

# Predator Free 2050 Limited

## Statement of Intent

2022-2026

Presented to the House of Representatives Pursuant to the Crown Entities Act 2004

# Contents

Foreword	3
Statement of Responsibility	5
Our Strategic Purpose	6
Guiding Principles	8
Key Activities	9
Our approach to Funding and Financial Management	12
Our Organisational Health and Capability	15

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# Foreword

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Our unique plants and animals help define New Zealand and add immeasurable value to our culture, our identity, and our wild places.

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Our kiwi, kōkākō and mountain kea are among the world's greatest living treasures. Nearly half our birds are found nowhere else on the planet. Tourists come here every year to see our pristine wild spaces. Our country has a unique and special natural environment that is the foundation of our economy and wellbeing as a nation.

More than 3000 of our native species are within the 'threatened' or 'at risk' categories. Around 800 of these face extinction if we don't act promptly.

Since Predator Free 2050 Limited (the Company) was established in 2016, our mandate has been to make a significant contribution to the New Zealand government's goal of eradicating stoats, possums, and rats by 2050 to help reverse biodiversity decline in Aotearoa New Zealand. We do not underestimate the challenge ahead of us – the removal of these invasive predators from millions of hectares of rural, backcountry and urban landscapes is an ambitious task.

In this compelling context, we present our second Statement of Intent for Predator Free 2050 Limited, for the period 2022-2026.

Our success depends on the ongoing fostering of relationships with those who have a shared vision of achieving a predator-free New Zealand. This includes our shareholding Ministers and monitoring agency, the Department of Conservation; our Treaty partners; landowners; community and environmental groups; and businesses and philanthropists who share a commitment to New Zealand's biodiversity. We work to prioritise mana whenua and Te Tiriti approaches.

With the addition of Jobs for Nature funding from 2020, we have funded a total of 20 large landscape projects across the country from three government funding streams.<sup>1</sup> These projects are collectively working towards eradicating or suppressing predators over at least 820,000<sup>2</sup> hectares of private and public land, allowing the return of native species. The South Westland project has eliminated rats, possums and stoats from the Perth Valley (12,000 hectares), and the Hawke's Bay project is on track to eradicate possums by December 2022 across the Mahia Peninsula (14,600 hectares). Taranaki has eliminated possums from 1,000 hectares of Kaitake farmland, and the Wellington project has eliminated stoats, weasels and Norway rats from the Miramar Peninsula, with ship rats not far behind. Waiheke is on track to eliminate stoats from the island by June 2023. Our funding of new tool development is supporting these efforts, and our 2020-24 Research Strategy supports breakthrough science to fill the gaps in eradication capability. Our work in job creation through Jobs for Nature, and in economic development through the Provincial Growth Fund, is contributing towards the achievement of the government's wider goals for New Zealand.

By achieving success in these projects, we can demonstrate that landscape-scale eradication on the mainland is possible. What we learn about the most effective technologies and approaches across a range of rural, backcountry, and urban settings will also inform a broader rollout of eradication initiatives across the country to achieve the 2050 goal. At the same time, we are striving to drive research to achieve scientific breakthroughs by 2025 that will give us the capability to eradicate at least one of our target predators across all New Zealand and have updated our research strategy with a new approach to achieve that.

We see our position in the sector and our ongoing delivery as a remarkable opportunity to contribute to the protection of our many species and forests. We recognise the vital role that the natural environment has in shaping

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<sup>1</sup> Funding for the D'Urville project has been paused by the Board until access to all land is secure.

<sup>2</sup> The total hectares are lower than indicated in the 20/21 Annual Report as they now exclude D'Urville.

our identity as a country, and our work is uniquely positioned to support and contribute to carbon sequestration, building of social engagement with nature and community resilience, creating new careers, and removing multiple threats to New Zealand agriculture (such as bovine tuberculosis).

A handwritten signature in black ink, appearing to read 'D MacLeod', with a large, stylized initial 'D'.

David MacLeod  
Chair

# Statement of Responsibility

This Statement of Intent has been prepared by the Board of Directors (“the Board”) of Predator Free 2050 Limited (“the Company”) pursuant to the Crown Entities Act 2004. It sets out the intentions of the Company for the period 1 July 2022 to 30 June 2026.

