Minister of the Bahamas Hubert Minnis set up his Delivery Unit in 2018, which was then maintained by his successor; Canada has maintained its Results and Delivery Unit since 2016.

## 6.9 New Zealand's escalation structure

Much like Sir Tony Blair, Christopher Luxon is proposing some major policy reforms at all levels of government. As Prime Minister, he has limited the number of Ministerial portfolios he takes on personally, allowing him to be a Roaming Minister, able to put his attention where it is needed if problems arise.

This is incredibly helpful for the proposed inward investment pathway, as it means we are able to include his office on the escalation reporting process. And the establishment of the proposed inward investment prospectus will also be helpful for the Prime Minister and Finance Minister when they are negotiating loans to pay for major infrastructure, as we pointed out in the early chapters of this document.

**The introduction of the Fast Track Approvals Bill is also helpful when it comes to Ministerial management and escalations. Rt Hon Chris Bishop MP is the Fast Track Minister and the Minister for Infrastructure, which makes him the obvious Ministerial lead for this work.**

If reporting is escalated beyond the Cross-Government Board to this team, we can rest assured that no Ministers will not be caught off guard. With this in mind, it is helpful to think of the Cross-Government Board as preparation for Ministerial bilaterals.

## 6.10 Minimising bureaucracy

While this seems like a lot of new processes, the last thing anyone should do is add another layer of convoluted administrative bureaucracy to an already process-driven environment.

**The policy elements that we are bringing together to make this pathway work already have systems for reporting to relevant Ministers. As such, a simple dashboard reporting system, which focusses on successes and blockages should suffice.**

The Inter-Regional Development Corporation will have to agree its reporting strategy with its Ministry Sponsor. It is likely this will be broken down by intensification zone and their baselines and targets.

Like most policy reporting systems, these dashboards should be based on Red-Amber-Green (RAG) ratings. They should also reference the type of policy that the delivery process is focusing on. I.e. is transport

meeting its deadlines? Or is a housing development being held up by energy or water infrastructure?

This is not passing the buck. It will simply help the Cabinet Sponsor Ministry translate regional reporting into policy reporting. They will need to do this for the Cross-Government Board so that officials and Ministers can focus on the areas they can help resolve.

This is often presented in a RAG matrix, which is helpful when you have one development corporation reporting to a central government department. However, when you have more than two with different remits, this approach can become more of a hinderance than a help.

## 6.11 Effective escalation

The threat of seeing your name beside a policy issue on a report that enters the escalation process is usually motivation enough to find a way of resolving it quickly. That said, those making an impact on the ground sometimes lack the status and standing to get the attention of those who can help resolve the issue. This is a way of bridging that gap without ruffling feathers.

**It is also a good way of seeking approval for stepping outside your remit. When a blockage exists between two policy areas, or two geographical areas, and it is not clear where the ultimate responsibility lies, the escalation report is a good way of getting clarity.**

All of this can help with identifying problems that have not been recognised as blockages before, especially when we are blending our approach to policy silos and regional boundaries. These should be captured as case history to help inform decisions across the country.

## 6.12 Delivering to deadline

When Tarakin Global was looking for a notable example of how an inward investment pathway can be used to accelerate the delivery of major infrastructure, we could not look past the London 2012 Olympic Games.

It is rare you get to see behind the scenes of events like this, prior to submitting a formal bid. It is even more rare to find a collection of personal accounts from the officials who were tasked with making it happen.

Case study L, which follows, provides a brief overview of *Play the Game*. The book gives an insight into inward investment strategies, development



corporations, complex policy delivery, and delivering to drop-dead-dates.

While New Zealand might not be ready to consider bidding for an international event like the Olympic Games, there are still lots of lessons to be learned from this insight into the process.

### 6.13 Achieving political consensus

They say we all learn very quickly how to overcome our differences, achieve new standards, and build political bridges, when we are united by a common threat. In the case of London 2012, the threat was failure.

You see, when the UK won the bid to host the 2012 Olympic Games the country effectively took on a client in the International Olympic Committee (IOC).

Essentially, the machinery of Government became one part of the solution to hosting the games, and it was imperative that the private sector, and community sector, all played their parts as well.

**While we do not have a client, or a drop-dead-date, New Zealand needs to adopt the same approach if it is to overcome its infrastructure and housing crisis.**

The work of delivering the Olympic Park, was overseen by the London Thames Gateway Development Corporation, which we discussed in Chapter 3. The Olympic Delivery Authority was also established to make sure the venues were fit for purpose, but it was the LTGDC that managed the core infrastructure, and importantly, the legacy of the Games.

**These organisations brought together the best and most influential minds in the country from the public, private and community sectors. Being positioned at an inter-regional level allowed them to avoid becoming distracted by local political and community issues on a micro-level, or national issues on a macro-level.**

While politicians were an essential part of the publicity, diplomacy, and Parliamentary approval process, they were basically encouraged to schedule set briefings and avoid surprise visits to 'see how things were going'. Basically, a lot of trust was needed to ensure everyone was empowered to get their own job done on time.

### 6.14 Leaving a legacy

As you will read about in the book, no one really took responsibility for legacy in the early stages of planning. And this was a conscious decision. The idea was that, if one organisation, department, or official took ownership then everyone else would only plan up to the closing ceremony and not beyond it.

Instead, everyone was asked about legacy. Politicians, members of the media, and the public all wanted to know what was being built and how it was going to benefit the country after the Games had gone. As a result, it forced each contributing organisation to consider legacy in its own right.

Central government's task of making sure that legacy projects were inherited by the right organisations might have been tricky, but not moreso than if someone had been set the task of working it out in advance.

## Conclusions and recommendations

In order to attract inward investment and plan for major infrastructure delivery, New Zealand must build it within policy that has permission to cut across Ministerial and political divides.

Thorough data collection and reporting needs to be agreed by, and consistently used by, all elected officials so that a single data history is created for the full life of each intensification zone or infrastructure project.

Assuming robust escalation strategies are used, Ministers need to empower public sector officials to manage the process, and step in when help is requested or positive publicity is required.

**Action:** For government officials to discuss the investment pathway and Ministerial escalation strategies with relevant Ministerial teams. Officials should draw particular attention to how this approach knits together existing structures, as opposed to establishing new elements.



## Case study L: *Play the Game*



Olympic Park East Bank Complex

Prior to the 2012 Summer Olympics, East London was considered undesirable for private sector investment. The area was dilapidated and its residents destitute, their houses positioned between piles of broken refrigerators.

By 2012, the area was transformed into a premier destination. Now, East London is modern, accessible, healthy, and ripe for more investment.

***Play the Game* is a book written by those who conceived of, and delivered, the London 2012 Olympic Games from a governmental and hard infrastructure point of view. It provides a starkly brutal insight into the chaos and pandemonium that comes with building for, and hosting, an event of this magnitude.**

Told through the lens of interviews with the many leaders across government, civil service, community and consultancy, and how the London Olympic bid catalysed their collaboration. They were brought together by the obvious deadline: the infrastructure had to be in place by the Games' outset. This "drop-dead-date" essentially necessitated collaborators to look beyond their remits and get their projects accomplished, regardless of technical responsibility. Such a catalyst cuts across those traditional boundaries because the deadline is immovable and any failure to meet it is linked to extreme mutual embarrassment. Even moving the Games to the more developed parts of West London was not an option, as the bid only had Mayor of London Ken Livingstone's support if it took place in East London.

An important precursor to the Olympic bid was the 'Arc of Opportunity', a proposal for inward investment led by the London Borough of Newham. The team developed a plan centred around Newham's position on the Lea Riverside with the intention of selling it to developers and investors at the international investment conference, MIPIM, France (see case study S).

While incredibly forward-thinking, the Newham bid fell flat without the support of other parts of London and wider government.

***Play the Game* offers senior collaborating figures the opportunity to reflect on complex delivery processes that have to be delivered at pace. These reflections contribute to the overall picture of a project that came together because of strong relationship building and relative flexibility in the shadow of an inflexible deadline.**



Play The Game

“An approach should be chosen through a structured, independent process, taking into account both qualitative and quantitative factors, while considering the unique characteristics of a project.

“There’s no one-size-fits-all. The benefits and specific risks of each project should be carefully considered and matched to the most appropriate procurement model.”

# NZ Investment Prospectus

*While the Regional Deals Strategic Framework makes a good start with getting local authorities to align their thinking about economic growth, it does not go far enough in its reach. While 30-year visions and ten-year plans are important, they can be linear, time-consuming, and make too many assumptions. They lack dynamism and adaptability.*

*Our proposed inward investment prospectus turns the tables on macro community planning and placemaking. It encourages a more positively framed public narrative, and creates the conditions needed to allow changes to be made to development corporation remits.*

## 7.1 A soft and hard focus

Infrastructure is the foundations you need to build sustainable communities. The type of infrastructure you need will depend entirely on what kind of community you are creating.

Government is responsible for building and maintaining both hard and soft infrastructure:

- **Hard infrastructure, also known as tangible or built infrastructure, is the physical infrastructure of roads, bridges, tunnels, railways, ports, and harbors, etc.**
- **Soft infrastructure is all the services that are required to maintain the economic, health, cultural and social standards of a population**

Our reason for pointing this out is that both kinds of infrastructure are needed to create sustainable communities. Regional Deals, and the proposed 30-year large-scale project pipeline, tend to only focus on hard infrastructure.

Regional Deals can also be negative in the way that they are written. Local authorities must convince central government to put their hand in the pocket to save them. They must compete with other areas in the country to prove that they are more in need than others. The outcome can make for rather depressing reading, even if they do promise to take on big targets.

The call for the 30-year project pipeline is admirably ambitious but unrealistic, especially if you want to use Regional Deals to attract major development investors.

The main beneficiaries are those with commercial interests in the delivery process. i.e. the construction industry consultancies and consortiums, who can plan their own work schedules and recruitment programmes around it. i.e. those taking money as opposed to those investing it.

While this is useful, it is not usually inspiring. It can come across as daunting, and make our country sound like it is overwhelmed, and coming apart at the seams.

As such, we urge all those submitting to the Regional Deals Strategic Framework to err of the positive.

## 7.2 What is an investment prospectus

Tarakin Global is proposing an inward investment prospectus for the whole country. The template would be piloted in the Golden Triangle and, to begin with, would focus on urban intensification zones.

It would be presented in the way that a holiday brochure is: individual sites or locations for those with a small budget; and, larger scale packages for those with bigger pockets and higher expectations.

**The nice thing about the investment prospectus is that local authorities and landowners would have to present their opportunities in a positive light.**

Inward investors interested in moving their business to an area, or opening a satellite office, will be interested in knowing about the surrounding area, and what kind of lifestyles their employees could have.

In a way, the use of an investment prospectus creates the 'client' we talked about in the last chapter. Although, none would have expectations like the International Olympic Committee does of its host countries.

### 7.3 The one that got away

One example of a potential opportunity missed came from German Bank, KfW IPEX-Bank (Case study M).

In 2023, while Tarakin Global was running its *Making Rail Work* initiative, a number of our associates were approached by KfW representatives who were trying to pitch investment ideas to New Zealand.

**As outlined in the case study, their proposal had been to provide upfront capital investment in passenger rail infrastructure in return for assurances that Germany would provide ongoing rolling stock.**

There are a wide variety of different investment opportunities that this kind of proposition opens up. It is a starting point for discussion and collaboration.

While we were not given specific details of all the organisations and officials that KfW approached, we do know that they had some time with the Transport Minister, KiwiRail, and that they had also spoken to a range of other central and local government organisations.

**Despite its efforts, the bank returned to Germany without 'so much as a thank you'.**

### 7.4. What went wrong

Solutions to the lessons learned from this situation are the subject of this report.

Some might say that their proposition fell on deaf ears because they were talking about passenger rail. However, that was not the case. The German team were told by numerous officials that decisions at any level could not be made until we all knew which Party would form the next Government.

This is tantamount to saying that the country cannot commit to plans outside the electoral cycle, which nullifies the case for capital investment.

**None of the officials they spoke to could point them to an organisation or official who could deal centrally with their proposition. That is not because NZTE does not exist,**

**rather it is because no one was clear on whether it would be up to Mayors to make the decision or Ministers. And, in fairness, because we regionalise everything, that all depends on the investor having a specific plan in mind.**

Unsurprisingly, the German team did not have a specific rail line or rail strategy in mind, and they were also put off by the right-wing Political Parties' obsession with road-only strategies.

**Put simply, their conclusion was that New Zealand is an immature market, which is not ready for major inward investment. And they were right to arrive at that conclusion.**

We are a fragmented nation, and our whole does not equal greater than the sum of our parts.

### 7.5 Why this was a good thing

New Zealand was not ready for this kind of proposition. We do not have the governance infrastructure in place to make the best of this calibre of approach.

Had our officials hurried some kind of deal through, we would not have been able to take a proposition of our own to market. Nor would we have had time to consider how it could be packaged.

When we see how KfW intervened in Bengaluru (Bangalore), India, it is obvious that they do work well when a delivery strategy is already in motion.

**KfW's decision to oversee the tender invitations and executions, by using a grant funding system, is sensible if they want to ensure their loan is repaid. It means they get to approve the other delivery partners without having to own the risk of managing and paying them.**

It is logical that KfW would protect their investment. However, all lenders do not show this level of duty of care. Responsible lending at every level is essential, and as a country we must be careful with who we associate with in this arena.

### 7.6 Designing investment propositions

When Tarakin Global presented its *Making Rail Work* initiative at the Future is Rail Conference (see case study N, which follows), it asserted that intensification and inward investment would be essential to the reintroduction of inter-regional passenger rail.





## Case study M: KfW IPEX-Bank

KfW IPEX-Bank is a state-owned enterprise of the German government specialising in international project and export finance, using targeted investment to support the growth of German industry abroad.



One way that KfW IPEX-Bank lends money is for public-private-partnerships, where the profit generated by an investment is used to pay off the debt. KfW IPEX-Bank uses these public-private partnerships to create infrastructure projects abroad that support the German economy in two ways:

- **German expertise and industry knowledge is brought in to collaborate with local partners to inform the design and delivery of the infrastructure**
- **The created infrastructure simultaneously supports the local and German economy**



Bengaluru (Bangalore), India

The German economy benefits through the transport or use of German products. The local economy benefits through the direct addition of the infrastructure and oblique enhancement of increased German product availability. Germany benefits through the repayment of KfW IPEX-Bank debt and obliquely through the export of German industry.

A good example of this type of investment deal is KfW IPEX-Bank's investment in rail infrastructure in Bengaluru (Bangalore), India.

In 2023, the bank signed a €500 million loan deal with K-RIDE, the railway infrastructure development company in the Indian state of Karnataka. The deal is designed to help ensure that construction on the four corridor, 148km project can meet Prime Minister Narendra Modi's October 2025 deadline.

As well as the loan, KfW also provided a €4.5 million grant for the project. This is being used to invite and execute tenders for two of the four rail corridors and the systems works traction, air-conditioning, signalling, and track linking, for example.

The agreement was signed with relevant members of the Indian government present. KfW's involvement has given the project new momentum, and has also opened the door for an additional €300million loan from the European Investment Bank.

Details of the repayment terms have not be discussed publicly. However, the example demonstrates how KfW is using German expertise and connections in rail to ensure complex projects are delivered on time.

As a credible global voice, their involvement increases confidence and bargaining power for the host country or consortium, a benefit that money cannot buy.



Rail construction in Bengaluru



## Case study N: Introducing a new supermarket with passenger rail

Introducing a third player into the New Zealand supermarket sector has so far proven to be challenging. The Grocery Commissioner himself effectively acknowledges that the market in New Zealand is presently far too risky for an incoming supermarket provider to consider. Legislating competition is inherently only a short-term solution, not fit for purpose in the medium- to long-term.

