

**He Pou a Rangi Climate Change Commission Board meeting minutes (meeting 67)
Wednesday 30 July and Thursday 31 July 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 Wednesday 30 July 2025 at 1.02pm and adjourned at 5.00pm. The meeting reconvened on Thursday, 31 July 2025 at 9.25am and concluded at 3.40pm.

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:

Anita King – Principal Analyst, Analytics and Economics
Anne Jonathan – Executive Assistant
Astrid Nunns – General Manager, Corporate Accountability and Operations
Celia Karl - Principal Advisor, Māori Economy
Charlotte Delahunty - Programme Manager
Emily Walker-Button - Senior Advisor, Planning and Performance
Gemma Lawson – Senior Board Coordinator and Minute Taker
Geoff Lewis – Principal Analyst, Analytics and Economics
Gillian Thornton – Manager, Analytics and Economics
Grant Blackwell – Chief Science Advisor
Hikurangi Mills - Principal Analyst, Māori
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
Robert Carr – Project Director
Robert Liberona - Principal Advisor, Planning and Performance
Robin Campbell – General Manager, Delivery
Sally Garden – Project Director

Sam Holmes – Principal Analyst, Analytics and Economics
Sophie Carroll - Manager, Government Services and Performance Reporting
Tammy Thompson - Principal Advisor, Governance
Tipene Wilson - Manahautū, Māori

External Guests:

Simon Tucker - Director of Global Sustainability, Stakeholder Affairs and Trade, Fonterra
Fiona Hutchinson, General Manager of New Zealand Government Affairs, Fonterra

The meeting started at 1.02pm on Wednesday 30 July 2025

Patsy Reddy, Lisa Tumahai, Judy Lawrence, Tanira Kingi, Andy Reisinger, Steven Ratuva, Felicity Underhill, Devon McLean, Anne Jonathan and Gemma Lawson 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 and Astrid Nunns joined the meeting at 1.26pm
Gemma Lawson and Anne Jonathan left the meeting at 1.27pm*

- 1.3 The Board received an update on the progress of collective bargaining towards the multi-employer collective agreement.

Astrid Nunns left the meeting at 1.40pm.

- 1.4 The Board discussed the update on the progress of collective bargaining towards the multi-employer collective agreement with the Chief Executive.

Astrid Nunns, Grant Blackwell, Robin Campbell, Karen Lavin, Sophie Carroll, James Muwunganirwa, Robert Carr, Celia Karl, Charlotte Delahunty, Tammy Thompson, Anne Jonathan and Gemma Lawson joined the meeting at 1.45pm

Gemma Lawson opened the meeting with a karakia.

Agenda item 2: Welcome and introductions

2.1 Apologies

- 2.1.1 The Board noted that some Board members would be absent from parts of the meeting and that this would be reflected in the minutes.
- 2.1.2 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 23 July 2025.
- 2.3.2 The Board noted the amendments and updates to existing interests confirmed since the last meeting, and noted the attached addendum to permission to act for Felicity Underhill dated 26 June 2025, and for Devon McLean dated 15 July 2025, and the attached permission letter for Andy Reisinger, dated 23 July 2025.
- 2.3.3 The Board noted that Lisa Tumahai and Tanira Kingi have interests that hold the condition that they may not be involved in the oversight, preparation, or authorisation of advice on pricing related to domestic units created for the New Zealand's Emissions Trading Scheme (NZ ETS).
- 2.3.4 The Board noted that Lisa Tumahai and Tanira Kingi will need to be excused if there is any discussion resulting from Agenda item 2.6.
- 2.3.5 The Board noted no other interests required management regarding the meeting agenda.
- 2.3.6 The Board noted that Andy Reisinger's interest with the Global Strategic Communications Council, is historical effective from today – 30 July 2025.
- 2.3.7 The Board also noted Andy Reisinger is a member of the Scientific Advisory Board for a report by the United Nations Environment Programme on climate overshoot. The report is expected to be published in mid-2026.
- 2.3.8 The Board Chair noted Dr Reisinger's update and advised that no further action was required in relation to this being a potential interest.

2.4 Approve draft Board meeting minutes

- 2.4.1 The Board reviewed and confirmed the minutes from the 6 June 2025 Board meeting as a true and accurate record of the meeting.

2.5 Note approved Committee meeting minutes

- 2.5.1 The Board noted the approved 25 March Analytical and Technical Assurance Committee (now the Technical Evidence and Assurance Committee) meeting minutes.

