

Hon Dr Shane Reti

Minister of Science, Innovation and Technology
Minister for Universities
Minister of Statistics
Minister for Pacific Peoples



Kim Wallace
Chair, AgResearch

Privacy of natural persons

Dear Kim,

Following our meeting on Thursday 30 January, I am writing to you to convey my expectations for AgResearch during this transition period for New Zealand's science, innovation and technology (SI&T) system. These are to:

- maximise the economic impact from the Government's investment in science, focusing on science that will help grow the economy and increase productivity in New Zealand;
- work collaboratively with my officials and the Chairs of the other Crown Research Institutes (CRIs) to create the new public research organisations (PROs) as per the announcement by the Prime Minister on 23 January; and
- continue to operate in line with Government's expectations outlined in my predecessor's *Annual Letter of Expectations for 2024/25*, while the new entities are established.

Delivering to Government priorities

The highest priority for this Government is driving economic growth, and to achieve this the SI&T system is in urgent need of reform to better harness the work of our talented scientists to maximise their economic impact and grow New Zealand's productivity. We will assess the success of the reforms through the long-term economic benefits for New Zealand they create.

Cabinet has agreed to establish at pace four new PROs with an increased focus on delivering long-term benefit for New Zealand. I see this as an exciting opportunity to deliver greater benefit for the New Zealand taxpayer from our public investment in science through:

- **increased scale and depth of capabilities**, with the ability to apply a range of disciplines to develop economic opportunities for New Zealand;
- **prioritising the highest impact science**, by working with MBIE and other government agencies to identify the science most likely to deliver the greatest economic or other national benefit, then aligning the new organisations to those areas;
- **reduced fragmentation and duplication**, leading to a greater focus in areas critical to New Zealand's long-term economic future;
- **increased responsiveness, transparency, and accountability** to government, supported by stronger stewardship and direction from the centre and a willingness to accept trade-offs; and
- **greater use of common pool resources**, including corporate and science infrastructure, both between CRIs and across the wider SI&T system, including with universities;
- **promote the role of science in driving economic growth and resilience** by working with Government and other science agencies to develop a compelling science impact story.

These reforms are about creating new, agile organisations with the scale and capabilities to deliver transformational science that creates opportunities for greater economic growth for New Zealand. I expect to see more science commercialised and applied in a way that New Zealanders can see and feel the success. I recognise that the new PROs will also undertake a range of stewardship research that supports essential functions of government and underpins the effective operation of the

economy. My officials will work with you to agree the appropriate balance of growth-oriented and stewardship research for the new organisations.

Moving to a Bioeconomy PRO

My predecessor wrote to you on 16 December inviting you to consider merging with Plant and Food Research, Manaaki Whenua Landcare Research and Scion to create a new Bioeconomy PRO in advance of SI&T system legislation. I fully endorse the statements in that letter and confirm that it is my view that such a merger would be in the best interest of the Crown. I encourage you to continue considering the fastest pathway for merging, most likely through a short-form amalgamation.

I am pleased to hear that you and the other CRI Chairs have already taken some initial steps towards consolidation and increasing focus on national benefit, including science with potential economic impact. I encourage you to continue working closely with my officials to quickly establish the governance arrangements and working groups needed to further accelerate this process. I expect the members of the transition governance groups to focus on achieving the best outcomes for the new PRO as a whole, rather than their individual CRIs.

Cabinet has agreed to redistribute some of Callaghan's functions to other science system entities, including to the new PROs. The new Earth Science PRO will take on the statutory function and associated funding of the Measurement Standards Laboratory. The new Bioeconomy PRO will take on the funding and functions of the Bioresource Processing Alliance and the New Zealand Food Innovation Network. If there is other capability currently housed in Callaghan you may be interested in adopting then raise this with my officials, however the new PRO will need to fund any such capability itself. If there are assets of value such as infrastructure and scientific equipment you may wish to take on please discuss this with MBIE.

