

TARANAKI

2050

INNOVATION/R&D

TRANSITION PATHWAY ACTION PLAN

MAY 2020

venture
TARANAKI

Te Puna Umanga

INNOVATION AND R&D

TRANSITION PATHWAY ACTION PLAN

Executive Summary.....	3
Context	4
Our vision for 2050 is for Taranaki to be a low-emissions economy like no other	4
Themes	5
Taranaki 2050 Roadmap	5
Innovation and R&D and the Taranaki 2050 Roadmap	6
Introduction	6
Innovation and R&D vision for Taranaki 2050.....	6
Central government strategies and plans	8
Transition Pathway Action Plans (TPAPs).....	9
Action Framing process.....	9
Innovation and R&D TPAP.....	10
The implications of COVID-19	10
Innovation and R&D Transition Pathway Action Plan	10
Action Statement	10
Critical Success Factors	11
Givens	11
Stakeholders	12
Threats and Opportunities	12
Innovation and R&D Actions	14
1. Innovation and R&D investment	14
2. Innovation ecosystem	15
Taranaki 2050 Transition Pathway Action Plans implementation from 2020	16
Acknowledgements	18

Executive Summary

“We will invest in an innovation culture, ecosystem, relationships and processes that achieve inclusive connections to secure collaborative positive change by 2030. Our efforts will enable us to find creative ways to use our strengths, nurture our talents and develop our latent potential.”

Theme	Actions
<p>Innovation and R&D investment</p>	<p>Action: Develop an innovation and R&D landscape map and gap analysis for Taranaki, including what funds are available and for whom.</p> <p>Action: Study of how cross-party investments work in other regions and around the world. Inform groups of the outcomes of the study and how cross-party investments could be leveraged in our current innovation ecosystem.</p> <p>Action: Investigate the purpose and design of an investment fund for transition.</p> <p>Action: Investigate innovative activities that can be linked to current major companies and other activities in Taranaki, such as the National New Energy Development Centre.</p>
<p>Building an innovation ecosystem</p>	<p>Action: Grow – Enable the sustainable growth of the Taranaki innovation ecosystem by increasing the scale, frequency and reach of activities and programmes. This will support the development of networking assets and their accessibility across the region.</p> <p>Subsequent or simultaneous action: Connect – Enabling, promoting and connecting existing, new and emerging innovation locations and communities across Taranaki. This will support the growth and sustainability of current, emerging and new connections and spaces.</p> <p>Subsequent or simultaneous action: Tell – Developing, communicating and promoting a distinctive Taranaki innovation narrative, brand and identity. This will highlight innovation assets, opportunities, innovators and entrepreneurs and leverage the region’s quality-of-life to better attract and retain talent, investment and innovators.</p>
<p>Social inclusivity</p>	<p>Action: Develop a curriculum for Taranaki schools to support teaching critical thinking and evidenced-based decision making in the context of a low-emissions future. This must be taught in a way to ensure that language and culture are not barriers to learning.</p> <p>Action: Support iwi, hapū and whānau by providing funding for a co-ordinator to ensure that the Māori world-view is properly reflected across innovation and R&D initiatives in this TPAP.</p>

Context

New Zealand, as a nation, is moving towards a low-emissions economy.

In April 2018, the coalition Government announced it would grant new petroleum exploration permits only for onshore Taranaki and nowhere else. This decision has the potential for significant negative impact on the economies of both Taranaki and New Zealand if we do nothing. This is particularly true for Taranaki, given the energy sector represents 28% of the regional economic output¹.

The exploration decision is part of a much wider picture. The world has committed to taking action to lower greenhouse gas emissions. In 2016, New Zealand ratified the Paris Agreement. Under this agreement, New Zealand needs to reduce emissions to 30% below 2005 levels by 2030.

Both the New Zealand Productivity Commission², in its final report on transitioning New Zealand to a low-emissions economy in August 2018 and the Interim Climate Change Committee in its reports³ released in July 2019, recommend a series of actions that can be taken to reduce emissions.

In 2016, New Zealand's two largest contributing sectors for emissions were agriculture and energy (including transport)⁴. These sectors are a key part of Taranaki's economy, and while forestry has considerable potential to offset emissions, a significant transition to a low-emissions economy will be required.

The past shows us that the impact of large transitions, such as what we need to do to lower our emissions, can lead to a legacy of negative impacts for some. A just transition is about managing these effects to continue to build a fair and inclusive New Zealand. For Taranaki it means ensuring we keep what is great about our region while planning for more people to share in this. A just transition requiring system-wide behavioural and institutional change to ensure more parity in outcomes for people is needed. Co-creation with communities, iwi, local and central government, businesses, educators, unions and workers is the cornerstone of the approach we are taking in Taranaki.