The Board is responsible for the statements contained in this Statement of Intent, including the appropriateness of the assumptions on which those statements are based, and for the relevant disclosures made. The Board has the responsibility for establishing and maintaining a system of internal control that provides reasonable assurance as to the integrity and reliability of financial and non-financial reporting.

As part of the Department of Conservation’s monitoring function of Predator Free 2050 Limited, a review was recently completed to understand whether the Company and its structure are meeting the purpose anticipated and agreed by Cabinet in 2016. The review is currently with the Minister for consideration. We acknowledge that this Statement of Intent has been drafted within this context, and it is possible that this review may result in an amended Statement of Intent and new Statement of Performance Expectation measures developed following this Statement of Intent.



David MacLeod

Chair

Dated: 30 June 2022

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Estelle Leask

Director

Dated: 30 June 2022

# Our Strategic Purpose

The purpose of Predator Free 2050 Limited is to contribute towards the government's goal of the eradication of possums, stoats, and rats by 2050. We are a significant contributor to the Predator Free New Zealand 2050 programme ('PF2050 programme').

Our primary tasks are (in no particular order):

- to raise funds for co-investment
- to invest in strategic landscape-scale predator control and eradications
- to invest in breakthrough science research

These are undertaken in collaboration with partners.

In pursuing this purpose, we carry out the following functions:

- i. Identification of landscape scale predator eradication projects with high biodiversity values, and which have secured sustainable co-funding from third parties which can be leveraged with our own funding.
- ii. Funding of breakthrough science research that aims to accelerate the ability to eradicate target predators.
- iii. Provision of advice to project consortia so that they develop and implement high quality, technically feasible landscape and science research projects.
- iv. Fostering of investment in conservation landscape and science research projects. Encouragement and coordination of co-funding from third parties; including regional government, OSPRI, iwi, landowners and philanthropic foundations.
- v. Raising of funds for co-investment by other parties, at a targeted rate of 2:1<sup>3</sup>.
- vi. Assessment of proposals against investment criteria to select optimum schemes and establish durable commercial structures.
- vii. Management of co-investments in accordance with the Crown's investment requirements.
- viii. Exiting of projects when conservation objectives have been achieved and there are long term arrangements in place to sustain the gains.

As the government's eradication goal requires the collective work of many entities and parties, we are contributing to the following national 2025 goals:

- i. Increase by one million hectares of mainland New Zealand where predators are suppressed, through Predator Free 2050 Ltd projects.
- ii. Demonstrate that predator eradication can be achieved in areas of mainland New Zealand of at least 20,000 hectares without the use of fences.
- iii. Develop a breakthrough science solution capable of eradicating at least one small mammal predator from the New Zealand mainland.
- iv. Whānau, hapū and iwi will have identified sites of importance for predator eradication and at least five eradication projects led by whānau, hapū and iwi will be underway across the country.
- v. Eradicate possums or mustelids from at least one New Zealand city.
- vi. Effective tools and knowledge will be available to achieve predator eradication on farmland.

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<sup>3</sup> A range of co-funding targets were set in earlier project funding agreements in accordance with previous Ministerial expectations of a 1:1 target for Budget 2020 Jobs for Nature funding. Consistent with current expectations, the Company now applies a 2:1 co-funding target to projects.

We will continue to collaborate with the Department of Conservation to reflect any future change in the PF2050 programme goals, so our goals align with the overall programme objectives. This may, in the future, include specific Predator Free 2050 Limited goals. We also recognise that, to achieve our purpose, it may be appropriate for predator control and eradication activities to concurrently eradicate other mammalian pests at specific sites.

# Guiding Principles

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Core to our capability is the ability to collaborate with co-investors and partners, and to encourage and support collaboration and partnership among those we fund.

Achieving our goals requires long-term commitment, and enduring, quality relationships.

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The Predator Free 2050 programme involves three main organisations in its delivery:

1. The Department of Conservation is the government agency responsible for facilitating the overall PF2050 programme.
2. Predator Free 2050 Limited is a charitable, Crown-owned company, investing in high-value, large scale predator control initiatives, scientific research into predator eradication, and the development of new tools, and attracting investment from the private sector, philanthropists, and local government.
3. Predator Free New Zealand Trust is a charitable Trust, connecting with community groups New Zealand wide, providing valuable support and technical information for the rapidly growing community groups both rural and urban.