Lisa Tumahai and Tanira Kingi left the meeting at 1.48pm
Martin Dutton joined the meeting at 1.49pm

2.6 Letters for noting

- 2.6.1. The Board noted the letter from the Hon Simon Watts, Minister of Climate Change, to the Chair of the Climate Change Commission regarding NZ ETS Settings, dated 26 June 2025.
- 2.6.2. The Board noted the letter from the Chair of the Climate Change Commission to the Hon Simon Watts, Minister of Climate Change regarding NZ ETS Settings, dated 18 July 2025.
- 2.6.3. The Board discussed the genesis of the letters.

2.7 Other matters for noting

2.7.1 The Board noted the final Statement of Performance Expectations 2025/26.

Gillian Thornton joined the meeting at 1.54pm

2.8 Actions Register

2.8.1 The Board noted the actions proposed for closure.

2.8.2 The Board noted the ongoing actions.

2.8.3 The Board agreed to the proposed closure of actions.

2.9 Board Horizon Report

2.9.1 The Board noted and discussed the *Board Meeting Agenda Horizon Report*.

2.9.2 The Board requested that the timing of Board discussions on strategic risks is considered when the risk framework is reviewed, with the Board Meeting Agenda Horizon Report updated accordingly.

2.9.3 The Board confirmed that work was ongoing to confirm meeting dates for 2026.

Lisa Tumahai, Tanira Kingi, Sally Garden and Marcus Stickley joined the meeting at 2.00pm

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 update on the international context, including the release of the International Court of Justice decision.

3.3 The Board discussed the update on the Commission's work, including the recent release of the monitoring report on emissions reduction.

3.4 The Board noted the Chief Executive's verbal update.

Martin Dutton left the meeting at 2.31pm

Sally Garden left the meeting at 2.39pm

Tipene Wilson joined the meeting at 2.44pm

Sophie Carroll, James Muwunganirwa, Robert Carr, Celia Karl, Charlotte Delahunty, Gillian Thornton and Marcus Stickley left the meeting at 2.55pm

The meeting adjourned from 2.55pm until 3.08pm

Simon Tucker and Fiona Hutchinson joined the meeting at 3.08pm

Agenda item 4: Meeting with Simon Tucker, Director of Global Sustainability, Stakeholder Affairs and Trade at Fonterra

4.1 The Board met with Simon Tucker, Director of Global Sustainability, Stakeholder Affairs and Trade, and Fiona Hutchinson, General Manager of New Zealand Government Affairs, and discussed the role and context of Fonterra in relation to climate change.

Simon Tucker and Fiona Hutchinson left the meeting at 3.58pm

Agenda item 5: Management response to the Board strategic direction

- 5.1 The Chief Executive introduced the Commission's management response to the strategic direction identified by the Board at the Board strategy day on 30 April 2025.
- 5.2 The Board discussed the management response, including how this could be implemented, the proposed products, and the role of the Board in continuing to shape the strategic direction.
- 5.3 The Board agreed that the summary of key themes and action points was an accurate representation of the Board's discussion on 30 April 2025.
- 5.4 The Board noted the operating context, organisational risks, challenges, and constraints outlined in the management response.
- 5.5 The Board agreed to the strategic direction and supporting pou forming the organising framework for this work.
- 5.6 The Board agreed that the Statement of Intent will be the key document expressing the Board's strategic direction.
- 5.7 The Board noted the high-level timetable and the long-term strategic actions to embed the strategic direction.
- 5.8 The Board agreed to the two-horizon approach to delivery.
- 5.9 The Board agreed with the proposal to release additional products, including the adaptation case studies.
- 5.10 The Board noted appendix one which outlines the areas of alignment between the Commission's existing 2025/26 business plan and the Board's strategic direction.
- 5.11 The Board agreed to the Commission exploring the immediate opportunities for action, including but not limited to, those identified in Appendix two.
- 5.12 The Board requested a conversation to canvass what strategic issues should be focused on, to inform future choices about ways to make progress on these issues (refer to action item 498/2025).
- 5.13 The Board agreed on the value of the short-term actions identified in the response – using the Board's convening power for stakeholder round tables, showcasing adaptation actions through case studies, and developing partnerships.
- 5.14 The Board noted the 'Board strategy workshop report' attached at Appendix three.