**The issue any new competitor would face is in establishing a foothold. This goes far beyond physical supermarket locations; the new entrant would have to compete with established brand identities, relationships with customers and synonymities. Mitigating this risk requires packaging that entry into a wider investment opportunity.**

One way a third supermarket provider could build positive brand identification is by tying their establishment to the expansion of inter-regional passenger rail. This was the subject of Tarakin Global's *Making Rail Work* presentation at *The Future is Rail Conference* in Wellington, in June 2023.

It would see a new competitor take the exclusive right to build supermarkets inside or around train stations. This would be similar to the recently closed but still popular New World Metro within Wellington railway station.



Proposed supermarket locations in the Golden Triangle, based on deals Tesco have done in the UK relating to passenger rail.

Such a deal considers that regions have joint responsibility for the passengers, commuters and consumers who use the line, rather than separate responsibility up to a boundary, such as the Golden Triangle's Kaimai Tunnel, that is arbitrary to an international player. A supermarket deal along this potential line would tap into the port network, with importing facilities at the Port of Tauranga and distribution through warehousing in the Ruakura Inland Port; without the proposed port strategy being in place, this investment could not go ahead.

Synonymity between the new brand and rail goes far beyond their own operations. Advertising the supermarkets on the trains not only benefits those locations but also other co-tenants and neighbours around the station complex, creating transit and commercial spaces for communities to grow around.

Brands like Tesco are ideal candidates for being brought in as a competitor in the supermarket sector. They have experience with delivering supermarket services in rail environment, they are also known for their housing developments around stations in the UK as well. Their focus on passing savings onto the consumer, will matter to cost-conscious Kiwis during a cost-of-living crisis.

**Both Lidl and Aldi are also interesting prospects, and have recently expanded to Australia. Either would bring over customers who recognise them from their time 'across the ditch', or in Europe.**



**Fig 7.1 Submissions and content contributions to the development prospectus**



Coupling KfW’s approach to investing in rail networks, and inviting German supermarkets Lidl and Aldi into the discussion, could provide the reassurance needed to attract a new supermarket to our shores.

Additional elements like the establishment of rolling stock assembly lines could be suggested, which would help enhance New Zealand’s engineering sector.

The crucial thing is that it would be in the best interests of all contributing parties to make both the train and the supermarket work quickly. And in much the same way as an anchor tenant works in a shopping mall environment, the external rail investment and supermarket presence will instill confidence in the local area. This in turn would have a positive impact on housing, and be of significant help when attracting other businesses and investors to the area.

### 7.7 The development prospectus

These kinds of propositions would be written up in a strategic section of the prospectus. The resource itself would be built online to make it easy to upload and search for development opportunities. It will also be published in a magazine version that can be used as a

physical handout at conferences and exhibitions, and a discussion piece in meetings.

Fig 7.1 suggests the types of organisations that would contribute to the online resource. Landowners would be the natural owners of the entry that is submitted and would be required to update their entries if required. We also envisage real estate agents and property consultants will also want to register opportunities on behalf of their clients.

Entries would be limited to sites within the intensification zone and they would have to demonstrate that they have a strategic value to the overall intensification strategy. This might be determined by size, value or location.

**Once the sites are registered on the system, the inter-regional development corporation can look at them from a strategic perspective. It may be that clustering sites could make for a better, or more attractive opportunity.**

The use of interactive maps and tagging systems should also make it much easier for potential investors to navigate. And information about local areas, lifestyles, tourist sites should also be included.

**Fig 7.2 Distribution channels for the development prospectus**



The magazines produced on a quarterly or six-monthly basis, would draw out the highlights and new entries of note. Fig 7.2 shows some of the organisations who could help with global distribution. We will talk more about global and domestic marketing in Chapter 8.

### 7.8 Private sector engagement

Before we talk about the role of private sector organisations in this pathway, it is important to address concerns about perceived conflict of interest.

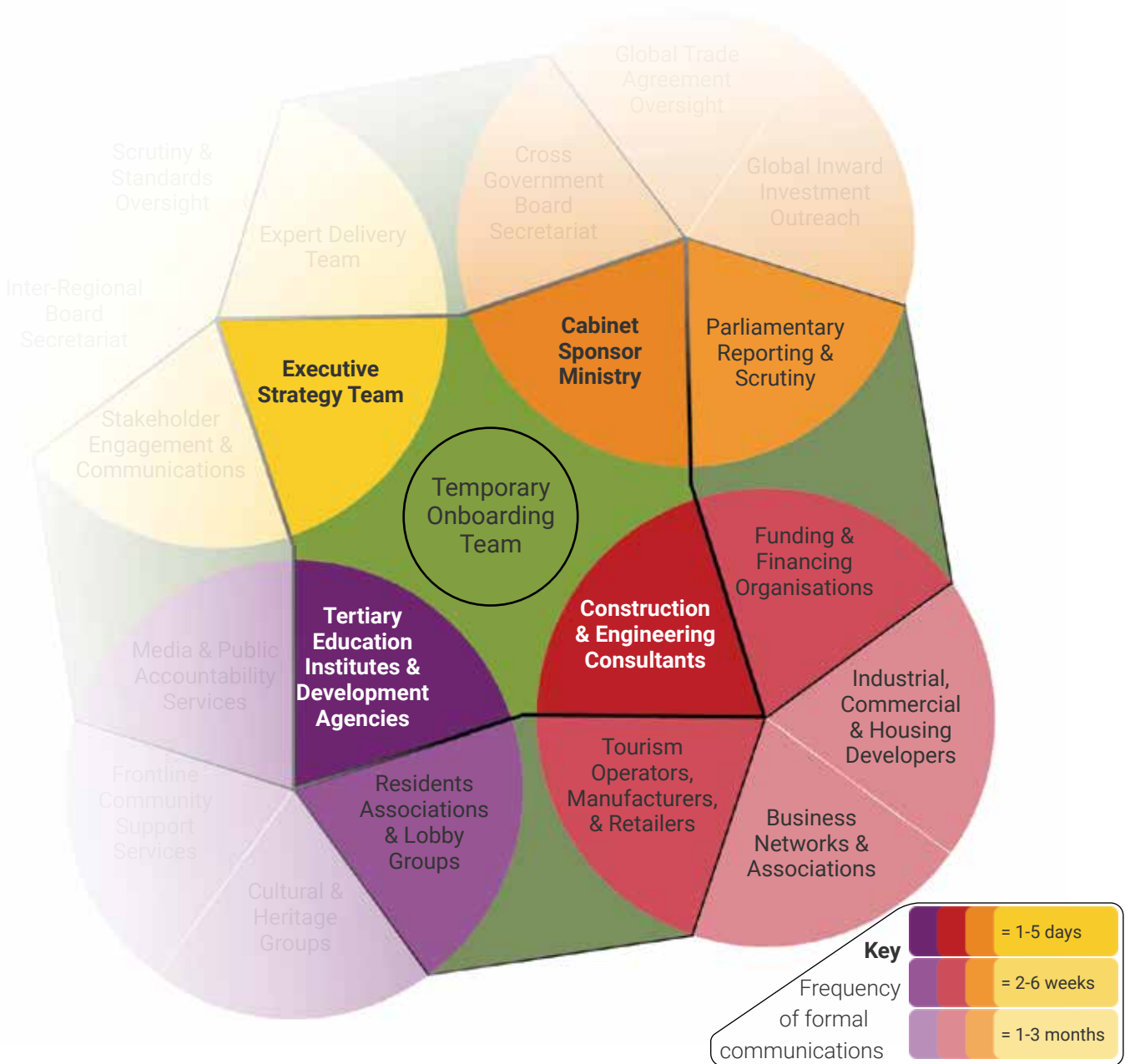
Throughout the process of writing this report, Tarakin Global has received a lot of encouragement and arms-length support from private sector officials.

We are grateful to all of those who have gone out of their way to support our work. In particular, officials from BECA, WSP and a number of iwi organisations have provided professional challenge and constructive feedback on the proposals set out here.

Many of those engaged were concerned with being seen as an overt part of designing this governance framework, due to concerns about being excluded from tender opportunities in the future.

**Given the market we are operating in at present, these concerns about conflict of interests are warranted, but unfounded. And it is important that we address that issue first.**

**Fig 7.3 Private sector engagement framework**





## 7.9 Transparent and inclusive systems

Infrastructure NZ and ACENZ (the Association for Consulting and Engineering in New Zealand) have a broad membership that covers most of New Zealand.

They have been identified as the private sector leaders because of their independence and reach. The first step would be to ask them to take ownership of outreach to the rest of the sector (see Fig 7.3).

We will talk more about the broader public engagement approach in Chapter 8. However, for the purpose of this section, we do not envisage this outreach programme adding significant pressure or strain to Infrastructure NZ and ACENZ's current marketing practices.

The role this sector would play in relation to the investment prospectus would be to help define the templates, tagging and categorisation systems that entries would have to use to submit.

For example, is the development site in the vicinity of waterfront or mountainous vistas, and is it close to upper decile schools? Does the site come with planning constraints or conditions?

**We must remember that this information is collected for marketing purposes. We will be using the prospectus to attract interest so breadcrumbing will be key to the success of this process. As such, this is not intended to be overloaded with statistics and data.**

ACENZ and Infrastructure NZ are both impartial to the tender process. As such, strategic contributions made through them should not affect any organisation's validity when it comes to tendering for work.

## 7.10 Local vs national vs global

Given that the prospectus will be prioritising intensification zones, strategic appraisal of the submissions to the prospectus will be handled by the inter-regional development corporations.

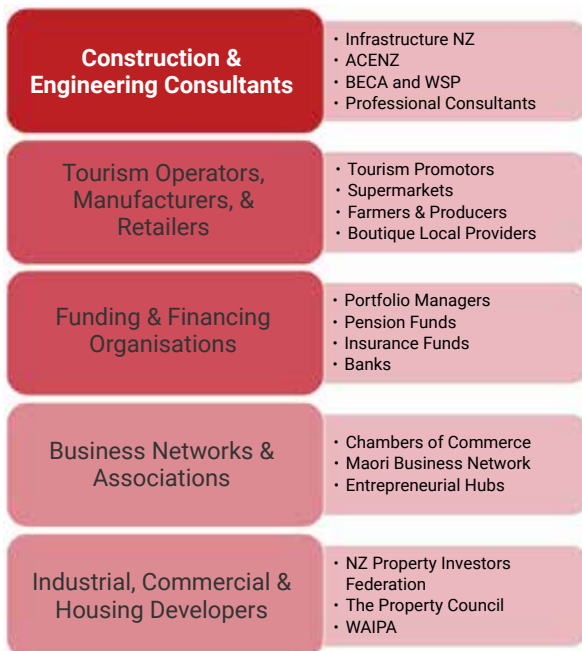
This will allow us to use the escalation process to ensure that the delivery of major infrastructure is timed to coincide with local intensification strategies. Ultimately, we are looking for a process that times local development, soft infrastructure, and major hard infrastructure to reach completion in a timely way.

In addition, we will be in a better position to justify major investment spend by placing the focus on how the intensified urban areas will improve and benefit.

Banks, supermarkets, and petrol stations profit from infrastructure improvements. These organisations should be given the opportunity to volunteer ideas as to how they can give back. The banks are already under pressure from the Commerce Commission due to unacceptable levels of profit.

**We will talk more about why it will be of particular importance to put pressure on these retail service and product providers in**

### Private Sector



### Primary operational relationships





the next chapter. Specifically, we will look at why rate payers' alliances are best placed to apply the pressure needed to achieve fairer results on an inter-regional level.

### 7.11 The global investor effect

While the information in the development prospectus would be light in detailed content, it would allow us to ascertain whether potential international investors take an interest.

If we consider KfW's intervention in case study M, being able to demonstrate that local and global appetites are high would give New Zealand an excellent negotiation platform. Although our own funding and finance companies should be included in the process of assessing options.

**This should also see planning contributions, like Section 106, being garnered from businesses that are relocating. Or public private partnerships and development consortiums increase their capital contributions to expediting delivery. At the least it would allow us to secure a better loan.**

This scenario also creates the right conditions to talk about rates and value capture in the areas that are positively impacted by acceleration of delivery. And could help address concerns about ongoing hard infrastructure maintenance.

In some unique circumstances, advertising revenues from development sponsorship can be used to help accelerate delivery.

Case study B, which relates to AEG and the Greenwich Peninsular is an example of best practice in this field. And let us not forget about funds provided through Regional Deals.

**Discussions about acceleration funding would be held as part of the inter-regional development corporation's working groups, see Fig 3.1 in Chapter 3. Conclusions and recommendations would then be escalated for Mayoral and Ministerial approval.**

Once the strategic, inter-regional aspects of a development have been concluded, local management and delivery will be transitioned to the relevant local authorities.

### 7.12 Healthy competition

The process would show that communities working together will reap benefits sooner than those that are not. It would also highlight locations that require support with engaging with each other, and the policy.

Blockages would also be identified if, for example, land banking was holding up the optimisation of a significant development.

**Ultimately, the process empowers interested parties at all levels to work in collaboration. It creates the conditions where locations are rewarded because their whole equals greater than the sum of their parts.**

If intensification zones organise and pick up pace quickly, then there will be plenty of work for everyone. As such, contributing to the strategic process will help authorities, businesses, workers, and residents alike.

### 7.13 The tender process

Fair and open competition is important to demonstrate as it shows that New Zealand is doing what it can to get the best quality, at the best price.

As part of the London 2012 Olympic Games, the London Olympic Games Organising Committee (LOCOG) introduced an online tender process for everything associated with the delivery of the Games: from masterplanning to leaflet printing.

This allowed all external contracting and sub-contracting for the Games to be presented on one platform. This is something that the Infrastructure Commission should consider, if it is not already.

**Transparency in the process is just part of the solution. We also need to provide support for New Zealand businesses that are interested in bidding, forming a consortium to bid, or joining an existing consortium.**

This is one of the only ways that our home-grown engineering, development, and planning experts will get the opportunity to use their skills for the benefit of their homeland. And it is also a good way to ensure contracts are given to smaller enterprises with the potential to grow, or form collaboration or collectives.

In the next chapter, we will talk more about how co-operative models could help speed up delivery, improve public engagement, and spread the wealth.

## Case study 0: FIFA, AEG, and the AIMS Games

The 2023 FIFA Women's World Cup was a rousing success for New Zealand as a host nation. Aside from our first-ever World Cup win over Norway, all eyes across the world descended on Eden Park to watch the semi-final between Spain and Sweden and thus our national stadium was put on display.

This should have been a fantastic opportunity to broadcast our national brand, and yet the brand was marred. Stories emerged of the Spanish national team referring to their designated training location, Palmerston North, as 'boring'.

It is easy to say that they came here for the football, and that the entertainment options in Palmerston North were not part of the deal, but the truth is, it was several opportunities missed.

On a local level, we could have used the opportunity to celebrate Kiwi-Spanish relations as a way of positioning Palmerston North globally (see Chapter 1 and 4). From a countrywide perspective, we could have created a themed youth football competition, building on the infrastructure of the Zespri AIMS Games. And globally, we could have used the money we received from FIFA to attract inward investment through sponsorship or discuss future event partnerships.

Instead, New Zealand did exactly what was expected of it. We used the FIFA money to make sure the primary facilities that would be on major public display were the best they could be on the day. And as a result, this benefited our major urban centres more so than our growing townships.

