MINISTRY OF BUSINESS, INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

COVERSHEET

Minister	Hon Dr Shane Reti	**Portfolio**	Science, Innovation and Technology
Title of Cabinet paper	Science System Advisory Group Report A pathway to the future: New Zealand's science and innovation system	**Date to be published**	06 October 20025

List of documents that have been proactively released		
Date	**Title**	**Author**
22 August 2025	Cabinet Paper – Shifting to a strategy-driven Science Innovation and Technology funding system	Office of the Minister for Science, Innovation and Technology
17 September 2025	Minute of Decision - ECO-25-MIN-0147	Cabinet Office

Information redacted **YES ~~/ NO~~**

Confidential advice to Government and Free and frank opinions

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[In Confidence]

Office of the Minister of Science Innovation and Technology

Cabinet Economic Policy Committee

Shifting to a strategy-driven Science Innovation and Technology funding system

Proposal

1 This paper sets out the design and high-level operations of the Science, Innovation and Technology (SI&T) funding system to ensure scarce public investment is allocated to the areas that will drive economic growth and deliver the greatest benefit to New Zealand.

Relation to government priorities

2 The science reforms support the Government's *Going for Growth* initiative by enabling our world-class scientists working in Public Research Organisations (PROs), Tertiary Education Organizations (TEOs), other research organisations and businesses to translate ideas into market-ready innovations, strengthening New Zealand's global competitiveness.

3 To realise the vision, we need to set clear priorities that best deliver economic growth and then ensure the system is set up to give effect to them.

4 Funding system changes are needed so that the new science system can deliver the identified priorities and to support the institutional changes that will enable our system to be more future facing and economically driven.

Executive Summary

5 Cabinet agreed to reforms that aim to create a strategy-driven Science, Innovation and Technology (SI&T) system with clear priorities that align with the Government's goals for growth (CAB-24-MIN-0504 and CAB-25-MIN-0187).

6 The reforms will:

6.1 focus our science on key areas, priorities and technologies best placed to deliver economic outcomes,

6.2 make institutional changes that reduce fragmentation and consolidate our sub-scale institutions into modern Public Research Organisations (PROs), and

6.3 develop a simplified funding system that gives effect to the priorities, supports economic growth and incentivises researchers to commercialise great ideas.

7 Since the Prime Minister's announcement in January 2025, significant progress has been made including amalgamating the seven Crown Research Institutes (CRIs) into three PROs; establishing the New Zealand Institute of Advanced Technology

(NZIAT); establishing the Prime Minister's Science Innovation and Technology Advisory Council (PMSITAC); and the development of new intellectual property (IP) policy and settings (in the companion Cabinet paper). Confidential advice to Government

8 The next step is shifting to a strategy-led funding system that aligns public investment in research with the Government's long-term economic growth and resilience objectives and consolidates decision-making, so it is easier for the system to direct resources to the areas of highest priority. This aligns with other jurisdictions such as Singapore, Denmark, Australia and Finland (see annex 1).

9 The current funding system is fragmented and overly complex, with numerous small, subscale funds and dispersed decision-making. This lack of coordination undermines strategic alignment and impact.

10 I propose shifting to a domain-based pillar framework, instead of the current instrument-led model focused on method of allocation (eg. Institutional, competitive and negotiated funding), that facilitates strategy-led funding allocations, alongside the creation of a single research funding decision-maker - Research Funding New Zealand (RFNZ) that implements strategy informed by PMSITAC advice.

11 The new strategic framework will be operationalised through a Science Investment Plan (SIP) which will guide the allocation of resources in line with PMSITAC's advice and more granular Pillar Investment Plans (PIPs).

12 These reforms will make it easier for scientists to navigate the funding system and will introduce new investment processes that are less cumbersome and demanding on our scientists' time.

13 The reforms will address the long-standing issue of the funding financial sustainability of research institutions, particularly PROs, through greater cost transparency followed by the introduction of clear and simple funding mechanisms for infrastructure and critical science services.

14 These changes are essential to building a high-performing, strategy-led SI&T system that delivers greater impact, value and resilience for the future.

Background

15 Cabinet has agreed to reforms that aim to create a strategy-driven Science, Innovation and Technology (SI&T) system with clear priorities that align with the Government's goals for growth (CAB-24-MIN-0504 and CAB-25-MIN-0187).

16 These reforms support the Government's *Going for Growth* initiative by setting clear priorities and then enabling our world-class scientists working in PROs, TEOs, other research organisations and businesses to translate ideas into market-ready innovations that strengthen New Zealand's global competitiveness. The table below sets out the issues and progress to date.

Issue	Problem	Future State	Progress to Date
Strategy	No clear system-wide direction	Strategic priorities guide funding Framework to enable reallocation across pillars	PMSITAC established Science Investment Plan Confidential advice to Government
Funding	Fragmented, multiple funders, inconsistent, lacks strategic view	Single, independent decision-maker	RFNZ to be established (this paper)
Delivery	Crown-owned institutions are fragmented, have unclear roles, subscale, overly competitive	Fewer, modern PROs at scale and with clear mandates	7 CRIs merged into 3 NZIAT established Legislation to convert CRIs to PROs underway (SIT Bill)
Supporting commercial-isation	IP rules and fund allocations disincentivise researchers and institutions to commercialise	Clear IP settings that incentivise commercialisation, and allocation across pillars and funds	IP policy developed Confidential advice to Government

Why change the SI&T funding system

17 The current system lacks a clear mechanism for setting and implementing system-wide priorities. Individual funds support high-quality research, but collectively the funding system is complex and fragmented, with decision-makers dispersed across multiple entities (the Science Board, Marsden Council, Health Research Council (HRC) and MBIE).

18 The system has no overarching organising structure to ensure that investments collectively advance the Government's goals for economic growth, innovation, and resilience. This has led to a diffuse research portfolio that struggles to deliver tangible outcomes for New Zealanders.

