

**He Pou a Rangi Climate Change Commission Board meeting minutes (meeting 68)
Tuesday 28 October and Wednesday 29 October 2025**

A meeting of the Climate Change Commission Board was held at the office of the Climate Change Commission, Level 21, Aon Centre, 1 Willis Street, Wellington with attendees also joining via Teleconference Facility. The meeting started on Tuesday 28 October 2025 at 1.02pm and adjourned at 5.03pm. The meeting reconvened on Wednesday 29 October 2025 at 9.31am and concluded at 2.03pm.

Climate Change Commission Board members in attendance:

Rt Hon Dame Patsy Reddy – Board Chair
Lisa Tumahai – Deputy Chair
Dr Judy Lawrence
Dr Andy Reisinger
Dr Tanira Kingi
Distinguished Professor Steven Ratuva
Devon McLean
Felicity Underhill

Climate Change Commission staff in attendance:

Alexandra Aimer-Seton – Manager, Built Environment & Energy Transition
Anne Jonathan – Executive Assistant
Astrid Nunns – General Manager, Corporate Accountability and Operations
Celia Karl - Principal Advisor, Māori Economy
Charlotte Delahunty - Programme Manager
Chris Holland – Principal Analyst, Evidence and Advice
Emily Walker-Button - Senior Advisor, Planning and Performance
Emma Donnelly – Advisor, Channels, Strategic Operations
Fran Lovell – Manager, Strategic Operations
Gemma Lawson – Senior Board Coordinator and Minute Taker
Gillian Thornton – Manager, Analytics and Economics
Grant Blackwell – Chief Science Advisor
Hans Landon-Lane - Principal Advisor Channels & Information Systems, Strategic Operations
Holly Walker – Project Director
James Muwunganirwa – Manager, Primary Industries & Environment
Jo Hendy – Chief Executive
Julia Fink – Chief Financial Officer
Karen Lavin - General Manager, Evidence and Advice
Lara Wood – Manager, Business Services
Marcus Stickley – Manager, Impact
Martin Dutton – Manager, Reports – Deliver
Nancy Golubiewski - Principal Analyst, Primary Industries & Environment

Naomi O'Connor - Senior Technical Writer, Impact
Rob Aloe – Project Coordinator
Robert Carr – Project Director
Robert Liberona - Principal Advisor, Planning and Performance
Robin Campbell – General Manager, Delivery
Sally Garden – Project Director
Sophie Carroll - Manager, Government Services and Performance Reporting
Tipene Wilson - Manahautū, Māori

The meeting started at 1.02pm on Tuesday 28 October 2025

Patsy Reddy, Lisa Tumahai, Judy Lawrence, Tanira Kingi, Andy Reisinger, Steven Ratuva, Felicity Underhill and Devon McLean joined the meeting at 1.02am

Agenda item 1: Board only time

- 1.1 The Board discussed the Commission's ongoing work.
- 1.2 The Board discussed the agenda of the meeting.

Jo Hendy, Astrid Nunns, Grant Blackwell, Robin Campbell, Karen Lavin, Tipene Wilson, Gillian Thornton, Sophie Carroll, Lara Wood, James Muwunganirwa, Martin Dutton, Charlotte Delahunty, Rob Carr, Marcus Stickley, Alexandra Aimer-Seton, Anne Jonathan and Gemma Lawson joined the meeting at 1.37pm

Tanira Kingi opened the meeting with a karakia.

Agenda item 2: Welcome and introductions

2.1 Apologies

- 2.1.1 The Board noted no apologies for the meeting.

2.2 Call for additional items

- 2.2.1 The Board noted no additional items were raised.

2.3 Review of interest management

- 2.3.1 The Board noted receipt of the *Memo on Commissioner Interests* dated 14 October 2025.
- 2.3.2 The Board noted the amendments and updates to existing interests confirmed since the last meeting.
- 2.3.3 The Board noted no interests required management in relation to the meeting agenda.
- 2.3.4 The Board reviewed the updated table of Board member's interests.

