



Official Information request reference: 2021-004

23 March 2021

Email: [REDACTED]

Dear [REDACTED]

Thank you for your Official Information Act request, received on 17 March 2021 for the following:

“provide any advice, documents or correspondence discussing the media strategy for the recent release of the Commission’s draft report. That includes, but is not limited to, any discussion of which media outlets or reporters should be provided embargoed material, and which should not”.

Thank you for your patience with our need to extend the deadline for responding to your request out to 23 March 2021.

We have interpreted your request to include the following material:

- Communications plans (including Board papers) relating to the release of the Commission’s draft report (Attachment 1), and
- Internal emails between Commission staff and Commissioners on the release planning (Attachment 2).

Please note that Attachment 1 includes papers approved by the Board. The minutes of Board meetings (which will relate to some of these papers) are publicly available and can be accessed on our website:

<https://www.climatecommission.govt.nz/who-we-are/corporate-publications/commission-board-minutes/>. The minutes of the January Board meeting have yet to be publicly released but the attached papers were approved by the Board.

Some information contained in the attachments has been withheld under the following section of the Act:

- section 9(2)(a) – to protect the privacy of natural persons, including that of deceased natural persons.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

We have received several different requests for information on the media strategy and release planning for the launch of the Commission’s draft advice on 31 January 2021. You may also be interested in information from the other requests which is, or will shortly be, available on the Commission website at:

<https://www.climatecommission.govt.nz/who-we-are/corporate-publications/official-information-act-requests/>

Considerable thought was put into how and when the draft advice would be provided to media. This recognised the public interest in the advice, and the importance of the media’s role in providing accurate and balanced information. It also recognised the significance of the advice, its potential market sensitivity and the risk of material being shared before the release date.

In preparing to release the draft advice report to media, we looked at a number of factors:

- The breadth of the advice report. We wanted to give reporters enough time to understand the detail before the report was released to the public.
- The complexity of the report. We wanted to ensure accurate coverage that gave the public the detail they needed to understand the advice and consultation details.
- The market implications of the emissions budgets. We wanted to follow best practice to ensure market sensitive information was not shared.
- The risk of the report being leaked prior to its public release. Because of interest in the advice we worked to reduce this risk.

To help stakeholders, the public and media understand the role of the Commission, the issues we were considering, and the approach we took in developing our advice (including our modelling, analytical approach and work with te ao Māori), we ran a comprehensive pre-consultation engagement programme. Media were invited to attend sessions to build their understanding of the Commission, the process, and the approach. They were also offered individual briefings in the months after the Commission's establishment in December 2019.

We developed an approach to releasing the advice that considered the above. This was to provide a redacted, embargoed copy of the advice to a named group of reporters that represented a cross-section of media in advance, and to then make it available from 26 January to all media by working with the Science Media Centre.

Through discussions on this approach, the Chair of the Commission felt that enabling embargoed access to such a large number of people represented an unacceptable level of risk. The plan to release this information was subsequently amended, and the final release process was as follows:

- the Chair requested to see and approve a list of named reporters that met the following criteria: used to working under an embargo, have existing relationship with the Commission (reporter or outlet), have an understanding of climate change science.
- the redacted embargoed advice was available to the named reporters from Tuesday 26 January 2021.
- to receive it, the reporters were required to sign a non-disclosure agreement.
- the redacted, embargoed copy was provided as a downloadable copy to some reporters, others received a hardcopy.
- the embargo ended on Sunday 31 January 2021 at 2pm. The draft advice report was published on the Commission's website. A media release was issued earlier that day with a spreadsheet of emissions budget numbers.

The decisions on the release or amendment to the planning for release of the embargoed material were made by the Commission's Chair. This is reflected in the minutes for the Board meeting held on 19 January 2021. We intend to release all board minutes on a quarterly basis on the Commission's website. This means that the minutes in questions will be available around April 2021.

I trust that the information provided fulfils your information request.

Please note that the Commission has a policy to proactively release OIA responses to help others have access to more information. Consequently, this letter will be published on our website with your name and contact details redacted to protect your privacy.

Kind regards



Jo Hendy
Chief Executive
Climate Change Commission

Cover Page for Board Paper

Board Meeting	16 December 2020	Agenda Item: TBC	Pages: 9
Author(s):	[REDACTED]	Team:	Māori Focus Workstream
Peer Reviewer:	[REDACTED], Programme Manger	T2 sign off:	Astrid Nunns, General Manager
Consulted:	[REDACTED]		
Title of Paper:	Consultation Plan to ensure iwi/Māori are adequately consulted		
Previous paper:	<ul style="list-style-type: none"> Māori Engagement Strategy (9 June 2020 Board meeting) Advice 2021: Approach to consultation (25 November 2020 Board meeting) 		
Referenced Papers Link:	Agenda item 7.2 Māori Engagement Strategy Advice 21: Approach to consultation		

Purpose

- This paper is to provide you with the iwi/Māori Consultation Plan to support the Communications and Engagement Advice 21: Approach to consultation, which was tabled at the 25 November Board governance meeting.
- This paper provides an overview of our consultation approach that draws on Atawhai Tibble's '5 Wai's of Māori Engagement' model. Tibble is a respected Māori thought leader, with extensive experience in translation and enabling partnership between Māori and the Crown.
- Appendix A presents how we have applied this approach to the activities and/or events from late January through to 14 March that are specific to the Māori Focus Workstream consultation phase.
- Appendix A also shows which events or hui require the attendance or participation of our Deputy Chairperson Lisa Tumahai, likewise the events or hui that Chairperson Rod Carr is scheduled to attend.
- This paper does not include events and activities requiring Board Members arranged by the Engagement and Communications team, apart from their attendance at the Iwi Chairs Forum over the Waitangi Week, and Waitangi celebrations.
- At this meeting, we seek your approval of the *Consultation Plan to ensure iwi/Māori are adequately consulted* for the Advice 21 package.

Background

- The Commission is preparing to publicly test its first draft package of advice in February, in advance of submitting its final advice to Government by 31 May 2021.
- When the Commission was established by the Climate Change Response (Zero Carbon) Amendment Act 2019 (the Zero Carbon Act), we were given clear direction to engage meaningfully with New Zealanders. In regard to our responsibilities as Treaty partners, Sections 5N, 5ZA and 5ZH of the Zero Carbon Act sets out our obligations for Consultation. In particular, Part 1, 3A (ad) and (ae) states we are required to:
 - "include in an emissions reduction plan a strategy to recognise and mitigate the impacts on iwi and Māori of reducing emissions and must ensure that iwi and Māori have been adequately consulted on the plan", and

b. *“in preparing a plan, take into account the economic, social, health, environmental, ecological, and cultural effects of climate change on iwi and Māori”*

9. This tranche of our work focuses on the emissions budget and mitigations work, as per point a) above. Point b) refers to the National Adaptation Plan, however, this initial round of consultation will help to set up the foundations for further work regarding the National Adaptation Plan.
10. Shortly after the Zero Carbon Act came into effect, the Minister for Climate Change (the Minister) set out expectations that the Commission should build relationships with a wide range of groups and develop and implement a strategy for ongoing and transparent engagement with stakeholders and iwi, which includes adequate time and opportunity for submissions on our advice to be received, heard and considered.