Our vision for 2050 is for Taranaki to be a low-emissions economy like no other

Our vision for Taranaki in 2050 has been co-designed by the region. It considers not just how our economy will change, but all aspects of our lives, and provides the opportunity to plan for inclusive growth as we transition to a low-emissions economy.

The Taranaki 2050 Roadmap was launched as a draft on 9 May at the Just Transition Summit in New Plymouth and issued in its final form in August 2019 after further input from a wide range of people and organisations.

The Roadmap is the first step taken as a region in developing a just transition plan to a low-emissions economy. The draft was the culmination of 29 workshops on 12 transition topics, plus surveys and community outreach, as well as a creative challenge and specialist workshops/engagement for youth. More than 14,000 people viewed the introductory online video, and the creation process

¹ *Tapuae Roa: Make Way for Taranaki Strategy, August 2017, p.52*

² *The New Zealand Productivity Commission, Low-emissions economy: Final report, August 2018, p.2.*

³ <https://www.iccc.mfe.govt.nz/what-we-do/agriculture/agriculture-inquiry-final-report/> and <https://www.iccc.mfe.govt.nz/what-we-do/energy/electricity-inquiry-final-report/>

⁴ *The New Zealand Productivity Commission, Low-emissions economy: Final report, August 2018, p.30.*

engaged ideas from more than 1,000 people. The workshops mixed the diversity and talent of our region with specialist expertise from around the country.

Following the launch of the draft Roadmap, public consultation included visits to more than 40 locations with over 1,000 people. Twenty-five separate email submissions were received from individuals and organisations that represented thousands of individuals, as well as 135 submissions via our online interactive tool.

The final Taranaki 2050 Roadmap is the first step taken as a region in developing a transition plan to a low-emissions economy. It is the creation of over 40 workshops with more than two thousand people, plus surveys, community outreach, as well as a creative challenge and engagement for youth. Overall, the Roadmap development involved over 70,000 engagements.

Themes

The people of Taranaki have a vision for 2050 that includes:

- *A strong sustainable environment;*
- *Education options that move and flex with a changing world;*
- *Attractive jobs;*
- *A similar lifestyle to the one we enjoy now;*
- *Leading the way in sustainable, low-emissions energy; and*
- *A region that looks out for and cares for itself and its people.*

While there were some divergent views for the future of Taranaki across participants, there were also many common themes. What unites us as a region is stronger than what divides us as a region. The main consistent themes were: sustainability, inclusivity and enterprise.

These themes reflected the Māori values of guardianship of people and our environment (similar to kaitiakitanga), the importance of community and caring (similar to manaakitanga), and the need for collective action in our move forwards (similar to kotahitanga). They also signified a focus on long-term outcomes that span generations.

To read more about the co-design process used for creating the Taranaki 2050 Roadmap, visit www.taranaki2050.org.nz.

Taranaki 2050 Roadmap

The following text is an excerpt from the Taranaki 2050 Roadmap – our just transition to a low-emissions future, specifically from the section on “Innovation and R&D”.

To read the full introduction, vision, co-design themes and emerging opportunities that were co-designed by the region in the Taranaki 2050 Roadmap, visit [http://about.taranaki.info/Taranaki2050/Taranaki-2050-Roadmap-\(1\).pdf](http://about.taranaki.info/Taranaki2050/Taranaki-2050-Roadmap-(1).pdf).