**Our strategy with FIFA was perfunctory and linear. It lacked creativity and entrepreneurial thinking.**

So, let us take a minute to reflect on a few ponders and unfinished thoughts left on the table:

- **The AIMS Games has a greater participation reach than any other sporting event in New Zealand**
- **New Zealand is known for punching above its weight on the global sporting stage**
- **AEG, the company that established the David Beckham Football Academy in LA, now the Galaxy Academy, to encourage young people, specifically girls, into football**
- **We now have direct flights between LA and Auckland**



Training session at the AEG Galaxy Academy, LA

Must we have all the answers before we open the door to partnership discussions? Are partnerships not stronger when the problem is shared, and the solution is formed as a collaborative exercise?

How could AEG help with this? Is there potential for an alliance with its football academies? As entertainment providers, they see the academies as a pathways to creating both players and loyal fans. New Zealand has a much more holistic view of the benefits of encouraging young people into sport, but these things are not incompatible.

That said, rather than trying to guess what we could sell to them, we could invite them to attend the AIMS Games, and ask for their thoughts on how they might actualise returns.



## Case study P: Mara Inc student accomodation

While it is a small company by comparison to some property investors, Mara Inc represents a unique opportunity for New Zealand.

Mara Inc is an agency that provides scholarships to Malaysian students for overseas placements. As part of the service they offer, they buy and rent student accommodation in these locations. These properties are not exclusively for Malaysian students and also attract students from the Middle East, India and Asia, and for tourists outside term time. Properties purchased and managed are often leasehold agreements within urban centres, so they can be closer to cultural landmarks.

The company's primary shareholder is Mara Corporation, which has a much broader investment portfolio. A partnership with Mara Inc could be beneficial to New Zealand in a number of different ways:

- See Mara Inc marketing New Zealand's tertiary education facilities for us in Malaysia
- Reduce the number of students who rent properties that could be used by New Zealand citizens and residents
- Increase the number of high-net worth tourists without adding pressure to the rental market
- Open discussions about other potential infrastructure partnerships with MARA Corp
- Open discussions in relation to University alliances and collaborative schemes (see case study D)



Student Accomodation in Melbourne, Australia

All of that said, in 2021, the former Chief Executive, Lani Allani, was charged with 20 counts of corruption under Sections 16(a) and 17(a) of the Malaysian Anti-Corruption Commission (MACC) Act 2009 for receiving bribes and two counts of money laundering under Section 2(4) of the Anti-Money Laundering, Anti-Terrorism Financing and Proceeds of Unlawful Activities Act 2001.

According to MACC sources, investigations into the case began after news portal The Sydney Morning Herald reported last year that a Malaysian living in Australia was charged with bribing a foreign officer relating to the sale of the Dudley International House student dormitory in Melbourne to MARA Inc.

**The Australian newspaper The Age also claimed that a group of very wealthy Malaysian officers overpaid by A\$4.75 million (RM13.8 million) for an apartment block in the city in 2013, and that the difference had been channelled to several people.**

When the numbers are big; the opportunities are big for everyone. However, it also becomes easier for chancers to think they can get away with skimming a little for themselves. Ultimately, we must remember that inward investment organisations are formed to make profit, and people are people.

It would be good to think that no one would push the boundaries, or blatantly break the rules. We have to be vigilant with all partnership discussions. It is our job to make sure we get the best deal, and that no one crosses the legal or ethical lines in our country.

## 7.14 Small conversations to big ideas

Building on past successes is an important part of growth. Case study O considers some learnings we can take from co-hosting the FIFA Women's World Cup.

Criticism of our regional towns and cities was disappointing to say the least. But what if we had informed the foreign FIFA World Cup teams that our intention was to invest in sports tourism packages – training holidays for globally recognised sports teams? We could have asked them for thoughts and insights on what worked and what was lacking.

**This approach would have put them in a more constructive headspace, and made them kinder about their experience. With the right handling, we could have secured a future customer and proven a potential new off-peak tourism market. It also follows that friendly matches with our own national team would be mutually beneficial for both sides as well.**

Connecting events like these to the AIMS Games, which is organised by the Association of Intermediate and Middle Schools, and sponsored by Zespri, is a great way to ensure development and investment has a generational focus.

However, before we get ahead of ourselves, let us consider the 'sell'. As the case study suggests, sharing the problem is a good way of forging sustainable relationships. Organisations like AEG have a lot more to offer than content and sponsorship revenues.

As case study B pointed out, the Greenwich Peninsula consortium, which AEG was anchor tenant, invested in roading infrastructure to accelerate the delivery of The O2 Arena.

Perhaps starting a small conversation with AEG about the AIMS Games is a way of enlightening them to our global inward investment plans. If they happen to express an interest in larger projects, we would be in a better position to negotiate more favourable terms by starting from a more neutral vantage point.

## 7.15 Ethical and financial vigilance

All of that said, as much as we need to embrace new ways of thinking, we must also be cautious when it comes to the ethical and legal lines that surround the deals we want to sign up to.

Evidence of corruption or foul play are not always apparent or easy to detect. And just because an organisation has had a checkered past does not mean they should be instantly discounted.

An organisation like MARA Inc (see case study P), offers some interesting opportunities for New Zealand.

Anything we can do to take the pressure off our rental housing market should be explored and considered. But what can we do about the alarm bells that are set off when we consider the corruption charges levied against the company's previous administration?

As you will see from the 'beach umbrellas' framework, scrutiny already exists in our machinery of government.

**This scrutiny process will be activated in both central government and the inter-regional development corporation at both ends of the investment pathway. Once when the organisation registers their interest in investing, and again when the numbers for a deal are being firmed up for approval.**

## Conclusions and recommendations

New Zealand must start to look at all investment in hard and soft infrastructure as opportunities to create public-private-community partnerships. This involves considering impacts beyond delivering infrastructure on time and on budget. It involves looking for partners with shared goals and ambitions, and it involves stepping outside of traditional siloes.

Adopting a more entrepreneurial approach to these kinds of partnerships, at an inter-regional level, is the most important part of making the inward investment pathway work.

**Action:** For private sector organisations in New Zealand to consider how they could add value to this process, and work with local authority colleagues to provide strategic insight. For central government officials to confirm who would ultimately manage the development prospectus.

Fig 8.1: Dictionary definition of 'quango'

## Dictionary

Definitions from Oxford Languages

# quango

*/ˈkwɑŋɡəʊ/*

DEROGATORY – BRITISH

Origin (1970s): QUANGO (Quasi-Autonomous Non-Governmental Organisation)

*noun*

noun: **quango**; plural noun: **quangos**

1. a semi-public administrative body outside the civil service but receiving financial support from the government, which makes senior appointments to it.



# Community Engagement & Marketing

*We must take real people with us, and if we allow ourselves to see growth as a looming disaster waiting to happen, then we are doing ourselves and our future generations a disservice. We must inspire. We must dream. We must open our minds and realise our unique place in the world.*

*Anyone affected by the intensification zones, or the investment pathway, should be welcomed into the development corporation's engagement programme. They should be empowered, and rewarded, for sharing their ideas and concerns, and for encouraging others to do the same.*

## 8.1 Winning public confidence

Development corporations are often known as quangos (See Fig 8.1). The term took on a derogatory undertone in the 1980s and 90s because they were seen by the media as organisations set up by Ministers to undertake tasks away from formal public scrutiny processes.

Admittedly, this is one of the reasons things got done quickly; and public consultation before the Internet was expensive and time-consuming. However, the process did lead to a lot of marginalised communities, gated communities, and nepotism within the planning process.

**In hindsight, policy officials realised that having a process that was blinkered in favour of the delivery of hard infrastructure, resulted in negative impacts of soft infrastructure outcomes.**

Crime increased, poverty increased, and the gap between rich and poor got wider. Fewer people could afford to save or invest in housing or pensions, voting numbers declined, and radicalisation started to affect political election outcomes.

Given the technology we have available today, there is no good reason for excluding the whole community voice from strategic planning and inward investment processes anymore. In fact, it is a democratic responsibility to ensure that accessible engagement platforms are used effectively on a local level.

Inward investors will be keen to know how we support vulnerable people in our communities as well. They will not want to be the subject of division. Not only is it unpleasant and off-putting, it also creates negative PR coverage, which makes shareholders tetchy about the safety of their investment.

New Zealand relies on community-led enterprises, and voluntary networks, but it has not yet embraced the potential that public sector 'spin-outs' could bring.

**Our experience with co-operatives stands us in good stead for being able to realise better social outcomes if we use the inward investment pathway to kickstart initiatives of this nature.**

This does mean we will have to involve a lot of people in the engagement strategy, and that sounds like it will be expensive and time-consuming, but it does not have to be. Much like other proposals in this report, the elements we need to make things work are all there. We just have to knit them together in the right order.

Introduced effectively, where local people are employed to lead the engagement, is likely to lead to a mindset shift in terms of embracing economic growth.

However, before we look at some of the systems we can use to streamline the community and stakeholder engagement process, we should first consider the community sector (or the third sector, as it is sometimes known) in relation to the proposed governance framework set out in the Beach Umbrellas diagram (See Fig 8.2, which follows).

## 8.2 Credible community leadership

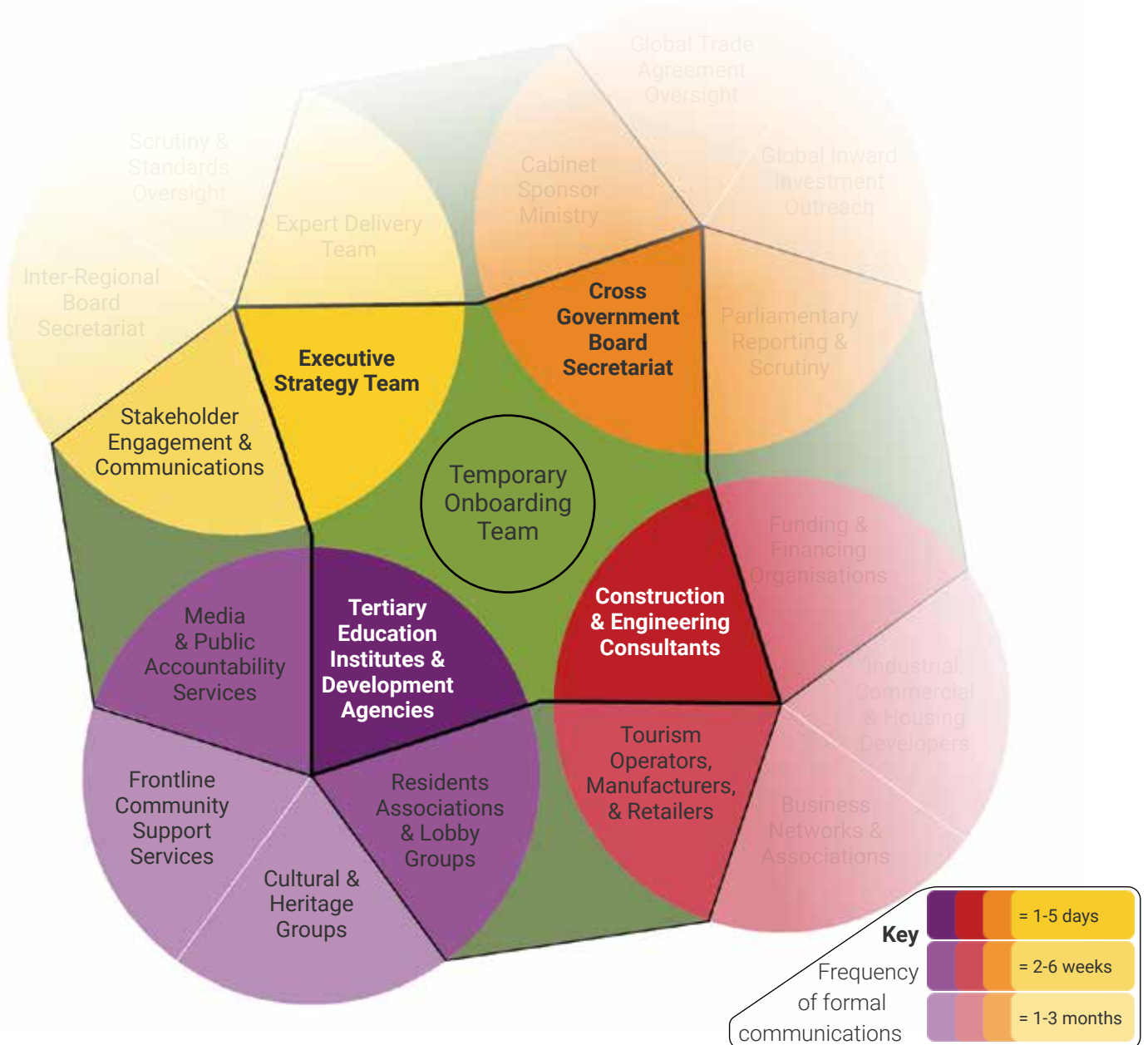
We have identified tertiary educational institutes as potential community leaders for the governance framework. They are viable businesses, unlikely to fold in the foreseeable future and most are already positioned in urban areas.

As we have seen from case study H, universities have their own global networks, which can be used to attract and negotiate inward investment deals. Their academic reach covers most sectors and industries, which can add a pioneering element to campaigns, which would be driven from the ground up.

Universities are also seen as politically neutral, and they represent the voices of both domestic and foreign students, so their considerations and contributions would be balanced, especially given it is housed in academia.

Economic Development Agencies would be another natural choice for leadership. The networks that they already command in their areas are well established and respected, and their strategic regional plans already speak to many of the core elements of this proposition. However, they lack national and global reach, and can often be seen as quangos in their own right. Also, with the way funding cuts are being made now, the longevity of these entities is not certain.

**Fig 8.2 Community Engagement Framework**



Where they exist, they should be invited to share the leadership role. However, if they do not exist then economic development officials from regional authorities should be approached instead.

### 8.3 Prioritising community needs

The core functions of the community section within this framework are to:

- prioritise the investment opportunities that will be submitted to the development prospectus
- quantify local social infrastructure investment that could be paid for through Section 106 investor contributions
- mobilise local groups and associations and encourage them to channel relevant issues into the development corporation system
- identify engagement methods that allow those in vulnerable and hard-to-reach communities to engage with and prosper from the inward investment process

The Development Corporation working groups, defined in Chapter 3, Fig 3.1, will be open to all residents and citizens in New Zealand. Given they will be organised by theme and report to the inter-regional board, we would recommend that the university identifies advanced students who are looking for work experience to coordinate and manage community contributions.

These students would be a recognised part of the process, and would have the opportunity to work within their academic discipline, based on the themes of the working groups.

Those from the community who have the time and resources to represent themselves will be able to define the parameters of their own priority level in terms of these groups. We will talk more about prioritisation later in this chapter.

### 8.4 Accountability to the public

Those working within the inward investment pathway will be accountable to public scrutiny. That could come in the form of Audit Office investigations, local MP enquires, questions from the media, or scrutiny investigations from Parliamentary Select Committees.

This means the public can be assured that if they speak to someone in their community about concerns relating to inward investment, or major infrastructure delivery within the intensification zones, they will be passed on accordingly.

It will then be the Development Corporation's responsibility to field and register all enquiries relating to the inward investment pathway, and associated strategic delivery. It will also be accountable to Official Information Requests via MBIE as its Sponsor Ministry.

#### Public and Community



#### Primary operational relationships



## 8.5 The role of the media

New Zealand's official broadcast, print and online media makes a concerted effort to carry the voice of citizens, residents or visitors to those in public office.

They do a very good job, and after Warner Bros Discovery announced the closure of its news operations, there are far fewer journalists employed to do this job. This is incredibly worrying from a democratic point of view, especially when we are planning to invite new inward investors to our shores.

