



New Zealand Productivity Commission  
Te Kōmihana Whai Hua o Aotearoa

# Statement of intent

2023–27

Presented to the House of Representatives pursuant  
to Section 149 of the Crown Entities Act 2004

**New Zealand Productivity Commission**  
**Te Kōmihana Whai Hua o Aotearoa<sup>1</sup>**

## **Statement of intent 2023–27**

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 NZ Productivity Commission

1. The Commission that pursues abundance for New Zealand.

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# The Commission at a glance

Haere mai and welcome to the New Zealand Productivity Commission Te Kōmihana Whai Hua o Aotearoa. We are an independent Crown entity that provides evidence-based, high-quality analysis and advice on improving productivity to support the overall wellbeing of current and future generations of New Zealanders.

- New Zealand's productivity performance has been weak for decades. Higher productivity is necessary for sustainably higher living standards and incomes, and for widening the options available to all New Zealanders for greater wellbeing.
- Our aim is to provide expert economic and policy advice to successive governments to help lift New Zealand's productivity and wellbeing through a range of government and non-government activities.
- We are an independent Crown entity, established under the New Zealand Productivity Commission Act 2010. Our independence means that we can provide impartial advice. We can test ideas and challenge the status quo in the interests of improving productivity and wellbeing.
- We are a small, highly skilled group of analysts, economists, and support staff, who are guided and governed by up to four part-time Commissioners. We strive to develop high quality work on topics that impact New Zealand's wellbeing and productivity for current and future generations.
- Through the topics we research, we aim to identify the changes, which, in the long-term, will have the greatest positive impact.
- Our independence means that our analysis and recommendations are evidence and insight-driven and apolitical. Independence also enables us to work across government agencies and policy portfolios to give advice on difficult and often politically sensitive topics.
- Our inquiries are assigned by the Minister of Finance who provides a set scope and timeframe. To date we have completed 16 inquiries on a variety of topics (from climate change to local government funding and financing), making over 650 policy recommendations to government to improve performance in specific areas.
- Our current and recent inquiries focus on topics that are critical to the future productivity and wellbeing of New Zealand and its people. We have recently completed both the Fair Chance for All inquiry and a follow-on review from our Frontier Firms inquiry of 2020-21. We are continuing our Improving Economic Resilience inquiry, which we expect to complete in early 2024.
- In addition to our inquiries, we conduct research and publish papers to provide new insights and evidence on productivity-related issues. This work includes regularly reviewing New Zealand's productivity performance over time, through our publication *Productivity by the numbers*.
- We are committed to increasing our reach to inform more New Zealanders of our work, to increase our impact and influence on productivity and wellbeing. We have an active communications programme that includes outreach activities, opinion journalism, and social media.
- As a Crown partner we are committed to upholding the mana of Te Tiriti o Waitangi. We endeavour to develop our cultural capability, to strengthen our engagement and relationships with iwi and Māori and to give specific consideration to the impacts for Māori in our work.
- We are committed to engaging with a wide range of New Zealanders. Your ideas, opinions and information are of great value to our work, helping to ensure our advice is well informed and relevant. We value your submissions, insights, and expertise on the issues we raise.

# Statement of responsibility

This document constitutes our *Statement of Intent* as required under the Crown Entities Act 2004.

The descriptions of our purpose, role and functions are consistent with the New Zealand Productivity Commission Act 2010. This *Statement* is forward-looking and covers a four-year period between 1 July 2023 and 30 June 2027. It should be read in conjunction with the Commission's *Statement of Performance Expectations* for each year.

The Commission's board is responsible for the content of this *Statement* and the annual *Statement of Performance Expectations*, which include the reportable outputs and the prospective financial statements for the year, including the assumptions on which they are based, and for the judgements used in preparing them.

In accordance with the Crown Entities Act the Commission has consulted with the Minister of Finance in the preparation of this *Statement*.



**Dr Ganesh Nana**  
Chair  
June 2023



**Dr Bill Rosenberg**  
Commissioner & Assurance  
Committee Chair  
June 2023

# Chair's message

Ka tangi te titi  
Ka tangi te kaka  
Ka tangi hoki ahau  
Tihei Mauri Ora

In my first *Statement of Intent* as Chair of the Commission, I would like to acknowledge the journey the Commission has been on as an organisation and how far we have come.