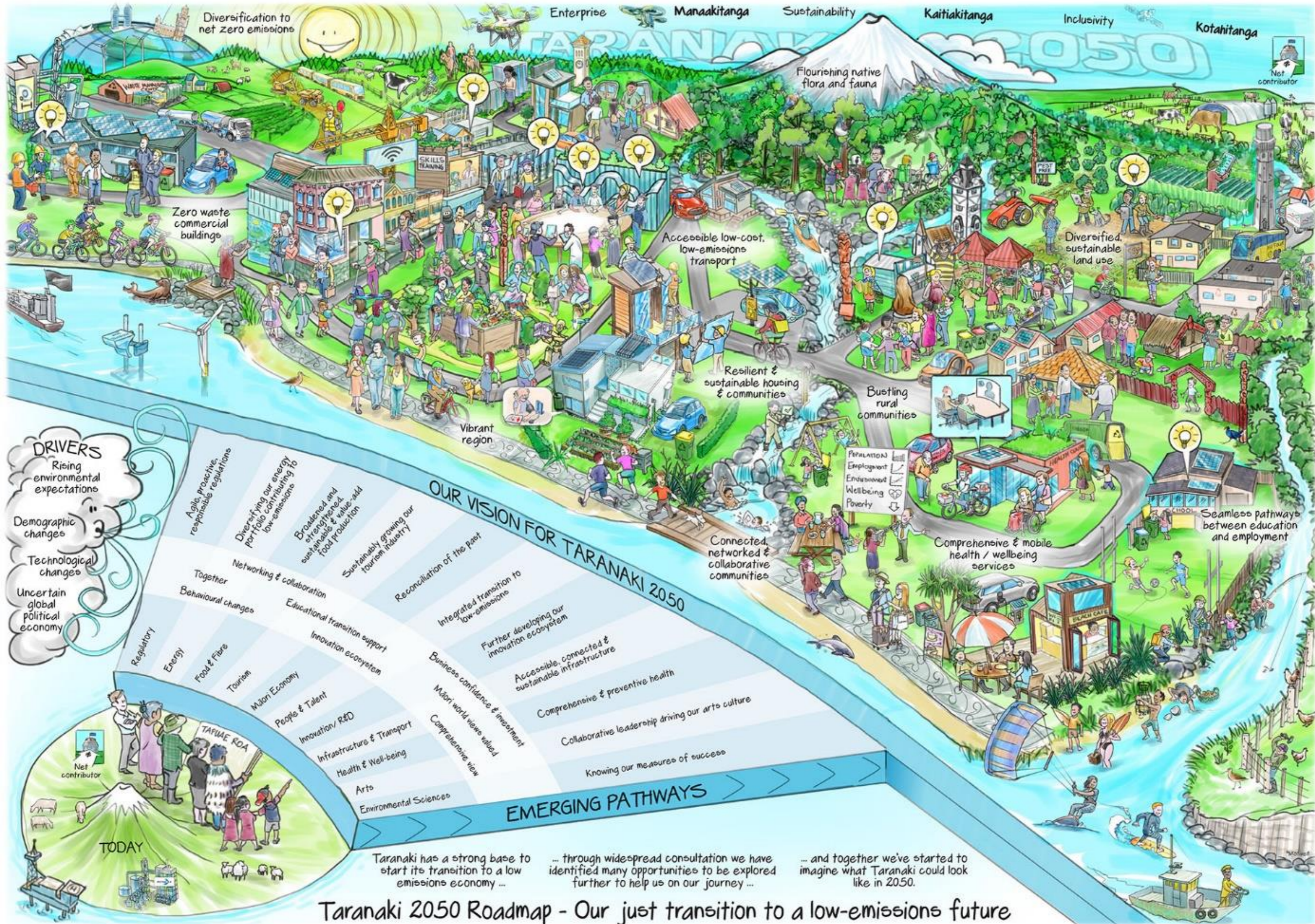
Innovation and R&D and the Taranaki 2050 Roadmap

Introduction

- *R&D and other forms of innovation are key enablers of economic development and are necessary to move to a low-emissions economy. They facilitate the uptake of new technology and knowledge.*
- *R&D is original and planned investigation, undertaken with the prospect of gaining and applying new knowledge or understanding to new or improved materials, devices, products, processes, systems, or services.*
- *Innovation is about a process of creating, adopting, and adapting knowledge into new or improved design, marketing methods, business models, processes, products, or services.*
- *Taranaki already has a number of innovative local businesses and deep technical expertise in certain sectors. These can generate R&D activity that contributes to the transition to a low-emissions economy.*
- *Taranaki sponsors investment into economically sustainable opportunities.*

Innovation and R&D vision for Taranaki 2050

- *Taranaki 2050 has developed an innovation ecosystem that connects people, facilitates collaboration, provides investment and support for existing businesses and new start-ups, and is linked into the education system.*
- *Taranaki fosters a culture of innovation that encourages new ideas and ways of doing things. This culture incorporates Māori values and reflects regional values around environmental and economic sustainability, wellbeing, and protecting the Taranaki lifestyle.*



Central government strategies and plans

Wider national strategies and plans will reflect and influence what happens through the Taranaki 2050 Roadmap and the subsequent Transition Pathway Action Plans (TPAPs).