**In an ideal world, the development prospectus magazine would be independently written and published by investigative journalists. This would create a politically and geographically neutral platform, which would be considered more credible by all parties, by comparison to something that was written and approved by the government of the day.**

Given the publication would not be funded through advertising, it would not need to err on the side of controversy as a way of staying in business.

The team would also be able to support with investigating potential inward investors, and with creating content to help with global outreach to other countries. This will be particularly helpful when it comes to contributing to conference magazines and materials.

**The contents would be partly funded by a graded subscription fee for overseas users and domestic businesses.**

The latter can be paid for via Companies Register, as a voluntary yearly contribution, which would create instant readership. Individuals, and community groups will be granted free subscriptions in return for completing opinion surveys.

## 8.6 Redressing ratepayer inequalities

In Chapter 1 of this report, we set out eight types of inward investor, and eight kinds of inward investment deal. We recognised that creating a more structured process for inward investors would then allow us to review the terms we have for existing foreign operatives who have already set up on our shores.

The Commerce Commission recently reported that the personal banking sector in New Zealand is overrun with foreign operatives, and they are making too much

profit by comparison to other countries. Unfortunately, excessive profits are not a preserve of the personal banking sector. Many other foreign retailers are profiting during the cost of living crisis in New Zealand.

**Our ratepayers' alliances in New Zealand are incredibly well organised. Their ambitions to bring down rates are shared by government officials at all levels.**

However, the solution to increasing local investment and reducing rates will not be solved in a public sector only environment. Nor will it be solved by a piece of legislation that is agreed in Parliament.

Instead, we must look at how we can get these foreign operatives to realise that investing more in their local communities should be their priority. The needs of these communities will differ across the country so bespoke strategic plans should be made and held by the inter-regional development corporation.

**Those in the ratepayers' alliance have well formed opinions about how money should be spent in their local areas, and they also have direct relationships with most foreign retail operatives. Their collective buying power in any given area could make or break a global company's local endeavours.**

With this in mind, we are proposing that the rate payers' alliances should be invited to help list and prioritise local soft and hard infrastructure spending that could be partially funded by private sector contributions.

In short, the more we can get private sector to pay for, the less local authorities have to cover, which means rate variations can be stabilised without impacting the quality of local services.

**The strategy for lobbying foreign operatives should target regional level management decisions as this is where global organisations are most vulnerable to consumer switching or boycotting strategies. However, these same organisations should also be consulted on the parameters being set for new entrants to our markets.**

We do not have to hunt to find an illustration of what good looks like. TECT is a great example of how profits can be channelled into community trusts that benefit the community and local authorities directly (see case study Q).





## Case study Q: TECT

Following substantial reforms to the electricity market in 1992, communities in Tauranga and Western Bay of Plenty decided to take 50% of shared issues from the Tauranga Electricity Power Board and establish Trustpower, which has recently rebranded to Mercury.



**The other 50% were used to establish the Tauranga Energy Consumer Trust (TECT), which uses its dividends ‘for the benefit of current and future generations’.**

In the first ten years, TECT distributed over \$34million, of which \$10.1million was used for community grants. In 2003, the Trust contributed \$8million in funding to build Baywave. Similar projects followed, including funding for the TECT Arena and Bay Oval.

Between 2015 and 2018, TECT sold shares in Trustpower and reinvested these funds through the Diversified Portfolio. Ultimately, reducing its risk but still achieving revenues through increased profit margins and share values.

Now at approximately \$1billion, the TECT fund is one of the largest in the country. It went on to fund the Collective community hub, and the Tertiary Campus in Tauranga. And most recently it agreed to contribute a \$21 million grant for Tauranga City centre’s new civic precinct.

### So, should we be angry about Mercury making profit?

Earlier this month, RNZ reported on the key Mercury numbers for the 12 months ended June 2024 compared with a year ago:

- Net profit \$290m vs \$103m
- Revenue \$3.42b vs \$2.73b
- Operating earnings \$877m vs \$841m
- Final dividend 14 cents per share vs 13.1cps



We should not be a country that discourages profit. However, we should be setting strict parameters about how much profit stays in our country when it was earned here. Perhaps we should be asking these companies to return to the core community values that many of them were founded on.



*The Collective, community hub, Tauranga*



We should be insisting that these community values are adopted by organisations over a certain size and with a significant profit margin, especially when it comes to road infrastructure funding.

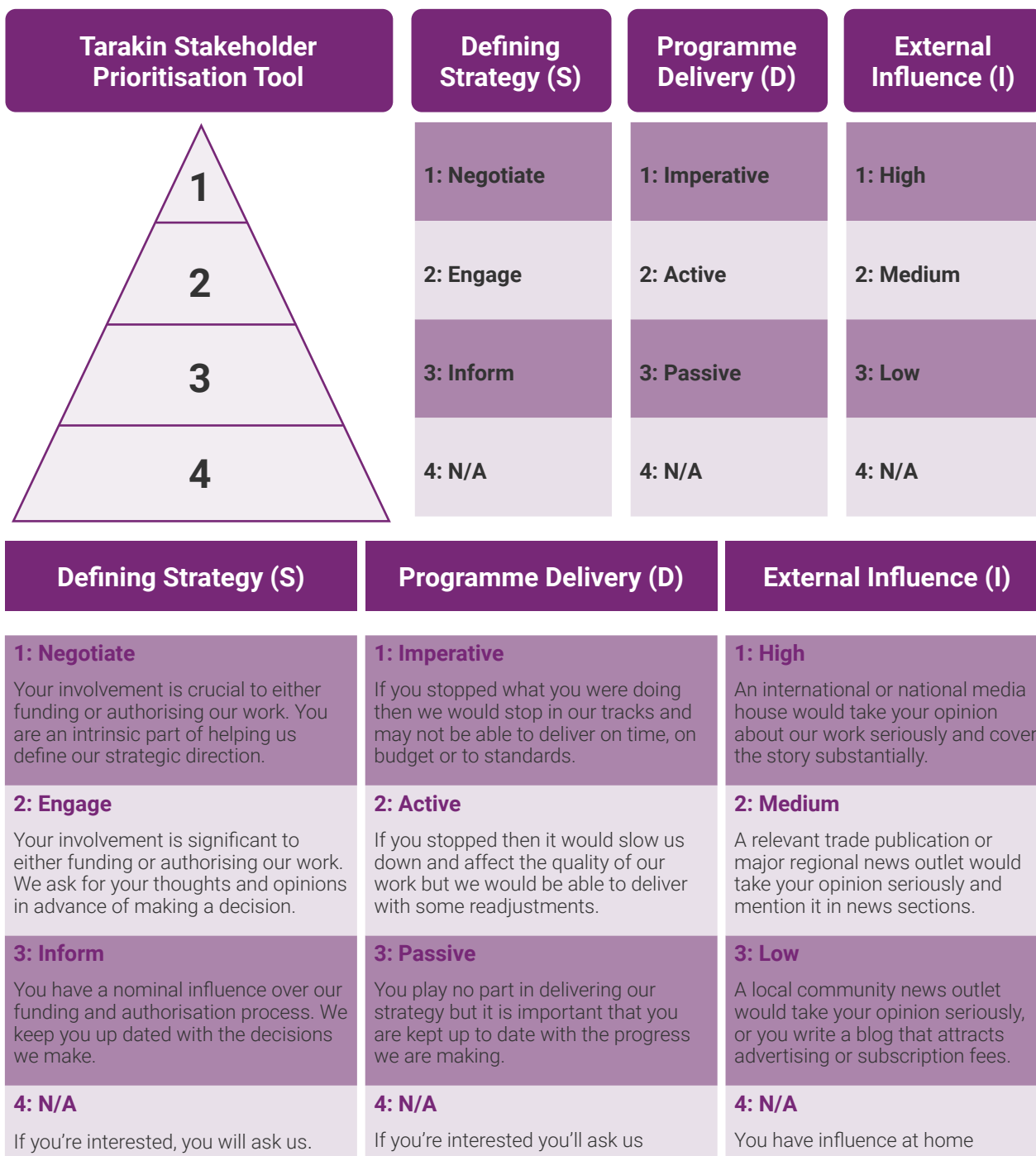
Should retail outlets that benefit from customers driving to their stores contribute a percentage of local profits to road maintenance? Should mortgage providers contribute a percentage of local profits to water and waste maintenance?

They both have a commercial interest in ensuring this kind of local infrastructure is maintained to a high standard: better infrastructure means more customers.

Investment in local societal infrastructure would be a bare minimum for an existing foreign operative, ongoing contributions toward hard infrastructure maintenance should be where the conversation starts.

This could be seen as a 'closed-loop' approach to infrastructure funding, if all parties were to buy in.

**Fig 8.3 Tarakin Prioritisation Tool**



## 8.7 Prioritising projects and engagement

With so many stakeholders, potential projects, and engagement campaigns, managing stakeholder relationships can sound like an unwieldy and exhausting task. Fig 8.3 provides a tool used by government and private sector officials to openly prioritise stakeholders in complex delivery environments.

Fundamentally, each stakeholder, or the lead officials from each stakeholder group is graded in terms of their contribution to 'strategy', 'delivery' and 'influence'. The average determines their stakeholder grading, and they are then included in one of the engagement programmes outlined in Fig 8.4.

Rather than talking about the theory, let us look at a few examples based on the approach in the Golden Triangle (see Fig 8.5).

**All stakeholders can be made aware of their grading, or they can be invited to determine it themselves. This makes it a trusted system that removes any questions about nepotism.**

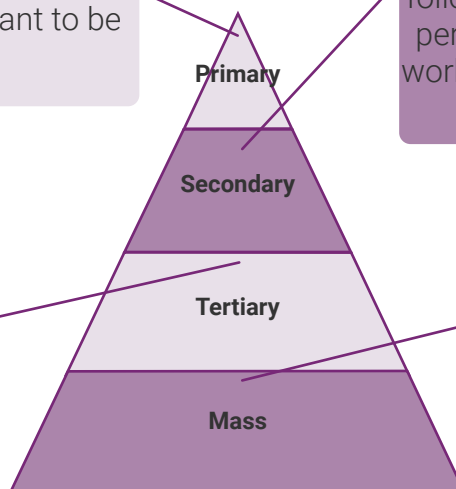
The system provides a structure for stakeholders who want to improve their rating. Although, it either involves getting a promotion, investing more money, or proactively raising awareness of the overall project.

Approaching prioritisation in this way also allows us to distinguish between those who 'use' a place versus those who 'own' the land or structures on it.

**Fig 8.4 Prioritised engagement programmes**

**Communicate** with this group the way that they want to be communicated with. Ask them how they want to be engaged.

These stakeholders should be invited to have a **two-way dialogue** through open days, visits, or online posting and social media platforms.



Invite these stakeholders to **face-to-face group meetings**. If they cannot make it then follow up with them later. If they persistently do not attend then work with them to reassess their classification.

Use **newsletters and e-updates** for this grouping. Ensure all other stakeholders are engaged prior to attributing additional resources.

**Fig 8.5 Golden Triangle priority gradings**

### KfW IPEX Bank, Investment Director

**4-4-1** given they have not been formally engaged. However, if they were open to negotiations like those presented in case study M and N, their grading would jump to **1-2-1**.

### Tainui Group Holdings, Chief Executive

**1-1-1** the organisation's real estate holdings in Waikato are central to the development of the Golden Triangle. The company also has significant influence with iwi.

### MP for Tauranga, Sam Uffindel

**3-3-2** as a local MP, Sam will be kept up to date with the strategic and operational work of the development corporation. His influence only carries regionally.

### Tauranga Ratepayers Alliance, Sam Hill

**3-2-1** assuming the Ratepayers Alliance opts to put pressure on domestic retailers and existing foreign operatives, as outlined in this chapter. Otherwise, **3-3-3**.

## 8.8 Local funding considerations

Once we have started the discussion about what inward investor and private sector money could be used to pay for, we then must think about the long-term viability of the things that are being funded.

For example, funds are required for a new facility or constructed asset, then where would the ongoing maintenance come from, after the development corporation has completed its work on intensification and major infrastructure delivery?

If funding was required to design and introduce a new social service in terms of healthcare or pathways to work, then who would monitor and oversee the effectiveness of this service after the development corporation has closed its doors?

**Ultimately, we must think about the legacy management before initial funding is allocated to any community service that is not deemed to be core council or development corporation business. Alternatively, we must make sure the service has a wind-up strategy in place, which is clearly and overtly communicated to all those involved.**

## 8.9 The roll of public sector spin-outs

This kind of approach opens the door for conversations about public sector 'spin-outs', which are relatively underused in countries that are underpinned by welfare state policies.

In 2013, the UK's Local Government Chronicle, in association with Capstick LLP, published a 12-part series of articles that looked into the viability, benefits and roll of social enterprises and public sector spin-outs. In it, they recognised that initial funding could be used to kick-start a project, but that competition in terms of delivering that contract must be open once the service has been spun-out.

As part of the *Making Rail Work* initiative, Tarakin Global's recommendation in 2023 was that a Golden Triangle Rail Development Corporation should be registered as a co-operative so it could be spun out as a community rail franchise.

**The remit of the development corporation in this report is much broader, but the legacy plan could still work. The co-operative would just have to come after the spin out.**

## 8.10 Practical implementation

Given the work of a development corporation is limited by remit, the structure lends itself well to being a testing ground for potential spin-out services, especially when it comes to engaging with hard-to-reach communities.

Case study R outlines the Planning for Real approach, which is used by masterplanners to empower communities into the town planning and development process. The idea is that if they contribute to the design process then they will be more likely to apply for new jobs created, and will have more community pride in the new development.

This kind of system would work well in the intensification zones proposed in this report. Hard-to-reach communities in New Zealand should respond well to this approach, but it would be important to test the theory locally before committing to it.

## 8.11 Identifying community leadership

An organisation like Good Neighbour (mentioned in case study F) could be commissioned to pilot a scheme of this nature. This would be useful for the development corporation in terms of building credible relationships with disenfranchised communities in intensification zones.

**It would also be more cost-effective to outsource this work to Good Neighbour, as opposed to establishing an entirely new system, which would be discontinued at the end of the life of the development corporation.**

Instead, we should think about how the enhancement of Good Neighbour's networks could benefit the community in the long-term.

## 8.11 Legacy spin-out opportunity

Good Neighbour already has ambitions to use its networks to design a pathway to work scheme builds on the foundation of local volunteering values and civic duty principles.

**The scheme was presented to Prime Minister Christopher Luxon when he visited the charity during his election campaign in 2023.**

It would support people from hard-to-reach communities in volunteering first, which would slowly transition to a local working environment.

## Case study R: Planning for Real



The Isle of Sheppey sits at the end of the Thames Estuary, before it joins the English Channel. It might only be a few hours' drive from Central London, but you would believe you were in a Dickens' novel if you found yourself on one of its marshland wildlife reserves.

Queenborough and Rushenden started out as two small villages with a road running between them. The location of the Isle in the UK made its small fishing port an attractive place to build a port that brings German-made cars into the UK. The sudden influx of activity had both good and bad consequences on the villages, and the Isle as a whole.

Home to three open prisons and some social housing estates, residents in the villages were not considered skilled enough to apply for the new jobs that were brought to the area. New housing was planned for the area, including a new fly-over bridge to take the car transporters away from the villages. It is at this stage that the local economic development partnership decided to adopt the Planning for Real approach.



*School children with the Planning for Real model of their area*

Models were overseen by an appointed architect, but made with involvement from children at a school, aged between 7-11, many of whom will continue to live in the area beyond school. The model making stage was an early, informal opportunity to learn some of the history of the area from residents, some of their concerns and how they feel about where they live.