How we developed the iwi/Māori Consultation Plan

11. Our approach has been consistent with the engagement principles set out in the [Māori Engagement Strategy](#) that was agreed at the 9 June Board meeting, and also follows tikanga i.e. working with the appropriate representatives or going through the entities mandating process.
12. We are also building on the insights gathered from early engagement undertaken by the Interim Climate Change Committee and the Commission.
13. Our approach focuses on:
 - i. relationships established throughout the engagement process through kanohi ki te kanohi (face to face) hui, online hui, and TRG sessions
 - ii. reconnecting with the same participants from the case studies and marae surveys
 - iii. providing opportunities for broader consultation with iwi/Māori who we have not yet engaged with through the Communications and Engagement arranged webinars
 - iv. arranging targeted kanohi ki te kanohi or online hui with Māori organisations, entities, thought leaders, marae and Māori-collectives we have not had the opportunity or capacity to develop relationships with yet.
14. The Minister’s expectation underpins our engagement and consultation process, which gives effect to tikanga while ensuring iwi/Māori are adequately consulted, consistent with the Treaty principles of partnership, protection and participation.
15. We are mindful that successful engagement and consultation requires a two-way relationship, therefore respectful and enduring relationships with iwi/Māori are critical.
16. To achieve this, we draw on Atawhai Tibble’s *5 Wai’s of Māori Engagement* in our engagement and relationship approach, while applying He Ara Waiora framework throughout our mahi. These approaches provide Commission staff tools to ensure the appropriate Māori decision makers are identified and involved in the process at every stage.
17. Tibble’s *5 Wai’s of Māori Engagement* provides a basic yet comprehensive tikanga approach when engaging and/or consulting with iwi/hapū/Māori. The framework for this model outlines five key themes Commission staff should be thinking about when approaching iwi/hapū/Māori for consultation.
 - 1) **Nā Wai:** Nā wai te hui i karanga? Clarify who from the Commission is connecting, and why connecting with iwi/Māori is important.
 - 2) **Ko Wai:** Ko wai ngā Māori nei? Who are we connecting or collaborating with? Who do we need to be connecting or collaborating with? What is the background of who are we are consulting/engaging with?
 - 3) **Mō Wai:** Mō wai tēnei hui? What is the benefit to/for Māori from meeting with us? What will they get out of the relationship? Understand who you are meeting with.
 - 4) **He Wai:** He wai? What are we doing to authentically to connect culturally?

- 5) **Ma Wai:** Mā wai tatou e korero? Or Ma wai tatou e arahi? 'Ma wai' is about the person or people leading you, making sure you have right team and skill sets, and most of all, making sure you have a cultural navigator.
18. We have reflected these values by emphasising consultation (led by the Māori Focus Workstream) with mandated/authorised representatives of iwi/Māori organisations/Māori-Collectives (refer to Chapter 6 of the Evidence Report). The reason for this approach is to ensure our engagement and consultation with iwi/Māori is mana enhancing i.e., acknowledging Māori-collectives and cultural constructs as recognised by iwi/Māori.
19. In addition to the Treaty principles and the requirements of the Act, we are mindful that successful engagement and consultation requires a two-way relationship therefore respectful and enduring relationships with iwi/Māori are critical. To achieve this approach, where possible, we will prioritise:
 - I. **Information** – having a clear understanding of who we want to connect with and why, as well as providing Māori organisations with relevant/targeted information to enable effective, constructive, and equitable participation.
 - i. **Time** – recognising that Māori organisations have competing priorities. It is important that we engage with the appropriate decision makers and representatives, but also allow sufficient time for Māori decision makers and representatives to engage and participate as partners.
 - ii. **Goodwill** – it is not enough to seek information and perspectives from Māori without demonstrating the following: the process we will undertake to protect their views from misappropriation or misuse; how Māori perspectives will be incorporated in to our work programme; and identifying the opportunities to peer review, feedback, or co-create.

Our consultation approach for iwi/ Māori

20. As we enter the Commission's public submissions consultation phase, the Māori Focus Workstream consultation plan moves into:
 - i. strengthening established relationships,
 - ii. re-connecting with iwi/Māori who were involved throughout the evidence phase,
 - iii. establishing new relationships with targeted Māori-collectives, Māori organisations and Māori thought leaders, and
 - iv. connecting with iwi/Māori who connect with us.
21. This consultation plan includes an open public webinar set for 26 January 2021. This will be led by our Deputy Chair Lisa Tumahai and Rod Carr, with support from [REDACTED] (Director, Te Ao Māori Strategy and Performance, The Treasury).
22. Akin to the Commission's other public webinars, this event is open to the public. However, for this event targeted invitations will be sent to potential Māori invitees that have not had an opportunity to participate in the development of the mahi to date, or who have had a light touch involvement (refer to appendix A).
23. We are aware from our insights to date that during consultation itself our Treaty Partners will be interested in the following:
 - i. understanding our engagement process
 - ii. the approach we took to gather insights
 - iii. our key findings which inform our evidence and advice, and
 - iv. how the insights and findings have been incorporated into the Commission's recommendations to the Government.

24. Going forward we can explore broadening our approach/medium. However, due to resource constraints our focus for this consultation period is to fulfil our obligations to the legislation and the Treaty Partnership.
25. The submissions process will be consistent with the Commission's broader approach to consultation.

Consultation outcomes sought

26. **Meet our legislative requirements:** ensure the Crown upholds the Treaty partnership by giving effect to the Treaty principles of partnership, participation and protection. Ensure iwi and Māori are adequately consulted.
27. **To build meaningful and enduring relationships with iwi/Māori:** ensure the process enables iwi/Māori to be heard, understood, and see their feedback incorporated into the final product, in doing so reinforcing our desire to develop genuine and meaningful relationships with iwi/Māori.
28. **To inform:** socialise the Commission's evidence, proposed advice and recommendations more broadly amongst iwi/Māori beyond our established relationships.
29. **To test:** testing what we heard through engagement and ensuring we have understood the critical aspects of the insights and information captured, and appropriately reflected these issues/findings in our work.
30. **To collaborate:** ensuring a process that enables iwi/Māori to participate and includes opportunities to co-design where applicable.