I request that you work with my officials to develop a detailed plan for the transition, including all necessary milestones, by the **Negotiations**. I expect a formal response to the invitation to consider merging **Negotiations**. I recognise that formal merger proposals to shareholding Ministers may require a few weeks more to prepare because of the due diligence required to satisfy your obligations under the Companies Act (1993). As well as your formal communications, I expect you to continue to keep my officials informed of your progress through regular updates.

Working through the transition

While the new organisations are being established, I expect that AgResearch will continue to operate in line with my predecessor's *Annual Letter of Expectations for 2024/25*. This includes a focus on:

- continuing to perform your primary role;
- working in the most efficient and effective way;
- being fiscally responsible;
- consistency with Cabinet directives; and
- identification of short, medium and long term contributions to economic growth.

My expectation in this transition period is that you will not make any capital or other significant decisions that would foreclose any future opportunities for the new PROs, or, if pressing, discuss those decisions with my officials and seek agreement with the relevant CRIs.

Please inform my office of any significant successes, major announcements or events your organisation is leading or substantially contributing to so that I am kept apprised of important developments and can share our scientific success stories more widely with New Zealanders.

I look forward to working with you to create the SI&T system that New Zealand needs to deliver this Government's economic agenda. Thank you for the ongoing hard work and contributions of the board, management and staff.

Yours sincerely,

Hon Dr Shane Reti
Minister of Science, Innovation and Technology

Copy to: Dr Sue Bidrose, Chief Executive AgResearch, **Privacy of natural persons**



Professor Sarah Young
Chair, ESR

Privacy of natural persons

Dear Sarah,

Following our meeting on Thursday 30 January, I am writing to you to convey my expectations for ESR during this transition period for New Zealand's science, innovation and technology (SI&T) system. These are to:

- maximise the economic impact from the Government's investment in science, focusing on science that will help grow the economy and increase productivity in New Zealand;
- work collaboratively with my officials and the Chairs of the other Crown Research Institutes (CRIs) to create the new public research organisations (PROs) as per the announcement by the Prime Minister on 23 January; and
- continue to operate in line with Government's expectations outlined in my predecessor's *Annual Letter of Expectations for 2024/25*, while the new entities are established.

Delivering to Government priorities

The highest priority for this Government is driving economic growth, and to achieve this the SI&T system is in urgent need of reform to better harness the work of our talented scientists to maximise their economic impact and grow New Zealand's productivity. We will assess the success of the reforms through the long-term economic benefits for New Zealand they create.

Cabinet has agreed to establish at pace four new PROs with an increased focus on delivering long-term benefit for New Zealand. I see this as an exciting opportunity to deliver greater benefit for the New Zealand taxpayer from our public investment in science through:

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- **reduced fragmentation and duplication**, leading to a greater focus in areas critical to New Zealand's long-term economic future;
- **increased responsiveness, transparency, and accountability** to government, supported by stronger stewardship and direction from the centre and a willingness to accept trade-offs; and
- **greater use of common pool resources**, including corporate and science infrastructure, both between CRIs and across the wider SI&T system, including with universities;
- **promote the role of science in driving economic growth and resilience** by working with Government and other science agencies to develop a compelling science impact story.

These reforms are about creating new, agile organisations with the scale and capabilities to deliver transformational science that creates opportunities for greater economic growth for New Zealand. I expect to see more science commercialised and applied in a way that New Zealanders can see and feel the success. I recognise that the new PROs will also undertake a range of stewardship research that supports essential functions of government and underpins the effective operation of the

economy. My officials will work with you to agree the appropriate balance of growth-oriented and stewardship research for the new organisations.

Moving to a Health and Forensic Science PRO

My predecessor wrote to you on 16 December noting that the other CRIs had been invited to consider merging, and that ESR should be involved in and guided by the collective discussions and decisions that will be taken as part of that process. I fully endorse the statements in that letter, and encourage you to continue engaging with that process.

