



Sarah Young
Board Chair
New Zealand Institute for Public Health and Forensic Science Limited
By email to: sarah.young@auckland.ac.nz

Dear Sarah

ANNUAL LETTER OF EXPECTATIONS FOR 2025/26

I am writing to outline my expectations for the **New Zealand Institute for Public Health and Forensic Science (PHF Science)** from 1 July 2025. As the only Crown Research Institute (CRI) not undergoing amalgamation, PHF Science plays a unique and critical role in the reformed science, innovation and technology (SI&T) system.

The expectations below reflect the Government's broader reform objectives and the operating principles for the CRIs going forward.

I expect the Board to:

- Drive an intensive focus on delivering economic and commercial value from the work undertaken by PHF Science, to support and drive New Zealand's economic growth.
- Proactively leverage the Government's investment in science improved economic outcomes for New Zealanders, aligned with Government priorities.
- Promote innovation and commercial outcomes through partnerships with end users and co-investment with the private sector.
- Strengthen integration and alignment of the broader science system, in particular with universities.
- Effectively govern PHF Science by building and maintaining a strong, resilient, and focused culture and organisation that is prepared for future priority and funding changes.
- Maintain a focus on driving efficiencies across the organisation, including right-sizing corporate services and preparing for future changes to science priorities.
- Identify and deliver opportunities for system efficiencies with other CRIs, including shared resources, infrastructure, property, and services where it is in the best interest of New Zealand.
 - This includes leveraging existing eResearch services, such as those offered by Research and Education Advanced Network New Zealand Limited and New Zealand eScience Infrastructure.
- Support ongoing collaboration across the science sector and leverage collective expertise and resources across the system for the benefit of New Zealand.

- Adopt new technologies to improve the efficiency of operations, with particular consideration of the opportunities presented by Artificial Intelligence.

I expect PHF Science to successfully develop and implement its transition plan, including confirming its new name and branding. I also expect the construction of the Kenepuru Science Centre to be completed within budget and on schedule.

Please keep my officials informed of your progress throughout the year, including any areas where priorities are not being advanced as intended.

Finally, there is a government drive for improved visibility of the outcomes and impact achieved by the investment of government funding. I expect you to adopt clear and transparent indicators that give visibility over how outcomes and impact are being achieved now and into the future.

If you need further clarification, please contact Michael Bird or Nicola Scott.

Thank you for your continued leadership.

Yours sincerely

Hon Dr Shane Reti
Minister of Science, Innovation and Technology
On behalf of shareholding Ministers

cc Sir Ashley Bloomfield, Chief Executive, PHF Science, by email to: ashley.bloomfield@esr.cri.nz