This *Statement of Intent 2023–27* details how we intend to continue our progress during the four-year period between 2023 and 2027, towards achieving our strategic objectives of strengthening productivity in New Zealand and its connection to improvements in the wellbeing of current and future generations of New Zealanders.

In recent years the Commission has lifted its sights to a broader view of productivity and the cross-sector issues New Zealand faces. The importance of a long-term perspective is becoming clearer as we seek to improve productivity and wellbeing. Critical in this task is the foundation of all productive and economic activity – the nature and quality of resources.

Consistent with a broad view of productivity is a broad view of resources – encompassing the range of physical and community assets or wealth as reflected in the Treasury's Living Standards Framework.

Our views of productivity and wellbeing also look to He Ara Waiora – a framework that articulates both the ends, or what are important elements in Māori perceptions of wellbeing, and the means, or the tikanga, values or principles that help us achieve the ends.

The nature of the relationship between productivity and wellbeing will continue to be argued, tested, pictured, and challenged. However, it is clear that both productivity and wellbeing require ongoing and long-term investments in the resources and the tikanga, values or principles. These investments are required to not only maintain, but also improve over the long term, individual and collective opportunities and capabilities and so lift productivity and wellbeing for current and future generations.

## **Our commitment to Te Tiriti and building capability**

We recognise our obligations under Te Tiriti and will continue efforts to work more effectively with a broader range of Iwi and Māori businesses and communities. Further embracing te ao Māori perspectives into our mahi is essential for us to ensure our advice reflects the views and interests of all New Zealanders.

Indeed, the Commission notes that broader te ao Māori values align well to the longer-term and inter-generational perspectives alluded to above. Nevertheless, we recognise the required lift in our own capability for us to engage effectively with Māori organisations. This is a priority for us.

## **Financial and staff pressures**

Like most organisations, we have made efforts to adjust to the impacts that COVID-19 has brought. We have adopted more flexible ways of working and have embraced a range of tools to assist in collaborating and engaging with business and community stakeholders.

Additionally, a focus on the wellbeing of our own staff is paramount. While challenging at times for a small organisation with limited capacity to cover absences or illnesses, the leadership team and staff continue to work to design and innovate processes that put staff wellbeing at the fore.

Also, of considerable challenge over the coming years will be managing expectations of the increased quantity of quality work to be delivered within constrained financial budgets. Undoubtedly, we will continue to experience increasing real costs, exacerbated by expected intense competition for specialist skills in a generally tight market. The desire for additional outputs and broader engagement will need to be cognisant of the real risk of staff burnout and turnover. The delivery of quality work consistent with fulfilling quality employment conditions to ensure staff wellbeing will be a priority.

## **Strategy refresh and business planning**

The changing and multiple challenges facing the economic, business and community environment sees the Commission continuing to refresh its strategy and planning to ensure capability to provide quality and relevant insights and advice to stakeholders.

Our work to refresh our strategy builds on the foundation set over the first 10 years of the Commission. We embrace a renewed, but broader focus on New Zealand's productivity and wellbeing for current and future generations. Working to capture an explicitly intergenerational perspective, and viewing outcomes and policy impacts over a longer time horizon is where the Commission feels it can contribute its point of difference to Aotearoa.

We have already developed areas of work to support a broader range of engagement in the community and to increase understanding of productivity. This included a stakeholder analysis and engagement plan; workforce retention and professional development programmes; building cultural competency and confidence; and clarifying governance, management and operations functions and responsibilities. We are ambitious in what we want to achieve, we have more to do, and we look forward to continuing our journey. Alongside the refreshed strategy, we are working to develop a work plan that will articulate the shifts we want to make over the coming years.

We are also developing our business continuity and ensuring the preservation of the institutional knowledge the Commission has accumulated over its existence. These measures will ensure we maintain our high standards of work, and continue to be efficient, as well as strengthening the base from which we can build even further.

## **A taster of new work**

Recently, we conducted a follow-on review to the final report of our New Zealand Firms: Reaching for the Frontier (Frontier Firms) inquiry. This was the first time the Commission has undertaken such a task, with funding found internally.

In undertaking the follow-on review, we have tried to assume the role of a critical friend to all those with roles to play in progressing Aotearoa New Zealand's economic fortunes. We have not shied away from constructive criticism where warranted, while providing clear direction for progress.