The use of new technology and the coordinated and collective impact of individuals, communities, central and local government, iwi, OSPRI, philanthropists, non-government organisations, businesses, science and research organisations, the Biological Heritage National Science Challenge, and landowners, are essential to the success of the 2050 goal.

Our approach to relationship management draws on the following principles:

- we will respect Te Tiriti o Waitangi.
- we will hear and respond to the diverse voices of the community.
- we will act in good faith.
- our work will be built on trust and mutual respect.

## Treaty partnerships with whānau, hapū and iwi

Central to our role is recognition of the Treaty of Waitangi partnership. All our partnership work with others must recognise our ongoing Treaty obligations to whānau, hapū and iwi.

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We recognise the special kaitiaki role that Māori play in managing our natural resources, and our responsibilities under the Treaty of Waitangi.

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Māori have a deep knowledge of the natural world, developed through their observation of the natural environment of Aotearoa over time. Incorporating Māori viewpoints and values into our work is central, and we remain committed to pursuing a deeper relationship with Māori. This includes seeking evidence from those whom we fund and partner with that they are also making those connections.

# Key Activities

## Landscape-scale eradication with new partners

Core to our success is identifying landscapes where we have confidence of sustained predator eradication and preserving high values of biodiversity. We have now appointed technical specialist internal staff to support this role and continue to receive advice from the Department of Conservation and other experts.

Eligible landscape projects may be located outside the conservation estate and may have a variety of owners including regional and local government, iwi and private landowners.

In assessing applicants, we investigate and weigh several factors including:

- physical scale and cost of operation.
- sustainability of the project and risk of re-invasion.
- strength of governance.
- Māori participation and collaboration.
- value of biodiversity at stake.
- amount of matched funding and security of collaborating partners.

This process began in 2017 with the issue of an Expression of Interest request, which received 45 applications from around New Zealand. Seven projects were activated and progressed. Since this time, further investment in landscape projects has occurred, including those supported by the Provincial Growth Fund and Jobs for Nature funding. As of 1 July 2022, a total of 20 landscape projects were in varying stages of progress.

We will continue to work with partners to initiate further projects that meet our criteria, and other priority government objectives, and contribute significant information to the predator eradication knowledge pool.

## Breakthrough science

Our Research Strategy<sup>4</sup> is designed to maximise our ability to develop a breakthrough science solution capable of eradicating at least one small mammalian predator from the mainland by 2025, an important milestone on the road to a predator free New Zealand.

Our first Research Strategy was developed by a strategy group co-ordinated by New Zealand's Biological Heritage National Science Challenge and was independently reviewed. The second version of the strategy (2020-2024), published in 2021, builds on the underpinning outcomes of the first strategy, and is our guiding document in this space.

The strategy has two priority components:

**Research Priorities:** Significantly accelerating development of a suite of solutions for landscape-scale predator eradication, with particular emphasis on advances to enable back country landscape-scale mustelid and rat eradication. These outcomes are identified as those for which research breakthroughs are most needed.

**Capability Development:** The New Zealand science system has critical capability and capacity shortages in many of the research disciplines needed for science breakthroughs for Predator Free 2050, most evident in the 'organism' sciences such as reproductive biology, physiology, and developmental biology.

These are supported by two additional components:

**Enabling Elements:** Essential supporting research elements for achievement of both science breakthroughs and the Predator Free 2050 goal in general, that are not being addressed elsewhere in research being conducted for

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<sup>4</sup> See <https://pf2050.co.nz/towards-breakthrough-science>

Predator Free 2050.

**Embedded R&D:** Driving the ongoing improvement and scaling-up of current approaches to landscape predator eradication in parallel with the pursuit of breakthrough science advances and their translation into field application.

## Products to Projects

Our Products to Projects funding provides support to take proven ideas from the research environment and make them available as effective tools, technologies and approaches that can be applied on a landscape scale. As at 1 July 2022, our Products to Projects programme has produced six tools that are now available to projects, and a further 20 tools and 4 best practice guides are on track for completion by December 2024 (of which 4 are expected by December 2022).