The New Zealand Economic Strategy

The coalition Government's economic strategy is to transition New Zealand's economy to be more productive, sustainable and inclusive. The Government has a focus on tackling New Zealand's long-term challenges and preparing people, places and businesses for the future. The Government's Economic Plan identifies eight economic shifts for a more productive, sustainable and inclusive economy.⁵

Industry Transformation Plans

The Government's economic plan includes Industry Transformation Plans (ITPs) to support the economic development of sectors over time.⁶ This is in partnership with Māori across all domains of business, workers and the wider community. ITPs are intended to:

- Be sector-led and government-supported, developed in a tripartite partnership (government, business, unions);
- Describe an agreed vision for the future state of the sector and outline the actions required to realise this vision, including investment, innovation and skills development;
- Exploit synergies that exist across industries as well as within them;
- Provide a long-term co-ordinating framework; and
- Build from the existing suite of support measures available to industries, including funding and regulatory interventions, leveraging what is working and scaling back what is not.

The Government's focus is on:

- Partnering to progress the first five ITPs in construction, agritech, digital technologies, food and beverage, and forestry and wood processing; and
- Developing a handbook to support other industries to lead the development of their own industry transformation plans.

Callaghan Innovation

Callaghan Innovation is a government agency focused on business innovation. Its mission is to "accelerate the commercialisation of innovation by New Zealand businesses, building a more diversified and productive economy so all New Zealanders can enjoy a prosperous way of life".⁷

Its website (www.callaghaninnovation.govt.nz) provides an online portal to access advice, guidance and support.

Its support for businesses includes:

- Research and technical services, delivered by around 200 scientists and engineers;
- Programmes to improve businesses' innovation skills and capability; and
- R&D grants, worth more than \$140m a year.

⁵ The Economic Strategy is available at <https://www.mbie.govt.nz/business-and-employment/economic-development/economic-plan/>

⁶ More information is available at <https://www.mbie.govt.nz/business-and-employment/economic-development/industry-policy/>

⁷ Mission from <https://www.callaghaninnovation.govt.nz>

The Reform of Vocational Education (ROVE)

The Government's reforms of the vocational education system (ROVE) aim to create a strong, unified, sustainable system for all vocational education to deliver the skills that learners, employers and communities need to thrive.⁸ The intentions are that learners receive more support while they are training, and vocational education is more relevant to work.

The ROVE has created a New Zealand Institute of Skills & Technology to bring together the existing 16 institutes and polytechnics. It has also created workforce development councils, with the aim of giving industry greater leadership across vocational education. It will create new Regional Skills Leadership Groups (RSLG), including a Taranaki RSLG, to advise on the skills needs of each region.

It will also establish Centres of Vocational Excellence (CoVEs) to bring together the Institute, other providers, workforce development councils, industry experts, and leading researchers. These aim to grow excellent vocational education provision and share high-quality curriculum and programme design across the system. The new Institute and other providers will support workplace-based and on-the-job training, as well as delivering education and training in provider-based, off-the-job settings.

Transition Pathway Action Plans (TPAPs)

Following the finalisation of the Taranaki 2050 Roadmap, the Lead Group (20 volunteers from the seven pou of local business, iwi, community, unions, education, and local and central government who guided the co-creation of the Roadmap) and a sub-group known as the Design Council, developed a 'framing' process commonly used in the energy sector.

Participants of the innovation and R&D workshops that helped co-design the 2050 Roadmap and representatives of a broad mix of the seven pou and with subject matter expertise, were invited to attend Transition Pathway Action Planning (TPAP) workshops. Others registered via an expressions of interest process on the Taranaki 2050 website.

In September 2019, the Innovation and R&D Transition Pathway Action Planning (TPAP) framing workshops were held.

Based on the co-design themes and the emerging opportunities in the Taranaki 2050 Roadmap, the methodology took the divergent thinking and opportunities identified in the Roadmap and channelled them into a more convergent set of tangible actions and outputs to define the short-term actions and medium-term strategy needed to achieve the region's long-term vision for 2050.

Action Framing process

Action Framing is a process of gaining alignment on 'where do we want to be?' and 'how to get there'. It's a structured dialogue that creates common understanding on what the opportunity is and commitment on the path forward.