We see considerable value in conducting follow-on reviews of this nature. However, additional resourcing for such work would be required, or the trade-off impact on other deliverables would need to be considered. We are considering how this opportunity might fit into our ongoing operating model.

The four-year period to 2027 is set to be exciting for the Commission as it navigates both immediate resourcing challenges (and the trade-offs to be decided) and a desire to further strengthen its reputation as a leader in advising on achieving long-term productivity and wellbeing improvements for current and future generations of all in Aotearoa.

Nō reira, ngā mihi nui,

**Ganesh Nana**  
Chair  
June 2023

# Who we are

## Our Purpose

As embodied in the New Zealand Productivity Commission Act, 2010 the principal purpose of the Commission is ‘to provide advice to the Government on improving productivity in a way that is directed to supporting the overall wellbeing of New Zealanders, having regard to a wide range of communities of interest and population groups in New Zealand society’.

## Our vision

To strengthen productivity in New Zealand and its connection to improvements in the wellbeing of current and future generations of New Zealanders.

## Our work

Our work programme focuses on undertaking inquiries and conducting research on productivity-related matters and promoting public understanding. The Commission normally works on two inquiries in parallel.

We are exploring ways to increase our impact through smaller pieces of work, more in depth examination of potential inquiry topics and further follow-on reviews. While the benefits of this type of work are quite compelling, our current resourcing and funding constraints mean that any increased expectation around this type of work would require additional funding or trade off decisions.

In addition to our core work areas, we also contribute to the work of other organisations by servicing requests for insight and empirical support from the private and public sectors in relation to our past inquiries and research, sometimes years after completion. We also provide input to government responses to our past inquiries 6-12 months after we publish the final report. We carry out this work in the spirit of partnership and collaboration, and without specific funding.

## The importance of our independence

As required by our establishing Act<sup>1</sup>, we operate independently in delivering our functions. Independence means that we make our own judgements on matters based on extensive research, evidence-based analysis, and widespread engagement with stakeholders.

Three factors are critical to our independence:

- **Statutory independence:** We are statutorily independent by virtue of our Act and the Crown Entities Act. That statutorily independent mandate is critical to our effectiveness.
- **Operational independence:** In practical terms, operational independence means that we have the requisite capability to carry out our own inquiries and research work and publish our findings, as well as engage and collaborate with a wide range of parties.
- **Impartiality and objectivity:** We regard it as fundamentally important to act impartially and objectively as we carry out our work. Independent, published evaluation of our work is also a critical dimension of our performance framework.

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<sup>1</sup> New Zealand Productivity Commission Act 2010



## What we do

### Undertaking inquiries

Inquiries require a deep understanding of a topic, are big pieces of analysis and are typically undertaken over 12 to 15 months. This timeframe recognises the importance of engaging extensively with interested parties and experts to ensure we consider all points of view, obtain the best available information, understand different perspectives, and test ideas.

The Government chooses inquiry topics to ensure our work is relevant, and our advice pertains to issues they have an interest in addressing. Once topics are set, we are required to act independently.

### Publishing research

The Commission conducts research and publishes papers to provide an evidence base on which to offer advice to improve New Zealand's productivity. This work includes benchmarking New Zealand's productivity performance over time, which is presented in our publication *Productivity by the numbers*. We collaborate and work closely with agencies who are active in productivity research.

This allows us to access subject/sector specialists and benefit from the latest research and the cross-promotion of ideas and insights.

### Promoting understanding

We undertake a range of communications activities around our inquiries and research work to educate and promote understanding of productivity-related matters. We aim to reach diverse audiences through outreach activities, opinion journalism, blogging, sponsored media articles and social media.

# The strategic context for our work

## The relationship between productivity and wellbeing

For the Commission, the primary purpose of increasing productivity is to lift the wellbeing of New Zealanders. Productivity and wellbeing are interrelated, but in a complex and mutually beneficial way. For example, improved wellbeing has multiple influences, with productivity being just one of them. Wellbeing itself can also lead to higher productivity.

When we consider wellbeing, we do so using the Treasury Living Standards Framework and He Ara Waiora, which explore wellbeing from different cultural perspectives, values, and knowledge systems.

These frameworks are increasingly used across the public service to support the Government's wellbeing approach.

Understanding the relationship between productivity and wellbeing, allows us to approach our work in a way that makes productivity meaningful and not merely an end in itself. This allows us to focus on what's beneficial for the people of New Zealand.