I am pleased to hear that you and the other CRI Chairs have already taken some initial steps towards consolidation and increasing focus on national benefit, including science with potential economic impact. I encourage you to continue working closely with my officials to quickly establish the governance arrangements and working groups needed to further accelerate this process. I expect the members of the transition governance groups to focus on achieving the best outcomes for the new PROs as a whole, rather than their individual CRIs.

Cabinet has agreed to redistribute some of Callaghan's functions to other science system entities, including to the new PROs. The new Earth Science PRO take on the statutory function and associated funding of the Measurement Standards Laboratory. The new Bioeconomy PRO will take on the funding and functions of the Bioresource Processing Alliance and the New Zealand Food Innovation Network. If there is other capability currently housed in Callaghan you may be interested in adopting then raise this with my officials, however the new PRO will need to fund any such capability itself. If there are assets of value such as infrastructure and scientific equipment you may wish to take on please discuss this with MBIE.

I request that you work with my officials to develop a detailed plan for the transition, including all necessary milestones, **Negotiations** As well as your formal communications, I expect you to continue to keep my officials informed of your progress through regular updates.

Working through the transition

While transitioning to the new system, I expect that ESR will continue to operate in line with my predecessor's *Annual Letter of Expectations for 2024/25*. This includes a focus on:

- continuing to perform your primary role;
- working in the most efficient and effective way;
- being fiscally responsible;
- consistency with Cabinet directives; and
- identification of short, medium and long term contributions to economic growth.

My expectation in this transition period is that you will not make any capital or other significant decisions that would foreclose any future opportunities for the new PROs, or, if pressing, discuss those decisions with my officials and seek agreement with the relevant CRIs.

Please inform my office of any significant successes, major announcements or events your organisation is leading or substantially contributing to so that I am kept apprised of important developments and can share our scientific success stories more widely with New Zealanders.

I look forward to working with you to create the SI&T system that New Zealand needs to deliver this Government's economic agenda. Thank you for the ongoing hard work and contributions of the board, management and staff.

Yours sincerely,

Hon Dr Shane Reti

Minister of Science, Innovation and Technology

Copy to: Sir Ashley Bloomfield, Interim Chief Executive, ESR, **Privacy of natural persons**

Hon Dr Shane Reti

Minister of Science, Innovation and Technology
Minister for Universities
Minister of Statistics
Minister for Pacific Peoples



David Smol
Chair, GNS Science
Privacy of natural persons

Dear David,

Following our meeting on Thursday 30 January, I am writing to you to convey my expectations for GNS Science during this transition period for New Zealand's science, innovation and technology (SI&T) system. These are to:

- maximise the economic impact from the Government's investment in science, focusing on science that will help grow the economy and increase productivity in New Zealand;
- work collaboratively with my officials and the Chairs of the other Crown Research Institutes (CRIs) to create the new public research organisations (PROs) as per the announcement by the Prime Minister on 23 January; and
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Delivering to Government priorities

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- **increased responsiveness, transparency, and accountability** to government, supported by stronger stewardship and direction from the centre and a willingness to accept trade-offs; and
- **greater use of common pool resources**, including corporate and science infrastructure, both between CRIs and across the wider SI&T system, including with universities;
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economy. My officials will work with you to agree the appropriate balance of growth-oriented and stewardship research for the new organisations.

Moving to an Earth Sciences PRO

My predecessor wrote to you on 16 December inviting you to consider merging with NIWA to create a new Earth Sciences PRO in advance of SI&T system legislation. I fully endorse the statements in that letter and confirm that it is my view that such a merger would be in the best interest of the Crown. I encourage you to continue considering the fastest pathway for merging, most likely through a short-form amalgamation.

I am pleased to hear that you and the other CRI Chairs have already taken some initial steps towards consolidation and increasing focus on national benefit, including science with potential economic impact. I encourage you to continue working closely with my officials to quickly establish the governance arrangements and working groups needed to further accelerate this process. I expect the members of the transition governance groups to focus on achieving the best outcomes for the new PRO as a whole, rather than their individual CRIs.