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Attachments

We have attached the following:

- Appendix A: Consultation Plan to ensure iwi/Māori are adequately consulted for period: Late -January 2021 to 14 March 2021

Action sought	Date action required by
<p>It is recommended that you:</p> <ol style="list-style-type: none">1. Note that you have previously endorsed the Advice 21 Consultation Strategy, but that the iwi/Māori component was not yet included in that strategy.2. Approve the Consultation Plan to ensure iwi/Māori are adequately consulted and the detailed plan attached to this paper	<p>At the meeting</p>

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Appendix A: Consultation Plan to ensure iwi/Māori are adequately consulted for period: Mid January 2021 to 14 March 2021

Existing Relationships Reconnect with Māori entities, individuals, collectives, academics, organisations, thought leaders, and/or representatives we have already developed strategic partnerships with.						
Ko wai - Who we will connect and/or collaborate with? What is the background/rationalisation?	Nā wai - Who from the Commission is leading and why is connecting with this group important?	Mō wai – what is the benefit to iwi/Māori; what will they get out of the relationship?	He wai – e.g. what are we doing to connect authentically and culturally?	Ma wai – who is/are the cultural navigator/s for the Commission?	How	When
<p>Established relationships (including from ICCC) we engaged with throughout the year to continue developing the relationships and providing opportunities to participate in the development of the work.</p> <p>Māori-collectives: Ahu whenua & PSGE</p> <ol style="list-style-type: none"> 1. [Redacted] trust 2. [Redacted] 3. [Redacted] 4. [Redacted] 5. [Redacted] 6. [Redacted] 7. Other Trusts that preferred to participate anonymously <p>Marae</p> <ol style="list-style-type: none"> 1. [Redacted] 2. [Redacted] 3. [Redacted] 4. [Redacted] 5. [Redacted] 	<p>Māori Focus Team</p> <p>Why</p> <ul style="list-style-type: none"> Upholding the Treaty principles of participation and partnership by keeping them informed of how their involvement impacted the integration of Māori specific requirements into the Commission's evidence and advice to the Minister. To listen and understand the specific issues/ impacts/opportunities they see as possible impacts of the Emissions Budget policy on Māori businesses, communities and organisations. Opportunity to identify structures within Māori society that were representative of tradition/culture/whakapapa/ decision making over assets, aspirations, future development opportunities. 	<ul style="list-style-type: none"> Setting the foundation for strategic relationships to enable ongoing feedback and input into the development of our evidence, advice and recommendations. Participants can see how tikanga and mātauranga Māori is foundational in our process for developing advice that will lead into climate change policies. 	<ul style="list-style-type: none"> Initial relationships established by connecting through mandated representatives. These relationships are ongoing and enduring. We also met with individuals that approached us. 	<p>Lisa Tumahai [Redacted]</p> <p>Supported by [Redacted] – Poutiaki - Director Te Ao Māori Strategy and Performance, The Treasury</p> <p>Māori-collectives: Ahu whenua & PSGE (esp. case studies)</p> <p>[Redacted] – already established relationships</p> <p>Marae</p> <p>[Redacted] – already established relationships with them</p>	<ul style="list-style-type: none"> Māori-collectives case study participants - Kanohi ki te kanohi (face to face) hui Marae - online hui, phone calls and emails Email invitations sent to each to invite them to the January webinar 	<p>From late December 2020 - Māori Focus Team will be setting up various mid-January to 14 March hui as appropriate.</p>
<p>Iwi/Māori thought leaders from:</p> <p>Wananga</p> <ol style="list-style-type: none"> 1. [Redacted] 2. [Redacted] <p>Māori Organisations</p> <ol style="list-style-type: none"> 3. [Redacted] 4. [Redacted] 5. [Redacted] 6. [Redacted] 	<p>Māori Focus Team</p> <p>Why</p> <ul style="list-style-type: none"> Inform them of the consultation stage and submission process To uphold the Treaty principles of participation and partnership by keeping them informed of how their involvement impacted the integration of Māori specific requirements into the Commission's advice To listen and understand the specific issues/ impacts/opportunities they see as possible impacts of the Emissions Budget policy on Māori businesses, communities and organisations. 	<ul style="list-style-type: none"> Sets the foundation for strategic relationships to enable ongoing feedback and input into the development of our evidence, advice and recommendations. Participants can see how tikanga and mātauranga Māori is foundational in our process for developing advice that will lead into climate change policies. 	<p>Established relationships by connecting through mandated representatives.</p>	<p>Māori Focus Workstream [Redacted]</p>	<ul style="list-style-type: none"> Kanohi ki te kanohi hui Online hui Email invitations sent to each to invite them to the January webinar 	<p>Re-engage early January 2021 to:</p> <ol style="list-style-type: none"> 1. inform them of the consultation stage and process 2. arrange hui as appropriate

<p>National Māori organisations to include but not limited to:</p> <ol style="list-style-type: none"> 1. [REDACTED] 2. [REDACTED] 	<p>Lisa Tumahai, Rod Carr and Māori Focus Team</p> <p>Why</p> <ul style="list-style-type: none"> • To maintain existing relationships. • To demonstrate how their involvement has informed and been integrated into the Commission's evidence, advice, and recommendations. • To create opportunities to increase uptake of climate positive action due to their connections/work with Māori freehold land owners. • Allows us to test policy proposals and responses to identify key areas of interest and concern for Māori. 	<ul style="list-style-type: none"> • Participants can see how tikanga and mātauranga Māori is foundational in our process for developing advice that will lead into climate change policies. • Demonstrates how their concerns insights have been captured, and ongoing opportunities to inform government policy and measure progress. 	<p>Established relationships by connecting through mandated representatives.</p>	<p>Lisa Tumahai [REDACTED]</p>	<ul style="list-style-type: none"> • Email invitations sent to each to invite them to the January webinar • Online hui 	<p>Re-engage early January 2021 to:</p> <ol style="list-style-type: none"> 1. inform them of the consultation stage and process 2. arrange hui as appropriate
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Released under the Official Information Act