The model is made up of small (600 x 600mm) sections of polystyrene board which means that they are easily transportable and can be taken to different locations where people naturally meet. Many of the children took the models into their homes to get feedback from their family members. By using the model as a focus, the consultation is non-confrontational, and the suggestions are anonymous so that people do not feel inhibited in expressing their opinions.

The process not only reduced the cost of governmental planning consultation, it also increased the uptake of skills and employment programs by those living in the area who were dependent on benefits. Most of young school children who participated in the initiative went onto secondary education and, in many cases, university.



*Queenborough and Rushenden Planning for Real model*



**Fig 8.6 Good Neighbour to good employee**



© Good Neighbour, Tauranga, 2023

The scheme builds on the fact that local charities of this nature are more trusted than government-led 'top-down' schemes. Fig 8.6 shows the pathway a person on benefits would follow through the initiative.

### 8.12 When local meets global

In 2023, Tarakin Global helped the Good Neighbour submit its ideas to one of the G20 India official communiqués.

The work was of particular interest to educational enterprises in India who were keen to build systems around the principles of 'Seva' - the value of service to the community.

**The idea of raising the bottom bar of GDP by formally using volunteering to upskill long-term unemployed residents resonated with delegates from countries around the world.**

Many were keen to hear if the approach would have lasting results; one likened it to the allegory about saving one starfish at a time.

### 8.13 Ensure fair and open competition

The tender process for both the Planning for Real project, and the resulting spin-out, would be subject to a transparent competition process.

Information gathered by the former would be the intellectual property of the development corporation, so it would be able to pass it on if the contracts were awarded to different organisations.

It is unlikely that Good Neighbour, or any organisation of this nature, would be able to provide this kind of service beyond their own local boundary areas. This means that multiple community organisations would be engaged in the initial outreach process.

This would give the local community and private sector time to prepare consortium bids for the spin-outs.

### 8.14 How global meets local

New investors to the area could be encouraged to invest in a Planning for Real pilot initiative of this nature, which would be a positive way of introducing themselves to the local community.

For the development corporation, arbitrating an environment where local communities can see small but immediate returns from welcoming new investors will ultimately lead to positive community relationships in the long-term.

**On a global level, we can emulate the support given to Good Neighbour by Tarakin Global with the G20 India. Local initiatives that represent best practice can be submitted to one or more of the nine G20 engagement groups where they can be considered for inclusion in the official communiqués.**

Fringe working groups also exist, and all of them distribute their communiqués about best practice to all G20 embassies and delegation teams. The planning and construction organisations, associated



with the delivery of the site, would also be a part of the awareness raising campaign, especially if they are global entities.

It can also be the subject of opinion pieces in the Development Prospectus and Magazine, which could also publish mentions of New Zealand G20 submissions providing more starting points for conversations with investment teams in G20 countries.

This content will also be useful for our high commissioners and diplomats who regularly attend conferences and working events with the business and investment communities in their regions.

Again, tapping into the global marketing programmes of the professional services and business consultants, mentioned in the private sector section of this report, is a good way of making use of existing networks as opposed to setting up from scratch.

## 8.15 Global investor marketing

In addition, we can also showcase New Zealand's development opportunities at a variety of conferences and expos across the world.

**MIPIM and MAPIC are known as the global leaders in Retail Estate and Retail Investment Expos, respectively. Both are held in Cannes, France in the same exhibition centres that host the Canne Film Festival. We look more closely at MIPIM in case study S, which follows.**

Building on the success of their conferences in France, MIPIM and MAPIC are syndicating their expo formula in other countries, which is worth looking out for. However, countries like Singapore have also started their own international investment conferences.

The Asia investment Expo has already attracted 30+ country exhibitors from UAE, Philippines, Cambodia, Malaysia, UK, China, among others. This is much smaller than MIPIM but a good place to start while we are finding our feet in this space.

Successful exhibitors do this by focusing on one element of culture of community that allows an event delegate to feel like they have had a unique insight. Superficial campaigns can work but tend to focus on financial returns, as opposed to quality of development.

If we want to reduce the amount of time we waste on investors that will be rejected by our communities, then we should opt for a more qualitative approach.

## 8.16 Upskilling and market networking

A place to build connections with global organisations that oversee inward investment deals is WAIPA (World Association of Investment Promotion Agencies).

Established in 1995, as an Association under Swiss law, it is registered in Geneva, as a non-governmental organisation. Originally founded by UNCTAD (United Nations Conference on Trade and Development), and 50 IPAs (Investment Promotion Agencies). WAIPA's committee members and partners also include the World Bank Group, The International Chamber of Commerce, and the World Economic Forum.

If New Zealand is not already a member then it would be worth looking into signing up. This kind of association is a great source of best practice, but also serves as an independent reference when deals get a bit complex, or culturally challenging.

**Being ready for a conference like MIPIM, will be a sign that our inward investment pathway fit for purpose.**

## Conclusions and recommendations

Motivating lobby groups to direct their attention towards foreign operatives, can improve government's negotiation position with private sector, related to infrastructure contributions. Public sector spin-outs can reduce local authority rates and should be explored.

Reporting on these initiatives within the global investor marketing campaigns is a good way of increasing the global dialogue about the good work being done in New Zealand.

**Action:** As part of the inter-regional development corporation business case, community alliances and public sector spin-out opportunities should be listed with details of the financial and social benefits they bring. Global memberships and expo attendance schedules should also be clarified.



## Case Study S: MIPIM

Hosted at the same convention centre as the prestigious Cannes Film Festival, this four-day event in March is designed for the global real estate community. This spans the spectrum from investors and developers to service providers to cities and regions looking for new opportunities and partnerships.

**Critically, the exhibition space at MIPIM allows countries, cities, companies and investors to set up their shopfronts in the same marketplace.**

Sponsored breakfasts, lunches, dinners, networking sessions and demonstrations are scheduled throughout the event. Local hotels are hotbeds for meetings and negotiations. Tickets for award ceremonies, keynote speeches, discussion panels and workshops usually need to be booked well in advance. And the yachts in the private harbours tend to be either party barges, or private group deal-making sessions.



### Where to start as a country?

Countries and cities usually hire a plot for an exhibition stand to display their country's offer and some of the development opportunities that investors can get involved with immediately. Over the course of the event, most people will pass every stand at least once. In the main thoroughfare zones, this can be much more.

Stand advertising can be paid for in a variety of publications, or you can do something entertaining on your stand if you want to draw a crowd. Cultural, celebrity, and youth-themed stunts are a good way of creating interest.

### Networking and connecting

The conference organisers also publish a guide, which includes advertising and sponsored features, which direct people to specific stands. It is sometimes good to have a room built into the stand so that a meeting schedule can be managed with country investment leads.

Media tents are positioned around the exhibition space for journalists to touch down and file articles. It is usually best to contact specific publications in advance if you want to pitch a story. It also works well to take some journalists with you so they can interview the investors you want to connect with.

Networking events connect specific professional communities and include both open- and closed-door summits.



Panel discussions



The Housing Matters summit, held at MIPIM 2024 and co-hosted by coliving think tank Co-Liv, is an example of an open-door event. It invites a wide range of investors and government authorities and pairs them with housing professionals both radical and traditional, encouraging them to think about housing in new ways.

In contrast to this, the Political Leaders summit is only for major city leaders invited specifically by MIPIM to participate. It provides a forum for cities to discuss issues like housing with their compatriots in a curated environment.

The COUTTS Bank networking event was always the place to be and even provided a guest list in advance to ensure everyone knows who they could bump into at the 'no name tag' event. Sadly, after a run of disagreements with organisers, the 'King's Bank' has scaled down its presence in recent years.

### Getting the best out of MIPIM

It is always good to go with two very specific plans: one for the stand, which is about awareness raising; and, one for the senior officials to meet with major investors or attend functions. Both should be fully choreographed in advance and staffed separately.



*Wētā Workshop movie set stand. (Wētā Cave)*

Arranging casual meetings at one of the networking events organised by the banks and legal firms can be a great way of building relationships and agreeing follow up meetings after MIPIM has passed.

Finding accommodation that is in walking distance from the conference is not easy, so this should also be booked in advance. If a location farther away is required, a car and driver should be hired for the duration of the event.

**Imagine a stand designed and built by Wētā Workshop to showcase the best our country has to offer. Imagine the characters we could draw on to excite people about the possibilities that New Zealand has to offer. Imagine inviting investors to bring their portfolio dreams to life with Aotearoa New Zealand...**



*MIPIM 2023*

“Ask not what your country can do  
for you - ask what you can do for  
your country.”

*John F. Kennedy, U.S. Presidential Inaugural Address (20 Jan 1961)*

# Acknowledgements

---

Major contributions provided by the authors listed below, and Vin Porter's support with design have been essential to making this report a reality.



## Katrina Ramage, editor and lead author

Complex policy and strategic communications expert. Katrina has held senior positions in the UK Government, including international investment strategies. Her Making Rail Work report provoked a Select Committee Inquiry in New Zealand. She also advises globally on official engagement with the G20 Summits.



## Stephen Stringer, contributor

UK Housing Association chairperson, and retired senior civil servant. Stephen was responsible for the establishment of multiple UK development corporations, including those required to deliver the London 2012 Olympic Games and realise its legacy. He is helping to identify existing legislation that can be easily adopted here.



## Ralph Ward, contributor

UK Regeneration Advisor, the London 2012 Olympic Games and Thames Gateway Growth Area, co-authored the book, *Play the Game*, which combines diary entries from officials, consultants, planners, and local politicians who delivered the Olympic site, and management of international investment in local infrastructure.



## Scott Faville, editorial and copywriting support

Media relations specialist, born in Hamilton, Scott began as a journalist while studying politics at the University of Otago. He also studied biomedical science and participated in scientific cancer research. As a student mentor, he represents the voice of young people who will inherit the systems we nurture today.

## About Tarakin Global Limited

Established in January 2008, Tarakin Global Limited designed and conducted a range of primary stakeholder surveys and central government policy reviews for UK, European and global policymakers.

The Tarakin Framework was commended as Best Practice in Government Communications by the UK's Office of Government Commerce and received an excellent rating by the Number 10 Mission Critical Assessment Team in 2007. It has since been used as a tool for trouble-shooting complex policies that are not meeting their targets at all levels of government. The approach has also been used adapted and used across a range of public, private and community organisations.

Company director Katrina Ramage is also Global Ambassador for *World Values Day* and advises G20 Summits on how to embed values-driven policies. All advice is apolitical and designed to invite constructive scrutiny, community empowerment, and public engagement.

In addition, she designed and established a global social enterprise: *The Eye of the Storm (TEotS)* which defined alternative pathways into work for those not served by traditional upskilling and recruitment models. Piloted in a physical space in London for four years, it helped hundreds of members into work.



"If you want money, ask for  
advice. If you want advice,  
ask for money."

*Steve Jurvetson (circa 2000)*

# Appendices

## A: Reference List

S: Section F: Fig C: Case	Pages	Document title Source
<b>Foreword</b>		
S: F	0	Proverb Unknown Source
S:F	1	Regional Deals Strategic Framework <a href="https://www.dia.govt.nz/Regional-Deals-Strategic-Framework#:~:text=On%2022%20August%202024%2C%20the,between%20central%20and%20local%20government">https://www.dia.govt.nz/Regional-Deals-Strategic-Framework#:~:text=On%2022%20August%202024%2C%20the,between%20central%20and%20local%20government</a>
<b>Executive Summary</b>		
S:ES	2	Anne Tolley, Lead Commissioner, Tauranga City Council 2021-24, interview with Jack Tame, Q&A, (16 June 2024) <a href="https://www.youtube.com/watch?v=GCXYe1xYWXC">https://www.youtube.com/watch?v=GCXYe1xYWXC</a>
F: ES.4	6	Overview of Onboarding Team Central government staffing classifications and salary bands <a href="https://www.publicservice.govt.nz/assets/DirectoryFile/OIA-response-Information-request-regarding-Current-salary-bands.pdf">https://www.publicservice.govt.nz/assets/DirectoryFile/OIA-response-Information-request-regarding-Current-salary-bands.pdf</a>
<b>Table of Contents</b>		
S:ToC	12	Bernard Hickey from The Kaka, daily email (11 Dec 2023) <a href="https://thekaka.substack.com/">https://thekaka.substack.com/</a>
<b>Background</b>		
S: B	15	Making Rail Work website <a href="https://makingrailwork.com/">https://makingrailwork.com/</a>
S: B	15	Making Rail Work report 2022 <a href="https://tarakinglobal.com/wp-content/uploads/2022/08/2022-Making-Rail-Work.pdf">https://tarakinglobal.com/wp-content/uploads/2022/08/2022-Making-Rail-Work.pdf</a>
<b>Defining Strategy</b>		
S: 1	16	American Futurist, Joe Arthur Barker <a href="https://www.oxfordreference.com">https://www.oxfordreference.com</a>
S: 1	18	Outsourcing vs. Offshoring: Key Differences and Benefits Flat Rock Technology (27 July 2023) <a href="https://flatrocktech.com/blog/outsourcing-vs-offshoring-key-differences">https://flatrocktech.com/blog/outsourcing-vs-offshoring-key-differences</a>
S: 1.1	20	Foreign Portfolio vs. Foreign Direct Investment: What's the Difference? J. B. Maverick, Investopedia (4 August 2023) <a href="https://www.investopedia.com/ask/answers/060115/what-difference-between-foreign-portfolio-investment-and-foreign-direct-investment.asp">https://www.investopedia.com/ask/answers/060115/what-difference-between-foreign-portfolio-investment-and-foreign-direct-investment.asp</a>
S: 1.1	20	Green Field vs. International Acquisition: What's the Difference? Albert Phung, Investopedia (4 May 2022) <a href="https://www.investopedia.com/ask/answers/06/greenfieldvsacquisition.asp">https://www.investopedia.com/ask/answers/06/greenfieldvsacquisition.asp</a>
S: 1.1	20	Foreign Direct Investment (FDI) Corporate Finance Institute (2024) <a href="https://corporatefinanceinstitute.com/resources/economics/foreign-direct-investment-fdi/">https://corporatefinanceinstitute.com/resources/economics/foreign-direct-investment-fdi/</a>