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Working through the transition

While the new organisations are being established, I expect that GNS will continue to operate in line with my predecessor's *Annual Letter of Expectations for 2024/25*. This includes a focus on:

- continuing to perform your primary role;
- working in the most efficient and effective way;
- being fiscally responsible;
- consistency with Cabinet directives; and
- identification of short, medium and long term contributions to economic growth.

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Please inform my office of any significant successes, major announcements or events your organisation is leading or substantially contributing to so that I am kept apprised of important developments and can share our scientific success stories more widely with New Zealanders.

I look forward to working with you to create the SI&T system that New Zealand needs to deliver this Government's economic agenda. Thank you for the ongoing hard work and contributions of the board, management and staff.

Yours sincerely,

Hon Dr Shane Reti

Minister of Science, Innovation and Technology

Copy to: Chelydra Percy, Chief Executive, GNS Science, Privacy of natural persons



Colin Dawson
Chair, Manaaki Whenua Landcare Research

Privacy of natural persons

Dear Colin,

Following our meeting on Thursday 30 January, I am writing to you to convey my expectations for Manaaki Whenua Landcare Research during this transition period for New Zealand's science, innovation and technology (SI&T) system. These are to:

- maximise the economic impact from the Government's investment in science, focusing on science that will help grow the economy and increase productivity in New Zealand;
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economy. My officials will work with you to agree the appropriate balance of growth-oriented and stewardship research for the new organisations.

Moving to a Bioeconomy PRO

My predecessor wrote to you on 16 December inviting you to consider merging with AgResearch, Plant and Food Research and Scion to create a new Bioeconomy PRO in advance of SI&T system legislation. I fully endorse the statements in that letter and confirm that it is my view that such a merger would be in the best interest of the Crown. I encourage you to continue considering the fastest pathway for merging, most likely through a short-form amalgamation.

I am pleased to hear that you and the other CRI Chairs have already taken some initial steps towards consolidation and increasing focus on national benefit, including science with potential economic impact. I encourage you to continue working closely with my officials to quickly establish the governance arrangements and working groups needed to further accelerate this process. I expect the members of the transition governance groups to focus on achieving the best outcomes for the new PRO as a whole, rather than their individual CRIs.

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Working through the transition

While the new organisations are being established, I expect that Manaaki Whenua Landcare Research will continue to operate in line with my predecessor's *Annual Letter of Expectations for 2024/25*. This includes a focus on:

- continuing to perform your primary role;
- working in the most efficient and effective way;
- being fiscally responsible;
- consistency with Cabinet directives; and
- identification of short, medium and long term contributions to economic growth.

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I look forward to working with you to create the SI&T system that New Zealand needs to deliver this Government's economic agenda. Thank you for the ongoing hard work and contributions of the board, management and staff.

Yours sincerely,

Hon Dr Shane Reti
Minister of Science, Innovation and Technology

Copy to: James Stevenson-Wallace, Chief Executive MWLR,

Privacy of natural persons



Barry Harris
Chair, NIWA

Privacy of natural persons

Dear Barry,

Following our meeting on Thursday 30 January, I am writing to you to convey my expectations for NIWA during this transition period for New Zealand's science, innovation and technology (SI&T) system. These are to:

- maximise the economic impact from the Government's investment in science, focusing on science that will help grow the economy and increase productivity in New Zealand;
- work collaboratively with my officials and the Chairs of the other Crown Research Institutes (CRIs) to create the new public research organisations (PROs) as per the announcement by the Prime Minister on 23 January; and
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Delivering to Government priorities

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economy. My officials will work with you to agree the appropriate balance of growth-oriented and stewardship research for the new organisations.