New relationships						
Ko wai - Who we will connect and/or collaborate with? What is the background/rationalisation?	Nā wai - Who from the Commission is leading and why connecting with this group is important?	Mō wai – what is the benefit to iwi/Māori; what will they get out of the relationship?	He wai – e.g. what are we doing to connect authentically and culturally?	Ma wai – who is/are the cultural navigator/s for the Commission?	How	When
Iwi/Māori Workstream webinar Open public webinar with targeted iwi/Māori invitees to provide information and engage more broadly with iwi/Māori who have not had an opportunity to participate in the development of the mahi to date, or who have had a light touch involvement. Potential attendees include: <ol style="list-style-type: none"> 1. Māori academics 2. Māori business owners 3. Māori rangatahi organisations 4. Social Enterprises 	Lisa, Rod, the Māori Focus team Why <ul style="list-style-type: none"> • Giving effect to the Treaty principles of partnership, participation and protection, and that iwi and Māori are adequately consulted. • Opportunity to engage more broadly, particularly with people not available in the development stage, who we did not have the resourcing to connect with. 	<ul style="list-style-type: none"> • Have the chance to become familiar with the Commission's evidence, proposed advice and recommendations. • Provides an opportunity to test with Māori what the Commission heard through engagement, and ensure we understood the critical aspects of the insights and information captured, and that they are appropriately reflected in our work. 	██████████ to facilitate in accordance with the appropriate tikanga protocols for this forum.	Lisa Tumahai supported by ██████████	Webinar arranged by Engagement and Communications Team	26 January 2021
Iwi/Māori thought leaders including but not limited to: Wananga <ol style="list-style-type: none"> 1. ██████████ *more to be confirmed Māori Organisations <ol style="list-style-type: none"> 1. ██████████ 2. ██████████ *more to be confirmed	Māori Focus Workstream Why <ul style="list-style-type: none"> • Māori thought leaders play a critical role in knowledge development and thought leadership and make a valuable contribution to Māori engagement. • Māori organisations operate in various industries and community programmes across the rohe, so will be valuable connectors to iwi/Māori across the motu • Holds Crown accountable to the Treaty partnership by giving effect the Treaty principles of partnership, participation and protection, and that iwi and Māori are adequately consulted. 	<ul style="list-style-type: none"> • To become familiar with the Commission's evidence, proposed advice and recommendations. • Provides an opportunity to test with Māori what the Commission heard through engagement, and ensure we understood the critical aspects of the insights and information captured, and that they are appropriately reflected in our work. 	<ul style="list-style-type: none"> • The Māori Focus Team will establish new relationships by connecting through mandated representatives. • Demonstrate authenticity and cultural connection in our process and our use of He Ara Waiora. 	The Māori Focus Team	Initial introductory email to connect – mid January and arrange hui as appropriate and if they are interested Various Hui <ul style="list-style-type: none"> • Kanohi ki te kanohi • Various 1:1 online 	Arrange hui within first three weeks of consultation stage, with follow up session/s to be arranged as required or requested.
Iwi Chairs Forum Represents a broad range of Iwi representatives who are members of the forum. Waitangi ceremonies Agenda to follow – although note the evening of Wednesday 3 February there will be a pre-brief hui with Pou Take Ahuarangi, to meet them, and to provide feedback on the presentation to be given by Rod/Commission.	All Board members will be attending, possible with ██████████ Why Opportunity to build a partnership with representatives of iwi who are members of the forum.	<ul style="list-style-type: none"> • To test policy proposals and responses to identify key areas of interest and concern for Māori. 	To be led by Lisa Tumahai and Rod Carr. Attendance at the Waitangi pōwhiri 8am Thursday morning.	Lisa Tumahai supported by ██████████.	All Board Members personal attendance	Arrange hui within first three weeks of consultation stage, with follow up session/s to be arranged as required or requested. Agenda to be provided before itinerary can be drafted
Federation of Māori Authorities Represents a broad range of Māori authorities, many who operate in the agricultural sector.	Lisa Tumahai, Rod Carr and Māori Focus Team Why	To test policy proposals and responses to identify key areas of interest and concern for Māori Authorities.	<ul style="list-style-type: none"> • The Māori Focus Team will establish new relationships by connecting through mandated representatives. 	TBC Lisa Tumahai and Māori Focus workstream supported by ██████████	Initial introductory email to connect the Māori Focus Sector early January, and arrange hui as	Arrange hui within first three weeks of consultation stage, with follow up session/s to be arranged as required or requested.

	Opportunity to build a partnership with representatives of iwi who are members of the Association		<ul style="list-style-type: none"> Demonstrate authenticity and cultural connection in our process and our use of He Ara Waiora. 		appropriate and if they are interested <ul style="list-style-type: none"> Kanohi ki te kanohi Online 1:1 	
	Lisa Tumahai, Rod Carr (TBC) and Māori Focus Team Why Opportunity to build a partnership with representatives who work to advance Māori interests in the marine environment, including customary fisheries, commercial fisheries and aquaculture as well as providing policy and fisheries management advice to iwi and the wider Māori community.	To test policy proposals and responses to identify key areas of interest and concern for Mandated Iwi Organisations.	Authenticity and cultural connection demonstrated in our process and our use of He Ara Waiora.	Māori Focus Workstream	Initial introductory email to connect – mid January and arrange hui as appropriate and if they are interested Various Hui <ul style="list-style-type: none"> Kanohi ki te kanohi Online 1:1 	Arrange hui within first three weeks of consultation stage, with follow up session/s to be arranged as required or requested.
Crown Entities and Crown Research Institutes (CRI) including but not limited to: <ol style="list-style-type: none"> NIWA GNS Plant & Food EPA Manaaki Whenua Callaghan Innovation Note: a relationship with Te Tumu Paeroa is already in progress.	Māori Focus Team Why Opportunity to provide information to better enable CRIs to prepare for changes that could affect their business/projects and relationships with iwi/Māori organisations.	To test policy proposals and responses to identify key areas of interest and concern for Māori.	Authenticity and cultural connection demonstrated in our process and our use of He Ara Waiora.	Māori Focus Workstream	Initial introductory email to connect – mid January and arrange hui as appropriate and if they are interested Various Hui <ul style="list-style-type: none"> Kanohi ki te kanohi Various 1:1 online 	Arrange hui within first three weeks of consultation stage, with follow up session/s to be arranged as required or requested.
Any other interested parties that reach out and wish to engage with us	Māori Focus Team, Communications and Engagement Team Why Māori are not homogeneous – interests and backgrounds vary from iwi to iwi, region to region and from land block to land block. When consulting or meeting with Māori it is critical to understand their place in space and time will determine what the results of their concerns, needs, future impacts and solutions will be.	Interested parties are able to: <ol style="list-style-type: none"> connect, be informed and/or familiarised with our work to date; ask specific questions pertaining to iwi/Māori as Aotearoa transitions to a low-emissions future. 	Authenticity and cultural connection demonstrated in our process and our use of He Ara Waiora.	Māori Focus Workstream – dependant of the parties reaching out to us		



Board Paper

Board Meeting Date:	19/20 January	Agenda Item:	
Author		Sector:	All
Peer Reviewer:		Tier 2 sign off:	Astrid Nunns
Title of Paper:	Draft advice release action plan and consultation calendar		

Purpose

1. This paper provides the detail for how the Commission will manage the release of our draft advice for consultation, including ensuring we observe correct protocol around releasing our reports that contain market sensitive information.
2. It also provides an overview of the engagement activities the Commission will be undertaking throughout the consultation period. Separate Commissioner engagement itineraries are being collated to help Commissioners understand the likely demands on their time.

Context

1. Because of the nature of our advice, we need to be careful to ensure we are releasing it in line with protocols for releasing market sensitive information. The release plan attached as Appendix 1 steps out the actions we will take, when and with who as well as assigning responsibility with the Commission for each of these.
2. Please note that we have a new time and date for releasing our draft reports. These will be publicly available at **2pm on Sunday 31 January**. Factors incorporated into this have been protocols for releasing market sensitive information; access to media coverage as we open consultation; minimising the risk of elements of our advice being leaked before it's publicly available; and Commissioner availability over 1 and 2 February. Our dedicated consultation website (where submissions will be made) will go live at 9am on 1 February.
3. Once we have completed the activities in the release report, we move into the formal consultation period. The activities for this period are outlined in the consultation calendar attached as Appendix 2.