New Zealand's productivity

Wellbeing of New Zealanders

## What is productivity?

Productivity is a measure of the efficiency with which a nation turns inputs (such as labour, land, capital, intellectual property, raw materials) into outputs (goods and services that support the living standards of its people). By delivering more for less, higher productivity is the major driver of incomes, economic growth, and improved living standards, though the results may differ for different parts of the community.

Productivity growth is generally a result of working smarter, not harder or longer. As such, advances such as new or improved technology, new work processes and improved education and skills are typically powerful drivers of productivity.

Fully comprehensive measures of productivity should include assessments of any impacts, positive or negative, of the natural environment, wellbeing and other "non-market" elements of our social, community and family life on and from the production process.

## **Why is productivity low in New Zealand?**

Improving productivity is the primary driver of New Zealand's long-term economic performance and success. New Zealand has had a persistent problem with poor global productivity. While productivity is higher now than historically, it has not increased as quickly as in most other OECD countries. That is the primary reason New Zealand's average per capita incomes lag those in other, similar countries. The counterpart to this lagging productivity performance is that New Zealand workers work longer hours than most in the OECD, for lower incomes.

There are contextual issues that contribute to New Zealand's low productivity growth. These include being small and remote and therefore not well placed to connect into value chains that drive activity in other countries. Successful, high productivity economies are generally those with a high skilled workforce working with sophisticated technology or sophisticated intellectual property in dynamic and competitive domestic and global markets.

Productivity requires a long-term perspective, and substantial and sustained investment in the range of resources we hold under our watch – the bricks and mortar infrastructure, the people and their communities, the knowledge, the creativity, and learning.

## **How can productivity be lifted?**

There is no simple formula for lifting productivity. The essential elements are reasonably well understood but need to be adapted to the circumstances of particular countries. For governments, creating an environment conducive to high productivity requires doing the basics well – robust fiscal and monetary policies, open trade access, a strong pro-competition dynamic in domestic markets and high-quality public infrastructure. Social policies supporting access to high quality education and health services for all, assisting people through change, and ensuring all communities – including future generations – benefit from rising productivity, are also fundamental.

While choices made by the private sector determine the economy's overall productivity performance, government can encourage choices that raise productivity and wellbeing. Both productivity and wellbeing require ongoing and long-term investments in the resources and the tikanga, values or principles. These investments are required to not only maintain, but also improve over the long term, individual and collective opportunities and capabilities.

The government can do that by building dynamic innovation ecosystems in specific areas of the economy. Firms are at the centre of the ecosystems which also include engaged workers with the right skills, international links, researchers, education and training providers, mentors and investors with deep knowledge and understanding of the industry, enabling infrastructure and regulations and substantial funding from both government and the firms themselves. Sustained long-term investments in these areas are central to lifting the productivity of the resources available to the nation. The Māori economy exhibits many of the characteristics for long term investments that are needed for firms to innovate, grow, and support higher living standards.

Much of what the Productivity Commission explores is at the intersection of public and private sector interactions – the nature of the incentives faced by entrepreneurs as they make their choices and how those incentives can be designed to facilitate and encourage high productivity outcomes.

# How we make a difference

Ultimately, we seek to influence two strategic outcomes: to improve New Zealand’s productivity and, to improve the wellbeing of current and future generations of New Zealanders.