## A: Reference List

S: Section F: Fig C: Case	Pages	Document title
		Source
S: 1.2	21	Human Development Index scored out of 1.000
		United Nations Development Programme (2021) <a href="https://hdr.undp.org/data-center/human-development-index#/indicies/HDI">https://hdr.undp.org/data-center/human-development-index#/indicies/HDI</a>
S: 1.2	21	Index of Economic Freedom scored out of 100
		The Heritage Foundation (2023) <a href="https://www.heritage.org/index/">https://www.heritage.org/index/</a>
S: 1.2	21	Köppen climate classification
		Encyclopaedia Britannica (2024) <a href="https://www.britannica.com/science/Koppen-climate-classification">https://www.britannica.com/science/Koppen-climate-classification</a>
S: 1.2	21	CIA World Factbook
		Central Intelligence Agency (2024) <a href="https://www.cia.gov/the-world-factbook/">https://www.cia.gov/the-world-factbook/</a>
S: 1.5	24	O2 in £125m deal to keep naming rights to former Millennium Dome
		The Guardian (23 February 2017) <a href="https://www.theguardian.com/business/2017/feb/23/o2-arena-naming-rights-deal-former-millennium-dome">https://www.theguardian.com/business/2017/feb/23/o2-arena-naming-rights-deal-former-millennium-dome</a>
F: B.1	14	Dictionary definition of 'silo'
		<a href="https://languages.oup.com/google-dictionary-en/">https://languages.oup.com/google-dictionary-en/</a>
C: A	22-23	2022 Indonesia Investment Guidebook
		Indonesia Investment Coordinating Board (2022) <a href="https://bkpm.go.id/storage/file/pdf/1683512273.pdf">https://bkpm.go.id/storage/file/pdf/1683512273.pdf</a>
C: A	22-23	Invest Indonesia volume 1, 2023
		Indonesia Investment Coordinating Board (8 Aug 2023) <a href="https://bkpm.go.id/en/info/announcements/invest-magazine-shaping-the-future-of-downstream-industry">https://bkpm.go.id/en/info/announcements/invest-magazine-shaping-the-future-of-downstream-industry</a>
C: A	22-23	2018 New Zealand Census
		Statistics New Zealand (2018) <a href="https://www.stats.govt.nz/2018-census/">https://www.stats.govt.nz/2018-census/</a>
C: A	22-23	Indonesian Census (link is in Indonesian)
		Statistics Indonesia (2020) <a href="https://sensus.bps.go.id/main/index/sp2020">https://sensus.bps.go.id/main/index/sp2020</a>
C: A	22-23	Indonesia's new definition of climate-friendly investment risks greenwashing coal power
		East Asia Forum (11 Nov 2023) <a href="https://eastasiaforum.org/2023/11/11/indonesias-new-definition-of-climate-friendly-investment-risks-greenwashing-coal-power/">https://eastasiaforum.org/2023/11/11/indonesias-new-definition-of-climate-friendly-investment-risks-greenwashing-coal-power/</a>
C: B	25	Dome goes for nothing in exchange for profits
		The Independent (30 May 2002) <a href="https://www.independent.co.uk/news/uk/politics/dome-goes-for-nothing-in-exchange-for-profits-190587.html">https://www.independent.co.uk/news/uk/politics/dome-goes-for-nothing-in-exchange-for-profits-190587.html</a>
C: B	25	The Regeneration of the Greenwich Peninsula: A Progress Report
		National Audit Office (16 July 2008) <a href="https://www.nao.org.uk/wp-content/uploads/2008/07/n0708338.pdf">https://www.nao.org.uk/wp-content/uploads/2008/07/n0708338.pdf</a>
<b>Creating A Shop Front</b>		
S: 2.5	30	Regional Deals Strategic Framework
		<a href="https://www.dia.govt.nz/Regional-Deals-Strategic-Framework#:~:text=On%202022%20August%202024%2C%20the,between%20central%20and%20local%20government">https://www.dia.govt.nz/Regional-Deals-Strategic-Framework#:~:text=On%202022%20August%202024%2C%20the,between%20central%20and%20local%20government</a>

## A: Reference List

S: Section F: Fig C: Case	Pages	Document title
		Source
F: 2.1	26	Dictionary definition of 'concierge' <a href="https://www.merriam-webster.com/dictionary/concierge">https://www.merriam-webster.com/dictionary/concierge</a>
F: 2.2	30	World rankings based on Gross Domestic Product (GDP) <a href="https://www.worldometers.info/gdp/gdp-per-capita/">https://www.worldometers.info/gdp/gdp-per-capita/</a>
C: C	28-29	Information on the Sustainable Communities Plan taken from its review in 2007. Sustainable Development Commission (2007) <a href="https://www.sd-commission.org.uk/data/files/publications/SDC_SCP_report_2007.pdf">https://www.sd-commission.org.uk/data/files/publications/SDC_SCP_report_2007.pdf</a>
C: D	32-33	Master of Pharmacy (Honours) University of Nottingham Malaysia (2024) <a href="https://www.nottingham.edu.my/ugstudy/course/pharmacy-mpharm-hons">https://www.nottingham.edu.my/ugstudy/course/pharmacy-mpharm-hons</a>
C: D	32-33	Malaysia Campus History University of Nottingham Malaysia (2024) <a href="https://www.nottingham.edu.my/AboutUs/History/MalaysiaHistory.aspx">https://www.nottingham.edu.my/AboutUs/History/MalaysiaHistory.aspx</a>
C: D	32-33	Graduate Entry Medical School Proposal University of Waikato (2024) <a href="https://www.waikato.ac.nz/about/major-projects/medical-school/">https://www.waikato.ac.nz/about/major-projects/medical-school/</a>
C: D	32-33	United Kingdom Census 2021 Office of National Statistics (2021) <a href="https://www.ons.gov.uk/census">https://www.ons.gov.uk/census</a>
C: D	32-33	Malaysian Census 2020 Department of Statistics Malaysia (2020) <a href="https://www.mycensus.gov.my/index.php/census-product/publication/175-census-2020">https://www.mycensus.gov.my/index.php/census-product/publication/175-census-2020</a>
C: D	33	University of Waikato logo University of Waikato (2024) <a href="https://www.waikato.ac.nz/">https://www.waikato.ac.nz/</a>
<b>Using A Development Corporation</b>		
S:3	34	Stephen Stringer, former UK Senior Civil Servant and contributing author, Tarakin Global Ltd (Aug 2023) Interview with Tarakin Global
F: 3.1	35	Tarakin Global Submission to Select Committee <a href="https://tarakinglobal.com/wp-content/uploads/2022/11/221021-MASTER-MRW-Stage-20-V8.pdf">https://tarakinglobal.com/wp-content/uploads/2022/11/221021-MASTER-MRW-Stage-20-V8.pdf</a>
F:3.2	36	Frankly AI Definition of development corporations <a href="https://www.beca.com/ignite-your-thinking/in-focus/digital-transformation/frankly-ai">https://www.beca.com/ignite-your-thinking/in-focus/digital-transformation/frankly-ai</a>
F:3.3	37	Development corporation: connecting top-down with bottom up <a href="https://tarakinglobal.com/wp-content/uploads/2022/11/221021-MASTER-MRW-Stage-20-V8.pdf">https://tarakinglobal.com/wp-content/uploads/2022/11/221021-MASTER-MRW-Stage-20-V8.pdf</a>
C: E	38-39	Annual Report and Accounts 2005/06 LTGDC (24 July 2006) <a href="https://assets.publishing.service.gov.uk/media/5a7c781eed915d48c240ff1f/1548.pdf">https://assets.publishing.service.gov.uk/media/5a7c781eed915d48c240ff1f/1548.pdf</a>
C: E	38-39	Annual Report and Accounts 2011/12 LTGDC (11 July 2012) <a href="https://assets.publishing.service.gov.uk/media/5a7c7e1fed915d6969f45414/0229.pdf">https://assets.publishing.service.gov.uk/media/5a7c7e1fed915d6969f45414/0229.pdf</a>
C: E	38	London Development river view Jane Simpson Access (2012) <a href="https://www.janesimpsonaccess.com/news/london-spg">https://www.janesimpsonaccess.com/news/london-spg</a>

## A: Reference List

S: Section F: Fig C: Case	Pages	Document title Source
C: E	38	Lower Leaside before redevelopment Dr Simon Lee Robinson (4 July 2014) <a href="https://simonleerobinson.wordpress.com/wp-content/uploads/2014/07/screen-shot-2014-07-04-at-22-19-50.png?w=474&amp;h=378">https://simonleerobinson.wordpress.com/wp-content/uploads/2014/07/screen-shot-2014-07-04-at-22-19-50.png?w=474&amp;h=378</a>
C: E	39	London redevelopment AECOM (2012) <a href="https://aecom.com/projects/london-2012/">https://aecom.com/projects/london-2012/</a>
C: E	39	Olympics opening ceremony IOC (2012) <a href="https://olympics.com/en/news/london-2012-relive-the-impressive-opening-ceremony">https://olympics.com/en/news/london-2012-relive-the-impressive-opening-ceremony</a>
C: F	41	About the Bromley-By-Bow Centre Bromley-by-Bow Centre (2024) <a href="https://www.bbbc.org.uk/about-us/">https://www.bbbc.org.uk/about-us/</a>
C: F	41	Review of TSI 2020 The Southern Initiative (2020) <a href="https://static1.squarespace.com/static/62aaab015a9dfa028e6b6350/t/643c520243ba9d7b98b68dc5/1681674761305/Review%2Bof%2BTSI%2B2020%2B-%2BStrengths%2Band%2BOpportunities.pdf">https://static1.squarespace.com/static/62aaab015a9dfa028e6b6350/t/643c520243ba9d7b98b68dc5/1681674761305/Review%2Bof%2BTSI%2B2020%2B-%2BStrengths%2Band%2BOpportunities.pdf</a>
C: F	41	About Good Neighbour Good Neighbour (2024) <a href="https://goodneighbour.co.nz/about/">https://goodneighbour.co.nz/about/</a>
<b>Inter-Regional Considerations</b>		
F: 4.1	42	Darren Davis from Adventures in Transitland, Substack post (27 Aug 2023) <a href="https://adventuresintransitland.substack.com/p/inter-regional-public-transport-is">https://adventuresintransitland.substack.com/p/inter-regional-public-transport-is</a>
C: G	44-45	2021 Census of Population Statistics Canada (2021) <a href="https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/index-eng.cfm">https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/index-eng.cfm</a>
C: G	44-45	QS World University Rankings 2024 Quacquarelli Symonds (2023) <a href="https://www.topuniversities.com/world-university-rankings/2024">https://www.topuniversities.com/world-university-rankings/2024</a>
C: G	44-45	Growing pains: London's fast growth pushing many out of comfort zone Randy Richmond, London Free Press (25 November 2023) <a href="https://lfpres.com/news/local-news/growing-pains-londons-fast-growth-pushing-many-out-of-comfort-zone">https://lfpres.com/news/local-news/growing-pains-londons-fast-growth-pushing-many-out-of-comfort-zone</a>
C: G	44-45	FDI for Canada Invest in Canada (2024) <a href="https://www.investcanada.ca/fdi-canada">https://www.investcanada.ca/fdi-canada</a>
C: G	44-45	About the London Economic Development Corporation London Economic Development Corporation (2024) <a href="https://www.ledc.com/about">https://www.ledc.com/about</a>
C: G	44	The Forks in London, Ontario, Canada London Regional Employment Services Network (2024) <a href="https://london.ca/sites/default/files/2023-05/forks-drone-%282%29--low-res.jpg">https://london.ca/sites/default/files/2023-05/forks-drone-%282%29--low-res.jpg</a>
C: G	44	Waikato River in Hamilton, New Zealand Hamilton City Council (6 October 2022) <a href="https://hamilton.govt.nz/your-council/news/growing-hamilton/funding-grant-one-step-closer-for-central-city">https://hamilton.govt.nz/your-council/news/growing-hamilton/funding-grant-one-step-closer-for-central-city</a>



## A: Reference List

S: Section F: Fig C: Case	Pages	Document title
		Source
C: G	44	School playground, London, Ontario, Canada
		London Free Press (2023) <a href="https://lfpres.com/news/local-news/london-research-links-higher-portable-count-lower-test-scores-at-schools">https://lfpres.com/news/local-news/london-research-links-higher-portable-count-lower-test-scores-at-schools</a>
C: G	45	Invest in Hamilton logo
		Invest in Hamilton (2024) <a href="https://investinhamilton.ca/wp-content/themes/investinhamilton/images/logos/hamilton-logo.svg">https://investinhamilton.ca/wp-content/themes/investinhamilton/images/logos/hamilton-logo.svg</a>
C: G	45	FedDev Ontario logo
		Federal Economic Development Agency for Southern Ontario (2024) <a href="https://feddev-ontario.canada.ca/en/visibility-guidelines">https://feddev-ontario.canada.ca/en/visibility-guidelines</a>
C: G	45	London Economic Development Corporation logo
		London Economic Development Corporation (2024) <a href="https://www.ledc.com/">https://www.ledc.com/</a>
C: H	49	Reimagining the Liverpool Innovation Precinct
		PriceWaterhouseCoopers (19 August 2019) <a href="https://www.liverpool.nsw.gov.au/_data/assets/pdf_file/0008/110699/PWC-REPORT-Reimagining-the-Liverpool-Health-Education-Research-and-Innovation-Precinct.pdf">https://www.liverpool.nsw.gov.au/_data/assets/pdf_file/0008/110699/PWC-REPORT-Reimagining-the-Liverpool-Health-Education-Research-and-Innovation-Precinct.pdf</a>
C: H	49	Other information sourced from documents made available by the Liverpool Innovation Precinct
		Liverpool Innovation Precinct (2022) <a href="https://www.liverpoolinnovation.com.au/">https://www.liverpoolinnovation.com.au/</a>
<b>Central Policy Considerations</b>		
S: 5	50	Helmut Modlik, Te Rūnanga o Toa Rangatira CEO (2023)
		Interview with Tarakin Global
S: 5.10	57	Census 2023 Results
		NZ Herald, 2024 <a href="https://www.nzherald.co.nz/nz/census-2023-results-new-zealands-population-growing-diversifying-and-ageing/SANRG5UMGFDP7C4I3XRUSCBHKQ/#~:text=M%C4%81ori%2C%20Asian%2C%20Pacific%20peoples%20and,ethnic%20groups%2C%20Stats%20NZ%20said">https://www.nzherald.co.nz/nz/census-2023-results-new-zealands-population-growing-diversifying-and-ageing/SANRG5UMGFDP7C4I3XRUSCBHKQ/#~:text=M%C4%81ori%2C%20Asian%2C%20Pacific%20peoples%20and,ethnic%20groups%2C%20Stats%20NZ%20said</a>
F: 5.3	57	New Zealand Demographics Profile
		Index Mundi, 2021 <a href="https://www.indexmundi.com/new_zealand/demographics_profile.html#:~:text=4%2C991%2C442%20(July%202021%20est.)&amp;text=European%2064.1%25%2C%20Maori%2016.5%25,13.7%25%20(2018%20est.)">https://www.indexmundi.com/new_zealand/demographics_profile.html#:~:text=4%2C991%2C442%20(July%202021%20est.)&amp;text=European%2064.1%25%2C%20Maori%2016.5%25,13.7%25%20(2018%20est.)</a>
C: I	56	How to move a country: Fiji's radical plan to escape rising sea levels
		The Guardian, 2022 <a href="https://www.theguardian.com/environment/2022/nov/08/how-to-move-a-country-fiji-radical-plan-escape-rising-seas-climate-crisis">https://www.theguardian.com/environment/2022/nov/08/how-to-move-a-country-fiji-radical-plan-escape-rising-seas-climate-crisis</a>
C: I	56	Australia's 'groundbreaking' new pact offers refuge to Tuvalu residents displaced by climate change
		Euro News, 2023 <a href="https://www.euronews.com/green/2023/11/10/australias-groundbreaking-new-pact-offers-refuge-to-tuvalu-residents-displaced-by-climate-">https://www.euronews.com/green/2023/11/10/australias-groundbreaking-new-pact-offers-refuge-to-tuvalu-residents-displaced-by-climate-</a>
C:J	59	Welfare Reform Act 2012
		<a href="https://www.legislation.gov.uk/ukpga/2012/5/contents">https://www.legislation.gov.uk/ukpga/2012/5/contents</a>
C:J	59	European Court of Human Rights ruling on UK Welfare Reform Act
		<a href="https://www.theguardian.com/commentisfree/2019/oct/31/bedroom-tax-victims-forgotten-welfare-reform">https://www.theguardian.com/commentisfree/2019/oct/31/bedroom-tax-victims-forgotten-welfare-reform</a>
C:J	59	Bonded Medical Program
		<a href="https://www.health.gov.au/our-work/bonded-medical-program">https://www.health.gov.au/our-work/bonded-medical-program</a>