# PREDATOR FREE 2050 LIMITED – OUTCOMES FRAMEWORK

Opportunities

The predator free movement is sweeping New Zealand. There is a growing sense of urgency to preserve threatened species. This is coupled with growing interest of third-party investors, fast developing science and the willingness of thousands of New Zealanders to support the campaign.



## New landscapes

Fund eradication of predators on large, often privately owned, landscapes and defend from reinvasion



## New partners

Recruit new participants to conservation including third party funders, landowners and organisations to engage in predator control



## New science

Foster fast-evolving science and technology research and development for landscape-scale predator eradication

Activities

Our role is to deliver landscape scale projects by facilitating partnerships between central and local government, NGOs, communities, philanthropists and iwi.

We will also invest in breakthrough science research with the Biological Heritage Science Challenge to provide new tools.

### Co-invest in high-value landscape-sized projects

- Fund landscape and product development projects.
- Support projects to deliver project outcomes with leading edge and novel solutions, innovation and knowledge sharing, and in partnership with iwi, community and business.
- Identify and assess landscape-scale projects.
- Attract investment from third parties.
- Ensure governance and resources are in place to support co-investment partners.

### Fund breakthrough science

- Implement the Predator Free 2050 Limited Research Strategy 2020–2024 in collaboration with breakthrough science-oriented partners.
- Develop and fund projects through all Research Strategy implementation pathways.
- Create a shared investment strategy with the Biological Heritage National Science Challenge to support long-term breakthrough science research.
- Maintain awareness and oversight of international trends and research on breakthrough science related to predator eradication.

Early outcomes

Through the establishment period we expect that the Company will achieve its targets for investment attraction, that working partnerships will be established, and that at a project level (landscape and science) mana whenua will have genuine opportunities to exercise kaitiakitanga.



Significant acceleration in the rate of increase of land under predator control



Enhanced collaboration across stakeholders, and co-investment by non-Government agencies attracted



Increased opportunities for iwi to exercise kaitiakitanga over their rohe



Significant acceleration in developing a suite of solutions for landscape-scale predator eradication

Medium-term outcomes

By continuing our work we will grow our work with partners to achieve the wider Predator Free 2050 Programme's 2025 targets.

One million more hectares of mainland New Zealand where predators are suppressed.

Demonstrate predator eradication on at least 20,000 hectares of mainland New Zealand without the use of fences.

Whānau, hapū and iwi will have identified sites of importance for predator eradication and at least five eradication projects led by whānau, hapū and iwi will be underway across the country.

Develop a breakthrough science solution to eradicate at least one small mammal predator from the New Zealand mainland.

Support the eradication of possums or mustelids from at least one New Zealand city

Effective tools and knowledge will be available to achieve predator eradication on farmland.

**Eradication of possums, stoats and rats by 2050**

# Our approach to Funding and Financial Management

## Funding and Financial Management

Funding for Predator Free 2050 Limited has been provided as part of a non-departmental multi-year appropriation of \$5.914M per annum.

It is anticipated that the Company will obtain a contribution of financial resources from other parties on a targeted 2:1 basis. Details of progress against these financial targets will be addressed in the annual business plan process.

Additional Government funding for the Company has been provided through the Provincial Growth Fund and the Jobs for Nature programmes. As funding from the Provincial Growth Fund will come to end on 1 Nov 2025, and Jobs for Nature funding will come to an end in June 2024, we are currently exploring additional funding sources to ensure the eradication gains and achievements can be maintained. We will investigate permissible and appropriate future funding sources, such as carbon credits and revenue from product developments, to sustain the programme as it expands to implement the national implementation strategy.

The table below outlines current and forecast funding:

Summary of appropriation	2022/23	2023/24	2024/25	2025/26
Vote Conservation: Non-Departmental Output Expenses	\$6.41m	\$5.91m	\$5.91m	\$5.91m
Provincial Growth Fund	\$4.00m	\$0.77m	\$1.30m	-
Jobs for Nature	\$23.67m	\$24.57m	-	-

*Note: Actual drawdowns vary from year to year reflecting the timing of actual investment for projects.*

Allocation of government funding is guided by the Crown’s investment criteria for each project. These include:

