



VISIONWEEK
IT'S ABOUT OUR FUTURE

Envisioning the new New Zealand

“ This is the time to accelerate the solutions
to the problems we already had.
It's the time to build back better.
It's also a time for collaboration and ideas. ”

*Prime Minister Jacinda Ardern,
12 June 2020.*

Introduction

Visionweek was a digital web summit providing a free, inclusive opportunity for New Zealanders to share their vision for what the well-being of the country and its people should look like in 5, 10, or 50 years.

It ran from 8-12 June 2020 via a combination of live and recorded video and webinars, featuring interviews with leading New Zealanders and the ability to participate and comment through social media channels.

What was Visionweek?

Visionweek combined a daily digital TV show (see www.visionweek.co.nz) with the ability for all Kiwis to contribute their vision through questions put to panellists. Twenty-four events run by third parties under the Visionweek banner and social media (using #visionweeknz) extended engagement.

Each day of the Visionweek web summit was geared to a theme important to establishing a national vision:

- **Why NZ needs a vision** The role of vision in the success of companies and countries.
- **Connecting NZ** Transport, tourism and technology.
- **Sustaining NZ** Water, energy, primary sector and sustainable export markets.
- **Quality Living NZ** Housing, health and social infrastructure necessary for quality social and cultural connections.
- **What Next, NZ?** Synthesis of themes during the week.

What was the purpose of Visionweek?

The purpose of Visionweek was to start a national conversation on the future vision for New Zealand. With a vision to give us the 'why?', a long term, integrated national plan is possible, providing clarity on what is important.

A national vision would give purpose and direction to \$100 billion worth of public spending and would heavily influence the remaining \$200 billion of private spending in our economy. With a long-term plan for the success of our country, we can generate 'additional effort' from people and communities towards our shared goals.

"There have been moments in our history which have allowed us to stop and reset. Sometimes those moments have been taken, sometimes they have not... We are at a spaghetti junction with multiple problems... Perhaps our approach should change to Build Back Better.

Our Team of Five Million will have different views on what that [vision] should look like. We should hear those views. Please be a part of the conversation.

The Government is listening and will take action on what we hear. [Being] unified does not mean [all views have to be] uniform"

*Prime Minister Jacinda Ardern,
12 June 2020*

Who was involved?

Visionweek was founded by Infrastructure New Zealand while New Zealand was in lockdown during the COVID-19 crisis. All individuals, businesses, iwi and communities across New Zealand were open to engage, either simply by viewing free content or participating in any number of online fora.

Thirty-four broad and diverse thought leaders contributed to the digital TV footage, including:

Name	Organisation
Tamati Kruger	Chairman, Tuhoe
Kristi Luke	CEO, Tuhoe
Rod Drury	Founder, Xero
Andrew Grant	Global Head Public Sector, McKinsey & Co
Peter Beck	CEO, Rocket Lab
Shamubeel Equab	Sense. Partners
Frances Valentine	Tech Futures Lab
Andrew McKenzie	CEO, Kainga Ora
Jim Boulton	Queenstown Mayor
Tessa Meyer	NZ Green Building Council Future Thinker of the Year 2020
Rob Campbell	Chair, Tourism Holdings Limited
Sir Peter Gluckman	Ko Tu - Centre for Informed Futures
Andrew Caseley	CEO, EECA
Rod Carr	Chairman, Climate Commission
Ian Taylor	Innovator of the Year 2019
Nicole Rosie	CEO, NZ Transport Agency
Sir Stephen Tindall	Impact Investor, Entrepreneur
Professor Paul Spoonley	Sociologist & author
Kate Boylan	NZ Green Building Council Future Thinker of the Year 2019
Rachel Taulelei	CEO, Kono
Alan Sutherland	Water Industry Commission of Scotland
Stephen England-Hall	CEO, Tourism NZ