## A: Reference List

S: Section F: Fig C: Case	Pages	Document title Source
C:J	59	Beds and Bars <a href="https://bedsandbars.com/">https://bedsandbars.com/</a>
C:J	59	UK Government Property Strategy <a href="https://assets.publishing.service.gov.uk/media/630debb78fa8f5535f413ecf/Government_Property_Strategy_2_.pdf">https://assets.publishing.service.gov.uk/media/630debb78fa8f5535f413ecf/Government_Property_Strategy_2_.pdf</a>
<b>Ministerial Management</b>		
S: 6	60	Katrina Ramage, report author and editor, Tarakin Global Ltd A broad translation of an old family saying
F: 6.2	62-63	Left vs Right Information Is Beautiful (2010) <a href="https://informationisbeautiful.net/visualizations/left-vs-right-world/">https://informationisbeautiful.net/visualizations/left-vs-right-world/</a>
F:6.4	65	Ministers with responsibility for inward investment process <a href="https://www.dPMC.govt.nz/our-business-units/cabinet-office/ministers-and-their-portfolios/ministerial-list">https://www.dPMC.govt.nz/our-business-units/cabinet-office/ministers-and-their-portfolios/ministerial-list</a>
C: K	68	Sir Tony Blair, Former UK Prime Minister (1997 - 2007) and Sir Michael Barber speaking at the Strand Group in 2015 Gov.uk History (2022) <a href="https://history.blog.gov.uk/2022/08/26/the-art-of-delivery-the-prime-ministers-delivery-unit-2001-2005/">https://history.blog.gov.uk/2022/08/26/the-art-of-delivery-the-prime-ministers-delivery-unit-2001-2005/</a>
C: L	71	Olympic park east bank Queen Elisabeth Olympic Park (2024) <a href="https://www.queenelizabetholympicpark.co.uk/">https://www.queenelizabetholympicpark.co.uk/</a>
C: L	71	<i>Play the Game</i> book <a href="https://www.amazon.com.au/Play-Game-Olympics-came-London-ebook/dp/B0BN9LFFC8">https://www.amazon.com.au/Play-Game-Olympics-came-London-ebook/dp/B0BN9LFFC8</a>
<b>NZ Investment Prospectus</b>		
S: 7	72	Vinny Minnet, Director - Strategic Advisory – Investment, WSP New Zealand <a href="https://helenclark.foundation/news/helen-clark-foundation-and-wsp-call-for-urgent-action-to-unlock-funding-and-financing-for-infrastructure/">https://helenclark.foundation/news/helen-clark-foundation-and-wsp-call-for-urgent-action-to-unlock-funding-and-financing-for-infrastructure/</a>
C: M	74	KfW IPEX Bank logo KfW IpeX Banking International (2024) <a href="https://www.kfw-ipex-bank.de/International-financing/KfW-IPEX-Bank/">https://www.kfw-ipex-bank.de/International-financing/KfW-IPEX-Bank/</a>
C: M	75	Bengaluru (Bangalore) Quartz (2017) <a href="https://qz.com/india/1047419/bangalore-turns-bengaluru-the-birth-life-and-descent-into-dystopia-of-indias-most-liveable-metro">https://qz.com/india/1047419/bangalore-turns-bengaluru-the-birth-life-and-descent-into-dystopia-of-indias-most-liveable-metro</a>
C: M	75	Rail Construction in Bengaluru Indian Express: U-Girder Cast Construction <a href="https://indianexpress.com/article/cities/bangalore/bengaluru-suburban-rail-project-u-girder-cast-construction-9099647/">https://indianexpress.com/article/cities/bangalore/bengaluru-suburban-rail-project-u-girder-cast-construction-9099647/</a>
C: N	76	ALDI ALDI Australia website <a href="https://www.aldi.com.au/">https://www.aldi.com.au/</a>
C: N	76	LIDL LIDL Worldwide <a href="https://www.lidl.com/">https://www.lidl.com/</a>

## A: Reference List

S: Section F: Fig C: Case	Pages	Document title
		Source
C: O	81	Training session at the AEG Galaxy Academy, LA
		AEG Worldwide (2017) <a href="https://www.aegworldwide.com/press-center/press-releases/la-galaxy-invest-1-million-enhance-girls-academy-training-fields">https://www.aegworldwide.com/press-center/press-releases/la-galaxy-invest-1-million-enhance-girls-academy-training-fields</a>
C: O	81	AEG Galaxy Academy, LA
		NZ Herald (2023) <a href="https://www.nzherald.co.nz/nz/2023-fifa-womens-world-cup-spain-team-bored-of-palmerston-north-report/YGHP36QYE5HR30TTSGITUCJ7C4/">https://www.nzherald.co.nz/nz/2023-fifa-womens-world-cup-spain-team-bored-of-palmerston-north-report/YGHP36QYE5HR30TTSGITUCJ7C4/</a>
C: O	81	LA Galaxy Invest \$1 Million
		AEG Worldwide (2017) <a href="https://www.aegworldwide.com/press-center/press-releases/la-galaxy-invest-1-million-enhance-girls-academy-training-fields">https://www.aegworldwide.com/press-center/press-releases/la-galaxy-invest-1-million-enhance-girls-academy-training-fields</a>
C: O	81	FIFA Women's World Cup
		<a href="https://www.fifa.com/en/tournaments/womens/womensworldcup/australia-new-zealand2023">https://www.fifa.com/en/tournaments/womens/womensworldcup/australia-new-zealand2023</a>
C: O	81	Aims Games
		NZ Aims Games (2024) <a href="https://www.nzaimsgames.co.nz/">https://www.nzaimsgames.co.nz/</a>
C: P	82	Ex MARA Inc chairman pleads not guilty
		The Edge (Malaysia, 2021) <a href="https://theedgemaalaysia.com/article/ex-mara-inc-chairman-pleads-not-guilty-22-corruption-and-money-laundering-charges">https://theedgemaalaysia.com/article/ex-mara-inc-chairman-pleads-not-guilty-22-corruption-and-money-laundering-charges</a>
C: P	82	Mara Inc's foreign properties
		Free Malaysia Today (2024) <a href="https://www.freemalaysiatoday.com/category/nation/2024/07/05/mara-incs-properties-giving-good-returns-now-says-mara-chief/">https://www.freemalaysiatoday.com/category/nation/2024/07/05/mara-incs-properties-giving-good-returns-now-says-mara-chief/</a>
C: P	82	Property Development & Management
		Mara Corporation (2024) <a href="https://maracorporation.com.my/investment/investment-property-development-and-management">https://maracorporation.com.my/investment/investment-property-development-and-management</a>
C: P	82	Mara Inc
		Mara Inc (Malaysia, 2024) <a href="https://marainc.my/">https://marainc.my/</a>
<b>Community Engagement &amp; Marketing</b>		
S: 8.5	88	End of an era for New Zealand media
		<a href="https://www.theguardian.com/media/article/2024/jul/05/end-of-an-era-for-new-zealand-media-as-newshub-set-to-air-final-bulletin#:~:text=In%20April%2C%20Warner%20Bros%20Discovery%20announced%20it%20would%20close%20all,in%20roughly%20300%20job%20losses">https://www.theguardian.com/media/article/2024/jul/05/end-of-an-era-for-new-zealand-media-as-newshub-set-to-air-final-bulletin#:~:text=In%20April%2C%20Warner%20Bros%20Discovery%20announced%20it%20would%20close%20all,in%20roughly%20300%20job%20losses</a>
S: 8.6	88	Tauranga Rate Payers Alliance
		<a href="https://www.taurangaratipayers.nz/">https://www.taurangaratipayers.nz/</a>
S: 8.9	92	Capstick LLP
		<a href="https://www.capsticks.com/">https://www.capsticks.com/</a>
S: 8.9	92	UK Government Blog: Public Sector Spin-Outs
		<a href="https://gott.blog.gov.uk/2024/04/22/the-public-sector-spinout-landscape/">https://gott.blog.gov.uk/2024/04/22/the-public-sector-spinout-landscape/</a>
S: 8.9	92	Local Government Chronical: Social Enterprise and Public Sector Spin-Out Series
		<a href="https://cdn.ps.emap.com/wp-content/uploads/sites/2/2014/06/Capsticks-2014.pdf">https://cdn.ps.emap.com/wp-content/uploads/sites/2/2014/06/Capsticks-2014.pdf</a>

## A: Reference List

S: Section F: Fig C: Case	Pages	Document title
		Source
S: 8.10	92	Mutual benefits of public sector spin outs <a href="https://www.russellwebster.com/mutual-benefits-some-principles-for-public-sector-spinouts/">https://www.russellwebster.com/mutual-benefits-some-principles-for-public-sector-spinouts/</a>
S: 8.12	94	G20 India 2023 – Values 20 Communiqué (ref Chapter 1) <a href="https://www.values20.org/wp-content/uploads/2023/07/V20-Communique%CC%81.pdf">https://www.values20.org/wp-content/uploads/2023/07/V20-Communique%CC%81.pdf</a>
S: 8.14	94	G20 Engagement Groups <a href="https://www.g20.in/en/workstreams/engagement-groups.html">https://www.g20.in/en/workstreams/engagement-groups.html</a>
S: 8.15	95	Asia Property and Investment Expo <a href="https://www.intlpropertyexpo.com/expo-landing-page">https://www.intlpropertyexpo.com/expo-landing-page</a>
S: 8.16	95	World Association of Investment Promotion Agencies <a href="https://waipa.org/about-waipa/">https://waipa.org/about-waipa/</a>
F: 8.1	84	Dictionary definition of ‘quango’ <a href="https://languages.oup.com/google-dictionary-en/">https://languages.oup.com/google-dictionary-en/</a>
F: 8.6	94	Good Neighbour to good employee Good Neighbour (2024) <a href="https://goodneighbour.co.nz/">https://goodneighbour.co.nz/</a>
C: Q	89	History of TECT <a href="https://www.tect.org.nz/our-history/">https://www.tect.org.nz/our-history/</a>
C: Q	89	Mercury Energy <a href="https://www.mercury.co.nz/">https://www.mercury.co.nz/</a>
C: Q	89	The Kollektive Tauranga The Kollektive (2024) Source: <a href="https://www.thekollektive.org.nz/about/">https://www.thekollektive.org.nz/about/</a>
C: R	93	Queenborough and Rushenden model Planning For Real (2024) <a href="http://www.planningforreal.org.uk/">http://www.planningforreal.org.uk/</a>
C: R	93	Queenborough and Rushenden masterplan <a href="https://www.planningforreal.org.uk/projects/queenborough-and-rushenden-masterplan/">https://www.planningforreal.org.uk/projects/queenborough-and-rushenden-masterplan/</a>
C: S	96	MIPIM MIPIM (2024) <a href="https://www.mipim.com/">https://www.mipim.com/</a>
C: S	97	Wētā Workshop movie set stand. (Wētā Cave) Trip Advisor (2020) <a href="https://www.tripadvisor.com/Attraction_Review-g255106-d21221942-Reviews-Weta_Workshop_Unleashed-Auckland_Central_North_Island.html#/media-atf/21221942/476965203:p/?albumid=-160&amp;type=0&amp;category=-160">https://www.tripadvisor.com/Attraction_Review-g255106-d21221942-Reviews-Weta_Workshop_Unleashed-Auckland_Central_North_Island.html#/media-atf/21221942/476965203:p/?albumid=-160&amp;type=0&amp;category=-160</a>
C: S	97	MIPIM 2023 Yacht Charter Fleet (2024) <a href="https://www.yachtcharterfleet.com/events/mipim-2025-2195.htm">https://www.yachtcharterfleet.com/events/mipim-2025-2195.htm</a>
<b>Acknowledgements</b>		
S: Ack	98	John F. Kennedy, U.S. Presidential Inaugural Address (20 Jan 1961) <a href="https://www.jfklibrary.org/">https://www.jfklibrary.org/</a>

## A: Reference List

S: Section F: Fig C: Case	Pages	Document title
		Source
<b>Appendices</b>		
S: Ref	100	Steve Jurvetson (circa 2000)
		<a href="https://www.youtube.com/watch?v=hgMog1imsro">https://www.youtube.com/watch?v=hgMog1imsro</a>
<b>End Pages</b>		
S: Images	110	Imelda Staunton playing Queen Elizabeth II
		<a href="#">Episode 6 'Ruritania', Season 6, The Crown. Netflix</a>



“It’s one thing to have  
popularity, but quite  
another to have influence.”

*Imelda Staunton playing Queen Elizabeth II, Episode 6 'Ruritania',  
Season 6, The Crown. Netflix*

Pages	S: Section F: Fig C: Case	Image title
		Source
17	S: 1.1	<b>Garden Place Hamilton New Zealand April 2014</b>
		hippynz (6 February 2013) <a href="https://www.flickr.com/photos/hippynz/8533435524/">https://www.flickr.com/photos/hippynz/8533435524/</a>
18	S: 1.1	<b>Global Product &amp; Service Providers</b>
		Enterprise IT World <a href="https://www.enterpriseitworld.com/gartner-ranks-virtusapolaris-a-niche-global-communications-service-provider/">https://www.enterpriseitworld.com/gartner-ranks-virtusapolaris-a-niche-global-communications-service-provider/</a>
18	S: 1.1	<b>Manufacturing &amp; Engineering</b>
		Microsoft (13 April 2023) <a href="https://blogs.microsoft.com/blog/2023/04/13/the-future-of-manufacturing-is-now-four-trends-shaping-the-industry/">https://blogs.microsoft.com/blog/2023/04/13/the-future-of-manufacturing-is-now-four-trends-shaping-the-industry/</a>
18	S: 1.1	<b>Back Office &amp; Service Off-Shoring</b>
		Adapted from Asper Brothers (9 February 2023) <a href="https://asperbrothers.com/blog/outsourcing-vs-offshoring/">https://asperbrothers.com/blog/outsourcing-vs-offshoring/</a>
18	S: 1.1	<b>Small &amp; Medium-Sized Enterprises</b>
		RNZ (2017) <a href="https://www.rnz.co.nz/news/national/329659/container-mall-tenants-look-to-next-step">https://www.rnz.co.nz/news/national/329659/container-mall-tenants-look-to-next-step</a>
19	S: 1.1	<b>Business Relocation &amp; Expansion</b>
		Mike Gingerich (2024) <a href="https://www.mikegingerich.com/blog/5-reasons-to-consider-relocating-your-business/">https://www.mikegingerich.com/blog/5-reasons-to-consider-relocating-your-business/</a>
19	S: 1.1	<b>Asset Managers &amp; Debt Financiers</b>
		Capterra (4 May 2022) <a href="https://www.capterra.co.uk/blog/2626/what-is-asset-management-why-is-it-important-for-business">https://www.capterra.co.uk/blog/2626/what-is-asset-management-why-is-it-important-for-business</a>
19	S: 1.1	<b>Innovators &amp; Entrepreneurs</b>
		Adobe Stock (2024) <a href="https://stock.adobe.com/nz/images/entrepreneurship-with-related-word-cloud-handwritten-on-blackboa/82269089">https://stock.adobe.com/nz/images/entrepreneurship-with-related-word-cloud-handwritten-on-blackboa/82269089</a>
19	S: 1.1	<b>Scientific &amp; Academic Leaders</b>
		Simon Nathan, Te Ara Encyclopaedia of New Zealand (22 October 2014) <a href="https://teara.govt.nz/en/photograph/44990/malaghan-institute">https://teara.govt.nz/en/photograph/44990/malaghan-institute</a>
22	C: A	<b>Cover of Invest Indonesia magazine, volume 1, 2023</b>
		Indonesia Investment Coordinating Board (8 August 2023) <a href="https://bkpm.go.id/en/info/announcements/invest-magazine-shaping-the-future-of-downstream-industry">https://bkpm.go.id/en/info/announcements/invest-magazine-shaping-the-future-of-downstream-industry</a>
25	C: B	<b>O2 Arena</b>
		AEG Global Partnerships (2024) <a href="https://www.aeggp.com/venues/the-o2-arena">https://www.aeggp.com/venues/the-o2-arena</a>
25	C: B	<b>London Gondola</b>
		Enjoy Royal Greenwich (2024) <a href="https://www.enjoyroyalgreenwich.org.uk/getting-around/greenwich-areas/greenwich-peninsula">https://www.enjoyroyalgreenwich.org.uk/getting-around/greenwich-areas/greenwich-peninsula</a>
32	C: D	<b>University of Nottingham Malaysia logo</b>
		University of Nottingham Malaysia (2024) <a href="https://www.nottingham.edu.my/index.aspx">https://www.nottingham.edu.my/index.aspx</a>
32	C: D	<b>University of Nottingham, Malaysia</b>
		Bili Bili (2022) <a href="https://www.bilibili.com/video/BV15e4y1Y7F8/">https://www.bilibili.com/video/BV15e4y1Y7F8/</a>