The process results in a series of outputs that can be applied consistently across all transition pathway topics to produce action-oriented outcomes. The outputs are as follows:

- An action Statement
- Givens
- Critical Success Factors
- Threats and Opportunities analysis
- Stakeholder Analysis

⁸ Details are available at <https://www.tec.govt.nz/rove/reform-of-vocational-education/>

- Draft Action Plan

To read more on the Action Planning process, please visit: www.taranaki2050.org.nz

Innovation and R&D TPAP

The output from three half day transition pathway workshops and the resulting Innovation and R&D Transition Pathway Action Plan are described in this document. In preparing it the Taranaki 2050 team would like to thank everyone who has been part of the process. Your contribution has made a real difference in defining the short-term actions and medium-term strategy needed to meet the goals and vision of the Roadmap. We recognise your time commitment, but more importantly, your respect for the value of manaakitanga during the process. By showing respect, generosity, and care for others, you helped create an environment where people felt comfortable sharing diverse opinions.

The implications of COVID-19

Covid-19 occurred after the innovation and R&D workshops. The need to respond to the health and economic impacts of the pandemic has led to rapid levels of innovation and learning so far, from developing new digital skills to safer ways of working. This innovation will need to continue, not only as many businesses pivot to consider new products, services and markets; but also to help the economy recover quickly and grow sustainably. The impacts of COVID-19 will be considered as part of taking all the actions across the 2050 Roadmap forward in 2020 and in the subsequent two years.

Innovation and R&D Transition Pathway Action Plan

It was important for the workshop participants to agree on what the Innovation and R&D Transition Pathway Action Plan would be about. This provides boundaries as to what is in scope and the objective of the project. The Action Statement developed aims to define the essence of the action i.e.:

- What do we want to do?
- What, precisely, is the Action?
- What value does it bring the region?
- How does it align to low-emissions?
- It had to have many characteristics of the elevator pitch by:
 - Creating a common understanding
 - Be used for communication
 - Describing the full life cycle of the opportunity.

Action Statement

The Action Statement developed at the Innovation and R&D TPAP workshop was:

“We will invest in an innovation culture, ecosystem, relationships and processes that achieve inclusive connections to secure collaborative positive change by 2030. Our efforts will enable us to find creative ways to use our strengths, nurture our talents and develop our latent potential.”

Critical Success Factors

Critical success factors are the supporting activities or requirements that need to happen for the Action Statement to be realised. Participants at the Innovation and R&D TPAP workshop defined the following critical success factors:

1. Adequate resourcing for programmes, infrastructure and technology that supports innovation. For an innovation programme to be self-sustaining, actions also need to create new revenue streams.
2. Utilising central government-funded research, science and innovation programmes and funds.
3. Leadership
4. Strong networks between enterprises and research institutes to exchange knowledge and ideas.
5. A culture of innovation from any early age that is nurtured and developed across the education and training spectrum (e.g. schools, vocational education and higher education).
6. An inclusive process that recognises and develops people’s talents and involves participation across the community.
7. A strong culture of collaboration, particularly across different sectors, disciplines and skills.
8. Influencing the speed of adaptation at all levels (for example, how quickly businesses commercialise new ideas and how fast government policy and regulation responds to changes).

Givens

Givens are elements known that will not change. Participants at the Innovation and R&D TPAP workshop identified the following givens:

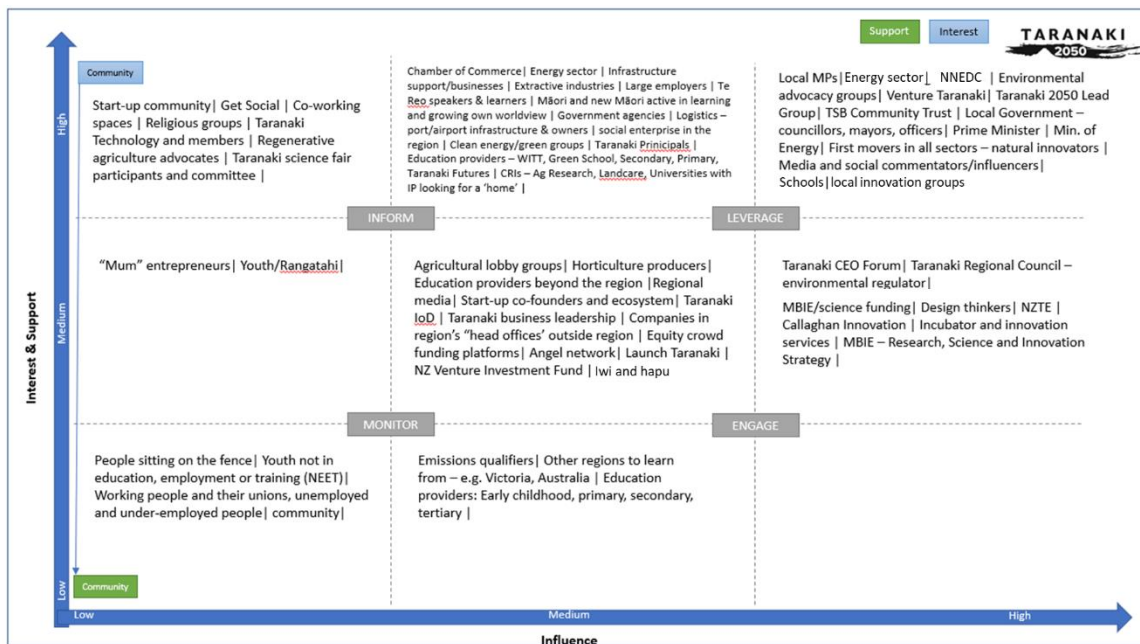
1. Innovation is an iterative process
2. Disruption is going to happen and this can stimulate innovation
3. The Treaty of Waitangi sets a context for our relationships and how we develop as a community and region
4. Values are changing – things that are not monetised are still valuable
5. We are a relatively small country, but are well connected and will stay connected to the world
6. We don’t have all the answers
7. We can choose the way that we approach achieving the action statement
8. Some of the current levers and incentives need to be questioned