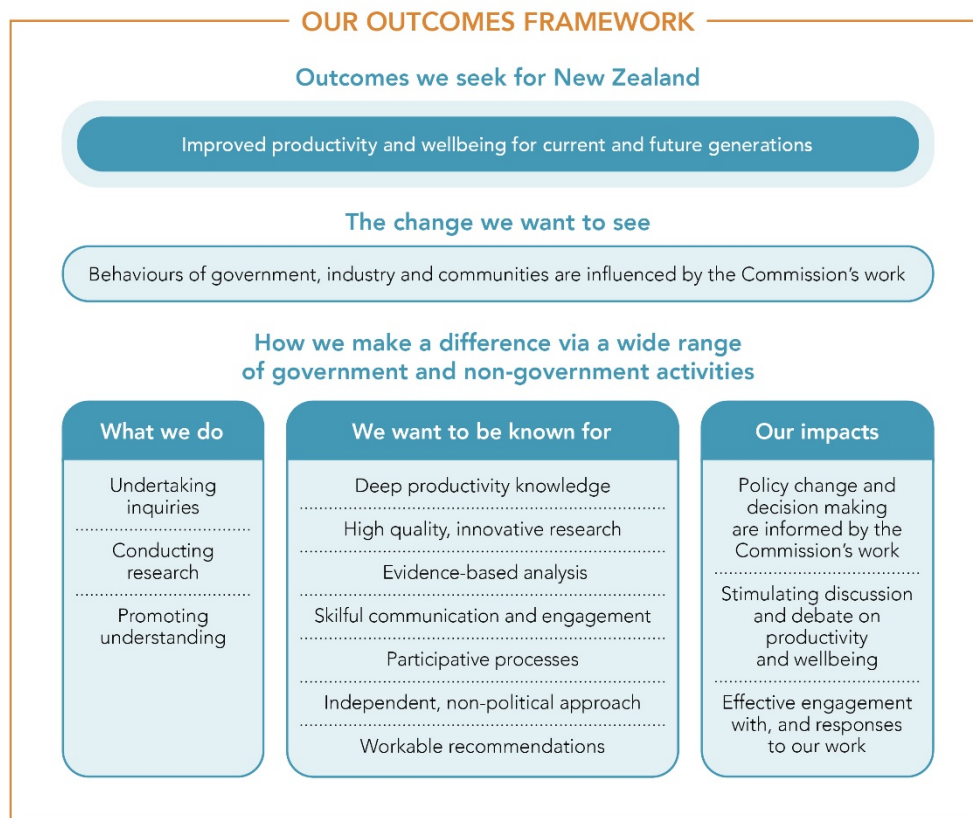
By carrying out high quality, innovative research, evidence-based inquiries and promoting understanding of productivity related topics, we want to:

- explore the contributing factors to New Zealand’s productivity performance;
- improve New Zealand's understanding of what drives higher productivity and wellbeing, and the connection between them; and
- recommend policies to address those contributing factors.

In producing and publicising research and reports, the Commission aspires to inform decision making and influence behaviours of government, industry, and communities. To do this effectively, the Commission must be rigorous, trusted and a skilled communicator. Our outcomes framework illustrates how we expect to make a difference, along with the core capabilities and the reputation we wish to develop.

Due to the complex nature of productivity issues, the influence of our work will generally only emerge over long timeframes. As such it can be challenging to identify changes in productivity performance or wellbeing that can be directly attributed to our work as distinct from the many other factors that influence productivity performance.

Central to our impact and influence is the Commission’s comprehensive public engagement process. During each inquiry, the Commission engages widely with a diverse group of interested parties. The participative nature of our inquiries means that communities can have a direct input and influence on the Commission’s recommendations – both draft and final. The Commission meaningfully engages with interested parties on specific policy issues and tests ideas for improvement.



## How we measure progress: our evaluation against our outcomes framework

The topics we work on, the types of analysis we conduct, and the range of community and industry groups we need to engage with change significantly from year to year. It is difficult to capture this diversity of work and effort in fixed quantitative targets, so the Commission takes a strong evaluative-based approach to measuring our performance.

The key elements of this approach include:

- Intended impacts – what happens because of our work
- Right focus – the relevance and materiality of our inquiry and research reports
- Good process management – the timeliness and effectiveness of our processes
- Effective engagement – quality of engagement with interested parties
- Clear delivery of message – how well our work is communicated and presented
- Overall quality – the overall quality of the work considering all factors
- High-quality work – the quality of our analysis and recommendations

To ensure comparability our performance measures use the same performance dimensions (while ensuring flexibility for other feedback is provided), including:

- Independent expert review by someone with significant policy and/or productivity research experience, who is familiar with our role and functions.
- Monitoring external feedback, external engagements, and internal workflow processes to capture, share and evaluate feedback received, and external responses to our work (in the media, Parliament, etc).

[Note: all performance evaluations are published on our website.]

An independent expert review takes place after each inquiry has been completed. For our research work, a review takes place every two years and evaluates work during that period.

