



5 December 2024

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Ms Denise Church

Predator Free 2050 Limited

s9(2)(a)

Tēnā koe Denise

## 2025-26 Letter of Expectations

This letter sets out the expectations of the Minister of Finance and me, as shareholding Ministers, for Predator Free 2050 Limited (**the Company**) for the 2025-26 financial year.

While this letter outlines specific expectations, I anticipate you will also have regard to the expectations contained in the Treasury Owner's Expectation Manual<sup>1</sup> and the Enduring Letter of Expectations.<sup>2</sup>

### Government and ministerial priorities

The Company is a key contributor towards the goal of a predator free Aotearoa New Zealand by 2050 and is part of the Predator Free 2050 Programme, led by the Department of Conservation (**the Department**).

As Minister of Conservation, my conservation priorities that are relevant to the Company are:

- target investment into high-value conservation outcomes
- generate new revenue and recalibrate costs
- strengthen relationships with Iwi/hapū for better conservation outcomes.

### Entity-specific expectations

#### *Responsible spending and value for money*

A priority for this Government is to drive greater results and performance, while managing within tight fiscal constraints. As a Crown-owned company, you are expected to support the Government's fiscal objectives, by:

- embedding a culture of continuously improving value for money, including reviewing your operating expenditure and operating model, and clearly accounting for these in your reporting to me and the Department

<sup>1</sup> <https://www.treasury.govt.nz/publications/guide/owners-expectations>

<sup>2</sup> <https://www.publicservice.govt.nz/assets/DirectoryFile/Enduring-Letter-of-Expectations-to-Statutory-Crown-Entities.pdf>

- strengthening financial discipline in decision-making within your current funding envelope over the medium-term, and on the basis of no new funding
- Using reprioritisation as a tool to manage resources and make trade-offs, including divestments to focus on what matters most.

Public entities like the Company should expect enhanced scrutiny of government funding. I ask that you support the Department's monitoring team by providing relevant performance information, to help me better understand the Company's performance and delivery risks.

***Alignment with the Predator Free 2050 Strategy to make the best possible contribution to the Predator Free 2050 goal***

The Predator Free 2050 Programme is a multi-agency response, strategically led and coordinated by the Department. I expect that the Company:

- will continue to be supportive of my review of the Predator Free 2050 Strategy, which the Department is leading. This includes being agile and responsive to the evolving strategic needs of the Predator Free 2050 Programme
- has shifted to funding and supporting projects, tools and technologies that demonstrate by 2030 that Predator Free 2050 is achievable, investment ready and cost effective, on rural and urban land
- will invest in breakthrough science, where financially prudent
- will raise funds from non-government sources
- will continue to assist Māori to build capability and capacity to lead elimination projects that can increase knowledge of how to achieve the Predator Free 2050 goal.

As you develop the Company's next Statement of Intent, it is important that your strategic objectives and outcomes are aligned with:

- accelerating research, development and innovation into breakthrough methods, tools and technologies for effective eradication and defence against predator re-establishment across large landscapes
- enabling cost-effective and scalable predator eradication and defence in rural and urban landscapes
- attracting non-government funding into the Company.

***Improving reporting commensurate with the Company's roles and responsibilities in the system***

I expect that the Company's reporting on its performance will demonstrate the contribution made by the Company in relation to its role and responsibilities in the Predator Free 2050 Programme. I also expect that your reporting will account for and contextualise the Company's contributions within the wider Predator Free 2050 Programme.

***Generating revenue from non-government sources***

I expect the Company to have a clear strategy for proactively pursuing non-government funding sources, such as philanthropic and private sector funding to help fund science and research. This should involve targets and associated objectives.

I would like to better understand how the Company generates non-government revenue. I have asked the Department to work with you to develop co-funding related performance data and measures in your quarterly reporting and public accountability documents.

***No surprises***

I expect you to follow the 'no surprises' convention so that my officials and I are advised early of important issues, positive and negative, and key risks in relation to the Company.

Thank you for your ongoing dedication to the Predator Free 2050 goal.

Mauriora



Tama Potaka

**Minister of Conservation**

CC Hon Nicola Willis, Minister of Finance

CC Rob Forlong, Chief Executive, Predator Free 2050 Limited

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