



MINISTRY OF BUSINESS,  
INNOVATION & EMPLOYMENT  
HĪKINA WHAKATUTUKI

# Te Ara Paerangi Future Pathways

Te Kāwanatanga o Aotearoa  
New Zealand Government





## Our Speakers today



**Professor Gary Evans**  
Chief Science Advisor  
MBIE



**Dr Prue Williams**  
General Manager  
Science System  
Investment and  
Performance, MBIE



**Paul Stocks**  
Deputy Secretary  
Labour, Science and  
Enterprise, MBIE



**Dr Willy-John Martin**  
Pou Pūtaiao Director  
Māori Research,  
Science and Innovation  
MBIE



**Richard Walley**  
Policy Director  
Science, Innovation and  
International, MBIE

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# Housekeeping

- The purpose of this session is to summarise the key themes of the Green Paper, and provide opportunities for initial questions about the content and consultation process.
  - It will be followed by consultation workshops from mid November onwards to share and discuss feedback and ideas in depth.
  - The substantive content will run until around 12:00pm to leave plenty of time for questions. If you can't make the full time, the webinar is being recorded
  - Please feel free to type your questions in the Q&A tab at any time (found at the bottom of the screen). We will read these out to everyone in the Q&A Session
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# What is Te Ara Paerangi Future Pathways?

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# Our Vision – a connected, adaptable and resilient system

- Our RSI system has served Aotearoa New Zealand exceptionally well. It's now time to consider how to best position the system to meet the challenges and opportunities of the future
  - We want to build a modern, future-focussed research system for New Zealand that is connected, adaptable and resilient
  - Meeting the challenges and opportunities of the future will require harnessing the collective capability of our RSI system across all fields and disciplines
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## The Case for Change

- The Green Paper has been informed by recent reports, such as *Te Pae Kahurangi* and *Te Pūtahitanga*, and our consultation for the draft RSI Strategy
  - These have found that the design of the current system can incentivise fragmentation and unproductive competition, and struggles to adapt to changing national needs
  - In particular, significant work needs to be done to improve the way the system interacts with Māori
  - We need to look across the design of the entire system to ensure we can effectively address these issues
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# The Te Ara Paerangi - Future Pathways Programme

- Future Pathways is a multi-year programme on how to best position New Zealand's public research system for the future
  - This Green Paper is the first stage in the conversation, where we're seeking views on the key issues and opportunities facing the system, and potential ideas to address them. We're not pre-committed to any new solutions or changes
  - Cabinet will determine the high level direction of the programme after the Green Paper consultation, meaning the options that will be considered further
  - After Cabinet's decisions, we'll hold further consultation rounds to discuss the options in depth
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## Scope

- The Green Paper is focused on the design of the ‘public’ research system. It principally covers:
    - Funding administered as part of the Research, Science and Innovation portfolio; and
    - Changes to institutions within the RSI portfolio, principally the Crown Research Institutes (CRIs) and Callaghan Innovation
  - We’ve defined research broadly, including research into natural sciences, arts and humanities, and social research
  - We’re interested in the system’s interfaces with Vote: Tertiary Education funding (e.g. the PBRF) and business funding (e.g. R&D Tax Credit), but are not actively considering changes to them
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# Consultation Process

The consultation will run until 2 March 2022.

There are multiple ways to get involved in the conversation:

- **Initial Workshops (Mid Nov – Dec 2021):** Shorter sessions on the individual themes of the Green Paper. These will gather initial feedback and inform In-Depth Workshops in 2022
  - **In-depth Workshops (Late Jan – Feb 2022):** Collaborative, focused and in-depth discussions to share, discuss, and evaluate key issues and opportunities for change.
  - **Written Submissions (due 2 March 2022):** The submission form can be answered online via MBIE's website. You can also email submissions to us at [futurepathways@mbie.govt.nz](mailto:futurepathways@mbie.govt.nz)
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# What does the Green Paper cover?

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## Six main themes:

- **Research Priorities:** how to better identify and deliver on national research needs
  - **Funding:** how the funding model supports research activities and helps to deliver on research priorities
  - **Te Tiriti:** how the system is set up to understand and respond to Te Tiriti opportunities, and how to enable mātauranga Māori in our research system
  - **Workforce:** how the RSI workforce is supported, developed and funded
  - **Institutions:** how to increase connections and collaboration within the system for future success
  - **Infrastructure:** how we invest in, govern and run national research infrastructure
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## Research priorities

- We are seeking feedback on the principles and features for designing, deciding on and operationalising a single set of system level Priorities for the research system
  - Our current system lacks clearly articulated priorities at a system level. Our research system struggles to clearly direct resources towards areas of the highest importance, while Government struggles to give effect to its priorities through the same system
  - Clearly expressed research priorities will help us direct investment and concentrate resources meaningfully on a focused set of activities
  - Our vision is for these Priorities to be multi-institutional and multidisciplinary. Priorities should draw on expertise from across the research system
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## Research priorities – Key Questions