Pages	S: Section F: Fig C: Case	Image title
		Source
33	C: D	<b>University Park Campus, Nottingham</b>
		University of Nottingham (2024) <a href="https://mediaspace.nottingham.ac.uk/media/University+Park+Campus+tour+%7C+University+of+Nottingham/1_eub34cva">https://mediaspace.nottingham.ac.uk/media/University+Park+Campus+tour+%7C+University+of+Nottingham/1_eub34cva</a>
33	C: D	<b>University of Waikato logo</b>
		University of Waikato (2024) <a href="https://www.waikato.ac.nz/">https://www.waikato.ac.nz/</a>
33	C: D	<b>Aerial photo of Waikato Hospital</b>
		Waikato District Health Board (2 September 2009) <a href="https://www.scoop.co.nz/stories/GE0909/S00010/biggest-hospital-building-just-what-the-dr-ordered.htm">https://www.scoop.co.nz/stories/GE0909/S00010/biggest-hospital-building-just-what-the-dr-ordered.htm</a>
38	C: E	<b>London Development river view</b>
		Jane Simpson Access (2012) <a href="https://www.janesimpsonaccess.com/news/london-spg">https://www.janesimpsonaccess.com/news/london-spg</a>
38	C: E	<b>Lower Leaside before redevelopment</b>
		Dr Simon Lee Robinson (4 July 2014) <a href="https://simonleerobinson.wordpress.com/wp-content/uploads/2014/07/screen-shot-2014-07-04-at-22-19-50.png?w=474&amp;h=378">https://simonleerobinson.wordpress.com/wp-content/uploads/2014/07/screen-shot-2014-07-04-at-22-19-50.png?w=474&amp;h=378</a>
39	C: E	<b>London redevelopment</b>
		AECOM (2012) <a href="https://aecom.com/projects/london-2012/">https://aecom.com/projects/london-2012/</a>
39	C: E	<b>London Thames Gateway Development Corporation logo</b>
		London Thames Gateway Development Corporation via Wikimedia (not dated) <a href="https://upload.wikimedia.org/wikipedia/en/8/84/London_Thames_Gateway_Development_Corporation.svg">https://upload.wikimedia.org/wikipedia/en/8/84/London_Thames_Gateway_Development_Corporation.svg</a>
39	C: E	<b>CEME campus created as part of redevelopment</b>
		CEME (2024) <a href="https://ceme.co.uk/wp-content/uploads/2023/01/about_us-box.jpg">https://ceme.co.uk/wp-content/uploads/2023/01/about_us-box.jpg</a>
39	C: E	<b>Olympics opening ceremony</b>
		IOC (2012) <a href="https://olympics.com/en/news/london-2012-relive-the-impressive-opening-ceremony">https://olympics.com/en/news/london-2012-relive-the-impressive-opening-ceremony</a>
41	C: F	<b>The Southern Initiative logo</b>
		The Southern Initiative (2024) <a href="https://www.tsi.nz/">https://www.tsi.nz/</a>
41	C: F	<b>Good Neighbour logo</b>
		Good Neighbour (2024) <a href="https://goodneighbour.co.nz/">https://goodneighbour.co.nz/</a>
41	C: F	<b>Good Neighbour's Food Rescue program in action</b>
		Stuff.co.nz (9 December 2022) <a href="https://www.stuff.co.nz/life-style/food-drink/130691462/new-world-going-beyond-the-supermarket-aisle">https://www.stuff.co.nz/life-style/food-drink/130691462/new-world-going-beyond-the-supermarket-aisle</a>
42	F: 4.1	<b>What the SPTF?</b>
		<a href="https://www.linkedin.com/messaging/thread/2-NDA0MzEwMWQtMWQyOC000GU5LTkzOTEtMjE5MjI1NDYyMzAxMA==/">https://www.linkedin.com/messaging/thread/2-NDA0MzEwMWQtMWQyOC000GU5LTkzOTEtMjE5MjI1NDYyMzAxMA==/</a>
44	C: G	<b>The Forks in London, Ontario, Canada</b>
		London Regional Employment Services Network (2024) <a href="https://london.ca/sites/default/files/2023-05/forks-drone-%28%29---low-res.jpg">https://london.ca/sites/default/files/2023-05/forks-drone-%28%29---low-res.jpg</a>

Pages	S: Section F: Fig C: Case	Image title
		Source
44	C: G	Waikato River in Hamilton, New Zealand
		Hamilton City Council (6 October 2022) <a href="https://hamilton.govt.nz/your-council/news/growing-hamilton/funding-grant-one-step-closer-for-central-city">https://hamilton.govt.nz/your-council/news/growing-hamilton/funding-grant-one-step-closer-for-central-city</a>
44	C: G	School playground, London, Ontario, Canada
		London Free Press (2023) <a href="https://lfpres.com/news/local-news/london-research-links-higher-portable-count-lower-test-scores-at-schools">https://lfpres.com/news/local-news/london-research-links-higher-portable-count-lower-test-scores-at-schools</a>
45	C: G	Invest in Hamilton logo
		Invest in Hamilton (2024) <a href="https://investinhamilton.ca/wp-content/themes/investinhamilton/images/logos/hamilton-logo.svg">https://investinhamilton.ca/wp-content/themes/investinhamilton/images/logos/hamilton-logo.svg</a>
45	C: G	FedDev Ontario logo
		Federal Economic Development Agency for Southern Ontario (2024) <a href="https://feddev-ontario.canada.ca/en/visibility-guidelines">https://feddev-ontario.canada.ca/en/visibility-guidelines</a>
45	C: G	London Economic Development Corporation logo
		London Economic Development Corporation (2024) <a href="https://www.ledc.com/">https://www.ledc.com/</a>
48	C: H	Land Bank signage
		Harcourts (2024) <a href="https://harcourts.net/nz">https://harcourts.net/nz</a>
49	C: H	Liverpool Innovation Precinct logo
		Liverpool Innovation Precinct (2024) <a href="https://www.liverpoolinnovation.com.au/">https://www.liverpoolinnovation.com.au/</a>
56	C: I	Cyclone Winston damage
		The Guardian, 2022 <a href="https://www.theguardian.com/environment/2022/nov/08/how-to-move-a-country-fiji-radical-plan-escape-rising-seas-climate-crisis">https://www.theguardian.com/environment/2022/nov/08/how-to-move-a-country-fiji-radical-plan-escape-rising-seas-climate-crisis</a>
56	C: I	Relocated village of Vunidogoloa
		The Guardian, 2022 <a href="https://www.theguardian.com/environment/2022/nov/08/how-to-move-a-country-fiji-radical-plan-escape-rising-seas-climate-crisis">https://www.theguardian.com/environment/2022/nov/08/how-to-move-a-country-fiji-radical-plan-escape-rising-seas-climate-crisis</a>
56	C: I	Aerial view of Tuvalu
		Euro News, 2023 <a href="https://www.euronews.com/green/2023/11/10/australias-groundbreaking-new-pact-offers-refuge-to-tuvalu-residents-displaced-by-climate-">https://www.euronews.com/green/2023/11/10/australias-groundbreaking-new-pact-offers-refuge-to-tuvalu-residents-displaced-by-climate-</a>
61	F: 6.1	Sponge Cake
		Arctic Kitchen (2024) <a href="https://www.arctickitchen.co.nz/products/vanilla-bean-cake">https://www.arctickitchen.co.nz/products/vanilla-bean-cake</a>
62-63	F: 6.2	Left vs Right
		Information Is Beautiful (2010) <a href="https://informationisbeautiful.net/visualizations/left-vs-right-world/">https://informationisbeautiful.net/visualizations/left-vs-right-world/</a>
68	C: K	Sir Tony Blair, Former UK Prime Minister (1997 - 2007) and Sir Michael Barber speaking at the Strand Group in 2015
		Gov.uk History (2022) <a href="https://history.blog.gov.uk/2022/08/26/the-art-of-delivery-the-prime-ministers-delivery-unit-2001-2005/">https://history.blog.gov.uk/2022/08/26/the-art-of-delivery-the-prime-ministers-delivery-unit-2001-2005/</a>
71	C: L	Olympic park east bank
		Queen Elisabeth Olympic Park (2024) <a href="https://www.queenelizabetholympicpark.co.uk/">https://www.queenelizabetholympicpark.co.uk/</a>

Pages	S: Section F: Fig C: Case	Image title
		Source
71	C: L	Play The Game book cover
		RTPI (2023) <a href="https://www.rtpi.org.uk/blog/2023/august/ralph-ward-and-michael-owens-play-the-game/">https://www.rtpi.org.uk/blog/2023/august/ralph-ward-and-michael-owens-play-the-game/</a>
74	C: M	KfW IPEX Bank logo
		KfW Ipex Banking International (2024) <a href="https://www.kfw-ipex-bank.de/International-financing/KfW-IPEX-Bank/">https://www.kfw-ipex-bank.de/International-financing/KfW-IPEX-Bank/</a>
75	C: M	Bengaluru (Bangalore)
		Quartz (2017) <a href="https://qz.com/india/1047419/bangalore-turns-bengaluru-the-birth-life-and-descent-into-dystopia-of-indias-most-liveable-metro">https://qz.com/india/1047419/bangalore-turns-bengaluru-the-birth-life-and-descent-into-dystopia-of-indias-most-liveable-metro</a>
75	C: M	Rail Construction in Bengaluru
		Indian Express: U-Girder Cast Construction <a href="https://indianexpress.com/article/cities/bangalore/bengaluru-suburban-rail-project-u-girder-cast-construction-9099647/">https://indianexpress.com/article/cities/bangalore/bengaluru-suburban-rail-project-u-girder-cast-construction-9099647/</a>
76	C: N	Proposed supermarket locations in the Golden Triangle
		Making Rail Work (2023) <a href="https://makingrailwork.com/">https://makingrailwork.com/</a>
76	C: N	ALDI logo
		ALDI (2024) <a href="https://www.aldi.de/">https://www.aldi.de/</a>
76	C: N	LIDL logo
		LIDL (2024) <a href="https://info.lidl/en">https://info.lidl/en</a>
81	C: O	Training session at the AEG Galaxy Academy, LA
		AEG Worldwide (2017) <a href="https://www.aegworldwide.com/press-center/press-releases/la-galaxy-invest-1-million-enhance-girls-academy-training-fields">https://www.aegworldwide.com/press-center/press-releases/la-galaxy-invest-1-million-enhance-girls-academy-training-fields</a>
82	C: P	Student Accomodation in Melborne, Australia
		Unilodgers: Student Housing Melbourne (2024) <a href="https://uniacco.com/australia/melbourne/unilodge-melbourne-cbd">https://uniacco.com/australia/melbourne/unilodge-melbourne-cbd</a>
89	C: Q	TECT logo
		TECT (2024) <a href="https://www.tect.org.nz/download-tect-logos/">https://www.tect.org.nz/download-tect-logos/</a>
89	C: Q	Mercury logo
		Mercury (2024) <a href="https://www.mercury.co.nz/">https://www.mercury.co.nz/</a>
89	C: Q	The Kollektive Tauranga
		The Kollektive (2024) Source: <a href="https://www.thekollektive.org.nz/about/">https://www.thekollektive.org.nz/about/</a>
93	C: R	School children with their Planning for Real model
		Planning For Real (2024) <a href="http://www.planningforreal.org.uk/">http://www.planningforreal.org.uk/</a>
93	C: R	Queenborough and Rushenden model
		Planning For Real (2024) <a href="http://www.planningforreal.org.uk/">http://www.planningforreal.org.uk/</a>




Pages	S: Section F: Fig C: Case	Image title
		Source
94	F: 8.6	Good Neighbour to good employee
		Good Neighbour (2024) <a href="https://goodneighbour.co.nz/">https://goodneighbour.co.nz/</a>
96	C: S	MIPIM statistics
		MIPIM (2024) <a href="https://www.mipim.com/">https://www.mipim.com/</a>
96	C: S	Panel discussions
		photos.rx-france.com (2023) <a href="https://photos.rx-france.com/fr/mipim/mipim-2024---best-of---day-2-frx65f16acea65dc654f65847fa.htm">https://photos.rx-france.com/fr/mipim/mipim-2024---best-of---day-2-frx65f16acea65dc654f65847fa.htm</a>
97	C: S	Wētā Workshop movie set stand. (Wētā Cave)
		Trip Advisor (2020) <a href="https://www.tripadvisor.com/Attraction_Review-g255106-d21221942-Reviews-Weta_Workshop_Unleashed-Auckland_Central_North_Island.html#/media-atf/21221942/476965203;p/?albumid=-160&amp;type=0&amp;category=-160">https://www.tripadvisor.com/Attraction_Review-g255106-d21221942-Reviews-Weta_Workshop_Unleashed-Auckland_Central_North_Island.html#/media-atf/21221942/476965203;p/?albumid=-160&amp;type=0&amp;category=-160</a>
97	C: S	MIPIM 2023
		Yacht Charter Fleet (2024) <a href="https://www.yachtcharterfleet.com/events/mipim-2025-2195.htm">https://www.yachtcharterfleet.com/events/mipim-2025-2195.htm</a>





“O, wad some Power  
the giftie gie us  
To see oursels as others see us!  
It wad frae monie a blunder free us.”

- Robert Burns



Future Proof, the Urban Growth Partnership for the Hamilton metro area, the North Waikato and the corridor through Waipā, Matamata to Tauranga has an ambitious vision for the sub-region as a powerhouse for New Zealand's economy over the next thirty years.

That vision requires significant additional investment for waste water treatment, water supply, transport infrastructure and services and other infrastructure that local government cannot afford on its own. The partners are exploring different investment and delivery models required to implement their strategy.

Recognising Tarakin Global's applied experience establishing and managing Urban Development Corporations in the UK, Future Proof asked the team to outline the opportunity and risks that these sort of inward investment models might carry.

---

*"The Upper North Island is home to over half of New Zealand's population and produces over 50% of our country's GDP.*

*"Within the Upper North Island and the "Golden Triangle" connecting Tauranga, Hamilton and Auckland, we have the partnerships, strategies and plans to lift our economic productivity further to the benefit of all New Zealand – our challenge is turning our visions and strategies into reality.*

*"The funding and delivery challenges are immense, different from anything we have faced before. We need to think and work in new and different ways if we are going to realise our vision."*

Robert Broadnax  
Implementation Advisor  
Future Proof