Panel	Name	Organisation
Connecting NZ	Adrienne Young-Cooper	Chair, Auckland Transport & Panuku
	Jolie Hodson	CEO, Spark
	Stephen England-Hall	CEO, Tourism NZ
Sustaining NZ	Mike Burrell	CEO, Sustainable Business Council
	Alison Andrew	CEO, Transpower
	Ian Proudfoot	Global Head of Agribusiness, KPMG
Quality Living NZ	Mark Fraser	Deputy Chief Executive, Kainga Ora
	Jon Grayson	CEO, Infracom
	Alex Safiti	Property Advisor, Auckland Transport & INZ* Emerging Talent board rep
What Next, NZ?	Andrew Grant	Global Head Public Sector, McKinsey & Co
	Paul Blair	CEO, Infrastructure New Zealand

* Infrastructure New Zealand

Which groups supported Visionweek?

Visionweek was founded by Infrastructure New Zealand, with production support by ASN Media.

Financial support was provided by:

- Infrastructure New Zealand;
- Construction Sector Accord;
- New Zealand Infrastructure Commission / Te Waihangā;
- Internet New Zealand;
- Ministry for the Environment;
- Sustainable Business Council;
- EECA; and
- Business NZ.

Business New Zealand members (including Sustainable Business Council) employ between 60 and 70 per cent of the New Zealand workforce. The construction sector employs around 11 per cent of New Zealanders (some of these employees overlap with Business NZ members). Infrastructure NZ has 140 corporate members.

Collectively, Visionweek's supporters represent a significant proportion of the business community of New Zealand.

Who engaged in Visionweek?

Visionweek reached 1.3 million Kiwis (just over 25% of the population) via coverage featuring in national newspapers, TVNZ, TV3, The Spinoff, Newshub, Newsroom and radio.

As a digital summit, social media participation was a core part of the week.

Across all channels (including Facebook, LinkedIn, YouTube, Twitter and the Visionweek website) Visionweek achieved the following results:



* Total clicks, likes, shares, comments & views.

Visionweek created significant engagement with New Zealanders despite the short timeframe, relatively limited budget and the fact this was not a government-driven initiative.

The number and depth of participation gives us confidence that the need for a national vision and strategic plan is a significant concern to a material proportion of New Zealanders.

Recent calls for a long-term vision & strategy

On its own, Visionweek demonstrated there is a significant appetite for a long-term vision and strategic plan for New Zealand, however the following papers by credible commentators and organisations issued in the months since COVID-lockdown occurred further supports the need to debate this issue.

- [What we do now will shape New Zealand's future](#) by Rod Drury
- [Auckland's Future, Now](#) by ATEED
- [Build Back Better](#) by Rebecca Mills
- [I am hungry for a vision for our country](#) by Phil Royal
- [Surf the curve or be crushed](#) by Fran O'Sullivan
- [The Future is Now](#) by Koi Tū
- [Global media release](#) by The Investor Agenda
- [How do we use global kudos](#) by New Zealand Alternative
- [Nature is showing the way](#) by Rod Oram
- [Safety, Sovereignty, Regeneration](#) by Rachel Taulelei
- [In a new world, new thinking is required](#) by NZ Inc, Sir Roger Douglas and Robert MacCulloch
- [More opportunities for entrepreneurs](#) by Tadhg Ryan-Charleton
- [The Green COVID Response](#) by Greenpeace
- [Post-COVID thinking](#) by Francis Valentine
- [Key Opportunity For Win-win Scenario In Coronavirus And Climate Change](#) by Generation Zero
- [Open letter from the Climate Change Commission](#)
- [Circular Economy Projects for Auckland](#) by Sustainable Business Network
- [The indigenous view of doughnut economics for NZ](#) by Juhi Shareef
- [Building NZ's impact economy](#) by Beca
- [CaliWoods – open letter sustainable reset](#)
- [Green Party – invest in people and nature](#)
- [WWF – people and the planet](#)
- [Green Peace Petition – green recovery](#)
- [NZ Lawyers for Climate Action – spend wisely we are borrowing from our children](#)
- [Start NZ Up](#) by Dan Khan
- [Akina impact report](#) by Louise Aitken
- [Callaghan Innovation – a new vision for NZ](#)
- [Summary of all of the above](#) by Vincent Heeringa



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Findings from the *Visionweek* webinar series

What did people say?