Sophie Carroll joined the meeting at 4.55pm

Agenda item 6: Framework for ad-hoc work

- 6.1 The General Manger Delivery introduced the framework for ad-hoc work and noted this had returned to the Board in a meeting, rather than out-of-cycle, so the paper could be considered alongside the management response to the board strategic direction.
- 6.2 The Board discussed the framework for ad-hoc work.
- 6.3 The Board noted that on 26 February 2025 the Board had invited the Chief Executive to propose a process and principles for Board visibility of ad-hoc advisory work the Commission undertakes.
- 6.4 The Board noted that on 29 April 2025 the Board considered proposed principles for involvement in and visibility of reactive non-statutory work and had requested clarifications and modifications.

6.5 The Board agreed to the principles set out in Table 1 and Table 2 of this paper.

The meeting adjourned for the day at 5.00pm.

The meeting reconvened on Thursday, 31 July 2025 at 9.25am.

Patsy Reddy, Lisa Tumahai, Judy Lawrence, Tanira Kingi, Andy Reisinger, Steven Ratuva, Felicity Underhill, Jo Hendy, Anne Jonathan and Gemma Lawson joined the meeting at 9.25am

Tanira Kingi welcomed Judy Lawrence with a tau mate karakia.

Astrid Nunns, Robin Campbell, Grant Blackwell, Tipene Wilson, Sophie Carroll, Lara Wood, Tammy Thompson and Robert Liberona joined the meeting at 9.32am

Agenda item 7: Set Chief Executive Key Performance Indicators for 2025/26

- 7.1 The Chief Executive introduced the draft Chief Executive Key Performance Indicators (CE KPIs) for the 2025/26 financial year, to seek the Board's feedback.
- 7.2 The Board noted the process for refreshing the CE KPIs for 2025/26.
- 7.3 The Board noted that there is an opportunity for the CE KPIs to be amended as the Board finalises its strategic direction through quarter one.
- 7.4 The Board agreed to retain the existing four CE Performance Objectives.
- 7.5 The Board discussed and gave feedback on the draft CE KPIs for 2025/26.
- 7.6 The Board agreed to delegate approval and sign-off of the CE KPIs to the Board Chair, taking the Board's feedback into account.
- 7.7 The Board noted that the CE KPIs will be circulated once finalised.

Sophie Carroll, Lara Wood and Robert Liberona left the meeting at 9.52am

Karen Lavin and Gillian Thornton joined the meeting at 9.53am

Agenda Item 8: London/Singapore Trip: Update

- 8.1 The Chief Scientist updated the Board on the recent London Climate Action Week and associated meetings, including key areas for the Board's attention.
- 8.2 The Board discussed and noted the strategic insights and collaborative opportunities identified from London Climate Action Week and associated meetings.
- 8.3 The Board discussed the three key areas identified for the Board's involvement in supporting collaborations and research partnerships.
- 8.4 The Board agreed that an ad-hoc working group, of Patsy Reddy, Lisa Tumahai, Andy Reisinger and Felicity Underhill, will meet with Commission staff to develop the options and principles for the decision-making on collaborations and research partnerships and bring these back to the Board for testing and approval.
- 8.5 The Board agreed that Felicity Underhill will chair this ad-hoc subcommittee.

Karen Lavin, Tipene Wilson, Gillian Thornton, and Anne Jonathan left the meeting at 10.21am

Lara Wood and Sophie Carroll joined the meeting at 10.23am

Agenda item 9: Update from Risk, Audit, Safety and Health Committee

- 9.1 The Chair of the Risk, Audit, Safety and Health (RASH) Committee provided an update to the Board on the 23 July 2025 meeting of the committee.
- 9.2 The Chair of the RASH Committee noted that the Commission is planning to review how risk, and how health and safety, is reported to the Committee.
- 9.3 The Chair of the RASH Committee noted the that end of year audit is approaching, and the Committee discussed this with the auditor.
- 9.4 The General Manager, Corporate Accountability and Operations, further updated the Board on the Commission's actions in response to Resident Withholding Tax having been previously incorrectly deducted from bank interest received by the Commission.
- 9.5 The Chair of the RASH Committee noted that the Committee had received an update on collective bargaining towards the multi-employer collective agreement, which the Board had also received an update on in Board only time.
- 9.6 The Chair of the RASH Committee advised that 2024/25 Q4 Performance Report (Q4 Report) had been endorsed and referred to the Board for approval with minor updates to reflect feedback from the RASH Committee, to be considered by the Board in the following agenda item.
- 9.7 The Board discussed the update on the 23 July 2025 RASH Committee meeting.
- 9.8 The Board noted the approved 22 April 2025 RASH Committee meeting minutes.