Release plan

4. The release plan for our draft advice has been deliberately phased to ensure that we are able to brief people who require advance notice of the contents, without breaching protocols around releasing market sensitive information.
5. We also recognise the level of interest in our advice, and the release plan includes the media management that will happen alongside release.
6. This release plan has been developed in consultation with the Board Chair, Commission Senior Leadership and the Communications and Engagement Manager. It is also informed by legal advice, best practice advice around the ETS from MfE, and by advice from the NZX on making market sensitive announcements.
7. It follows the strategy and objectives set out in the Commission's consultation strategy of respecting the space we are stepping into, being interested in what people have to say and being confident in our approach and our process. It also respects the relationships we have built over the past 12 months and adheres to the Commission's goal of being an independent, evidence-based organisation.

Consultation calendar – ensuring we engage widely

8. Our consultation calendar picks up where the release plan ends. It follows the same approach as outlined above and in our consultation strategy. We have also built on successful approaches from our pre-consultation strategy, particularly providing a broad audience access to our experts through the open Zoom sessions and being open and responsive during our engagements.
9. The consultation calendar deliberately focuses on the first four weeks of consultation – 1 – 28 February.
10. The final weeks of consultation – 1-14 March – have been deliberately left relatively free to allow people time to finalise their submissions, and also to enable the Commission to book in any follow up actions that become necessary.
11. This calendar covers the activities that the Board Chair, Commissioners, and Commission Chief Executive and Team Leads will be attending during consultation.
12. This calendar does not cover specific iwi/Māori engagement activities being organised as part of the Māori focus workstream.
13. There are a number of in person and online events where the details are still being finalised, and these are marked as still to be confirmed.
14. Please note that this calendar does not cover any specific 1:1 or small group meetings that Commission staff organise directly with their stakeholders for during the consultation period.
15. In addition to the consultation calendar which provides an overview of all consultation activities, individual Commissioner consultation itineraries are also being collated. These

reflect the availability information that Commissioners provided late last year.

16. In general, these calendars are proposed engagement itineraries for Commissioner agreement. Engagements that involve travel have, on the most part, been already discussed with Commissioners.
17. There are some limitations to how many engagement activities we can run in the consultation period. The Chair will be primary point of contact for media, and is also required to present at a number of events that were agreed to prior to the consultation period being set.
18. Team leads and some workstream leads are required for the majority of our consultation events, which places a limit on how many activities we can fit into the first four weeks of consultation.
19. Consultation activities outside of wellington have largely been built around a series of workshops we have agreed to do in collaboration with Business NZ, as part of tapping into their broad national workshop. These workshops have been finalised, and tickets have been made available.
20. As an indication of interest, the 100 tickets available to the Auckland workshop were allocated within three working days of being made available.
21. Communications and Engagement staff are now in the process of working with Team Leads to organise key stakeholder meetings in Auckland, Wellington, Christchurch, Dunedin and Invercargill as part of a wider itinerary alongside these events.

Youth engagement

22. While there is some provision in the engagement calendar for youth engagement, the Communications and Engagement team have partnered with a specialist youth engagement programme called [The Hive](#). The Hive is being run by the Ministry of Youth Development, in partnership with Creative agency Curative, following a successful pilot programme in 2020.
23. This will grow the reach of our youth engagement beyond what the Commission alone is resourced to support and will ensure we are reaching young people in Aotearoa through appropriate channels, with genuine and well placed messaging.

Resources to support further engagement

24. Commission staff will be on hand to assist with the in person and online engagement sessions proposed in the consultation calendar.
25. As part of this, key messages, FAQs and presentation materials will be prepped to support Commissioners and Commission staff in their engagement.
26. Any additional engagement activities that Commissioners or staff suggest for during the consultation period, and requests for further assistance, can be sent to the Communications and Engagement team through engagement@climatecommission.govt.nz to help them

triage requests and determine available resource.

27. Please note that due to the volume of engagement events, Communications and Engagement staff will have limited capacity for preparing tailored presentation material beyond what is being developed to support sharing the Commission's advice through consultation.

Appendix I: Communications and advice release action plan

Appendix II: Consultation event calendar

Action sought	Date action required by
<p>It is recommended that you:</p> <p>Note the attached release plan</p> <p>Note the attached consultation calendar</p>	<p>By 20 January 2021</p>

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APPENDIX I: Advice 21 Consultation: taking our advice to people

Communications and advice release action plan

January 2021

This is an action plan for communications activity to support the Climate Change Commission's advice 2021 being released. It is a key part of delivering consultation strategy approved by the Board in November 2020.

Climate Change Commission: communications and release plan

Pre-release communications: preparation					
Date	Time	Action	Stakeholder/s	Channel	Owner
18 – 25 Jan		Social media heads up posts on consultation	Public and stakeholder	Twitter and LinkedIn	Comms team
		Heads up email to key agencies to explain release process	Government agencies	Email	Astrid Nunns
		Heads up discussion with key media to discuss release process	Media	Phone call/ follow up email	[REDACTED]

	Heads up discussion with key stakeholders to discuss release process	Key stakeholders	Phone call / email	Team leads / leadership
	Pre-consultation Zoom sessions <ul style="list-style-type: none"> - Get to know our sectors (18 Jan) - What climate action means to Aotearoa (26 Jan) 	All	Zoom, recordings then available on website	Comms team, team leads
	Science paper (NDC) published on website	All	Website	Grant Blackwell, [REDACTED] comms team
	Key materials developed and signed off <ul style="list-style-type: none"> - Key messages - FAQ for website - Back pocket FAQ / hot topics - Press release - Presentation - Stakeholder lists for management, board and team leads - Emails to stakeholders - Preparation of redacted copy 		N/A	Commission staff. Leadership team and Board input.