Online commentary and presentation content linked to Visionweek was extensive and covered a wide range of topics. Visionweek commissioned Global Research Limited, a Christchurch-based market research company, to analyse content linked to the summit. In summary these themes showed strong support for:

➤ **Why New Zealand needs a vision**

A national vision to guide decision making and promote shared outcomes.

➤ **Connecting NZ**

Better physical and digital connections which achieve environmental as well as social and economic objectives.

➤ **Sustaining NZ**

A sustainable economy and society which improves productivity and New Zealand's engagement with the world.

➤ **Quality Living NZ**

A fair and inclusive society, where everyone has access to minimum levels of care and opportunity.

➤ **What Next, NZ?**

A change in national direction and a sustained improvement in outcomes which affect the wellbeing of all New Zealanders.

What does this mean for a national *Vision for New Zealand*?

Three key findings emerged from the theme takeaways:

1. New Zealand lacks a clear, long-term direction;
2. A clear vision, translated into a long-term strategic plan, would drive a much greater likelihood of success; and
3. Rather than 'trading off' social, economic, environmental and cultural wellbeing outcomes, a holistic vision and strategic plan has the potential to balance and advance all these outcomes.

What would a *Vision for New Zealand* look like?

Visionweek discussion focused on three broad outcome areas (Connecting, Sustaining and Quality Living for New Zealand), together with discussion around why a national vision might be beneficial and what we need to do to get there.

Participants wanted the following broad outcomes under the daily themes.

Opportunity NZ

- Take this 'once in a generation' chance to reset the economy for a long term, sustainable future.

I think it's important in something as major as this event that we really take stock of where we are as a nation. The world has changed - how do we fit into that changed world and create a plan to go forward? How can we explore the opportunities that are there in the new world?

Peter Beck, Founder, Rocket Lab

Connecting NZ

- People and goods can move around the country quickly, affordably, safely and sustainably.

Now is a great opportunity to rethink our infrastructure design. It's a great opportunity to bring in the voice of iwi, the voice of community, as well as the voice of the industry to make sure we're designed for the future.

Stephen England-Hall, CEO, Tourism NZ

Sustaining NZ

- New Zealand's economy is growing in value.
- New Zealand's natural environment is healthy.
- New Zealand's urban environments are clean, safe and resilient.

So we have a very special relationship to our natural world and through that there is a set of values that I've seen play out amongst mainstream New Zealand in the last couple of weeks. So ideas of manaakitanga, (or generosity), of kaitiakitanga, (of really caring for people and place). And I think that Maori don't have a mortgage on those ideas. We just have a particular relationship to the words themselves and how we conceptualise and use those. They're common to everyone and they should be. And the challenge now is with a little pressure released under the alert level system, how we take those values that we've seen play up so strong among all New Zealanders and carry those forward into the coming days, weeks and months.

Rachel Taulelei, CEO, Kono NZ

Quality Living NZ

- All New Zealanders have access to adequate housing, healthcare, education and vital public services.
- All New Zealanders can engage freely with their friends, family and community.
- All New Zealanders have opportunities to participate in their local and national economy.
- All New Zealanders feel engaged and able to participate in public decision making.

An example of a summary statement or headline for *Vision for New Zealand* which captures the range of shared outcomes discussed through Visionweek is:

A New Zealand which is prosperous, fair and sustainable, providing opportunities for all to belong, participate and thrive in healthy environments.

The outcomes and summary statement described above are high level, reflecting the diversity of ideas coming from a 'bottom-up' process such as this.

How would a *Vision for New Zealand* be applied?

The clear expectation of people participating in Visionweek commentary and discussion was that the shared *Vision for New Zealand* would guide public policy decision making and reshape the institutions, culture, investment and legislation used to give effect to the vision.