Stakeholders

It is important to identify all the relevant stakeholders in the Innovation and R&D Transition Pathway Action Planning process. The workshop participants spent time collectively:

- Identifying internal and external stakeholders
- Assessing their influence on the project
- Assessing the issues and needs for each of the key stakeholders
- Developing an engagement plan to obtain all necessary approvals from them.

The stakeholders and their expected interest in the work and their influence on it are documented in the following plot. Positioning in the chart is indicative and reflects the point in time.



A key step in the process is to review these stakeholders and build an engagement plan with each to ensure the right level of engagement is attained throughout the Action Planning timeframe. It should be noted that over time some stakeholders' levels of influence and interest/support will change, and the stakeholder engagement plan will need to be updated.

Threats and Opportunities

At the workshops participants worked collectively to think about the project as defined in the Action Statement and identified all the potential opportunities and threats that would need to be addressed in order to deliver a successful project. Each were reviewed through the lens of PESTEL (Political, Economic, Social, Technological, Environmental and Legal). 181 post-its were collected in this phase of the workshop and have been summarised into 13 common opportunities and 16 common threats with corresponding mitigations.

Opportunities

The opportunities identified are summarised below:

Political

- Leveraging government partnerships, initiatives and funds to resource regional initiatives

- Producing innovation initiatives that support well-being
- Seeking more diversity in local government elections
- Increasing R&D spend and reducing the time to take an idea to market
- Looking at new incentives provided by legislation changes

Economic

- Using and organising our workforce to accelerate innovation and R&D opportunities
- Encouraging businesses to support bottom-up and top-down idea creation, as well as connecting small and medium enterprises (SMEs) to share stories and support each other
- Utilising existing government programmes and funds, such as the R&D tax credit, Callaghan Innovation incubators and funds, Crown Research Institute services and national science challenges
- Link to existing initiatives in industry transformation plans, such as opportunities in the forestry and wood processing area

Social

- Working collaboratively and inclusively with community, stakeholders, Māori, unions, government and local authorities
- Innovation education and training to upskill and retrain people in businesses as well as schools
- Use local capability, talent, leadership and innovation

Environmental

- Development and celebration of a uniquely Taranaki ecosystem.

Threats

A significant number of threats were identified for all categories of the PESTEL. These are captured in separate spreadsheets and are summarised in the table below:

Taranaki 2050: Threat and Mitigation Summary

Type	Threat	Mitigation
Political	• Lack of private business investment, meaning competition for government funding is saturated	• Encouraging private business investment and regional approach to government innovation funding
	• Lack of continuity and certainty across political cycles	• Bi-partisan agreement to the transition programme to endure changes of Government
	• Decision-making by any Government that causes negative medium-long term consequences	• Using an evidence-based approach to select investment opportunities
	• World geo-politics will have an impact on New Zealand due to its island-nation status	• We monitor and adapt
	• New local governments adopt austerity measures	• Build and foster strong relationships between business and local government
	• Moving too fast without proper planning	• Planning together and delivery through continuous improvement