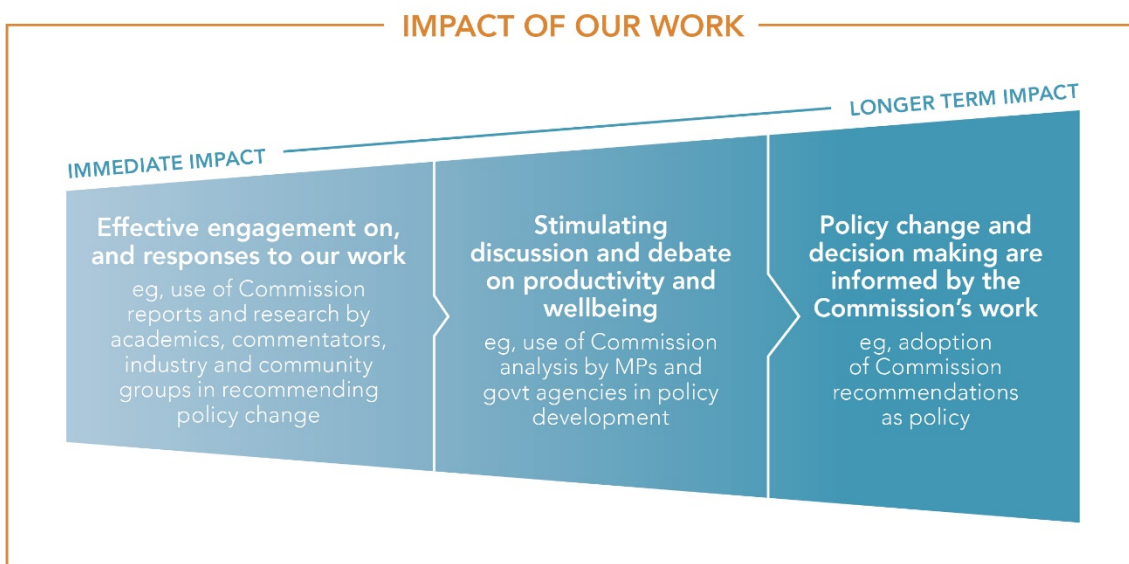
## How we evaluate: our approach to performance measurement

The Commission is an independent research and advisory body and does not run nor implement any policies or programmes. Government is under no obligation to implement Commission recommendations nor to respond to our reports. We rely solely on the power and communication of our ideas and analysis to influence and shape policy. As illustrated below, this influence may be direct and immediate (eg, through academic, community, public and political recommendation) or it may occur over longer periods after policies are adjusted or adopted.

It is not enough for the Commission to simply produce reports. The analysis and commentary in our reports should be disseminated, understood and influence policy and other behaviours so that, in the long term, productivity improves.

It is within this context that we discuss the impact of our work across three broad performance indicators:

- **Effective engagement on, and responses to our work.** We particularly look at feedback indicating that our work plays a role in increasing the quality of analysis and advice overall on the topics of, and issues involved in, our work.
- **Stimulating discussion and debate on productivity and wellbeing.** We would like to see increased and wide-ranging discussion and debate by diverse voices. Our reporting looks at evidence of our work being used by influencers, particularly those providing commentary on, or input into, policy and how and where our work is cited in those discussions.
- **Policy change and decision making is informed by the Commission's work.** We believe that a greater understanding of our work will see a better uptake and understanding of our recommendations. This in turn will contribute to better decision-making on the policies and programmes that could lead to improved productivity and wellbeing.



Given the above, our approach to performance measurement can be summarised as follows:

## OUR APPROACH TO PERFORMANCE MEASUREMENT

### Outcomes we seek for New Zealand

Improved productivity and wellbeing for current and future generations

### Our impacts

Policy change and decision making are informed by the Commission's work

Stimulating discussion and debate on productivity and wellbeing

Effective engagement with, and responses to our work

### Output measures

Right focus | Good process management | Effective engagement

Clear delivery of message | Overall quality | High-quality work

### How we measure the quality of our work

Independent expert reviews

Monitoring external feedback and engagement performance

# Our Governance and Capability

## Our governance

The Commission has three part-time Commissioners: Dr Ganesh Nana (Chair), Dr Bill Rosenberg, and Dr Diane Ruwhiu. We look forward to a fourth Commissioner taking up their role in coming months, which will give the Commission a full complement at board level. As the Board, they are accountable to Parliament and report to a responsible minister within Government, currently the Minister of Finance. The Chair and Commissioners are responsible for the effective governance of the Commission. This includes the appointment and performance of the management team, setting and monitoring strategic direction, delivery of and conformance with accountability documents, integrity of processes and the overall health, wellbeing, and sustainability of the organisation (including oversight and management of reputation and risk). Commissioners also oversee the delivery of our work programme and outputs, shaping the scope, content, balance, quality, and presentation of our work.

