

## **Building Better Homes, Towns and Cities (BBHTC) National Science Challenge Governance Group**

### **Submission Te Ara Paerangi Green Paper**

#### **PURPOSE**

1. This submission in response to the issues raised in Te Ara Paerangi Future Pathways Green paper is on behalf of the Governance Group (GG) of the Building Better Homes, Towns and Cities (BBHTC) National Science Challenge.
2. BBHTC is one of 11 National Science Challenges and was launched in May 2016. The mission of the BBHTC National Science Challenge is to help transform dwellings and places where people live into homes and communities that are hospitable, productive, and protective. This Challenge is hosted by BRANZ and was allocated a budget of up to \$47.9 million over 10 years. The challenge is multi-institutional, multi-disciplinary, draws on diverse skills and expertise to create practical solutions that bring long-term transformational benefits for New Zealanders in how our homes, towns and cities function.
3. The Independent Governance Group of the BBHTC National Science Challenge follows a Treaty Partnership model. The GG comprises a diverse mix of skills and includes practitioners, scientists, academics, and industry experts. They are: Co-Chair Gena Moses-Te Kani, Co-Chair Hope Simonsen, Lena Henry, Dr Murray Poulter, Andrew Reding, Dr Hope Tupara, Rawiri Faulkner. The GG experience, knowledge, and learnings through governing the Challenge provide the basis of this submission.

#### **STRUCTURE OF SUBMISSION**

4. This submission focusses on three key areas of the Te Ara Paerangi Document:
  - Te Tiriti
  - Priorities, and
  - Funding

## KEY POINTS

1. The BBHTC National Science Challenge GG strongly support understanding, honouring, and embedding Te Tiriti within the research system.
2. Leadership, Power Sharing, Relationships, Strategy and Resourcing were key enablers for the BBHTC journey to becoming an honourable Treaty partner.
3. Underfunding of by Māori for Māori research by the Crown for the needs to be corrected.
4. Governance oversight must be responsive to Māori aspirations.
5. The BBHTC National Science Challenge GG support co-creation/co-design of the research priorities and strategy with the community; and the active engagement of end-users.
6. The BBHTC National Science Challenge GG support an Independent (Tiriti led) Governance Model being utilised to govern priorities.
7. Independent oversight of funding provides assurance, objectivity and neutrality.
8. The BBHTC National Science Challenge GG support being focussed on Impact, understanding the long-term needs, and delivering to communities.
9. The GG support linking funding to priorities (and strategy).
10. Need the flexibility to shift priorities over time and funding to flex with this.
11. The GG support opportunities for different funding models (e.g. National Priority Research Platforms i.e. funding models that are mission focussed and strategy led).

## TE TIRITI

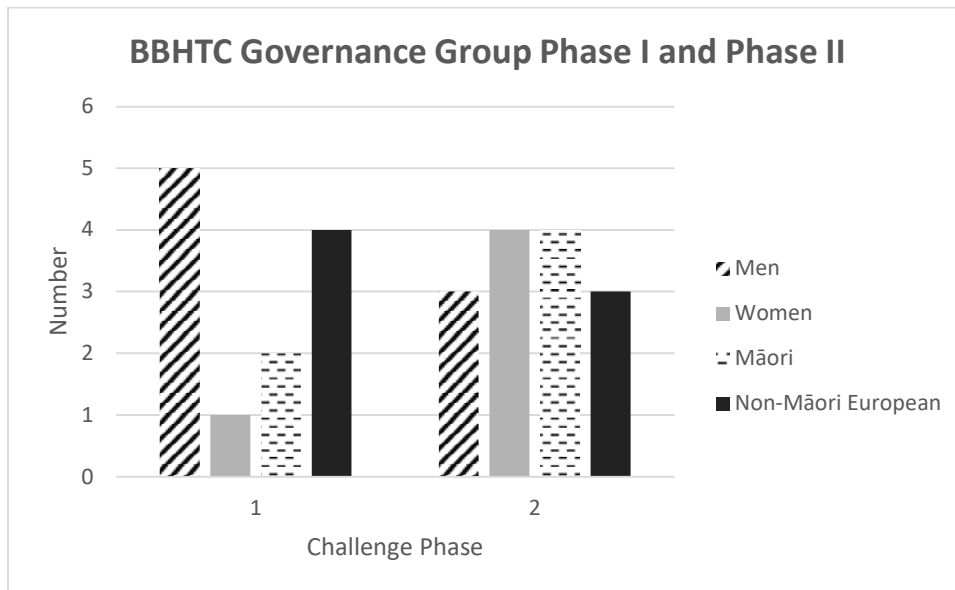
5. BBHTC National Science Challenge provides an exemplar of how Te Tiriti can be embedded within the research system.
6. BBHTC National Science Challenge is Tiriti led, this is multi-layered and integrated across all levels of the challenge. The Challenge has Co-chairs (Tangata Whenua/Tangata Tiriti); equal representation of Tangata Whenua/Tangata Tiriti on the Governance Group; Co-Directors; and Te Tiriti is also reflected in the Senior Leadership Team and throughout the research.
7. The developmental journey towards becoming an honourable Treaty partner has evolved over the life of the challenge, but the intention of being a fully partnered and integrated model was there from the start.
8. Factors that enabled the BBHTC National Science Challenge to become Tiriti led include:

### LEADERSHIP

- a) Culture and cultural change stems from the leaders of the challenge.

### POWER SHARING

- a) Deliberate decisions were made to appoint at least two Māori experts to the Governance Group from the start of the challenge, and this evolved further to equal representation as the challenge progressed.



- b) It was considered inappropriate for the Māori governance responsibilities of the partnership to be carried by one person.
- c) Moving to a Te Tiriti way of governing is not just about having Māori on the Governance Group but is fundamentally different in that they represent the strategic voices (equal) within the Governance Group.
- d) BBHTC National Science Challenge **did not** appoint a Kahui Māori Advisory Group. It was felt that it was inappropriate to have a Māori Governance Group that did not have power to make decisions.
- e) A partnership model was preferred, as you can't have a partnership if you are not both actively involved in the partnership and sharing power, knowledge, and ways of working.
- f) The size of the challenge made it flexible and agile, which assisted with developing our version of **Te Tiriti in action**. There was a view that this might not have happened in a traditional structure.
- g) A Māori Co-Director was appointed early in the Challenge, this meant that Kaupapa Māori researchers had someone to work with from the start and this strengthened research programs.

#### RELATIONSHIPS

- h) Te Tiriti embedding is a process, you need someone who can lead the process; but you also need a maturity in your governance model to go along with the process; to be open to a philosophy of change; because it can be challenging and a change from previous governance experiences.
- i) Governance oversight must be responsive to Māori aspirations.

## **STRATEGY AND RESOURCING**

- j) Being Te Tiriti led is more than just being symbolic, it flows through and is reflected throughout the Challenge (Board structure, Strategy Documents, Research) and leads to innovation. That is, it is an operationalised practise that actively keeps Māori and activities at the forefront of all BBHTC mahi.
- k) Being Te Tiriti led gives researchers more “kaha” to look beyond the traditional limits of research and keep extending and developing.

**The BBHTC National Science Challenge GG strongly support understanding, honouring, and embedding Te Tiriti within the research system.**

**Leadership, Power Sharing, Relationships, Strategy and Resourcing were key enablers for the BBHTC journey to becoming an honourable Treaty partner.**