19 I propose a shift to a system focused on strategic outcomes rather than on funding instruments organised by type (eg mission lead or contestable). Consolidated decision-making will simplify the research landscape, reduce duplication, and ensure that funding decisions are guided by a coherent national strategy. This is necessary to ensure PMSITAC's advice on priorities and strategic direction is translated into impactful research that will make a real difference to our economy and the lives of everyday New Zealanders.

20 The two key changes needed to achieve this are:

20.1 Establishing a strategy-led organising framework that aligns funding to national priorities through a simple pillar-based model.

20.2 Establishing Research Funding NZ, to simplify the decision-making landscape and improve administrative efficiency.

A strategy led organising framework

21 I propose a shift to a strategy-led system organised around broad, enduring, domain-based pillars to replace the current instrument-led model.

22 The purpose of the pillar framework is to align funding with national priorities and outcomes and provide a stable structure for long-term investment while allowing flexibility to respond to emerging needs. It enables clearer strategic direction and coherence across the SI&T system and provides for transparency.

23 I am proposing four initial pillars for the system, which reflect the priorities of this Government and the essential science services the system delivers that underpin a well-functioning economy and modern society (see annex 2):

23.1.1 Economic Growth and Resilience

23.1.2 New Economy and Advanced Technology

23.1.3 Environment

23.1.4 Health and Society.

24 The design of these pillars is based on three simple principles:

24.1 **Broad but focused**: Each pillar should cover a wide range of research but still support clear strategic direction.

24.2 **Flexible**: Each pillar will be able to use a different mix of funding tools such as contests, mission-led funds, strategic platforms, capability funds, and industry co-invested funds to deliver its outcomes, tailored to its needs and maturity.

24.3 **Strategy-driven**: Each pillar will have its own strategy, developed with RFNZ, to reflect the national priorities which PMSITAC will advise upon.

A consolidated funding decision-maker

25 I propose the establishment of a single funding decision-maker - Research Funding New Zealand (RFNZ) to make the system simpler, more transparent and better aligned with national priorities.

26 RFNZ will consolidate the Marsden Council, the Science Board, HRC and MBIE decision-making. RFNZ will assess and make final awards on funding proposals, sign-off on fund design and process, but also advise on operational strategy and support the development of Pillar Investment Plans (PIPs). The diagrams below demonstrate the complexity of the current model and what the future model will look like for funding decision making.

Figure 1. Current model – multiple decision makers with various assessment panels, programmes and processes that differ across multiple funds

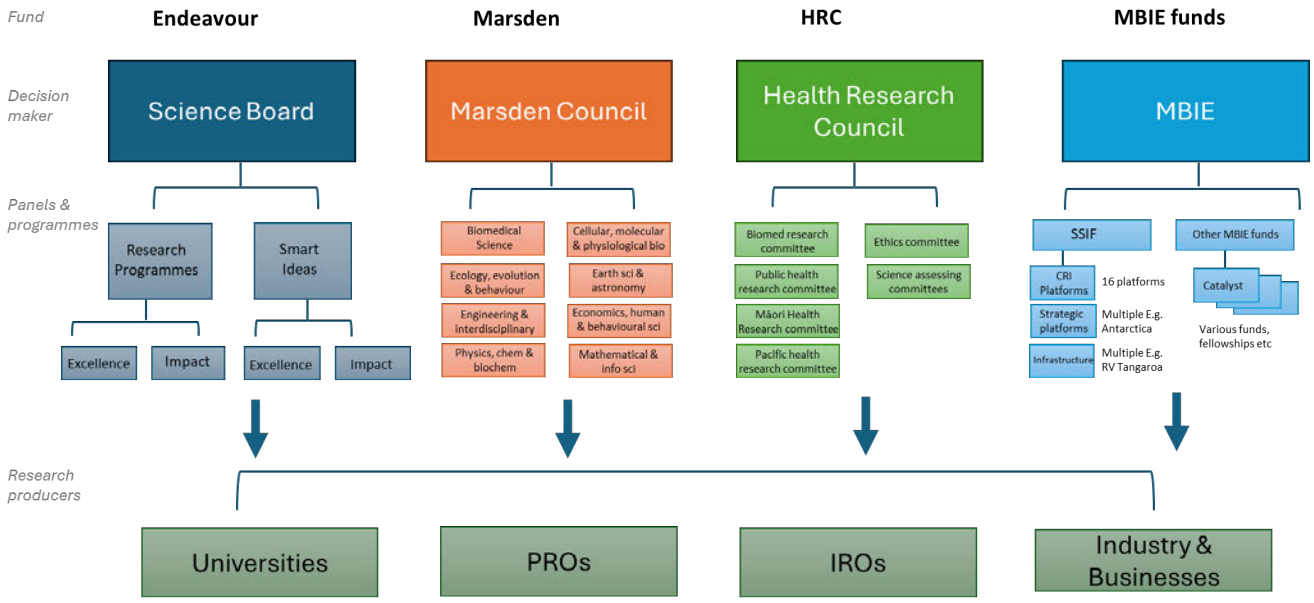
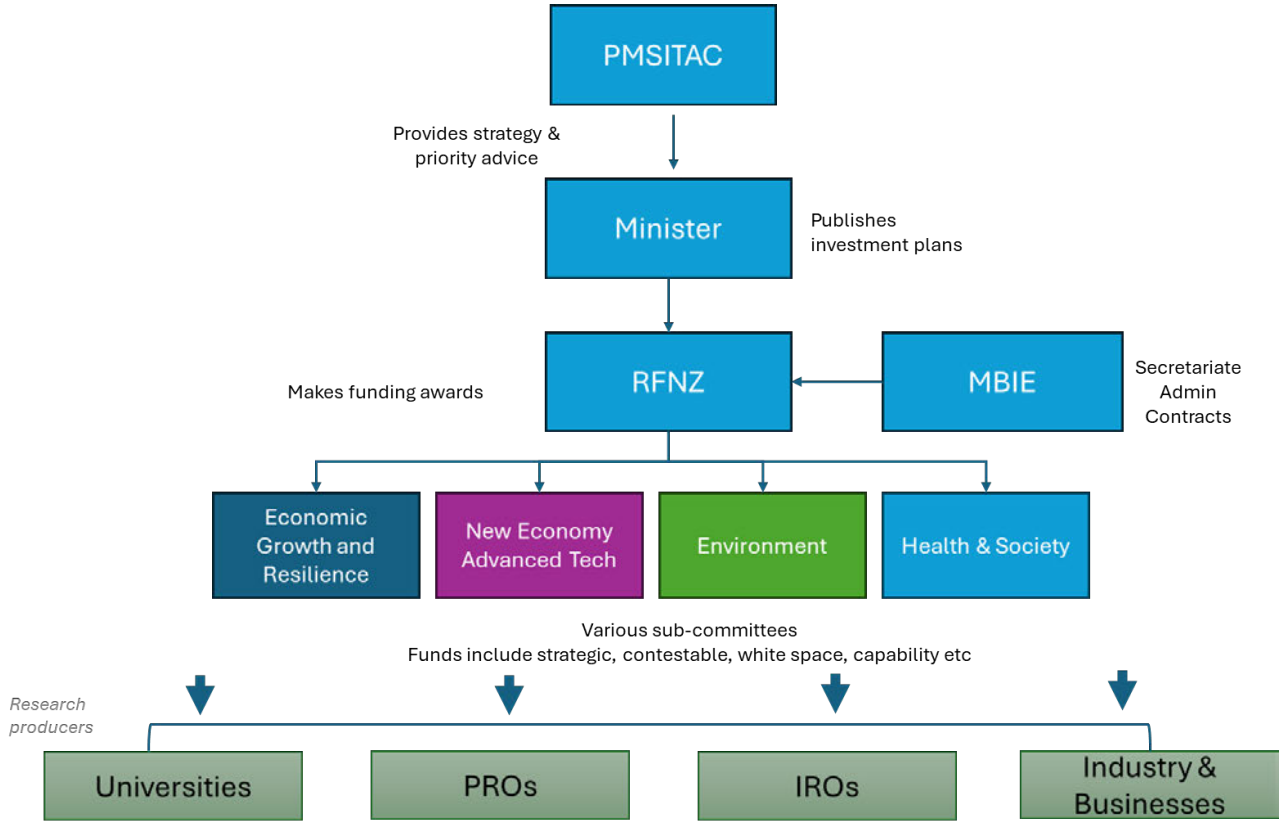