Pre-release communications: briefings + redacted advice sharing					
Day	Time	Action	Audience	Channel	Owner / Commission team / Board member
Thu 21 Jan	1400	Briefing to staff on release process and consultation materials	Internal	Meeting	Astrid Nunns, [REDACTED]
Fri 22 Jan		Briefing for all staff on Maori focus workstream to prep for consultation	Internal	Meeting	[REDACTED]
		Advance notice of advice release time and date provided via EPA to registered NZU holders, and noted on Commission website and social channels	Registered NZU holders General interested parties	Email from EPA Website Social channels	Astrid Nunns, [REDACTED]
Tue 26 Jan	0900	Redacted copy of draft advice report provided to Minister Shaw under embargo	Minister for Climate Change	Via email (Anne to send from Rod's email) or delivered in person	Astrid Nunns, [REDACTED]
	0930 -	Redacted copy of advice to identified media under embargo [REDACTED] to send from Media@ email	Media (as agreed with Board Chair and CE) see Appendix I	Via email. Follow up phone calls	[REDACTED]
	1200 - 1315	Pre-consultation webinar on Māori workstream	Māori stakeholders and interest groups	Zoom webinar Recording then available on website	[REDACTED], Lisa Tumahai. Support from comms team

	1415 - 1500	Pre-consultation presentation to Māori MPs at Parliament	Māori MPs	In person briefing	[REDACTED], Lisa Tumahai, Rod Carr, [REDACTED]
		Background discussion with key media Scheduled as and when they are needed	Media	In person or over the phone	[REDACTED]
Wed 27 Jan	TBC	Prepare Chair and CE for briefings on 28 Jan	Internal	In person briefing	Astrid Nunns, [REDACTED]
Thurs 28 Jan	0900 -1030	Briefing to Minister Shaw with MfE CE and officials MfE CE + 1 named official provided with physical copy of redacted advice under embargo	Minister and MfE officials	In person briefing	Rod Carr, Jo Hendy
	1100 - 1200	Briefing with Minister Robertson with Secretary to the Treasury and officials [details TBC] Secretary to the Treasurying + 1 named official provided with physical copy of redacted advice under embargo	Minister of Finance and officials	In person briefing	Rod Carr, Jo Hendy
	1230 – 1330	Briefing to other interested Ministers and officials (number of	Ministers and officials	In person briefing	Rod Carr, Jo Hendy

		officials capped) [details TBC] NO redacted advice report provided			
	1400 onward	Briefings to three opposition leaders and officials (official numbers capped) NO redacted advice report provided	Opposition leaders and officials	In person briefing	Rod Carr, Jo Hendy
	1400 – 1700	Briefing to TRGs and partner Govt. Agency staff NO redacted advice report provided	Partner Govt Agencies TRGs	Meeting + presentation	Astrid Nunns, Grant Blackwell, team leads, comms team
Fri 29 Jan	0900 – 1700	Briefings to key stakeholders NO redacted advice provided	Key stakeholders (lists to be approved by Rod)	Verbal briefings (phone or in-person)	Leadership, team leads, other staff where appropriate
		Media advisory giving details of release and consultation	Media	Email	██████████, comms team

		Social media post advising of upcoming keys dates	Public, stakeholders	Social channels	
Full advice release: Draft release published on website					
Sun 31 Jan	2pm	FULL PUBLIC RELEASE Draft advice report with supporting evidence report for advice released on Commission website.	All	Website	, comms team
		Press release (general distribution) announcing consultation + advice	Media (public)	TBC - Fuseworks and/or email Website	
		Interviews with media pre-scheduled and reactive)	Media	Phone, Zoom, in person.	Rod Carr,
		Social media posts – report is published. Consultation begins tomorrow.	Public, stakeholders	Social channels	
CONSULTATION OPENS					
Date / time		Action	Audience	Channel	Owner / Commission team / Board member
Mon 1 Feb	0900	Consultation website live	All	Website	
	0900 -	Emails to key stakeholders to: <ul style="list-style-type: none"> explain consultation and submission process 	Key stakeholders	Email	Comms, team leads, leadership, Board (if relevant)

		<ul style="list-style-type: none"> high light relevant areas of advice detail opportunities to hear more / follow up conversations 			
	0900	Social media posts announcing consultation	All	Social channels	
	0900	Interview with Kathryn Ryan (RNZ)	All	Media	, Rod Carr
	1200 – 1300 (TBC)	Open webinar with Chair 'Intro to draft advice'	Public / all	Zoom, published on website	Comms
	Pre- scheduled and reactive	Media interviews with chair	All	Media	, Rod Carr, (other Board members where necessary)
	1800 – 1900 (TBC)	Open webinar with Chair 'Intro to draft advice'	Public / all	Zoom, published on website	Comms
Tue 2 Feb	0600 - 0730 and 1730 onward	Media interviews with chair	All	Media	, Rod Carr
	1200 - 1300	Interview with Simon Wilson (NZ Herald) at ANZ	All	Media	, Rod Carr
	1000	Social posts (budget graph and webinar promo)	All	Social channels	
<ul style="list-style-type: none"> From Wednesday 3 February the consultation calendar covers communication activities alongside engagement. Media from the period depend on interest of media based on advice content and stakeholder reaction Social media posts will be based around consultation questions + engagement activities. 					

Additional information

Objectives for consultation

Through consultation the Commission's objectives are:

1. We maintain our social license to act and drive change
2. Our commitment to transparency and collaboration is understood and acknowledged
3. People support our process even if they don't support our conclusions
4. Anyone who wants to have their say can contribute
5. Our process ensure we can incorporate feedback into our final advice

Pillars of our approach:

We have developed three pillars to guide our work and provide the 'why' for where we focus our energy and the audiences we target. These are:

- **We respect the space we are stepping into:** we approach consultation with a recognition of other people's knowledge, passion and points of view. Our tactics focus on giving people that are highly engaged with our work an opportunity to be heard.
- **We are interested in what other people have to say:** we ask considered questions and are open to all people's views. We make sure we provide avenues for submissions that recognise the different levels of input people want to provide. We are genuinely seeking feedback on our work and want to hear what other people think.
- **We are confident in our approach and our process:** we back ourselves and the work we have done, but we are not afraid to be challenged, and we will make changes based on what we hear. We are brave throughout consultation and don't shy away from tough questions. We show our expertise by involving our board.

Audiences

Because of the breadth and importance of our work, the Commission's stakeholder lists are very large. Different stakeholder groups were identified and analysed in the consultation strategy, and each team holds a stakeholder matrix.

In this plan, there are some key groups that will be referred to. These are:

Stakeholder group
Business
Media
Priority stakeholders

Partner government agencies
Minister for Climate Change and other key Government ministers
Opposition MPs
Public
Internal – Commission board and staff

Key media for embargoed release

Given the sensitivity of the advice, we have identified trusted media to receive and embargoed, redacted copy early. This will help them create quality coverage.