2.4 Approve draft Board meeting minutes

- 2.4.1 The Board reviewed and confirmed the minutes from the 30 and 31 July 2025 Board meeting as a true and accurate record of the meeting.

2.5 Letters for noting

- 2.5.1 The Board noted the letter from Hon Judith Collins KC, to the Chair of the Climate Change Commission regarding the Contractor and Consultant Expenditure Target for 2025/26, dated 8 October 2025.
- 2.5.2 The Board noted the letter from the Chair of the Climate Change Commission to the Minister of Climate Change regarding the National Climate Change Risk Assessment delivery date, dated 5 September 2025.

2.6 Actions Register

- 2.6.1. The Board noted the actions proposed for closure.
- 2.6.2. The Board noted the ongoing actions.
- 2.6.3. The Board agreed to the proposed closure of actions.

2.7 Board Horizon Report

- 2.7.1 The Board noted and discussed the Board Meeting Agenda Horizon Report.

Celia Karl joined the meeting at 1.53pm

Agenda item 3: Chief Executive's Verbal Update

- 3.1 The Chief Executive provided the Board with an overview on recent work at the Commission and updated the Board on the wider strategic context of the Commission's work and advice.
- 3.2 The Board discussed the Commission's upcoming work programme.
- 3.3 The Chief Executive updated the Board on recent engagements, including the Adaptation Futures conference, and a recent International Climate Councils Network webinar.
- 3.4 The General Manager, Evidence and Advice, updated the Board on the recent announcement regarding the National Adaptation Framework.
- 3.5 The Chief Scientist updated the Board on recent international collaboration and engagements.
- 3.6 The Board discussed and noted the Chief Executive's verbal update.

Martin Dutton left the meeting at 2.14pm

Lara Wood, James Muwunganirwa, Charlotte Delahunty, Rob Carr, Marcus Stickley, Alexandra Aimer-Seton and Celia Karl left the meeting at 2.41pm

Agenda item 4: Pre-meeting for meeting with the Minister of Climate Change

- 4.1 The Board discussed the agenda for the meeting with the Minister of Climate Change on 29 October 2025.

Gillian Thornton left the meeting at 2.58pm

The meeting adjourned from 2.58pm until 3.16pm

Lara Wood, Emily Walker-Button and Robert Liberona joined the meeting at 3.16pm

Agenda item 5: Embedding the board strategy: Statement of Intent 2026-2030 Strategic Framework and Roadmap

- 5.1 The General Manager, Corporate Accountability and Operations, introduced the Strategic Framework and roadmap.
- 5.2 The Board noted the purpose of the Strategic Framework and the role it plays in the Statement of Intent.
- 5.3 The Board discussed and gave feedback on the proposed wording for the impacts, outcomes and vision statements of the Strategic Framework.
- 5.4 The Board agreed that a further iteration of the impacts, outcomes and vision statements of the Strategic Framework, will be provided to the Board.
- 5.5 The Board approved scheduling an out of cycle Risk Audit Safety and Health committee workshop to progress early work on organisational performance measures.
- 5.6 The Board noted that other Board members, who are not on the committee, can attend the workshop.
- 5.7 The Board gave feedback on the draft roadmap as presented.
- 5.8 The Board approved the revised draft roadmap, incorporating the Board's feedback, as the guiding document for actioning the organisational shifts necessary to deliver on the Board's strategic direction.
- 5.9 The Board noted the table attached as Appendix 3 which sets out the process for developing the Statement of Intent, and maps where Board input and approval will be sought.