Figure 2. Future model – consolidated single decision-maker making awards across four pillars



27 I propose that RFNZ will be an independent board, supported by MBIE for policy advice and administrative functions. It will be appointed by the Minister of SI&T through Cabinet's Appointment and Honours Committee and be mandated to give

effect to the Science Investment Plan and Pillar Investment Plans. Purpose and functions for RFNZ are attached as Annex 3.

28 To ensure there is transparency for funding decisions made by RFNZ, I propose that RFNZ be subject to monitoring and accountability requirements. It is likely that this will include RFNZ being subject to the Ombudsmen Act 1975, the Public Records Act 2005, and the Public Audit Act 2001. I recommend that the Cabinet Economic Policy Committee authorise me to make decisions on the specific monitoring and accountability requirements that will apply to RFNZ. I have asked officials from the Ministry of Business, Innovation and Employment to work with officials from the Public Service Commission to recommend specific monitoring and accountability requirements that RFNZ could be subject to.

29 I considered making RFNZ a stand-alone Crown entity but decided against it due to cost, complexity, and weaker policy alignment. This model keeps RFNZ independent while staying connected to government strategy and operations.

Roles and responsibilities between different actors in the allocation process

30 PMSITAC will identify priorities and advise on the optimal allocation of funding across the pillars. These priorities, any reallocations, new strategic investments, and future direction of travel will be published in a **Science Investment Plan** by the Minister of SI&T.

31 Each pillar will have its own more granular **Pillar Investment Plan**, developed with input from RFNZ and in consultation with the sector. RFNZ will make final awards to individuals and institutions, as guided by these plans.

32 The roles and responsibilities and the relationship with the investment plans are detailed in Annex 4. Both PMSITAC and MBIE will consult with key Agencies, industry and the science sector in the development of the respective investment plans

33 I propose that the majority of the research funds within the SI&T vote will fall under RFNZ's remit, excluding business R&D support and RDTI, but that the Minister of SI&T retains authority over high-level strategy, investment plans, and decisions on institutional and infrastructure funding.

34 The Investment plans will indicate the shifts in funding, over the longer term, to achieve the new priorities and objectives while protecting existing world class capability, and ensuring Government is able to deliver its stewardship role. For the science system to delivers the objectives we want, we will need all research organisations to play their part; for example, universities and businesses play a critical role in innovation and commercialisation, and we will require PROs to continue to play a core stewardship, and data provision role.

Alignment to Tertiary Research Funding

35 Alongside these changes to the SI&T funding system, the Tertiary Research Excellence Fund which replaces the Performance Based Research Fund (PBRF) will play an important and complementary role that enables universities to meet their statutory obligations for research-led teaching across disciplines. This funding

includes maintaining national capability in fundamental and socially impactful research, which may not be prioritised under the new science funding model and is more likely to be delivered by TEOs.

Benefits of the system

36 Benefits of the new system include:

36.1 **Clearer direction**: Funding will follow national priorities to deliver on economic growth objectives and real outcomes for New Zealanders.

36.2 **Simpler and more joined-up**: One decision-maker means less duplication and a system that is easier to navigate and with reduced administrative burden (see annex 5).

36.3 **Better value**: Focused funding will support high-impact research and make better use of public money.

36.4 **More flexible**: The pillar model allows funding to shift as priorities and challenges change.

36.5 **Boosts commercialisation**: Strategic focus will help turn research into commercial and global opportunities.

Implementation

37 Work can progress at pace to map existing funding to the new pillar framework and PMSITAC has already began the priority-setting process. Confidential advice to Government

38 This work will support the development of the Science Investment Plan (SIP) to and reflect Budget 2026 reprioritisations.