Economic	<ul style="list-style-type: none"> Taranaki businesses don't innovate as fast as other businesses around NZ and the world and have lower productivity and competitiveness 	<ul style="list-style-type: none"> Supporting Taranaki businesses to be innovative
	<ul style="list-style-type: none"> Short-term focus is a danger 	<ul style="list-style-type: none"> Plan to incorporate long-term view out to 2050
	<ul style="list-style-type: none"> Increased risk of global pressures impacting human, financial and social aspects 	<ul style="list-style-type: none"> Building partnerships and connecting central/local government with Taranaki to leverage knowledge of international activity
Social	<ul style="list-style-type: none"> Challenges around transport to connect with other centres and build relationships 	<ul style="list-style-type: none"> Utilising technology to build relationships and connectivity with other centres
	<ul style="list-style-type: none"> Lack of community engagement could lose social licence 	<ul style="list-style-type: none"> Community engagement with access points for involvement in innovation initiatives
	<ul style="list-style-type: none"> Resistance to change 	<ul style="list-style-type: none"> Clear communication along the change journey with feedback loops
	<ul style="list-style-type: none"> Education system is no longer fit-for-purpose and without a strong tertiary provider in Taranaki we risk a youth brain-drain 	<ul style="list-style-type: none"> Work with the Western Institute of Technology in Taranaki (WITT), other education providers and government to provide flexible education and training platforms
	<ul style="list-style-type: none"> Access to skilled people and talent as well as a disconnected ecosystem 	<ul style="list-style-type: none"> Work together to build stronger connections and attract skilled talent to Taranaki. Establishing a platform/group where different units can regularly connect
	<ul style="list-style-type: none"> People get left behind, particularly Māori and other minorities 	<ul style="list-style-type: none"> Continue to build partnerships and ensure we are connecting with a range of minority groups throughout the region
Environment	<ul style="list-style-type: none"> Continued focus on growth and competition with negative impact to the environment 	<ul style="list-style-type: none"> Planning to ensure initiatives meet low-emissions outcomes

Innovation and R&D Actions

During the workshop participants broke into three areas to build a high-level action plan. The Transition Pathway Action Plan was to identify:

- What activities should be undertaken and when
- The timeline, with dates for key milestone decisions
- The key decision points
- Any intermediate decisions between key decisions points
- The deliverables required to support the decisions.

Often a Transition Pathway Action Plan covers a detailed description of the activities in the next phase and an outline of activities in later phases. It is then updated as the actions progress. Collectively, these actions are intended to move the region towards the Taranaki 2050 Roadmap vision and to give effect to the workshop Action Statement.

Since the workshop, the actions have been grouped into the areas below.

1. Innovation and R&D investment

A key issue raised in the workshops is how the innovation and R&D plans for the future will be funded. The next steps to mature this conversation are to identify what funding is needed, for what initiatives and how it can be accessed.

In keeping with the principles of a just transition, this action plan is premised on co-contributions from those pou who are able to contribute.

- **Action:** Develop an innovation and R&D landscape map and gap analysis for Taranaki, including what funds are available and for whom.
- **Action:** Study how cross-party investments work in other regions and around the world. Inform groups of the outcomes of the study and how cross-party investments could be leveraged in our current ecosystem.
- **Action:** Investigate the purpose and design of an investment fund for transition.
- **Action:** Investigate innovative activities that can be linked to current major companies and other activities in Taranaki, such as the National New Energy Development Centre.

A range of government agencies could play a role in supporting Taranaki businesses and communities in undertaking these actions.

2. Innovation ecosystem

To deliver the action statement we need to grow the existing innovation ecosystem within Taranaki to support innovation across all transition pathways. This needs to consider Taranaki's existing strengths and opportunities, and support the creation of ideas to the commercialisation of products and services. It also is linked to initiatives in the people and talent transition pathway, such as how the region attracts talented people and develops peoples' skills. Three important elements to the ecosystem are:

- Widening and growing Taranaki-specific support for incubation and acceleration;
- Facilitating greater connectivity across the region-wide innovation ecosystem; and
- Developing and telling Taranaki's innovation story to attract and retain businesses, talent, entrepreneurs and investment.

These three areas are expanded on below as actions. These would need to be co-ordinated by a central regional point, but could be delivered by a range of existing organisations. Each one has a distinctive focus, while also recognising its interconnectivity with other actions.

- **Action:** Grow – Enable the sustainable growth of the Taranaki innovation ecosystem by increasing the scale, frequency and reach of activities and programmes. This will support the development of networking assets and their accessibility across the region.
- **Subsequent or simultaneous action:** Connect – Enabling, promoting and connecting existing, new and emerging innovation locations and communities across Taranaki. This will support the growth and sustainability of current, emerging and new connections and spaces.
- **Subsequent or simultaneous action:** Tell – Developing, communicating and promoting a distinctive Taranaki innovation narrative, brand and identity. This will highlight innovation assets, opportunities, innovators and entrepreneurs and leverage the region's quality-of-life to better attract and retain talent, investment and innovators.