Sophie Carroll, Emily Walker-Button and Robert Liberona left the meeting at 4.43pm

Agenda item 6: Board Self Assessment - Discussion on Approach and Technical Evidence and Assurance Committee terms of reference review

- 6.1 The General Manager, Corporate Accountability and Operations, introduced the proposed approach to the Board self-assessment for 2025,
- 6.2 The General Manager, Corporate Accountability and Operations, confirmed that when the Technical Evidence and Assurance Committee (TEAC) was established, it was agreed that the terms of reference would be reviewed no later than 31 October 2025, and a proposal to postpone the formal review had been included here for the Board's consideration.
- 6.3 The Board discussed the process for the self-assessment.
- 6.4 The Board agreed that the self-assessment will be a series of questions that allow Board members and the executive leadership team to reflect on the Board's governance and other practices through 2025.
- 6.5 The Board agreed that responses from the self-assessment will be discussed as a group in February 2026.
- 6.6 The Board agreed to defer the planned review of the TEAC terms of reference until no later than 31 December 2026.
- 6.7 The Board encouraged the TEAC members to reflect on their terms of reference throughout the year, as TEAC may continue to refine and adjust its practices in ways not inconsistent with its current terms of reference.

The meeting adjourned for the day at 5.03pm.

The meeting reconvened on Wednesday 29 October 2025 at 9.31am

Patsy Reddy, Lisa Tumahai, Judy Lawrence, Tanira Kingi, Andy Reisinger, Steven Ratuva, Felicity Underhill, Devon McLean, Jo Hendy, Grant Blackwell, Robin Campbell, Tipene Wilson, Julia Fink, Sophie Carroll, Anne Jonathan and Gemma Lawson joined the meeting at 9.31am

Agenda item 7: Update from Risk, Audit, Safety and Health Committee

- 7.1 The acting Chair for the 21 October 2025 Risk, Audit, Safety and Health (RASH) Committee meeting, provided an update to the Board.
- 7.2 The Board noted the verbal update on the RASH meeting.
- 7.3 The Board noted the approved 23 July RASH committee minutes.
- 7.4 The Board noted that the RASH Committee had referred the Draft Audit Completion report 2024/25 to the Board for final approval subject to any amendments from the discussion with the Auditor.
- 7.5 The Board noted the report and approved the Management response within the Audit Completion Report for 2024/25, allowing the finalisation of the Audit.
- 7.6 The Board requested that Commission staff write to the Office of the Auditor General regarding the audit fees (refer to action item 502/2025).
- 7.7 The Board discussed the Quarter One Forecast FY 2025-26.
- 7.8 The Board noted the Quarter One Forecast FY 2025-26 and gave approval for the Chief Executive to spend in accordance with the updated forecast.
- 7.9 The Board noted that the RASH committee had endorsed the updates to the Delegations Framework and referred this to the Board for approval.
- 7.10 The Board noted that the RASH committee had also endorsed the Annual Report and the Quarterly Performance Report for Q1 2025/26, which would be discussed in the subsequent agenda items.
- 7.11 The Board approved the updates to the Delegations Framework.

Emily Walker-Button joined the meeting at 9.43am

Agenda Item 8: Final Annual Report 2024/25

- 8.1 Commission staff introduced the final Annual Report 2024/25 and confirmed that some minor updates that had been agreed at the RASH committee meeting were not able to be reflected in the paper due to the timing between the RASH committee and Board meetings.
- 8.2 The Board noted that the 2024/25 Annual Report has been prepared in line with the Commission's requirements under the Crown Entities Act 2004.
- 8.3 The Board noted that the draft had been reviewed by the RASH Committee in their meeting on 21 October, and the RASH committee had provided feedback on the draft and endorsed it subject to that feedback.
- 8.4 The Board noted that the draft had also been reviewed by the Commission's auditors, the Commission's legal advisors, and the Crown monitoring team at the Ministry for the Environment.
- 8.5 The Committee noted that all feedback received prior to the 21 October 2025 RASH

- committee meeting had been collated in the feedback table in Appendix A.
- 8.6 The Board reviewed and provided feedback on the final Annual Report 2024/25 (Appendix B).
- 8.7 The Board approved the 2024/25 Annual Report, subject to the remaining feedback being incorporated.
- 8.8 The Board delegated authority to the Chair and Deputy Chair to sign the statement of responsibility in the Annual Report and the auditor's letter of responsibility (Appendix C) on behalf of the Board.
- 8.9 The Board delegated the approval of any non-substantive post-Board meeting changes to the Chief Executive
- 8.10 The Board noted the timeline to delivery and next steps.

