

# #18

**COMPLETE**

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Page 2: Section 1: submitter contact information

**Q1**

Name

Tim Barnard

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**Q2**

Email address

Privacy - 9(2)(a)

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**Q3**

**Yes**

Can MBIE publish your name and contact information with your submission?  
Confidentiality notice: Responding "no" to this question does not guarantee that we will not release the name and contact information your provided, if any, as we may be required to do so by law. It does mean that we will contact you if we are considering releasing submitter contact information that you have asked that we keep in confidence, and we will take your request for confidentiality into account when making a decision on whether to release it.

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**Q4**

**Yes**

Can MBIE contact you in relation to your submission?

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Page 3: Section 2: Submitter information

**Q5**

**Individual**

Are you submitting as an individual or on behalf of an organisation?

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Page 4: Section 2: Submitter information - individual

**Q6**

**Yes**

Are you a researcher or scientist?

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**Q7**

Age

Privacy - 9(2)(a)

**Q8**

Gender

**Q9**

In which region do you primarily work?

**Q10**

Ethnicity

Page 5: Section 2: Submitter information - individual

**Q11**

Respondent skipped this question

What is your iwi affiliation?

Page 6: Section 2: Submitter information - individual

**Q12**

Respondent skipped this question

If you wish, please specify to which Pacific ethnicity you identify

Page 7: Section 2: Submitter information - individual

**Q13**

Crown Research Institute or Callaghan Innovation

What type of organisation do you work for?

**Q14**

No

Is it a Māori-led organisation?

**Q15**

Which disciplines are most relevant to your work?

Built environment and design,

Environmental sciences,

Human society

**Q16**

What best describes the use of Mātauranga Māori (Māori knowledge) in your work?

There is a balance between Mātauranga Māori and other science knowledge

Page 8: Section 2: Submitter information - organisation

**Q17**

Respondent skipped this question

Organisation name

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**Q18**

Respondent skipped this question

Organisation type

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**Q19**

Respondent skipped this question

Is it a Māori-led organisation?

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**Q20**

Respondent skipped this question

Where is the headquarters of the organisation?

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**Q21**

Respondent skipped this question

What best describes the use of Mātauranga Māori (Māori knowledge) in your organisation?

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Page 9: Section 3: Research Priorities

**Q22**

Priorities design: What principles could be used to determine the scope and focus of research Priorities?(See page 27 of the Green Paper for additional information related to this question)

The UN's Sustainable Development Goals provide a useful framework that may be adapted to the New Zealand/Aotearoa context. The SDGs may help to shape a new set of principles. They need to enjoy cross-party support so that they are enduring. We do need to move away from short-termism if we are to tackle the challenge of a changing climate whilst helping all New Zealanders to thrive.

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**Q23**

Priority-setting process: What principles should guide a national research Priority-setting process, and how can the process best give effect to Te Tiriti?(See pages 28-29 of the Green Paper for additional information related to this question)

From an SDG related principles framework, a set of goals and indicators could be developed to help the prioritisation process. Te Tiriti should flow through all elements of the design process.

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**Q24**

Operationalising Priorities: How should the strategy for each national research Priority be set and how do we operationalise them?(See pages 30-33 of the Green Paper for additional information related to this question)

The institution that sets the Priorities should sit outside the party political process (i.e. as per the PCE). Priorities should be set with cross-party/maori support for a period of 10 years with annual reviews to bring agility to the process.

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Page 10: Section 4: Te Tiriti, mātauranga Māori, and Māori aspirations

**Q25**

Engagement: How should we engage with Māori and Treaty Partners?(See page 38 of the Green Paper for additional information related to this question)

I feel this question is best addressed by Maori - however, engagement must be supported with funding. I have been working with Maori for twenty years and too often we ask too much of too few people. Maori must be supported and funded in any engagement process.

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**Q26**

Mātauranga Māori: What are your thoughts on how to enable and protect mātauranga Māori in the research system?(See pages 38-39 of the Green Paper for additional information related to this question)

We need to acknowledge matauranga as a 'discipline' in the science system. At my CRI, a member of staff was downgraded in their band when they took up a role as a matauranga expert - the individual concerned was deemed to not meet the criteria for a science band (ie publication record). That has to change. We need more researchers in this space. The science system does need to create a safe space for both science and matauranga if we are to capitalise on the strengths of both. That is a two-way process.

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**Q27**

Regionally based Māori knowledge hubs: What are your thoughts on regionally based Māori knowledge hubs?(See page 39 of the Green Paper for additional information related to this question)

I would welcome this ... for Maori an integrated approach to the delivery of science at a regional scale makes a lot of sense. I've always felt that a regional science challenge would be much more helpful than national science challenge. Maori are seeking integrated research solutions (environmental, social, economic) delivered at a spatially relevant scale.