Outlet	Name	Rationale
Stuff	Eloise Gibson, Olivia Carville, Charlie Mitchell	These three reporters make up Stuff's climate change team. They have consistently and thoroughly covered the Commission's work. They are all senior reporters that are used to working under embargo. Our relationship is important to their ongoing work and access to our experts.
RNZ	Kathryn Ryan, Clare Sziranyi	Kathryn has reported on the Commission consistently since its establishment. She has a strong relationship with the chair. Clare is her producer and researcher and will arrange all interviews with experts and choose angles. Both are very senior and have operated under embargo. Our relationship is important to their ongoing work and access to our experts
Newsroom	Mark Daadler	Mark has already published multiple articles on the advice and has come in for a study session. He has a good relationship with the team. He is a senior reporter who is used to operating under embargo. Our relationship is important to his ongoing work and access to our experts
NZ Herald	Simon Wilson, Jamie Morton	Simon has recently been in touch and is interested in writing in-depth coverage on climate change. He is one of New Zealand's most respected and thoughtful journalists. He often operates under embargo. Jamie has reported extensively about the Commission and is the NZ Herald's climate change reporter. He is a senior reporter who often operates under embargo. Our relationship is important to their ongoing work and access to our experts

<i>Spinoff (TBC)</i>	<i>Justin Giovannetti, Alex Brae</i>	<i>The Spinoff has produced quality coverage on the Commission and the broader issue of climate change over the last few months. We have not had much contact with them but initial meeting with Alex was a success and Justin is keen to meet us.</i>
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Priority communications risk and mitigation

Communications and engagement <u>risk</u>	Communications and engagement <u>mitigation</u>
People who want to hear from us miss out	<p>We have worked over the past few months to develop the reach of our channels and build comprehensive stakeholder lists for each team. We will also work with our stakeholders to use their channels as appropriate and with the media to reach wider groups.</p> <p>Owner: team leads / comms team</p>
Our material is leaked before it is released	<p>We have a detailed release plan so we can keep track of who has the report and when. We will provide several comprehensive verbal briefings to key stakeholders to lessen the risk. However, we have prepared materials, spokespeople and stakeholders so we can manage an early risk.</p> <p>Owner: Astrid Nunns</p>
Because of the length and detail of our report and limited time journalists have to engage with it, media coverage is negative, inaccurate or misinformed.	<p>We have developed a process that means releasing an embargoed and redacted copy of our report to key media that we have a good relationship with. These reporters represent different publications and will be able to become a source of knowledge for their peers. Their reporting will also balance others. The Commission team has the knowledge required to contact reporters and correct inaccuracies.</p> <p>Owner: communications team</p>
Releasing early means we inadvertently break market sensitivity rules	<p>We will not release the report ourselves without following protocol. We have developed a plan that ensure we follow market rules.</p> <p>Owner: Astrid Nunns</p>
We are criticised for not having adequately or meaningfully engaged with specific groups, for example disability, community, social sector, Pasifika.	<p>We will answer honestly and seek to understand where people are coming from. We have left two weeks at the end of consultation that will be left free for reactive or new consultation engagements and meetings.</p> <p>Owner: communications team/ team leads</p>

<p>Our process is criticised during consultation</p>	<p>We have an engagement strategy that has been implemented over the past few months that outlines three pillars that will help us navigate criticism. These have been successful and give us a good grounding.</p> <p>Owner: communications team/ leadership team</p>
<p>Key stakeholders, including the minister, do not have time to digest the report before being asked to comment</p>	<p>Our detailed release plan allows for time to brief key commenters. We will also provide them with high level summaries that help them make their comments.</p> <p>Owner: communications team/ leadership team</p>

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	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
WEEK 1 w/c 01 Feb	AUCKLAND ANNIVERSARY - Key stakeholder engagements. - RC: Media interviews - other Commissioners - media according to areas of expertise. - Open webinar: overview/intro to advice.	- Follow up media. - Iwi Assets Symposium AKLD. (LT) <i>- Open webinar: ETS - (CL & Eva)</i> - Tues to Fri lunchtime stakeholder briefings (technical team briefings) led by TL.	- RC, LT, CL, HC: Iwi Chairs Forum - Waitangi. <i>- Open Zoom: 1.5 degrees and our NDC - CL and JR (TBC).</i> - Tues to Fri lunchtime stakeholder briefings (technical team briefings) led by TL. - Regional and Local council staff climate change network - online meeting	- RC, LT, CL, HC: Iwi Chairs Forum - Waitangi. Academic Session (online) TBC - JL supported by Cross Cutting / Comms <i>Online session with Forest and Bird</i>	NB: RC not available. - Tentative - Great South Leadership meeting (3/4th). <i>- ALL: (as available) Online session with The Hive - youth engagement (TBC).</i> - Tues to Fri lunchtime stakeholder briefings (technical team briefings) led by TL. <i>Online session with Gen Zero.</i>	No activity	No activity
WEEK 2 w/c 08 Feb	WAITANGI DAY	- Business NZ event WGTN. - Industry media interviews. Online workshop with NZCAN RC + CL + JR. Transport stakeholder forum - WGTN.	- HC & NS: Webinar on agriculture (supported by [REDACTED] Coms). RC: Meeting with Transpower leadership team -WLG	- Stakeholder meetings: Bluescope Steel, Greenpeace, AKI Council, AKLD. - RC: BNZ Board meeting: 9-10am AKLD Rod meeting with Key business/finance stakeholders (4-6pm). - Open Zoom: Judy with [REDACTED] on impacts adaptation/mitigation	- Business NZ workshop AKLD. <i>- Te Ara Whatu & School Strike for Climate meeting in South Auckland.</i>	No activity	No activity

WEEK 3 w/c 15 Feb	- Business breakfast Invercargill (Business NZ event) led by JH. - RC: Kit Kat Probus club event in Chch. - National Energy Research Institute@ Otago Uni (TBC)	- Business NZ event DUN - Stakeholder meetings DUN - Public Health Summer Schools Symposium WGTN	- Stakeholder meetings CHCH: ECAN? - Ag research centre @ Lincoln? - Business NZ event CHCH	- Open Zoom for youth: RC, LT, [REDACTED] WGTN. - Zoom session with Councils who responded to EOI email	- Open Zoom for Export NZ (Catherine Beard) TBC. - JR: in Nelson talking about sea level rise @ Tasman City Council.	- JR: Nelson Climate Action Summit 1st anniversary. - RC: BlueGreens conference (Wairarapa).	
WEEK 4 w/c 22 Feb	- Maritime NZ Board Meeting (JH). - Central Plains Water Board - meeting (RC) TBC. Canterbury. - Round table with SBC (JH). Meeting with Trust Tairāwhiti in GISBORNE (Relevant TL) Maori Focus workstream: Zoom Hui with Stuart	- RC: Round table with CLC. - RC: International business forum - WGTN Local council and business meeting in WAIROA (Relevant TL)	- RC, JH [REDACTED] MEUG AGM - WGTN Fed Farmers joint meat and wool/dairy council meeting (NS - TBC)	- Select Committee Annual Review - Government Economics Network (JH)			

From: [REDACTED]
To: [REDACTED]
Cc: [REDACTED]
Subject: FW: [UNCLASSIFIED] Considerations around sharing our analysis
Date: Monday, 30 November 2020 4:50:57 pm
Attachments: [image002.jpg](#)

[UNCLASSIFIED]

Kia ora Commissioners

To keep you in the loop, this email was provided to staff today to reinforce messaging around sensitive information.

