



Attorney General  
Minister of Defence  
Minister for Digitising Government  
Minister Responsible for the GCSB  
Minister Responsible for the NZSIS  
Minister of Science, Innovation and Technology  
Minister for Space  
Lead Coordination Minister for the Government's Response to the  
Royal Commission's Report into the Terrorist Attack on the Christchurch Mosques

Janine Smith  
Board Chair  
Research and Education Advanced Network New Zealand Limited  
PO Box 3325  
Wellington 6140  
s 9(2)(a)

Dear Janine,

## ANNUAL LETTER OF EXPECTATIONS FOR 2024/25

I write to convey my strategic and performance expectations for the Research and Education Advanced Network New Zealand Limited (REANNZ) in relation to the 2024/25 financial year and beyond, on behalf of shareholding Ministers.

### Government priorities

The National/ACT/New Zealand First Coalition Government (the Government) has agreed a policy programme of work over the next three years, which will contribute to the Government's overarching aim to improve outcomes for all New Zealanders.

The Government wishes to ensure that public money is spent carefully and with a clear purpose where value for money can be demonstrated. The Government has many priorities and among them are rebuilding the economy to ease the cost of living, delivering tax relief and increasing prosperity for all New Zealanders. It will deliver public services, so they are more efficient, effective and responsive to all who need and use them.

Crown-owned companies and entities will play an important role in supporting the Government's fiscally prudent economic programme. Responsible management of assets and finances, including careful control of debt, capital expenditure and investments are part of the contribution REANNZ makes to the Government's goals.

### I expect that your entity will focus on:

- **Doing your primary role:** where work is immaterial to your primary remit, I expect you to bring this up with me or my officials and decide whether it is appropriate to continue this work.
- **Working in the most efficient and effective way:** it is important goals are achieved in a timely and effective manner.

- **Being fiscally responsible:** any important spending decisions should be raised with me and my officials and ensuring taxpayer value is to be a priority.

**I will announce my priorities for the science, innovation and technology (SI&T) portfolio in due course.**

Once these are announced, I expect that REANNZ will fully support these priorities and ensure the Crown's investment in SI&T is realised for the benefit of New Zealand. Further, proactive and strategic engagement with officials, stakeholders and partners is paramount to ensuring cohesive alignment with my expectations and government priorities.

I also expect you to be proactive in identifying and capitalising on commercial opportunities to improve the financial resilience of REANNZ and bring economic benefit to New Zealand.

**Specific priorities for REANNZ**

In addition to my expectations above, I expect during the 2024/25 financial year you will:

- Work with relevant partners on how to better invest in e-Research infrastructure and services in the system, giving consideration to pending Ministerial decisions relating to the broader system when considering REANNZ's financial management settings.
- Continue to work with members and MBIE to ensure that upgrades are fit for purpose and meet the needs of the research communities.

**Response**

Your advice on how you propose to respond and/or support my priority areas set out in this letter would be appreciated within ten working days of receipt of this letter. I expect that you will keep my officials up to date on your progress towards meeting my expectations throughout the year, including when my priorities are not being progressed.

In line with the Government's expectation of demonstrating accountability for public money, I expect that you will include sufficient performance measures in your Statutory Accountability Documents to demonstrate, and enable measurement of, the outcomes that will be achieved with the government funding REANNZ receives.

If you require further detail in respect of my expectations, please feel free to contact either Michael Bird or Nicola Scott.

Thank you again for the hard work and contributions of the Board, management team and staff.

Yours sincerely

A handwritten signature in black ink, appearing to read "Judith Collins". The signature is fluid and cursive, with a large loop at the beginning of the first name.

Hon Judith Collins KC MP

**Minister of Science, Innovation and Technology**

Copy to: Amber McEwen, Chief Executive, Research and Education Advanced Network New Zealand Limited, [amber.mcewen@reannz.co.nz](mailto:amber.mcewen@reannz.co.nz)