3. Social Inclusivity

In order to meet the goals of the Roadmap, that include lifting parity across the region and building community resilience, the following actions were identified:

- **Action:** Develop a curriculum for Taranaki schools to support teaching critical thinking and evidenced-based decision making in the context of a low-emissions future. This must be taught in a way to ensure that language and culture are not barriers to learning.
- **Action:** Support iwi, hapū and whānau by providing funding for a full-time equivalent (FTE) co-ordinator to ensure that the Māori world-view is properly reflected across innovation and R&D initiatives in this TPAP.

Taranaki 2050 Transition Pathway Action Plans implementation from 2020

Work to date has been part funded through the Provincial Growth Fund (PGF) and supported with some resource from the Ministry of Business Innovation and Employment (MBIE). The work has been carried out by a large number of volunteers, as well as a small amount of private funding from the TSB Community Trust, local businesses to support workshops, facilitation, printing etc.

Future work needs to be funded at two levels:

1. Core co-ordination resourcing (to drive implementation)
2. Funding for the specific projects and initiatives that each action plans set out.

Funding needs to be through:

- Government (central and local) funding – new and existing
- Private sector.

1. Taranaki 2050 funding – Core co-ordinating resourcing

Resourcing needs are required for five people to facilitate and drive workstreams, as well as measure and track progress over five years.

Resources are to be Taranaki-based, with the suggested positions:

1. 1 x leader
2. 1 x administrator
3. 3 x workstream leads

As well as facilitate and drive workstreams and measure/track progress, the team would be tasked with refreshing the Taranaki 2050 Roadmap in 2024.

Funding required for core co-ordination and resourcing: \$3.75m over five years.

Requests will be submitted to central and local government for funding.

2. Taranaki Innovation and R&D TPAP Project Funding

The following initiatives have been identified as ready for kick-off in 2020/21:

Opportunity	Description	Cost
Innovation Ecosystem: Grow – Deliver programme of innovation support and services	<ul style="list-style-type: none"> • Support and activation of entrepreneurs, start-ups, existing enterprises, sectors and collaborations (including 'fail-fast' approach) • Increased in-region incubation and acceleration support to support start-ups and scale-ups • Increased networking opportunities 	\$4.24m spread across three years
Innovation Ecosystem: Connect – Support development of a connected community across Taranaki	<ul style="list-style-type: none"> • Create and curate a network of innovation locations (new, re-purposed and existing) • Increase inclusivity of innovation outcomes • Facilitate and curate collaboration, collisions and integration 	\$3.14m spread across three years
Innovation Ecosystem: Tell – Develop and promote Taranaki innovation brand and identity	<ul style="list-style-type: none"> • Develop a clear Taranaki innovation proposition • Develop and deliver signature innovation events • Deliver targeted campaigns 	\$1.2m spread across three years



Acknowledgements

The Innovation and R&D Transition Pathway Action Plan process has been a significant undertaking. We would like to acknowledge the Provincial Growth Fund and the Ministry for Business, Innovation and Employment for their financial and resource support.

We would like to acknowledge Michelle Jordan, General Manager Enterprise at Venture Taranaki, who facilitated the Innovation and R&D TPAP workshops.

We would also like to thank the Taranaki 2050 Lead Group, and their organisations for supporting their involvement. The organisations included Ngāi Maru, Ngāruahine, Ngāti Mutunga, Te Atiawa, the Western Institute of Technology at Taranaki, TSB Community Trust, Federated Farmers, the South Taranaki District Council, the New Plymouth District Council, NZEI, the Wells Group, the Ministry of Business, Innovation and Employment, Sustainable Taranaki, Velocite, the Taranaki Chamber of Commerce, Etū, Taranaki Futures, Fonterra, Port Taranaki, Todd Corporation and Venture Taranaki Trust.

As a final acknowledgement, the Taranaki 2050 team would again like to thank everyone who has been part of the process – many people gave up significant hours to participate in workshops.

The team has been overwhelmed with people's passion and commitment to this region. It is clear there is an excitement and energy to achieve our vision for Taranaki 2050.



25 Dawson Street, New Plymouth
New Plymouth 4310
T: +64 6 759 5150
E: info@venture.org.nz

www.taranaki.info



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