39 I intend to appoint RFNZ via Cabinet's Appointment and Honours Committee (APH) by Confidential advice to Government Funding decisions will transition from existing bodies to RFNZ in a phased approach over the next four years to minimise disruption to the SI&T sector (see annex 6 for transition timeline)

40 The Marsden and Endeavour funds will be the first to transition to RFNZ decision-making in 2026 and 2027.

41 I intend to extend existing Strategic Science Investment Fund (SSIF) platforms for the CRIs for up to 24 months to June 2028. These are long term stable funding instruments for CRIs across 16 platforms that are aligned to the core purpose and supports the unique and deep capability that each CRI has in main research areas (eg. Geological processes and hazards, agri and premium agri-food production, enhancing land use etc.). This extension will provide certainty as newly amalgamated CRIs work to integrate and transition to PROs. This also allows more time to redesign and reallocate funding.

42 The remaining SSIF investments (which are longer-term programmes of mission-led science eg. The Antarctic Science platform, Space Engineering platform, or funding for large-scale research infrastructure eg. RV Tangaroa) are on varied timeframes and will transition to RFNZ decision-making as current contracts allow (with the last one ending in 2032).

Transitioning health research funding to the RFNZ

43 Any transition of the health research funding into the RFNZ will need to either repeal or amend the Health Research Council Act of 1990, as the HRC performs statutory functions in the health system, including its various ethics committees.

44 Confidential advice to Government

45 Confidential advice to Government

46 I propose that Minister of Health and I report back to Cabinet on the best way to progress legislative changes and transition key functions to the appropriate home.

Re-allocating funding across pillars and instruments and ensuring critical science and institutions are funded

47 To shift funding towards national priorities, tough choices will need to be made. This will have implications for our research organisations, particularly the new PROs, and for the delivery of critical science services and research infrastructure that underpin a well-functioning economy and modern society. Government has a critical role to play here ensuring that funding decisions support national priorities while maintaining critical services and capabilities across the system.

48 Free and frank opinions

49 To mitigate this risk, I intend to stage changes to institutional funding (eg. The SSIF CRI platforms) to reduce the initial impact on our PROs and to allow time to collect detailed cost information to inform choices about how we fund our institutions and critical science needs.

50 There will be no immediate change to how SI&T portfolio funding supports the critical science services that government relies upon. I propose making changes to institutional funding alongside the development of the Pillar Investment Plans and in time to inform Budget 2027/28.

51 As an initial focus on an indicated high priority, my officials will work with the Ministry of the Environment to collect the cost information from the science system needed to inform delivery of a national flood map, a key input into the National Adaptation Framework which will unlock economic growth by managing the risks of climate-driven natural hazards.

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52 Confidential advice to Government

53 Confidential advice to Government

Cost-of-living Implications

54 There will be very limited or no cost-of-living implications.

Financial Implications

55 The proposed funding model and shifting funding into the new system is intended to be fiscally neutral; the overall funding envelope for science, innovation and technology vote is assumed to remain constant.

56 There may be savings from improved system efficiency; but the largest benefits of these changes will arise from better alignment of science to strategic purposes and strong economic growth outcomes as a result.

57 The Science Investment Plan will outline key areas of focus for the SI&T system and may signal opportunities for new strategic investments. These priorities will be shaped by advice from PMSITAC and reflect budget reprioritisation

58 The pillar framework together with advice from the PMSITAC enables transfers across different funding mechanisms within the SI&T vote. Transition will take three to four years, so any changes to the way funding is represented in the SI&T vote will be worked through with Treasury in time.

59 Confidential advice to Government

Legislative Implications

60 The appointment of the RFNZ will use existing provisions in the Research Science and Technology Act 2010, which enables the Minister to establish boards to make independent funding decisions for SI&T funds.

61 As part of the proposals for the broader science reforms, Cabinet has agreed to create a Science, Innovation and Technology Bill (the Bill) that gives effect to a package of proposals enabling, among other things, funding decision-making bodies to be rationalised and required to respond to Government priorities (ECO-25-MIN-0088 refers). I propose that the Bill also provides for RFNZ to be subject to monitoring and accountability requirements, as explained in paragraph 28.

62 This paper requests an in-principle decision for the inclusion of the health research funding (currently administered by the HRC) within the pillars and under the decision-making remit of RFNZ. This will require legislative change (repeal or amendment of HRC Act 1990) and the Minister of Health and I will return to Cabinet with legislative proposals following detailed policy development.

Impact Analysis

Regulatory Impact Statement

63 A Regulatory Impact Statement will be required for any amendments to, or the repeal of the HRC Act and will be prepared when Ministers return to Cabinet to present the detailed considerations for integrating the HRC into the RFNZ.

64 The regulatory impacts of establishing an independent funding decision-maker have previously been assessed to support the SI&T Bill. There are no other regulatory changes resulting from decisions in this paper.

Climate Implications of Policy Assessment

65 No decisions are made within this paper that would affect climate or climate science. Climate science is envisaged to be part of the Environment Pillar under the new model.

Population Implications

66 This funding system proposal makes no changes to SI&T funding targeted at specific population groups. Priority areas identified by the PMSITAC and signalled in the Science Investment Plan will indicate any expected impacts.

Consultation

67 This paper has been consulted with MoE, MPI, MFE, MoH, DoC, NEMA, TSY, PSC, DPMC & PAG. We have also undertaken targeted consultation with the following stakeholders to develop the proposals set out in this paper: Universities, Crown Research Institutes, Independent Research Organisations, the Royal Society, Marsden Council and other industry groups.

Communications

68 I intend to announce the funding system reforms and IP policy changes in set out in the companion paper together shortly after Cabinet has agreed to these proposals. The funding system changes will also be closely linked to PMSITAC's advice on national priorities which will be completed in November 2026 and inform the Science Investment Plan to be developed and published in 2026.

Proactive Release

69 I intend to direct officials to release this paper in accordance with the guidance in Cabinet Office Circular CO (18) 4.

Recommendations

The Minister for Science, Innovation and Technology (the Minister of SI&T) recommends that the Committee:

1. **note** that the current SI&T funding system is fragmented, lacks strategic coherence, and is not well aligned with national priorities for economic growth and resilience.