*For landscape projects:*

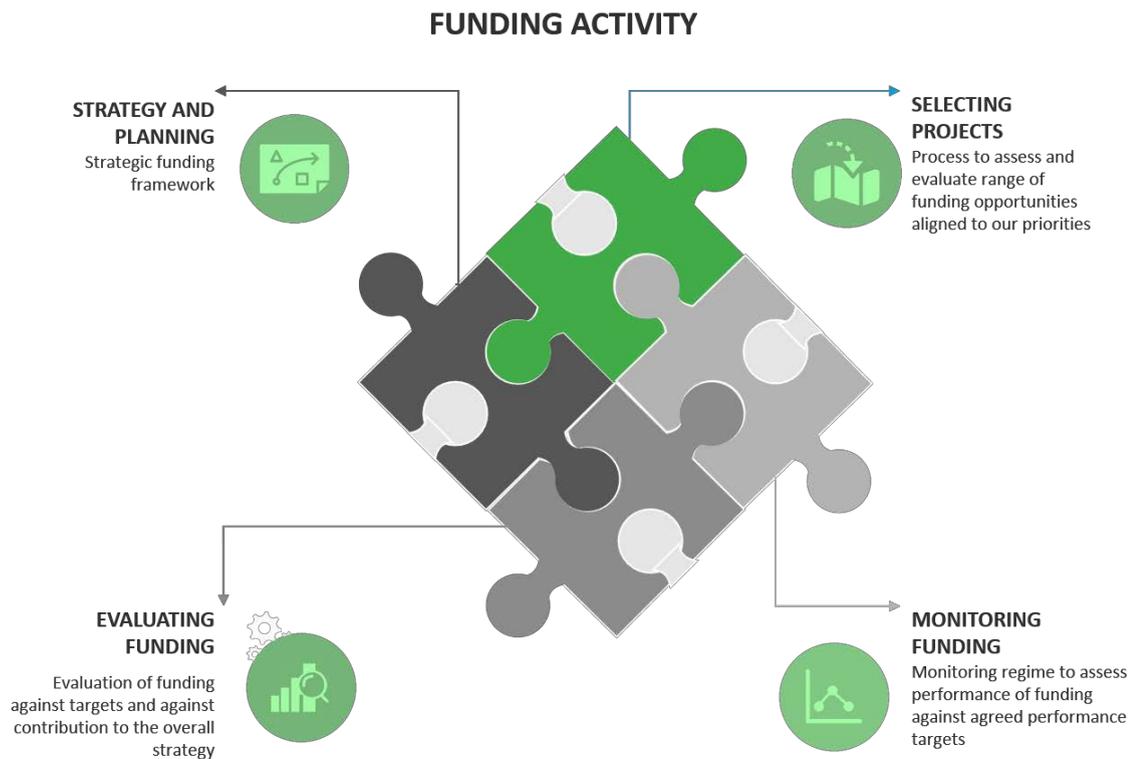
- i. the ability to eradicate or suppress predators at a landscape level to achieve specific and significant conservation objectives
- ii. the ability to strengthen iwi–Crown relationships, and provide opportunities for iwi to exercise kaitiakitanga over their rohe
- iii. contribution to social and economic outcomes
- iv. demonstration of strong collaboration across all the relevant stakeholders
- v. demonstration of strong governance and management of projects
- vi. evidence of sound conservation, operational, financial and evaluation plans
- vii. contribution of financial resources from other parties on a targeted 2:1 basis
- viii. demonstration of durable arrangements to sustain the gains after the funding period

For breakthrough science:

- i. the ability to develop breakthrough science research that aims to accelerate the eradication of target predators
- ii. a robust, objective and peer-reviewed science Research Strategy
- iii. balancing the potential benefit for achieving a step-change in our ability to achieve landscape scale eradication against the risk of research failure
- iv. complementing technical research programmes with appropriate supporting social, ecological, data-sharing and strategy modelling research
- v. providing a 'bet-hedged' mixed portfolio approach for the technical programmes, as far as resources allow, to maximise the chance of research aim achievement

Through the funding life cycle, we see four core stages, shown in Figure 1 below.

**Figure 1. The four stages of our funding activity**



## Funders

The Company is a registered charitable company set up to help encourage and coordinate co-funding from third parties including regional government, iwi, landowners, philanthropic foundations, and businesses.

We also receive funding allocated through the Jobs for Nature fund and Provincial Growth Fund, as outlined earlier.