Moving to an Earth Sciences PRO

My predecessor wrote to you on 16 December inviting you to consider merging with GNS Science to create a new Earth Sciences PRO in advance of SI&T system legislation, noting NIWA's acquisition of Metservice already under consideration. I fully endorse the statements in that letter and confirm that it is my view that such a merger would be in the best interest of the Crown. I encourage you to consider the fastest pathway for merging, most likely through a short-form amalgamation.

I am pleased to hear that you and the other CRI Chairs have already taken some initial steps towards consolidation and increasing focus on national benefit, including science with potential economic impact. I encourage you to continue working closely with my officials to quickly establish the governance arrangements and working groups needed to further accelerate this process. I expect the members of the transition governance groups to focus on achieving the best outcomes for the new PRO as a whole, rather than their individual CRIs.

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Working through the transition

While the new organisations are being established, I expect that NIWA will continue to operate in line with my predecessor's *Annual Letter of Expectations for 2024/25*. This includes a focus on:

- continuing to perform your primary role;
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- consistency with Cabinet directives; and
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Yours sincerely,

Hon Dr Shane Reti

Minister of Science, Innovation and Technology

Copy to: John Morgan, Chief Executive NIWA, **Negotiations**



Professor Nicola Shadbolt ONZM
Chair, Plant and Food Research

Privacy of natural persons

Dear Nicola,

Following our meeting on Thursday 30 January, I am writing to you to convey my expectations for Plant and Food Research during this transition period for New Zealand's science, innovation and technology (SI&T) system. These are to:

- maximise the economic impact from the Government's investment in science, focusing on science that will help grow the economy and increase productivity in New Zealand;
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Working through the transition

While the new organisations are being established, I expect that Plant and Food Research will continue to operate in line with my predecessor's *Annual Letter of Expectations for 2024/25*. This includes a focus on:

- continuing to perform your primary role;
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- identification of short, medium and long term contributions to economic growth.

My expectation in this transition period is that you will not make any capital or other significant decisions that would foreclose any future opportunities for the new PROs, or, if pressing, discuss those decisions with my officials and seek agreement with the relevant CRIs.

Please inform my office of any significant successes, major announcements or events your organisation is leading or substantially contributing to so that I am kept apprised of important developments and can share our scientific success stories more widely with New Zealanders.

I look forward to working with you to create the SI&T system that New Zealand needs to deliver this Government's economic agenda. Thank you for the ongoing hard work and contributions of the board, management and staff.

Yours sincerely,

Hon Dr Shane Reti
Minister of Science, Innovation and Technology

Copy to: Mark Piper, Chief Executive Plant and Food Research, **Privacy of natural persons**



Richard Westlake
Chair, Scion

Privacy of natural persons

Dear Richard,

Following our meeting on Thursday 30 January, I am writing to you to convey my expectations for Scion during this transition period for New Zealand's science, innovation and technology (SI&T) system. These are to:

- maximise the economic impact from the Government's investment in science, focusing on science that will help grow the economy and increase productivity in New Zealand;
- work collaboratively with my officials and the Chairs of the other Crown Research Institutes (CRIs) to create the new public research organisations (PROs) as per the announcement by the Prime Minister on 23 January; and
- continue to operate in line with Government's expectations outlined in my predecessor's *Annual Letter of Expectations for 2024/25*, while the new entities are established.

Delivering to Government priorities

The highest priority for this Government is driving economic growth, and to achieve this the SI&T system is in urgent need of reform to better harness the work of our talented scientists to maximise their economic impact and grow New Zealand's productivity. We will assess the success of the reforms through the long-term economic benefits for New Zealand they create.