2. **agree** to reform the SI&T funding system to support a strategy-led model that enables a simpler, more coherent, funding decision process and improved system alignment and transparency.

3. **note** the new funding system will have a domain-based pillar framework structured around enduring areas of national importance such as economic growth, environment, health, and advanced technologies.

4. **note** that each pillar will be supported by a mix of funding instruments including competitive grants, mission-led platforms, capability-building schemes, and infrastructure support.

5. **agree** to establish Research Funding New Zealand (RFNZ) as the single funding decision-maker for most SI&T funds, replacing the Marsden Council, Science Board, and MBIE's funding roles.

6. **agree in principle** that the RFNZ remit will include health research, subject to a suitable transition strategy for HRC.

7. **invite** Minister of SI&T and the Minister of Health to report back to Cabinet on detailed policy and legislative work on future arrangements for health research funding and the Health Research Council.

8. **note** that Cabinet has agreed to create a Science, Innovation and Technology Bill (the Bill) that gives effect to a package of proposals enabling, among other things, funding decision-making bodies to be rationalised and required to respond to Government priorities (ECO-25-MIN-0088 refers).

9. **agree** that RFNZ will be structured as an independent board serviced by MBIE, and that the Bill will make RFNZ subject to monitoring and accountability requirements.

10. **authorise** the Minister of SI&T to make decisions on the monitoring and accountability that RFNZ will be subject to.

11. **invite** the Minister of SI&T to issue drafting instructions to the Parliamentary Counsel Office to give effect to recommendation 10.

12. **note** that I have directed officials from the Ministry of Business, Innovation, and Employment to work with officials from the Public Service Commission to recommend specific monitoring and accountability requirements that could apply to RFNZ.

13. **note** that the Minister of SI&T will develop a Science Investment Plan informed by advice from PMSITAC that sets out strategic priorities for SI&T funding and allocation across pillars and reflect budget reprioritisation.

14. **note** the Minister of SI&T will progress the SIP through the ITS pillar of Going for Growth and it will be implemented within baselines.

15. **note** that Pillar Investment Plans will be developed for each pillar, detailing the mix of instruments and implementation mechanisms required to achieve strategic objectives.

16. **note** that there will be phased transition of funding to the new funding system, beginning with competitive funds (Marsden and Endeavour) in 2026, followed by other funds through to 2029.

17. Confidential advice to Government

18. Confidential advice to Government

19. Confidential advice to Government

20. Confidential advice to Government

Confidential advice to Government

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21. Confidential advice to Government

Authorised for lodgement

Hon Dr Shane Reti

Minister for Science, Innovation and Technology

Annexes

1. International comparisons for strategy setting and decision-making in SI&T
2. Pillars framework
3. Purpose and function of RFNZ
4. Roles and responsibilities for SI&T funding system
5. Current and future state comparisons
6. Transition timeline

Countries with all aspects of the PMSITAC + RFNZ structure

- Advisory council with Ministerial or expert members providing advice to Government on system-wide settings
- Research funding consolidated into one or two main funders with both fund design and funding allocation responsibilities

Denmark

- Danish Council for Research and Innovation with members from academia and industry
- Provides advice to Minister of Higher Education and Science on system-wide research and innovation policy, including horizon-scanning and priority setting
- Consolidated funding system under Innovation Fund Denmark (partnered research) and Independent Research Fund Denmark (investigator-led research)

Singapore

- Research, Innovation and Enterprise Council (RIEC), including Cabinet Ministers and domestic and international academic and industry representatives
- Advises Cabinet on national research and innovation strategies, including budget allocation
- National Research Foundation responsible for funding allocation, coordination across agencies and implementation of RIEC strategies

Others:

Countries with some aspects of the PMSITAC + RFNZ structure

- Advisory council with Ministerial or expert members providing advice to Government on system-wide settings OR consolidated research funding agency with both fund design and funding allocation responsibilities but not both

Australia

- National Science and Technology Council chaired by PM, with Minister of Science and expert members
- Provides strategic advice on science priorities, but no direct role in budget allocation
- Funding allocation shared between two research councils (medical and all other fields), Department of Industry, Science and Resources and Department of Education

Finland

- Research and Innovation Council chaired by the PM, with Ministers and experts and members
- Tasked with setting research priorities and high-level budget allocation
- Funding allocation shared between Finnish academy (20%), Ministries (50%) and Business Finland (30%)

USA

- National Science and Technology Council chaired by President with Cabinet secretaries and agency heads as members
- Establishes clear national goals for science and technology policy and prepares R&D strategies coordinated across Federal agencies
- Funding allocation shared between two funding agencies (health and science) and departments

Ireland

- No advisory council, with priority setting and strategic initiatives overseen by the Department of Enterprise, Trade and Employment
- Funding consolidated under Research Ireland, with Enterprise Ireland responsible for business R&D grants and commercialisation funding.

Israel

- No advisory council, with priority setting and strategic initiatives overseen by the Ministry of Innovation, Science and Technology (MoST). A limited advisory role for the National Council for Civilian R&D under MoST
- Funding mainly consolidated under the Israeli Science Foundation, but with significant national security research funded through other mechanisms

Others:

India
Brazil
Japan
South Korea

(All are moving to greater consolidation at varying paces)

Countries with very different arrangements to the PMSITAC + RFNZ structure

- Department (or departments) responsible for providing advice on system-wide strategy
- Consolidated research funding responsibility with some distinct features

Germany

- Science funding split between federal and state governments
- Academy-model advisory council with 50+ members drawn from federal agencies, state governments and science organisations.
- Single research funding council, but large public research organisations (Max Planck, Frauenhoffer, Helmholtz, Leibniz Institutes) with independent governance and funded directly by federal and state governments