## Our people

The quality of our people is critical to our success. The Commission aims to attract and retain strong performers in their field, or those who have significant potential to contribute to our research or inquiry work. We employ people who bring diverse skills, disciplines, and backgrounds to benefit our organisation. Once with us, we strive to provide a rewarding environment where excellence is valued. We place high importance on supporting our people to develop to their full potential and encourage them to plan and progress their personal development. We are particularly committed to supporting our people to develop their te ao Māori capability. Across all positions we typically employ between 15 and 20 people with approximately a 50–50 gender split. Our people are employed on a mixture of permanent and shorter, fixed-term contracts.

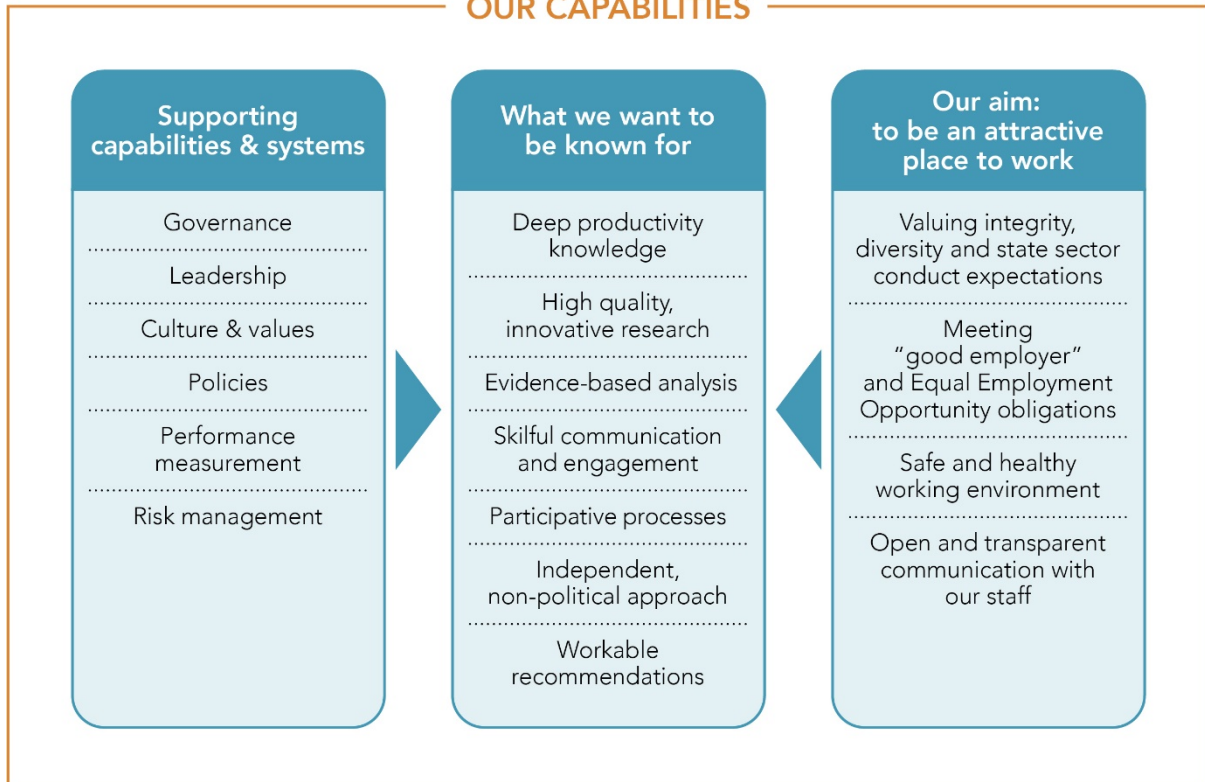
We supplement our permanent team with consultants to bring specialist knowledge, experience and fresh perspectives, as required, and through secondments to take advantage of expertise across the public sector. We also encourage our people to take up secondments to develop their skills and experience.

## Our capabilities

Our work demands a high level of capability in areas such as sourcing information, analysis, process management, engagement, communications and influencing. These capabilities ensure the publication of insightful and influential analysis, findings and recommendations based on the right information from robust processes. Our key capabilities are measured indirectly through our performance measurement and inform our internal priorities for capability development and the reputation we aspire to as an organisation. This is vital to ensuring our work makes a difference to lift the productivity of New Zealand to improve the wellbeing of New Zealanders.