**Underfunding of Māori research needs to be corrected.**

**Governance oversight must be responsive to Māori aspirations.**

## **PRIORITIES**

9. The BBHTC National Science Challenge GG suggests that:

- Research priorities should be an expression of the most important matters for Aotearoa. Translating knowledge and evidence into impact.
- Priorities should be derived through broad and open consultation, particularly in areas related to health and society with those communities most impacted at the forefront of consultation.
- Current National Science Challenge priorities/programmes overlap and there are issues of duplication. For example there are three based on life stages. A shift to ‘life course’ approach would help reduce this duplication. A principle for future mission-led research areas should be to consider what needs to be included to achieve meaningful outcomes.
- Before the priority strategy is developed appoint Independent governance that will be responsible for governing the delivery of the strategy. This creates a greater sense of trust and “ownership” of the delivery of the strategy, rather than the strategy being developed by an establishment group, which then disestablishes and has no further role in monitoring the delivery.
- In the BBHTC Challenge experience, considerable time was taken to revise the strategy that was developed by an establishment group and inherited by the Governance Group.
- It’s important for funders to recognise that developing a research strategy with the community takes time and requires adequate resourcing to do well.
- Co-design/co-creation was standard from the beginning. Co-design reinforced collaborative processes, behaviours and the inclusion of communities as partners from the beginning. Co-design enriched research programmes and established strong relationships pathways to impact, e.g. Waitaki regional housing strategy; Te Tatau use of

- Mauriora compass; Kaumatua Housing Tool Kit use; Te Manaaki o te Mare process for addressing homelessness use by the Ministry of Housing and Urban Development.
- Devolution to governance to approve final research programmes ensures that strategic priorities and behavioural expectations can be adhered to. For example the BBHTC GG did not fund early proposals as they did not match the strategy or expectations.
  - The size of the challenge helped in terms of co-creation, i.e. agility due to compactness.

**The BBHTC National Science Challenge GG support co-creation/co-design of the research priorities and strategy with the community; and the active engagement of end-users.**

**The BBHTC National Science Challenge GG support an Independent (Tiriti led) Governance Model being utilised to govern priorities.**

**Independent oversight of funding provides assurance, objectivity and neutrality.**

**The BBHTC National Science Challenge GG support being focussed on Impact, understanding the long game, and delivering to communities.**

## Funding

10. Relevant experience the BBHTC National Science Challenge GG would like to highlight includes:

- The process of allocating budgets for the current Science Challenges was not strategy based. The Challenges were provided with a mission and a fixed budget and were then tasked with developing a strategy to fit. Some GG members would prefer to start with the mission, develop the strategy (with the community and end-users), and then bid for funds based on the strategy.
- The BBHTC National Science Challenge GG suggest that governance costs are reasonably fixed, so to avoid duplication, perhaps consider a larger research fund and have fewer priorities. Or consider the opportunity to share governance and administration across several research priorities/programmes to create efficiency.
- The BBHTC National Science Challenge GG were in favour of being a “pseudo” Board, i.e. Being hosted by an industry leader (BRANZ) and having relationships across the research sector; that way they could focus solely on delivering the mission and were relieved of other day to day tasks.
- The BBHTC National Science Challenge GG consider the culture and attitude of the host in their case had been crucial. Understanding the role of the host as an observer not a decision maker.
- This BBHTC National Science Challenge GG preferred having the freedom to develop their own board governance approaches and considered that it added a huge amount of value to what they do, how they contribute, but also the downstream outcomes.
- The culture that developed amongst this GG was such that it allowed people to speak up without fear or favour.
- The GG brought experiences and expertise from outside the research sector which they applied to this setting; for example being clear to researchers in terms of culture, behaviour, and expectations and if these have not been met, terminating programs.

**The GG support linking funding to priorities (and strategy).**

**Need the flexibility to shift priorities over time and funding to flex with this.**

**The GG support opportunities for different funding models (e.g. National Priority Research Platforms i.e. funding models that are mission focussed and strategy led).**

### Recommendations

11. The BBHTC National Science Challenge recommend that MBIE consider and adopt the key points outlined in this submission.

#### **SUBMITTER CONTACT INFORMATION**

Name: Ruth Berry – Co-Director (Tangata Tiriti) & Rihi Te Nana Co-Director (Tangata Whenua)

Email address: Privacy - 9(2)(a)

MBIE may publish our names and contact information with our submission

MBIE can contact you in relation to our submission

#### **SUBMITTER INFORMATION**

We are submitting as an organisation:

Building Better Homes Towns and Cities National Science Challenge (BBHTC)

Our organisation is a National Science Challenge

BBHTC is a co-led Te Tiriti partnership.

BBHTC has management offices in Wellington and Auckland. We are hosted by BRANZ in Wellington.

BBHTC is a Te Tiriti partnership. Mātauranga Māori is a central knowledge system.