Cabinet has agreed to establish at pace four new PROs with an increased focus on delivering long-term benefit for New Zealand. I see this as an exciting opportunity to deliver greater benefit for the New Zealand taxpayer from our public investment in science through:

- **increased scale and depth of capabilities**, with the ability to apply a range of disciplines to develop economic opportunities for New Zealand;
- **prioritising the highest impact science**, by working with MBIE and other government agencies to identify the science most likely to deliver the greatest economic or other national benefit, then aligning the new organisations to those areas;
- **reduced fragmentation and duplication**, leading to a greater focus in areas critical to New Zealand's long-term economic future;
- **increased responsiveness, transparency, and accountability** to government, supported by stronger stewardship and direction from the centre and a willingness to accept trade-offs; and
- **greater use of common pool resources**, including corporate and science infrastructure, both between CRIs and across the wider SI&T system, including with universities;
- **promote the role of science in driving economic growth and resilience** by working with Government and other science agencies to develop a compelling science impact story.

These reforms are about creating new, agile organisations with the scale and capabilities to deliver transformational science that creates opportunities for greater economic growth for New Zealand. I expect to see more science commercialised and applied in a way that New Zealanders can see and feel the success. I recognise that the new PROs will also undertake a range of stewardship research that supports essential functions of government and underpins the effective operation of the

economy. My officials will work with you to agree the appropriate balance of growth-oriented and stewardship research for the new organisations.

Moving to a Bioeconomy PRO

My predecessor wrote to you on 16 December inviting you to consider merging with AgResearch, Manaaki Whenua Landcare Research and Plant and Food Research to create a new Bioeconomy PRO in advance of SI&T system legislation. I fully endorse the statements in that letter and confirm that it is my view that such a merger would be in the best interest of the Crown. I encourage you to consider the fastest pathway for merging, most likely through a short-form amalgamation.

I am pleased to hear that you and the other CRI Chairs have already taken some initial steps towards consolidation and increasing focus on national benefit, including science with potential economic impact. I encourage you to continue working closely with my officials to quickly establish the governance arrangements and working groups needed to further accelerate this process. I expect the members of the transition governance groups to focus on achieving the best outcomes for the new PRO as a whole, rather than their individual CRIs.

Cabinet has agreed to redistribute some of Callaghan's functions to other science system entities, including to the new PROs. The new Earth Science PRO will take on the statutory function and associated funding of the Measurement Standards Laboratory. The new Bioeconomy PRO will take on the funding and functions of the Bioresource Processing Alliance and the New Zealand Food Innovation Network. If there is other capability currently housed in Callaghan you may be interested in adopting then raise this with my officials, however the new PRO will need to fund any such capability itself. If there are assets of value such as infrastructure and scientific equipment you may wish to take on please discuss this with MBIE.

I request that you work with my officials to develop a detailed plan for the transition, including all necessary milestones, **Negotiations**. I expect a formal response to the invitation to consider merging **Negotiations**. I recognise that formal merger proposals to shareholding Ministers may require a few weeks more to prepare because of the due diligence required to satisfy your obligations under the Companies Act (1993). As well as your formal communications, I expect you to continue to keep my officials informed of your progress through regular updates.

Working through the transition

While the new organisations are being established, I expect that Scion will continue to operate in line with my predecessor's *Annual Letter of Expectations for 2024/25*. This includes a focus on:

- continuing to perform your primary role;
- working in the most efficient and effective way;
- being fiscally responsible;
- consistency with Cabinet directives; and
- identification of short, medium and long term contributions to economic growth.

My expectation in this transition period is that you will not make any capital or other significant decisions that would foreclose any future opportunities for the new PROs, or, if pressing, discuss those decisions with my officials and seek agreement with the relevant CRIs.

Please inform my office of any significant successes, major announcements or events your organisation is leading or substantially contributing to so that I am kept apprised of important developments and can share our scientific success stories more widely with New Zealanders.

I look forward to working with you to create the SI&T system that New Zealand needs to deliver this Government's economic agenda. Thank you for the ongoing hard work and contributions of the board, management and staff.

Yours sincerely,

Hon Dr Shane Reti

Minister of Science, Innovation and Technology

Copy to: Julian Elder, Chief Executive, Scion, Privacy of natural persons