

# Poua Work Programme

Poua means to establish, erect and sustain. Poua is a verb derived from the kupu (word) Pou, and plays on the name of the Commission, He Pou a Rangi.

The Poua - Iwi/Māori Operational framework, therefore, is the manifestation of the Commission's purpose when it comes to Iwi/Māori.



**He Pou a Rangi**  
Climate Change Commission

# Overview and approach



Why?

What drives our approach to Iwi/Māori mahi?

What and who?

What are the organisational mechanisms at our disposal to embed Our imperatives?

How? and when?

How do we ensure this happens?

# Operational qualifiers

	Statutory imperatives regarding Iwi/Māori			
	CCRA s5M(f)			CCRA s5N
	Crown-Māori relationship	Te ao Māori	Specific effects on iwi and Māori	Engagement
<b>Operational qualifiers</b>	<ul style="list-style-type: none"> <li>Partnership</li> </ul>	<ul style="list-style-type: none"> <li>Active protection</li> <li>Tikanga</li> <li>Kōrero tuku iho</li> </ul>	<ul style="list-style-type: none"> <li>Redress</li> <li>Kāinga</li> <li>Equity</li> </ul>	<ul style="list-style-type: none"> <li>The sliding scale operates from seeking Māori views, to intensive consultation and discussion, through to co-design, and Māori led and controlled processes</li> <li>Requires the engagement to occur before the function/power is performed</li> <li>not restrict its consultation with Māori to PSGEs</li> </ul>

It is important to highlight the following limitations of the operational qualifiers:

- No single output needs to meet all statutory requirements, and no single output can satisfy the Commission's statutory obligations. Instead, the Commission needs to be satisfied that the suite of outputs collectively contributes to meeting the statutory obligations; and
- This is not designed to be used to assess the content or substance of each output itself. For instance, it is not sufficient as a criterion to assess the statutory deliverables against. It is a simple operational management tool to support the prioritisation of mahi.

# Operational framework objectives and prioritisation

Objectives	Prioritisation		
	Effective	Efficient	Embedding
<b>Effective</b> service delivery. To maximise value and performance of operations.	Bottomline	Priority. This provides the circuit breaker to ensure we are not working in an adhoc way.	Futureproofing. This ensures a shared culture of working that is sustainable.
<b>Efficient</b> and sustainable resourcing, including operating within allocated resources.	Priority. This provides the circuit breaker to ensure we are not working in an adhoc way.	x	x
Systematic and principled approach to <b>embedding</b> across the organisation. Including, clarity around responsibilities and interdependences, and capability building.	Futureproofing. This ensures a shared culture of working that is sustainable.	x	X

## Notes:

- If a proposed new workstream doesn't contribute to the statutory imperatives (effective) – it should not be entertained. E.g. A foundational question should be, how does this contribute to our statutory imperatives? This will likely provide clarity around our role as a Commission versus the role of government entities with responsibilities around climate change.
- It is not expected that all outputs tick all boxes, or one output is the silver bullet. Instead, the suite of outputs should collectively contribute to the operationalisation of the statutory imperatives.

# Poua - Embedding

There are three key pou or organisational areas and functions that support embedding our statutory imperatives:

Pou	Areas	Description
Pou tuarongo – is the internal rare pou in a wharehui	Organisational planning and reporting	Resource allocation and implementation monitoring of activities that will support the embedding of statutory deliverables
Pou kaiāwhā – this is the front external pou of a wharehui and acts as a barrier to the elements	Organisational systems	Support mechanisms to efficiently and effectively embed statutory imperatives across the organisation. This ensures that there isn't an adhoc approach to our statutory deliverables
Pou tokomanawa – this is the centre pou that supports the ridge pole	Statutory deliverables	There must be evidence of the statutory imperatives in the development process and final statutory deliverables