UK

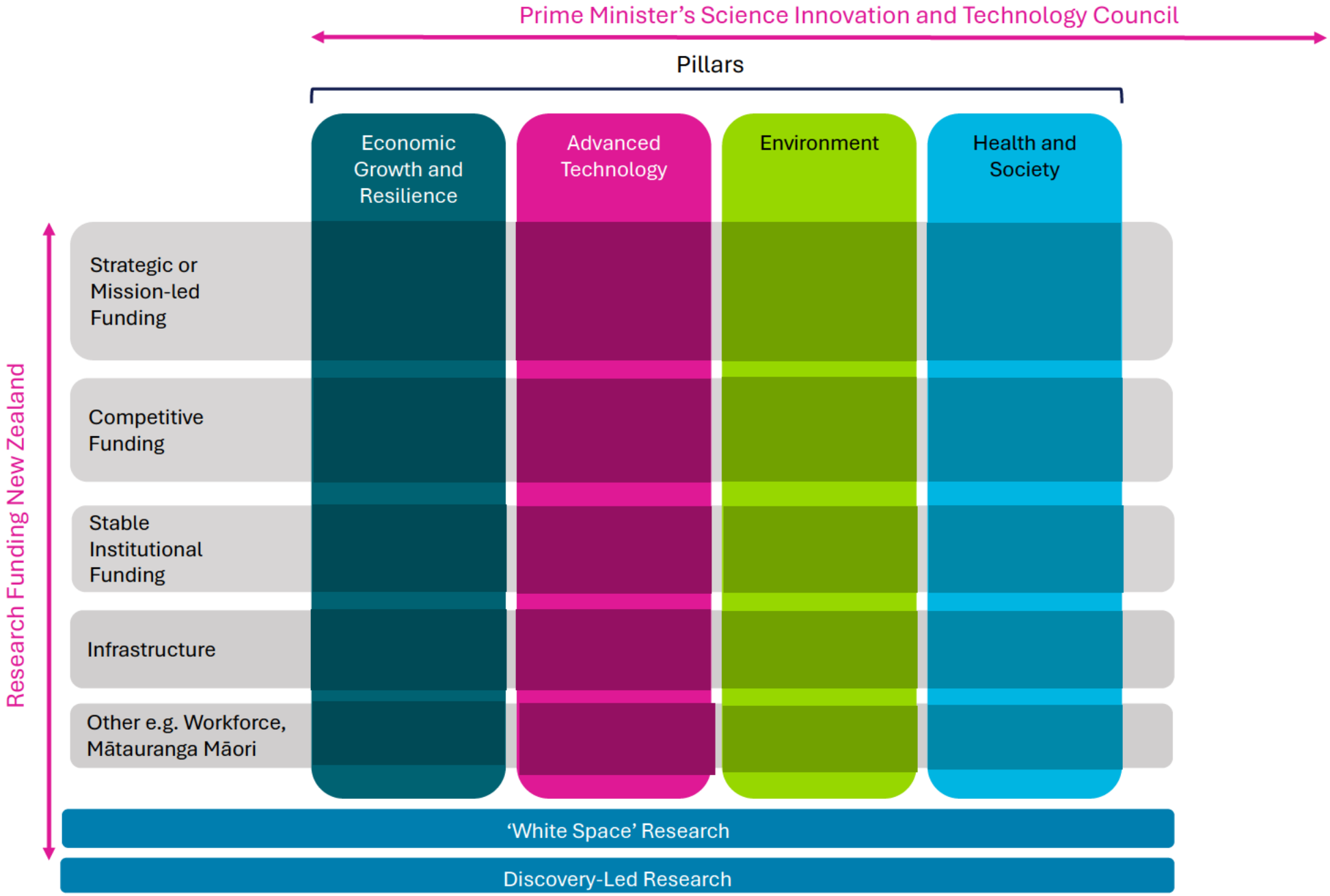
- No advisory council, with priority setting and strategic budget allocation coordinated by Department for Science, Innovation and Technology with input from Chief Science Advisor and external expert Council for Science and Technology
- Umbrella research funding agency (UKRI) oversees 9 individual funding councils. Also responsible for innovation funding, university research block funding and investment in and operation of major research infrastructure

Others:

Canada

Annex 2: Phased Shift to a Pillar Funding Model

- The new funding system will be organised around four Domain based 'pillars' to give better transparency about the focus and impact of science and research, and greater connection to priorities.
- Funding mechanisms will be used flexibly to deliver on each pillar's priorities. System enablers sit across all pillars.
- The Prime Minister's Science, Innovation and Technology Council advises on the investment balance across pillars, and priorities within each pillar
- MBIE will provide advice on Pillar Investment Plans, in consultation with stakeholders.
- Research Funding New Zealand makes awarding decisions.
- Government makes final decisions on priorities, pillars and investment plans. It does not make awarding decisions.



Confidential advice to Government

Annex 4: Driving system strategy & priorities through to investment decisions & impact