The Company is registered under the Charities Act 2005 and has charitable purposes that are wholly carried on

in New Zealand and is therefore exempt from income tax in New Zealand.

We are listed on Inland Revenue's website as having "donee" status, which broadly enables eligible donors to obtain tax credits or deductions from income tax for unconditional gifts made to it. Receipts issued for donations will comply with Inland Revenue's requirements.

We will continue to apply an enterprise approach to our funding activity, including contestable expression of interest processes. These mechanisms will allow us to identify regional/local councils, communities, mana whenua, businesses, NGOs and/or other entities who have begun or are contemplating predator eradication initiatives that can contribute toward meeting the Company's goals. We will use our funding to stimulate collaboration between parties and to leverage activity that will make a material contribution to our goal.

## **Financial Reporting**

Our financial statements are prepared in accordance with the requirements of the Crown Entities Act 2004. Those include the requirement to comply with New Zealand Generally Accepted Accounting Practice (NZ GAAP).

A robust Assurance Framework, to be implemented in Q2 2022/23, will strengthen and guide our stewardship of Crown funds.

## **Risk Management**

An effective risk management framework supports us in achieving our strategic and business objectives by creating a robust control environment to support our decision-making. This allows us to maximise opportunities, reduce the likelihood of business loss or reputational damage, and manage exposure to risks.

# Our Organisational Health and Capability

## Our core capabilities

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Our Company plays an important role in the overall approach to achieving a predator-free New Zealand by 2050. To be successful in our primary tasks, we must collaborate with those who share our vision for the future of New Zealand's unique species and forests.

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Achieving a predator-free New Zealand will require us to work constructively to build capability across the following areas:

- consortium capability to initiate and lead large-scale projects
- organisational capability and capacity to plan, deliver and monitor operations
- community capability to lead and undertake activities effectively and safely, and to participate in large-scale projects

Our organisational capacity and capability developed from the founding desire to create an entity that ensured that large-scale investments were well coordinated, with the funds being spent responsibly. In addition, it was recognised that a core capability of the Company would include entrepreneurial experience and connections that would enable us to attract investors. As the national Predator Free 2050 programme expands, we will address any relevant increased capacity and capability requirements for our Company.

## Developing our people

We are dynamic, with a small team working across multiple functions and disciplines. While we remain a small team, we have experienced growth over the past few years. To ensure we can maintain and develop our people capability, we have:

- developed policies for recruitment, professional development and remuneration that focus on attracting and retaining skilled, flexible, efficient, and knowledgeable people
- implemented policies that allow us to supplement the expertise of our core team where necessary by using contractors and consultants with specialist expertise

We regularly explore opportunities for new operating processes and systems to support our work. The Board supports management to regularly review operating models and resourcing, to ensure we function effectively and achieve our strategic objectives.

## Keeping our people safe

We are committed to being a zero-harm employer with no days lost to accident. We have developed policies to ensure staff health and safety is well managed. The office environment is safe and well maintained.

Regular observations are undertaken to identify hazards and unsafe workplace practices, and we provide any necessary training. A mix of health and safety indicators are reported to the CEO and the Board monthly. Any notifiable event is notified to the CEO and Board Chair immediately.

We work closely with the projects we fund to ensure they also operate best practice health and safety policies and learn from any incidents that occur.

## Ensuring we are a good employer

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To deliver on our goal we need our employees to be engaged and have clearly defined roles that are aligned with our vision, outcomes, and strategies.

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Our people are critical to us collaborating successfully with a broad range of stakeholders. We therefore need policies that will enable our people to thrive. We offer a flexible working environment that enables staff to balance work, family, and other commitments.

We are committed to upholding our responsibilities as an Equal Employment Opportunities (EEO) employer and creating a workplace that attracts, retains, and values diverse employees. EEO principles are included in relevant company documentation.

We have a zero-tolerance approach to all forms of harassment and bullying and are developing policies to deal with any complaints should they arise.

## A sense of social responsibility

Our operating principles include:

- a sense of social and environmental responsibility
- sound business practices, including managing procurement processes that have integrity
- a “no surprises” communication policy

We are a small organisation that is passionate and committed to helping enhance New Zealand’s biodiversity. ‘Kia uru ora - return to life’ captures our commitment to social and environmental responsibility.