## OUR CAPABILITIES



## Our approach to risk

We are working in an environment of consistent change, and work with stakeholders in a broad range of sectors, who themselves face a range of challenges. The risks we face are complex and often interlinked.

We see risk management as a key enabler of our success. We maintain a view of the strategic and operational risks we face and develop effective mitigations.

Our Board and Leadership Team regularly review our strategic and operational risks in the context of our changing environment. We also have regular, independent oversight from our Assurance Committee.

Our strategic risks relate to areas that are essential for us to be effective in our role as an independent advisor to Government.

In order to influence change, it is essential that we maintain stakeholder trust and confidence, by producing well informed and appropriate recommendations, and maintaining our independence from Government.

The quality of our work relies on broad consultation and engagement with groups and individuals across the country. We want to ensure our engagement methods remain effective and extend our reach so that the voices of more interested groups and more New Zealanders can be heard.

A consistent challenge for us is continuing to deliver our broad scope of high-quality work, within our financial constraints. Our limited resources are drawn upon for “after-care” activities from public and private sector organisations. This engagement is essential to create an environment for change, however, we are not specifically resourced to conduct this work. We continue to carefully monitor spend and ensure our work aligns with our strategic goals.

As an organisation we must ensure we are able to attract and retain specialist capabilities and expertise, so we can continue to deliver timely and high-quality work. This requires consistent effort, to ensure that we are an attractive employer, and maintain our reputation for quality and innovation of thought.

Being regarded as relevant, credible and, above all, useful to our stakeholders is critical. A key test for the Commission is our ability to attract inquiry topics that are of real substance and significance to government ministers and their agencies, while at the same time making good use of our expertise and skills, and helping develop New Zealand’s long-term understanding of productivity and wellbeing in its specific context. Having received substantive mandates, our work must be robust, well grounded, and clearly expressed and above all, hard to ignore.

## Our financial outlook

Financial management is a key part of ensuring the Commission continues to run effectively. Our financial strategies include an emphasis on financial sustainability as a critical part of how we will meet organisational priorities and goals. To ensure we have the right budgetary focus the Commission's Board reviews financial performance on a regular basis and receives regular advice on options and priorities for budget re-forecasting and re-phasing.

Our budget has remained largely unchanged since the Commission was established, save for an increase of \$900,000 in Budget 2021. This increase was largely used to restore our Evaluation & Research function, which had previously been scaled back in response to budget pressures. This budget, coupled with increasing costs, represents significantly reduced funding in real terms.

We risk repeating the cycle of scaling our functions up and down, which, along with the obvious drop in output and quality, carries additional costs in terms of staff retention, loss of expertise and knowledge, poor organisational culture, as well as a drop in efficiency due to the lag associated with standing down and scaling up functions.

Whilst we are operating in the context of a reducing budget in real terms, we are ambitious in the pursuit of our strategic outcomes. We are exploring ways to increase our impact through smaller pieces of work, more in depth examination of potential inquiry topics and further follow-on reviews. We must also balance the need to service ongoing requests for insight and empirical support from the private and public sectors in relation to our past inquiries and areas of research. While the benefits of this type of work are quite compelling, our current resourcing and funding constraints mean that any increased expectation around this type of work would require additional funding or trade-off decisions.

The desire for additional outputs and broader engagement will need to be cognisant of the real risk of staff burnout and turnover. The delivery of quality work consistent with fulfilling quality employment conditions to ensure staff wellbeing will be a priority task for the coming years.

We will regularly review how our services can continue to be delivered cost-effectively and to a high standard. We are also focused on ensuring the wellbeing of our own staff and being an attractive employer, to ensure we can retain and recruit the specialist expertise we need to be successful, in a tight market.

# Governance & management

## Board



**Dr. Ganesh Nana**  
Chair



**Dr. Bill Rosenberg**  
Commissioner



**Dr. Diane Ruwhiu**  
Commissioner

## Leadership team



**Dr Philip Stevens**  
Director, Economics  
& Research



**Shelley Catlin**  
Director, Operations



**Catherine Proffitt**  
Inquiry Director



**Julian Wood**  
Inquiry Director