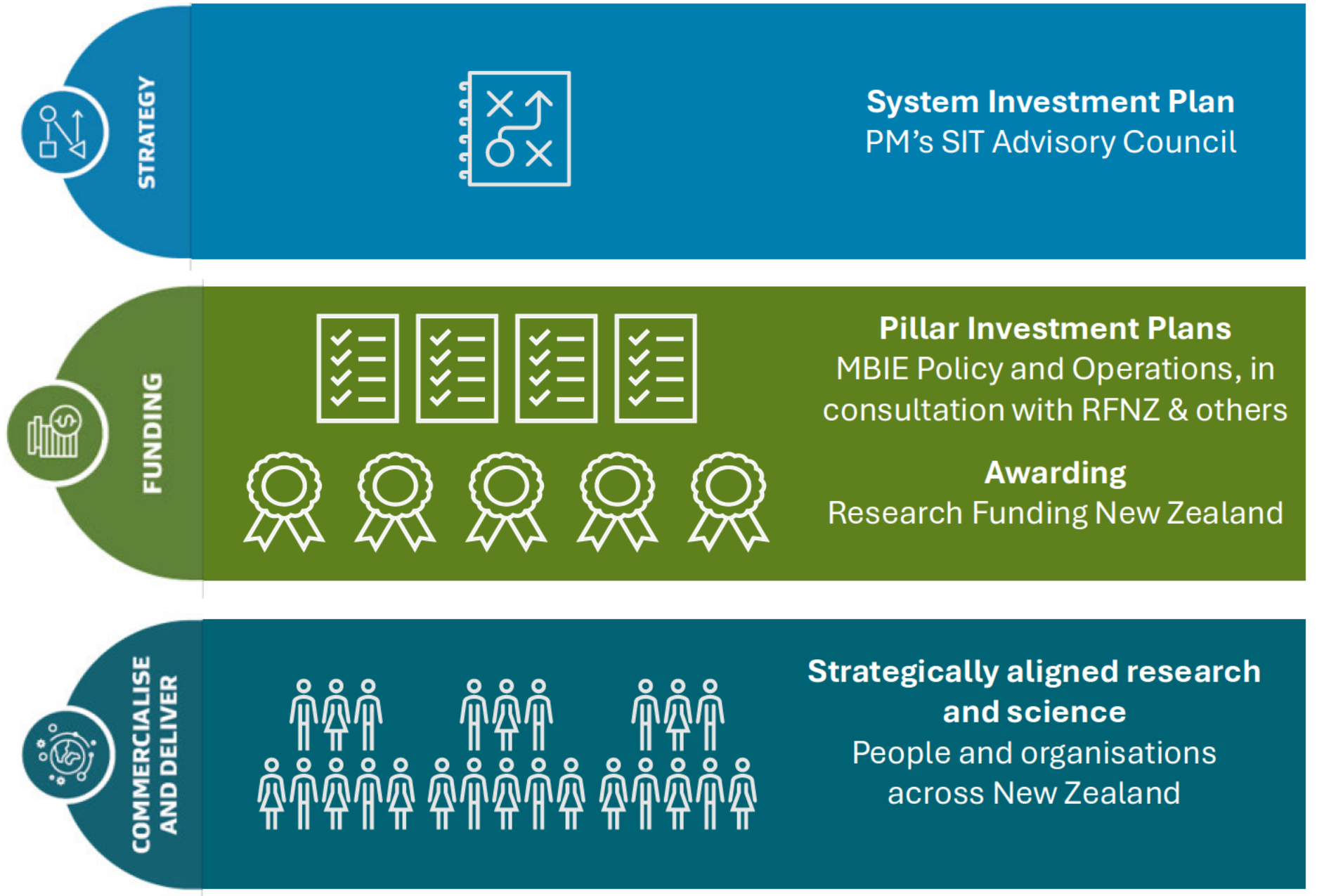
PMSITAC
- Advises on system level priorities and allocation between pillars
- Provides input into development of SIP
- Ensures alignment with Government's long-term economic growth goals

RFNZ
- Advises on operational strategy and fund mix for each pillar & development of PIPS
- Fund rules & process
- Makes award decisions
- Reports on pillar outcomes and investment aligned to Government priorities

System Investment Plan (SIP)
- Sets system-level strategy and priorities
- Informs budget and investment signals
- Developed with PMSITAC advice; agreed and published by the Minister

Pillar Investment Plans (PIPs)
- Operational strategies for each domain
- Developed with RFNZ input
- Show how SIP priorities will be delivered
- Guide funding decisions using appropriate instruments

Key Relationship
- SIP sets the "what" — system-wide priorities, allocations
- PIPs set the "how" — actions to deliver on those priorities and informs RFNZ awarding decisions