Lara Wood left the meeting at 10.32am

The meeting adjourned from 10.32am until 10.43am

Devon McLean, Julia Fink, Emily Walker-Button and Anne Jonathan joined the meeting at 10.43am

Agenda item 10: 2024/25 Q4 Performance Report

- 10.1 Commission staff introduced the Quarterly Performance Report for Q4 2025/26 (Q4 Report) and noted that the RASH Committee's feedback has been incorporated into the Q4 Report.
- 10.2 The Board noted the Q4 Report, as endorsed by the RASH Committee.
- 10.3 The Board reviewed and provided feedback on the Q4 Report.
- 10.4 The Board approved the Q4 Report, subject to their feedback being incorporated.
- 10.5 The Board delegated authority to the Chief Executive to approve and sign out any amendments post-Board meeting.
- 10.6 The Board agreed to send the Q4 Report, subject to incorporation of the Board's amendments, to the Ministry for the Environment in their role as the Commission's monitoring agency.

Grant Blackwell, Julia Fink, Sophie Carroll, Emily Walker-Button left the meeting at 10.51am

Karen Lavin, Gillian Thornton, Anita King, Sam Holmes and Geoff Lewis joined the meeting at 10.52am

Agenda item 11: Analyst-led: Discussion on one of the current issues in climate change policy

- 11.1 The Board and Commission staff discussed the economic case for climate action.

Gillian Thornton, Anita King, Sam Holmes and Geoff Lewis left the meeting at 11.51am

The meeting adjourned from 11.51am until 12.32pm

Grant Blackwell, Sophie Carroll and Emily Walker-Button joined the meeting at 12.32pm

Agenda item 12: Annual Report 2024/25 proposed theme, case studies/highlights and next steps

- 12.1 Commission staff introduced the suggested theme of the Annual Report 2024/25.
- 12.2 The Board noted that the development of the 2024/25 Annual Report is underway, in line with the Commission's obligations under the Crown Entities Act 2004.
- 12.3 The Board noted the new guidance from Treasury for Crown entities preparing Annual Reports.
- 12.4 The Board discussed the Annual Report 2024/25.
- 12.5 The Board provided feedback on the direction set by the proposed theme for the 2024/25 Annual Report.
- 12.6 The Board delegated the decision on the case study/highlight topic for each strategic intention to the Chief Executive, with reference to the Board's provided feedback.
- 12.7 The Board noted that the final 2024/25 Annual Report will be provided to the Board in October 2025.
- 12.8 The Board noted the timeline to delivery and next steps.

Emily Walker-Button left the meeting at 12.53pm

Robert Liberona joined the meeting at 12.53pm

Agenda item 13: Statement of Intent 2026-2030: scene setting and timeline

- 13.1 Commission staff introduced the approach and timeline for the development of the Commission's 2026-30 Statement of Intent (Sol).
- 13.2 The Board noted that development of the Sol is underway, in line with statutory obligations under the Crown Entities Act 2004.
- 13.3 The Board noted the recent guidance from central agencies outlining expectations for Sol content and development.
- 13.4 The Board discussed and provided feedback on the proposed areas of focus for development in the refreshed Sol, including any additional sections where the content, framing, or messaging should be strengthened.
- 13.5 The Board agreed to provide input throughout the process following option one, as set out in the paper.
- 13.6 The Board noted the high-level timeline to delivery.

Robert Liberona left the meeting at 1.08pm

Tipene Wilson, Martin Dutton, Holly Walker, Charlotte Delahunty and Marcus Stickley joined the meeting at 1.09pm

Agenda item 14: National Climate Change Risk Assessment 2026: Update

- 14.1 The Project Director gave the Board an update on the National Climate Change Risk Assessment (NCCRA) 2026.
- 14.2 The Board discussed the update on the second NCCRA.
- 14.3 The Board discussed the effect of the proposal to bring forward the delivery of the second NCCRA.

- 14.4 The Board noted that the names of the expert review groups will be provided by email.
- 14.5 The Board endorsed the proposal to bring forward the delivery of the second NCCRA from August 2026 to April 2026.
- 14.6 The Board noted that the target delivery date will be Friday 17 April 2026.
- 14.7 The Board approved the proposed touchpoints in this paper.

