



23 April 2024

Dear Board Chairs of Statutory Crown Entities

ENDURING LETTER OF EXPECTATIONS FOR STATUTORY CROWN ENTITY BOARDS

This letter outlines my expectations of all statutory Crown entities and complements expectations set by your responsible Minister and existing all-of-government requirements and expectations.

Our Government is determined to deliver better results and improved public services for New Zealanders, while managing within tight fiscal constraints.

In this context, we expect Crown entity boards to:

- drive **greater value** from funds you receive and public assets you manage, understanding that reprioritisation should be used as a tool for achieving better results for the people you serve
- have a full understanding of your entity's **cost drivers and performance against key outcomes**, and be able to clearly account for these in reporting to your responsible Minister, monitoring department and the public
- take a continuous improvement approach to the activities and programmes you deliver, incorporating **strong evidence and evaluation** practices and seeking to improve the efficiency and responsiveness of the services you deliver.

Accountability and performance

Ministers and the public expect you to be accountable for your entity's performance. Your board is the most important monitor of this, which also requires you to actively assess the performance of your chief executive.

In a challenging fiscal context, there will be enhanced scrutiny of all Crown funding. Your board should not expect cost pressures to be automatically funded through the Budget process and should continuously seek opportunities to drive greater value-for-money.

Ministers require that Crown entity chairs keep them regularly informed of risks and performance. We expect you to maintain a constructive and transparent relationship with your monitoring department. You should operate on the basis of 'no surprises' for your responsible Minister and ensure that any requests for information from them or your monitoring department are treated as a priority, with information provided promptly and fulsomely.

Maintaining trust and confidence

I expect you to ensure your entity is aware of all its legal obligations and that it follows relevant guidelines and standards. All board members must give effect to the Code of Conduct for Crown Entity Board Members, including upholding the principle of political neutrality.

A range of resources are available to you and your board to meet these expectations, with some key guidance provided at Appendix A.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Nicola Willis', with a stylized flourish at the end.

Hon Nicola Willis

Minister of Finance

Minister for the Public Service

Appendix A: Resources to assist you and your Board to meet Government expectations

- [Integrity and ethics standards and guidance:](#)
 - [Speaking up model standards](#)
 - [Conflict of Interest model standards](#)
 - [Chief executive gifts and expenses model standards](#) (mandatory compliance)

A full list of all the model standards for agencies and staff on specific integrity issues can be found [here](#).

Other resources include:

- [Guidelines for Government Advertising](#)
- [Office of the Auditor-General – Government and Parliamentary Publicity and Advertising](#)
- [Office of the Auditor-General - Controlling Sensitive Expenditure](#)
- [The Foundations of Good Practice: Guidance for Crown entity monitoring](#)