Agenda item 9: 2025/26 Q1 Performance Report - as endorsed by RASH

- 9.1 Commission staff introduced the Quarterly Performance Report for Q1 2025/26 (Q1 Report) and noted that the RASH committee had endorsed the Q1 Report, and summarized the feedback received from the RASH committee.
- 9.2 The Board reviewed and provided feedback on the Q1 Report.
- 9.3 The Board approved the Q1 Report, subject to the Board's feedback.
- 9.4 The Board delegated authority to the Chief Executive to approve and sign out any amendments post-Board meeting.
- 9.5 The Board agreed to send the Q1 Report, subject to incorporation of Board amendments, to the Commission's Crown monitoring agency.

Julia Fink, Sophie Carroll and Emily Walker-Button left the meeting at 10.23am

The meeting adjourned from 10.23am until 10.43am

Rob Carr, Holly Walker, Alexandra Aimer-Seton, Sally Garden, Rob Aloe, Martin Dutton, Nancy Golubiewski, Naomi O'Connor and Chris Holland, joined the meeting at 10.43am

Agenda item 10: Update from the Technical Evidence and Assurance Committee

- 10.1 The Chair of the Technical Evidence and Assurance Committee (TEAC) updated the Board on the following meetings of TEAC, that had been held since the July Board meeting:
- On 18 August 2025, TEAC met regarding the project methodology for the National Climate Change Risk Assessment 2026.
 - On 1 October 2025, TEAC met regarding the development of, and testing the proposed analytical approach for, the National Adaptation Plan Progress Assessment 2026.
 - On 7 October 2025, TEAC met regarding the scope for the Emissions Reduction Monitoring Plan 2026, and the high-level scope for the first End of Budget report.
- 10.2 The Chair of TEAC noted that summaries of each of these meetings had been circulated to the Board.
- 10.3 The Chair of TEAC noted that the potential need to make significant methodological judgements in advice to be delivered later in 2026 had been raised in the 7 October 2025 meeting, and that this may be referred to the Board in the future.
- 10.4 The Board noted the update from the TEAC Chair on the 18 August, 1 October and 7 October TEAC meetings.

- 10.5 The Board noted the 29 April 2025 and 18 August 2025 Committee meeting minutes, as approved by the Committee.

Karen Lavin joined the meeting at 10.51am

Rob Carr left the meeting at 10.54am

Tipene Wilson left the meeting at 10.58am

Agenda item 11: National Climate Change Risk Assessment 2026: Update

- 11.1 The Board and Commission staff discussed the update on the National Climate Change Risk Assessment (NCCRA) 2026.
- 11.2 The Board noted that further discussion may be warranted on the methodology questions raised by the Board.
- 11.3 The Board noted that TEAC will be discussing NCCRA 2026 further on 8 December.
- 11.4 The Board noted the update on NCCRA 2026.

Holly Walker, Alexandra Aimer-Seton, Sally Garden, Rob Aloe, Martin Dutton, Nancy Golubiewski, Naomi O'Connor and Chris Holland left the meeting at 12.30pm

The meeting adjourned from 12:30pm until 1.02pm

Tipene Wilson, Fran Lovell, Sophie Carroll, Hans Landon-Lane and Emma Donnelly joined the meeting at 1.02pm

Agenda item 12: Discussion: Key/Strategic Issues

- 12.1 Commission staff gave a presentation on misinformation and disinformation and confirmed that this discussion will feed into future strategic work at the Commission.
- 12.2 The Board discussed misinformation, disinformation and information integrity as it relates to the Commissions work.

Fran Lovell, Sophie Carroll, Hans Landon-Lane and Emma Donnelly left the meeting at 1.53pm

Agenda item 13: General Business

- 13.1 The Board discussed upcoming engagements.
- 13.2 No other matters of general business were raised.

Patsy Reddy closed the meeting with a karakia.

The meeting finished at 2.03pm.

The Board met with the Minister of Climate Change following the close of the Board meeting.

These minutes have been accepted as a true and accurate record by the Board of the Climate Change Commission.

Signed: 
Chair

Date: 25/2/2026

Proactively released