# Poua - Operational framework

Area	Outputs	Timeframes	Responsibility	Statutory imperatives regarding Iwi/Māori			
				CCRA s5M(f)			CCRA s5N
				Crown-Māori relationship	Te ao Māori	Specific effects on iwi and Māori	Engagement
Organisational planning and reporting (Deliver)	Statement of intent	5years	Manager Strategy and performance with GM Māori consult	•	•		
	Statement of performance expectation	Annual		•	•		
	Annual report	Annual		•	•		
Statutory deliverables (Deliver)	Emissions Reduction Plans	5years	GM Sector analysis	•	•	•	•
	ETS unit limits and price control settings	Annual	GM Emission budgets, adaptation and markets	•	•	•	•
	2050 Emissions Targets review	5years	Chief Science advisor	•	•	•	•
	National Adaptation Plan review	2years	GM Emission budgets, adaptation and markets	•	•	•	•
	Advice for Emission budgets	5years	GM Emission budgets, adaptation and markets	•	•	•	•
	Monitoring and reporting: towards meeting emissions budgets, emissions reduction plans and the 2050 target	Annual & end of period	GM Emission budgets, adaptation and markets	•	•	•	•
	International Aviation & Shipping	One off	GM Sector Analysis	•	•	•	•
	2026: National Climate Change Risk Assessment	6yr cycle		•	•	•	•
Organisational systems (Build)	Pou Herenga and secretariat	Bi-monthly	GM Māori with Corporate services manager consult		•	•	
	Māori data sovereignty strategy, policy and framework				•	•	
	Iwi/Māori Engagement strategy and implementational plan (Connect)	3years	GM Māori	•	•	•	•
	Analytical approach	3years	GM Sector analysis, with GM Māori consult	•	•	•	•
	Iwi/Māori cultural capability strategy and plan	3years & annual	GM Māori with Corporate services manager consult		•	•	
	Māori writing guide	3years	GM Māori with Communications & Engagement Manage		•		
	Poua work programme	Annual	GM Māori team	•	•	•	•
	Ministerial services	Ongoing	General Manager, Strategy, Engagement and Corporate Services	•		•	

# Resourcing of Work programme/structure

Draft design principles	Success criteria
<b>Alignment</b> – the design enables the Commission to deliver on its statutory and strategic imperatives.	That the team has shared capability to deliver on the identified work programme
<b>Sensible spans of control</b> - leadership roles are structured with the right level of direct reports (not too many and not too few) to allow effective people leadership.	That the team has shared capacity to deliver on the identified work programme
<b>Clarity</b> – We define roles and responsibilities to ensure role clarity, avoid confusion and promote accountability. We define organisational responsibilities and interdependences.	Consider the organisational needs for thought leadership, service delivery, centralisation/decentralisation
<b>Flexibility</b> - flexibility of roles to support and enable growth and to allow additional resourcing to the areas that need it most at different points in the Commission’s work cycle.  <b>Futureproofing</b> – the design is sustainable, continuity and considerations around an internal pipeline to support a tuakana/teina development approach.	Cognisant of futureproofing, continuity and considerations around an internal pipeline to support a tuakana/teina development dynamic
<b>Simplicity</b> – the design should be as simple as possible to avoid complexity and increase efficiency so the Commission can deliver effectively against future strategic outcomes. <b>Connected</b> – we don’t design in isolation. We look across the commission and identify where consistency is needed, and avoid duplication of roles/function.	Leverages off efficient use of shared services across the Commission
<b>Empowerment</b> – job design empowers staff to take ownership of their work, right decisions are made in the right places, at the right level.  <b>Healthy work</b> – We ensure jobs are designed and resourced in a way that maintains a safe and healthy working environment.	Staffing levels/expenses which is sustainable and meets the requirements of the organisation, including operating within resource constraints

# Work programme analysis

Area	Outputs	Kaiwhakaha ere Matua Māori Principal	Senior	Consultants	Analyst	Research assistant	PMO	Coordinator/ EA
Organisational planning and reporting (Deliver)Key	Statement of intent	•	•					•
	Statement of performance expectation	•	•					•
	Annual report	•	•					•
Statutory deliverables (Deliver)	Emissions Reduction Plans	•	•	•	•	•	•	•
	ETS unit limits and price control settings	•	•	•	•	•	•	•
	2050 Emissions Targets review	•	•	•	•	•	•	•
	National Adaptation Plan review	•	•	•	•	•	•	•
	Advice for Emission budgets	•	•	•	•	•	•	•
	Monitoring and reporting: towards meeting emissions budgets, emissions reduction plans and the 2050 target	•	•	•	•	•	•	•
	International Aviation & Shipping	•	•	•	•	•	•	•
	2026: National Climate Change Risk Assessment	•	•	•	•	•	•	•
Organisational systems (Build)	Pou Herenga and secretariat	•	•				•	•
	Māori data sovereignty strategy, policy and framework	•	•					•
	Iwi/Māori Engagement strategy and implementational plan (Connect)	•	•	•	•			•
	Analytical approach	•	•					•
	Literature review tool	•	•			•		•
	Engagement repository (Nicholson's based tool)	•		•				•
	Interests matrix and register	•	•		•	•		•
	Iwi/Māori cultural capability strategy and plan	•	•					•
	Māori writing guide	•	•					•
	Poua work programme	•	•					•
	Ministerial services and OIA	•	•		•	•		•

Org planning and capability	
Research and policy	
Research consultants	
Engagement	