*Martin Dutton, Holly Walker, Charlotte Delahunty, and Marcus Stickley left the meeting at 2.04pm
The meeting adjourned at 2.04pm until 2.15pm
Hikurangi Mills joined the meeting at 2.15pm*

Agenda item 15: Update from Pou Herenga

- 15.1 The Chair of the Pou Herenga provided an update to the Board on the 27 May 2025 meeting of the Pou Herenga.
- 15.2 The Chair of the Pou Herenga also provided high level context on the following two papers for the Board.
- 15.3 The Board noted the update on the 27 May 2025 meeting.
- 15.4 The Board noted the draft minutes from 27 May 2025 hui, and the approved minutes from the 10 March 2025 and 30 April 2025 Pou Herenga hui minutes

Lara Wood and Robert Carr joined the meeting at 2.21pm

Agenda item 16.1: Pou Herenga - Functional analysis and Terms of Reference review of Pou Herenga

- 16.1 The Manahautū, Māori introduced the paper and confirmed that the Commission is seeking to further operationalise the independence of the Pou Herenga.
- 16.2 The Board noted and discussed the functional analysis and Terms of Reference review.
- 16.3 The Board noted the discussion on whether Board members should be included in the membership of Pou Herenga.
- 16.4 The Board resolved that the membership structure of Pou Herenga be changed so that Pou Herenga members are not also Board members.
- 16.5 The Board confirmed that the Pou Herenga would still have sufficient membership numbers per the Terms of Reference, once the members of the Board are no longer also members of the Pou Herenga.
- 16.6 The Board noted that a new Chair and Deputy Chair would need to be appointed from within the membership, once the members of the Board are no longer also members of the Pou Herenga.
- 16.7 The Board noted that the new Chair would be invited to attend future Board meetings, as required, to maintain the link between the Pou Herenga and the Board.
- 16.8 The Board requested that meetings of the Pou Herenga are scheduled as required, as with the Technical Evidence and Assurance Committee (TEAC).
- 16.9 The Board approved the consequential changes to Pou Herenga Terms of Reference, subject to the further feedback from the Board being incorporated.
- 16.10 The Board noted the next steps set out in the paper.

Agenda item 16.2: Pou Herenga - Draft framework for Pou Herenga

- 16.11 The General Manager, Delivery, introduced the draft framework for Pou Herenga involvement in statutory reports.
- 16.12 The Board discussed the proposed approach for Pou Herenga involvement in statutory reports.
- 16.13 The Board noted the indicative work programme provided and directed the frequency of Pou hui ought to be led by requirements of the programme of statutory reports rather than bi-monthly.
- 16.14 The Board discussed the interplay between the Pou Herenga and the TEAC, and agreed that where possible input from the Pou Herenga should be sought before staff bring project scope proposals to the TEAC for consideration.
- 16.15 The Board requested an estimate of how the change of approach would affect the Commission's budget (refer to action item 499/2025).
- 16.16 The Board agreed the proposed framework for Pou Herenga engagement in the Commission's statutory advice and monitoring reports under the Climate Change Response Act 2002.

Tipene Wilson, Hikurangi Mills, and Robert Carr left the meeting at 2.54pm

Agenda item 17: Policy Update (Interests Policy for Commissioners)

- 17.1 Commission staff introduced the proposed policy update to the Board.
- 17.2 The Board discussed and gave feedback on the proposed approach to the Interests Policy for Commissioners, the principles that have been used to inform it, and how a matter would be considered an interest with respect to the work of the Commission.
- 17.3 The Board approved the updated Climate Change Commission Interests Policy – Board Members, with the amendments as discussed.
- 17.4 The Board delegated approval and sign-off of the updated Climate Change Commission Interests Policy – Board Members to the Chief Executive, taking the Board's feedback into account.


Agenda item 18: General Business

- 18.1 The Board discussed the details of upcoming meetings.
- 18.2 The Board directed that the General Manager, Corporate Accountability and Operations, work with Felicity Underhill to shape the Board's upcoming self-evaluation, and noted that this approach will be further discussed in the October Board meeting (refer to action item 500/2025).
- 18.3 The Board noted staff have been asked to provide guidance to support the application of the Gifts Policy (refer to action item 501/2025).
- 18.4 No other matters of general business were raised.

Tanira Kingi closed the meeting with a karakia.

The meeting finished at 3.40pm.

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

Signed: 
Chair

Date: 28/10/2025

Proactively released