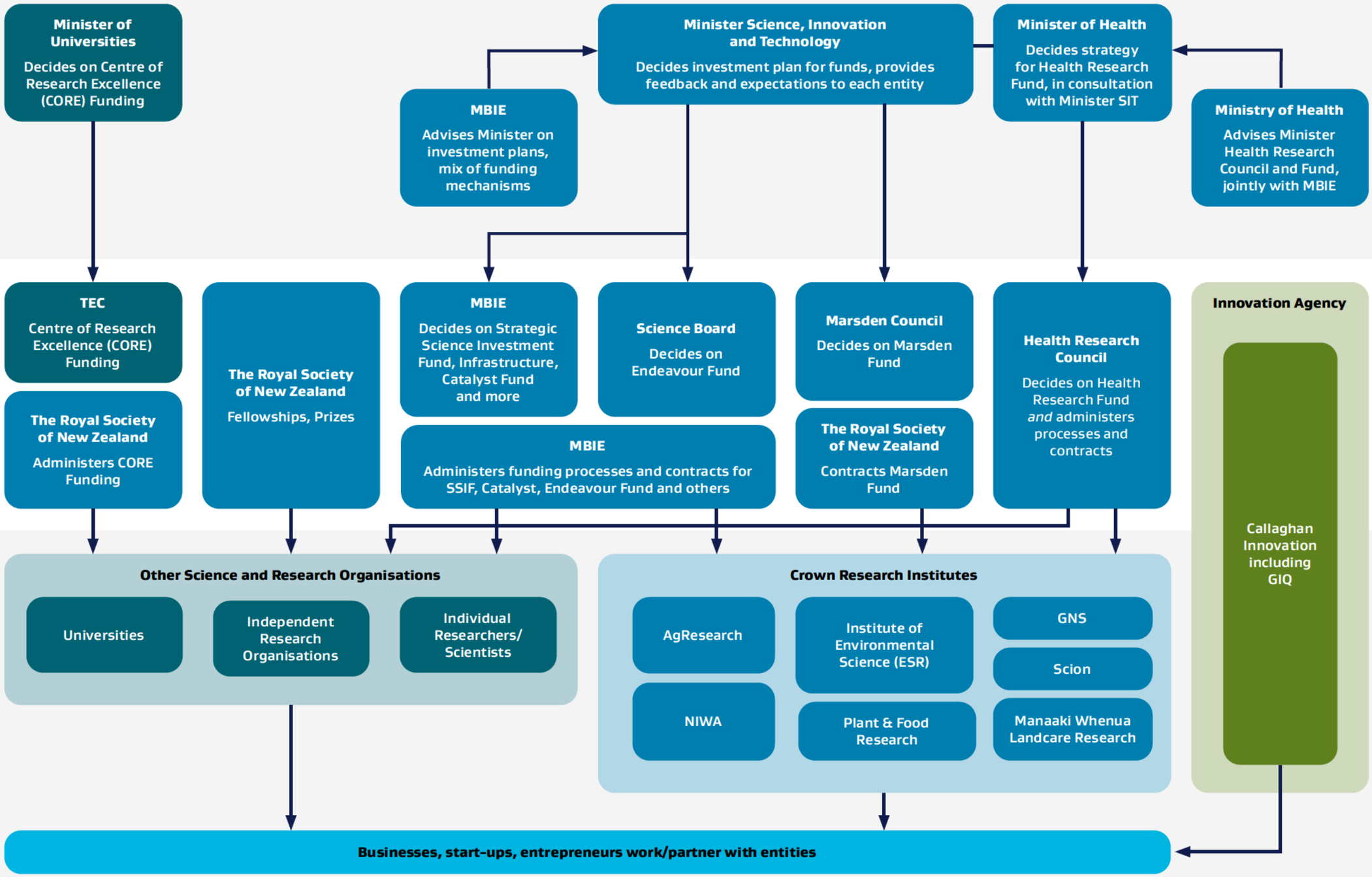


Science, Innovation and Technology System Today

We're missing out on economic opportunities. There isn't a clear **strategy** to ensure New Zealand's science investment keeps pace with global change, breakthroughs and economic opportunity. Investment in science is not coordinated, spread thin, and struggling to shift focus.

It's difficult to drive a **funding** strategy across multiple decision-makers, creates inefficient competition, and there's a lack of incentive to generate commercial value from the research New Zealand funds.

Our Government **institutions** were set up 30 years ago – they're fragmented and sub-scale, don't enable easy collaboration, and aren't set up well to respond to changing priorities.

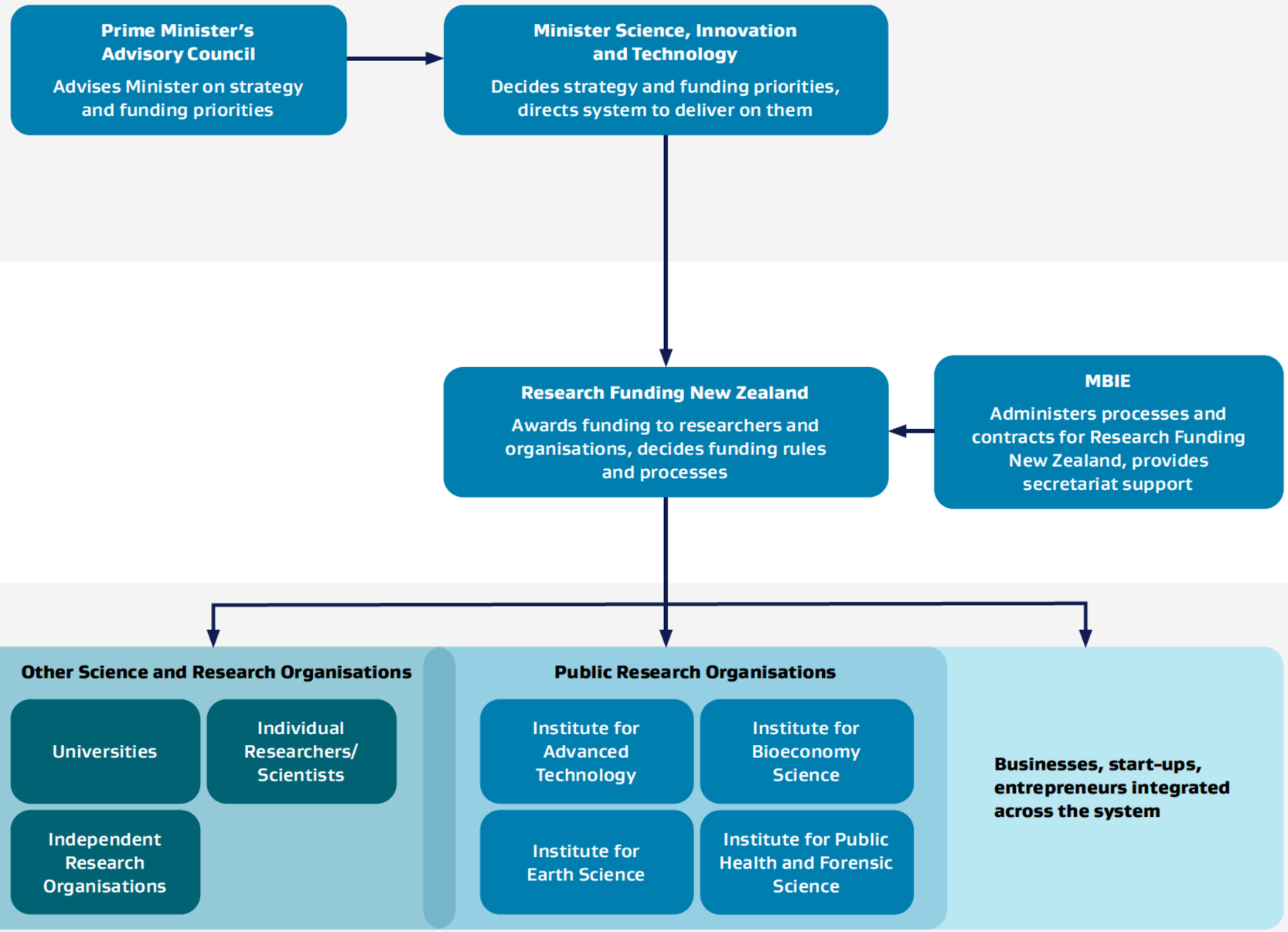


Science, Innovation and Technology Future State 1 July 2026

Clear **strategy** focused on driving economic growth and delivering value for New Zealand.

Funding directed to delivering on priorities and incentivising commercial outcomes.

Institutions and individuals are more strongly incentivised to **commercialise and deliver** growth to the New Zealand economy and value to the private sector.



Confidential advice to Government

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