

## Seafood Innovations Ltd Future Pathways Submission

**Note that this submission has been specifically written from the seafood industry's perspective.**

*KEY QUESTION 1: What principles could be used to determine the scope and focus of national research Priorities?*

- Incorporate areas of research that have been specifically identified as of importance (such as those included in the Chief Science Advisor's ***The Future of Commercial Fishing in Aotearoa, New Zealand*** report or Minister Parker's announcements that impact on the fishing industry)
- Focus on research themes that New Zealand has a natural advantage in (such as the primary sector)
- Look for ways that New Zealand can be world leading in key areas of research (such as fisheries research, aquaculture, sustainable fishing practices, whole-of-resource use, etc)

*KEY QUESTION 2: A) What principles should guide a national research Priority-setting process?*

- Ensuring that the research increases the potential to raise New Zealand up in the OECD rankings rather than focus on areas of research that will have little impact on New Zealand's position in these rankings
- Focus on research that supports the productive economy
- Ensure research enhances New Zealand's environmental sustainability
- Providing funding for reasonable periods of time (6-7 years) to enable researchers and industry to focus on execution instead of trying to secure their next lot of funding
- Being aware that not all science needs 'science stretch' and that there is a very real need for *applied* research (which often has the potential to benefit New Zealand more than novel science)

*KEY QUESTION 3: How should the strategy for each research Priority be set and how do we operationalise and implement them?*

- Make use of a range of key people who understand each specific area of research from both a science *and* a commercialisation perspective to ensure that the research is achievable and economically viable. These people should come from the science sector and industry, not simply from Government
- Is there a good mix of long term, stretchy science funding and short and medium term, applied funding within each research Priority?
- Similar to MBIE's processes in the past, in terms of operationalising and implementing the research priorities, devolve this to established fit-for-purpose programmes or existing research organisations to administer, with oversight from MBIE. Operate a high trust model, with relative autonomy regarding the administration of the research, with regular reporting back to MBIE and the opportunity for MBIE observer status on governance Boards and the like
- Have the ability to pull back funding from programmes or projects that default on KPIs or contract obligations

*KEY QUESTION 7: How should we decide what constitutes a core function and how do we fund them?*

- Consult with levied industries about whether the core monitoring services are still fit for purpose, value for money and providing impact
- Consider funding public good monitoring that the seafood industry could not be expected to fund by itself but that which adds to understanding of New Zealand's marine environment

*KEY QUESTION 8: 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?*

- Definitely, as is enables research organisations to get on with their research instead of spending resources applying for funding for future years/to keep staff on/to further valuable research
- Design the model for the medium to long term (minimum of seven years), incorporate key deliverables to incentivise performance and excellence
- Consider providing the same level of baseline funding for all research organisations, with a pool of additional funding for other projects or programmes
- Design in collaboration across organisations to motivate the organisations to work with others to provide excellent outcomes for end-users, for researchers and for New Zealand

*KEY QUESTION 9: How do we design collaborative, adaptive and agile research institutions that will serve current and future needs?*

- Avoid research organisations feeling threatened by other research organisations 'poaching' clients or moving into research areas that are traditionally associated with a particular organisation. It is good for New Zealand if there are multiple options in terms of who can do particular research and it limits complacency
- Ensure the researchers and business development people work closely with industry to enable them to be responsive to client needs and to deeply understand their requirements
- Incorporate simple Intellectual Property (IP) terms across the research organisations to help support companies with their R&D needs and the commercialisation of research
- Provide the ability for research organisations to co-fund research with industry in order to draw in companies and maximise everyone's R&D funding. This will help to get research commercialised quickly and provides opportunities for future engagement
- Encourage research organisations to have relative autonomy in how they engage with industry and with other research organisations in the interests of taking advantage of opportunities that are valuable for New Zealand (examples include flexible co-funding arrangements, bringing in other researchers to create 'best teams', drop any need for science excellence if need be, etc)

*KEY QUESTION 10: How can institutions be designed to better support capability, skills and workforce development?*

- Create a performance culture that incentivises excellent work and productive outcomes
- Provide opportunities for researchers to engage with industry to enable them to understand industry drivers and to provide professional development opportunities for the researchers

over their science career (some may go on to work in industry, move to other research organisations or set up companies which will be of value for New Zealand)

- Provide secondment opportunities for industry to work within the research organisations. This will have multiple benefits for New Zealand (further chances of industry utilising research organisations for their R&D requirements, collaboration on new product innovations, a chance for research organisations' IP to get into industry, etc)

*KEY QUESTION 13 A): How do we better support knowledge exchange and impact generation?*

- See earlier comments about secondments, measurable deliverables, simple IP terms and deep engagement with industry

*B): What should be the role of research institutions in transferring knowledge into operational environments and technologies?*

- This is pivotal but only if the research institutions have a genuine understanding of industry needs. Without it, they risk frustrating industry. They need to understand the company pain points, drivers, economic viability, timelines, etc and to try to accommodate company requirements into the knowledge transfer in order for it to be successful and for companies to return for more interactions/tech transfer opportunities