1. What principles could be used to determine the scope and focus of Research Priorities?
  2. What principles should guide a national Priority-setting process? How can this process best give effect to Te Tiriti?
  3. How should the strategy for each Priority be set and how do we operationalise and implement them?
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# Funding

- Funding mechanisms are the main way the Government influences the research system
  - The proposed national research priorities could be dedicated funding instruments
  - We're also interested in measures to improve stability and resilience across the system, such as a potential 'base' grant for research institutions and whether such a model would work in NZ
  - We want to consider how we can properly fund important activities or 'core functions' such as critical research functions, high priority services, emergency response, and databases and collections
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## Funding – Key Questions

- How should we determine what constitutes a core function and how should core functions be funded?
  - Do you think a base grant funding model will improve stability and resilience for research organisations, and how should we go about designing and implementing such a funding model?
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# Te Tiriti, mātauranga Māori and supporting Māori aspirations

- We're seeking to explore how the research system can seek to understand and honour Te Tiriti obligations and opportunities, and explore pathways to a modern research system that is Tiriti led
  - It's clear from multiple reports and our previous consultation exercises that more work needs to be done to explore how the research system can best uphold Te Tiriti
  - We aim to reimagine how to give life to Māori research aspirations, and create better ways to enable and protect mātauranga Māori. We would also like to further explore the building of stronger connections with regionally-based Māori knowledge, including mātauranga practitioners
  - Open and genuine engagement with Māori will be vitally important to success of this programme
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# Te Tiriti, mātauranga Māori and supporting Māori aspirations – Key questions

1. How would you like to be engaged?
  2. What are your thoughts on how to enable and protect mātauranga Māori in the research system?
  3. What are your thoughts on regionally based Māori knowledge hubs?
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# Workforce

- The research workforce is at the centre of the RSI system. We need to ensure it continues to attract and retain excellent talent
  - The Green Paper seeks feedback on key workforce issues that have been raised in recent papers, such as improving equity and diversity, addressing career precarity, and supporting the education pipeline.
  - We're also seeking views on how the workforce can be considered in other Future Pathways ideas, such as for Research Priorities or a potential base funding grant
  - This work will be complemented by MBIE's upcoming RSI workforce survey, which will provide more detailed data to inform our responses to these issues
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## Workforce – Key Questions

1. How should we include workforce considerations in the design of research Priorities?
  2. What impact would a base grant have on the research workforce?
  3. How do we design new funding mechanisms that strongly focus on workforce outcomes?
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# Institutions

- It's time to check in on the design and organisation of our research institutions to make sure they continue to have sound design principles
  - Our CRIs were created in the early 1990s, and our economic and social make up and aspirations have shifted since then
  - Currently, it is not clear if a CRI's objective is to create value for itself or to generate value for New Zealand. This creates a tension and a strong focus on individual CRIs' commercial performance that may impede collaborations that would contribute to the national benefit
  - We're seeking to explore how best to position our public research institutions for the future to make them more connected, adaptive and resilient.
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## Institutions – Key questions

- How do we design collaborative, adaptive and agile research institutions that will serve our current and future needs?
  - How can institutions be designed or incentivised to better support capability, skills and workforce development?
  - How should we make decisions on large property and capital investments under a more coordinated approach?
  - How do we design Tiriti-enabled institutions?
  - How do we better support knowledge exchange and impact generation? What should be the role of research institutions in transferring knowledge to operational environments and technologies?
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# Infrastructure

- Research infrastructure such as laboratories, equipment, and collections and databases are key inputs into research activities and science services
  - Our overall approach to research infrastructure faces several issues, including a lack of sustainable investment, poor investment co-ordination across the system, and a focus on institutional benefits (rather than national)
  - Effective models for research infrastructure should appropriately balance system, institution and user needs, and support the sustainable operation of and access to infrastructure.
  - We're seeking to hear from the sector about their ideas on how to maximise New Zealand's benefits from research infrastructure through potential future funding, ownership and operational models
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## Infrastructure – Key Question

- How do we support sustainable, efficient and enabling investment in research infrastructure?





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# What's happening next?

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## Recap – The Consultation Process

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# The Consultation Questions

- The questions in the Green Paper are phrased the way they are deliberately. We encourage you to engage with them as presented.
  - But we are interested in hearing a really broad range of ideas and input – you shouldn't feel limited by the questions. All input is useful and welcome.
  - We are going to consider publishing submissions and further information during the course of the consultation – we want this to be a genuinely deliberative discussion.
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## Next Steps in the Policy Process

- A 'green paper' is an ideas and discussion document.
  - It is usually followed by a 'white paper', a policy and directional document. We will begin work on this once consultation has closed.
  - We will be considering a wide range of information when advising on decisions for the White Paper. This will include written submissions, the results of workshops, academic literature, international comparisons, and a broad range of data and evidence.
  - We welcome your suggestions for these sources as well
  - We expect this will be the first of a series of engagements in any transformation programme.
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# Any Questions?

Please type any questions in the  
Q&A tab at the bottom of your  
screen

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**Thank you for coming!**

If you have any additional questions,  
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