Targets representing the full or partial achievement of outcomes would be incorporated into statements of intent, plans and other policy documents. Benchmarking would assess subnational performance relative to other parts of New Zealand. Global benchmarking would compare New Zealand's overall outcomes and performance relative to high performing global peers (e.g. top quartile OECD). Responsibility and accountability for achieving targets would be defined, monitored and potentially reshaped given the change in outcome and institutional focus.

For over thirty years, reform in New Zealand has focused on downplaying the ability for the Government to promote public outcomes and emphasised non-intervention and balancing the books. A frequent discussion throughout Visionweek was of the need for more of a partnership approach, with wider wellbeings given more prominence. If we aim for transparent, world class outcomes but have insufficient funds at Government level, our hope is that having a common vision would encourage sensible partnerships and innovation with iwi, communities, foreign investors and local businesses, creating a 'possibilities framework' for good outcomes.

To guide the visioning process, people repeatedly called for New Zealand values to be put at the core of our future. Kaitiakitanga (guardianship), manaakitanga (respect, hospitality) and fairness were the three values most often used during the week. Te Ao Maori values, with their focus on people and the environment over generations, provide a great base for long term thinking and action.

The underlying assumption through all Visionweek discussion was that a Vision for New Zealand would not simply reflect common or shared objectives but would influence public policy decisions beyond electoral cycles in pursuit of these shared objectives.

Five common themes discussed

1. **Globally competitive well-being:** Set targets in the well-being framework at the top quartile of the OECD and then work backwards for what we innovation we need to achieve that;
2. **Green energy to reset our economy:** Accelerate green energy to decarbonise our transport fleet, attract niche manufacturers who care about sustainability and accelerate zero-carbon transport mobility and connections (digital) to reshape our lifestyles;
3. **Keyboard-ready projects:** Use of digital platforms and training to turn our geographic isolation (from COVID) into our safest and best way to export ideas, experiences and attract some of the world's best and brightest to New Zealand;
4. **Back our agri(tech) winners:** To be world leading the Productivity Commission says we need exports to be 60-70% of GDP (we are at 30%). Sustainable/regenerative agri plus digital are the two sectors we need to focus on to achieve that.
5. **Population and the border:** How many Kiwis should we have in New Zealand, 4, 5 or 10 million and what sort of quality of lifestyle should they enjoy? What type of global skills should we be seeking to attract and how many expat Kiwis will come home? This long term population policy should drive a long term economic, social, cultural and environmental wellbeing discussion.

Next steps

Visionweek attracted wide interest from across New Zealand and on multiple platforms, but practically could only cover a portion of national outcomes. A whole-of-government initiative to complete the process of identifying a national vision is required. Visionweek showed that there is both demand and value in proceeding with a process to identify a long-term Vision for New Zealand, and subsequently a long-term strategic plan.

New Zealand has recently enacted two significant changes which require deep thinking on the vision for New Zealand.

1. A panel chaired by Retired High Court judge Tony Randerson has reported back to the Government on the resource management system, recommending moving away from effects-based planning towards outcomes-based planning. Our resource management system governs the use of all land, air, water and other natural resources in New Zealand – this system is an intergenerational asset in need of an intergenerational vision and long-term strategic approach. Outcomes-based planning will be vision-led.
2. Te Waihanga (the independent Infrastructure Commission) is required by law to deliver a 30-year infrastructure plan for New Zealand by the end of 2021. The new Acts that may replace the Resource Management Act and the Infrastructure Commission strategy require a positive vision of what New Zealand wants to achieve ('outcomes') rather than simply reacting to the sum of discrete, non-aligned plans of individuals, businesses and government bodies ('effects based').

We call on the Government to implement a nation-wide process to determine the vision for New Zealand. This vision should be broadly consulted and widely supported.

The vision must survive our short 3-year political cycles, though it will always remain the mandate of the Government of the day to amend the strategic plan for 'how' these world-class outcomes are achieved.