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Page 11: Section 5: Funding

**Q28**

Core Functions: How should we decide what constitutes a core function, and how do we fund them?(See pages 44-46 of the Green Paper for additional information related to this question)

The proposed core functions are a sensible approach.

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**Q29**

**Yes**

Establishing a base grant and base grant design: Do you think a base grant funding model will improve stability and resilience for research organisations?(See pages 46-49 of the Green Paper for additional information related to this question)

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### Q30

Establishing a base grant and base grant design: How should we go about designing and implementing such a funding model?(See pages 46-49 of the Green Paper for additional information related to this question)

Base funding models should be clearly aligned to priorities. They should be set up to maintain 'proven' capability, drive to excellence and/or impact and be managed solely for science and not to support organisational priorities. Large integrated flagship programmes would make sense - these programmes should be transdisciplinary and cut across sectoral divides.

A level of independent review is a must - not to micro-manage but to track progress and ensure best management of public resources. We have too many CRIs and a more centralised model should bring greater integration and reduce non-science overheads. I do believe there is space in the public science system for some competition for funding especially for short term/high impact priorities. Competition can drive creativity and out the box thinking. That said, we need to move away from the boom/bust funding scenarios we endure at present.

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Page 12: Section 6: Institutions

### Q31

Institution design: How do we design collaborative, adaptive and agile research institutions that will serve current and future needs?(See pages 57-58 of the Green Paper for additional information related to this question)

We need fewer and larger organisations - I would prefer one body as per CSIRO. Aotearoa/NZ is too small for the number of CRIs we have at present. In our current model, it is inevitable that resources will be lost to non-science areas (the business of science).

The challenges we face with a changing climate, Covid recovery and the need to rethink our economy does demand a radical change in direction and one that can deliver science in an integrated way. One science agency will help to do that ... A move to a low-carbon/bioeconomy does make sense but that does require a transition to a new way of thinking and to break from a very simplistic view of our sectors and sector-based research. Future value chains/webs must cut across sectors if we are to achieve positive outcomes for Aotearoa/NZ in the long run.

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### Q32

Role of institutions in workforce development: How can institutions be designed to better support capability, skill and workforce development?(See page 58 of the Green Paper for additional information related to this question)

I believe that leadership is key to the success of our future science system. When appointing executives and senior science managers it would be great to see leadership and science management qualifications as part of the selection criteria. Good scientists don't necessarily make good science managers.

There is an imbalance in the pay and conditions between CRIs - one body will help us to be competitive internationally and stop the 'poaching' key staff between CRIs.

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### Q33

Better coordinated property and capital investment: How should we make decisions on large property and capital investments under a more coordinated approach?(See pages 58-59 of the Green Paper for additional information related to this question)

Once again, one research agency will ensure that capital investment decisions are made strategically, efficiently and effectively-removing duplication immediately.

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**Q34**

Institution design and Te Tiriti: How do we design Tiriti-enabled institutions? (See page 59 of the Green Paper for additional information related to this question)

This is a process question. The best way to achieve this would be to co-design the new research institution(s) with Maori leaders.

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**Q35**

Knowledge exchange: How do we better support knowledge exchange and impact generation? What should be the role of research institutions in transferring knowledge into operational environments and technologies?(See pages 60-63 of the Green Paper for additional information related to this question)

Engaging partners in all aspects of relevant research design and implementation is the best way of supporting the free flow of information and for end-users to build a pathway to adoption. There is no one solution but a raft of approaches all linked to effective impact planning and evaluation.

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Page 13: Section 7: Research workforce

**Q36**

Workforce and research Priorities: How should we include workforce considerations in the design of national research Priorities?(See pages 69-70 of the Green Paper for additional information related to this question)

A base funding model would help support scientists in their career and underpin development pathways. Opportunities for sabbaticals, further education and secondments should form part of a workforce development plan.

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**Q37**

Respondent skipped this question

Base grant and workforce: What impact would a base grant have on the research workforce?(See pages 70-71 of the Green Paper for additional information related to this question)

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**Q38**

Better designed funding mechanisms: How do we design new funding mechanisms that strongly focus on workforce outcomes? (See page 72 of the Green Paper for additional information related to this question)

CRI's or another future entity should report on a workforce balanced scorecard that includes equity issues as well as how they perform in delivering development opportunities.

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Page 14: Section 8: Research infrastructure

**Q39**

Funding research infrastructure: How do we support sustainable, efficient and enabling investment in research infrastructure?(See pages 77-78 of the Green Paper for additional information related to this question)

This relates directly to the new institutional structure. One CRI entity will help simplify the support and prioritisation of infrastructure investment.

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