Ngā mihi
Astrid

[UNCLASSIFIED]

From: Astrid Nunns [REDACTED]
Sent: Monday, 30 November 2020 4:42 pm
To: All Staff [REDACTED]
Subject: [UNCLASSIFIED] Considerations around sharing our analysis

Kia ora koutou

As we get to the final stages of developing our advice, we are starting to share and test our analysis with others, both government officials and wider stakeholders. We've been talking a lot over the past couple of months about how we can share as much as possible to best set others up to contribute to consultation, and our pre consultation activities have focused around achieving this.

However, for some parts of our analysis, particularly **budget numbers, scenario results, and modelled emissions prices** it is important that we don't share these either verbally or in writing outside the Commission before consultation starts.

In the case of **budget numbers**, an important reason why we do not want these shared outside the Commission is that this could affect perceptions about the Commission's independence if we are sharing these with government officials before we finalise them. For the same reasons, we should avoid sharing the our **scenario results**, because the ranges these show are relatively small, which means it is possible to make an informed guess about where our advice will end up.

Furthermore, in the case of all of these elements - **budget numbers, scenario results, and modelled emissions prices** - we need to respect that this information could have a material impact the NZU price in the ETS market. Therefore we must avoid sharing this information in a way that could provide an advantage to some participants but not others – it needs to be treated as market sensitive and with the same level of care as we would treat information that could risk insider trading or market manipulation in financial markets.

What can we share?

We should be open about sharing and testing those parts of our evidence and analysis which have used inputs from others (i.e. the **mitigations chapters, and the current policy reference case**).

██████ is coordinating the process to test these parts of our evidence report with government officials, and we will also be testing them with the TRG members. We will be asking them to test the material for factual accuracy rather than providing their opinions on our advice. For the TRGs we will be holding a session in January in advance of the release of our draft reports.

Thanks all

Astrid



Astrid Nunns

General Manager – Strategy, Planning and Engagement

W climatecommission.govt.nz

[UNCLASSIFIED]

nd h
ial Information Act

From: [REDACTED]
To: [REDACTED]
Cc: [REDACTED]
Subject: [UNCLASSIFIED] FW: For Chair review: draft advice release plan
Date: Friday, 8 January 2021 9:52:27 am
Attachments: [Draft advice release plan Jan-Feb 21.xlsx](#)
[image002.jpg](#)
Importance: High

[UNCLASSIFIED]

Hi [REDACTED]

Rod has approved the approach and timing for the release plan as attached, noting that he would like to verbally brief the Minister mid Jan – I'll follow this action up. Can you please add the info relating to the release into the comms plan? Also note Rod's direction that he will approve the redacted version and list of advance release parties (i.e. named individuals). Can you please task one of your team to prep that list?

Thanks
A

[UNCLASSIFIED]

From: Astrid Nunns
Sent: Thursday, 7 January 2021 9:02 am
To: Rod Carr [REDACTED]
Cc: Jo Hendy [REDACTED]; [REDACTED]
[REDACTED]
Subject: For Chair review: draft advice release plan
Importance: High

[UNCLASSIFIED]

Hi Rod

Here is the proposed plan for the release of our draft advice – and the advance briefings. This proposes a release date of **6pm, Sunday 31 January**. The timing takes into account:

- Market sensitive information protocols;
- Waitangi and related activities from 3 February;
- Maximising preparation time for staff; and
- Minimising opportunities for information to leak in advance of general release.

There is some further context below, and attached is a breakdown of activities each day. Jo, [REDACTED] and I have worked this through and I'm keen for your input and sign off so we can lock this into our consultation plan.

Thanks
Astrid

Additional context

The proposed plan allows us to:

- Create a testing space in advance of general release (for our key messages, and our ability to deliver them well)
- Support considered responses from third party spokespersons and commentators
- Have informed media coverage

Co-benefits of approach:

- Demonstrate our independence (e.g. by briefing opposition parties as well as the government ministers)
- Deepen relationships (e.g. by briefing our TRGs, agencies and impacted/affected stakeholders)
- Extend our consultation period (i.e. for the early testing)

We sought to avoid:

- Breaching protocols for relating market sensitive information
- Lose control of the narrative around the release
- A breakdown of trust
- Perception of lack of independence



Astrid Nunns

General Manager – Strategy, Planning and Engagement

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[UNCLASSIFIED]

	Mid January	Mon 25 Jan	Tue 26 Jan	Wed 27 Jan	Thu 28 Jan	Fri 29 Jan	Sat 30 Jan	Sun 31 Jan	Mon 1 Feb	
7:00am - 8:00am	Embargoed and redacted release to media where they are used to operating in an embargo environment, where there is an established relationship with the Commission, and where they need to prep for more indepth coverage. This includes pre-release to Science Media Centre team.	Wellington Anniversary Day - Commission staff not working	Science media centre release on their password protected platform under embargo, and with redactions (or earlier)						Auckland Anniversary Day Activities as per consultation plan : Beginning with Rod/RNZ interview	
8:00am - 9:00am					pre-brief for Ministers meeting					
9:00am - 10:00am										Opposition MPs briefing (Jo & Rod)
10:00am - 11:00am					Minister Shaw and MfE officials briefing (Rod and Jo)	Iwi Leaders briefing (Rod + Lisa)				
11:00am - 12:00pm										
12:00pm - 1:00pm										
1:00pm - 2:00pm										
2:00pm - 3:00pm	Advance notice to registered NZU holders via EPA		2pm: Release embargoed, redacted copies and cover letters to Ministers and agencies, plus DPMC. Brief agency comms people on contents of the report, and high level messages.	Government Ministers with senior agency staff (Rod and Jo)	Agencies and TRGS joint briefing (Rod to open, then TL with Comms)	Key stakeholders (Jo, Astrid & Comms)				
3:00pm - 4:00pm										
4:00pm - 5:00pm										
5:00pm - 6:00pm										
6:00pm - 7:00pm								Release draft reports online - embargo lifts		

From: [REDACTED]
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Next steps Climate Change Commission (meeting Friday?)
Date: Thursday, 14 January 2021 1:47:00 pm
Attachments: [image001.png](#)

Hello again,

I have just sent a meeting invite for Friday. Our diaries are filling up so I thought it might be good to put a holding time in and start the process. I hope that works for you.

Thank you,

[REDACTED]

From: [REDACTED]
Sent: Wednesday, 13 January 2021 1:35 pm
To: [REDACTED]
Cc: [REDACTED]
Subject: Next steps Climate Change Commission (meeting Friday?)

Kia ora,

I hope you have had a great new year.

We are very keen to pick up our discussion from last year on how we can work together on the release of the Commission's draft advice to Government.

It would probably be worth us sitting down again and going over the logistics. Our timeframes are very tight (as I am sure we made very clear last year!) – could this Friday work for you? [REDACTED] and I are relatively free at the moment because it is a day we are usually at home. You could come in here if that would work or we could do it over Zoom.

Let me know – I'm very excited about kicking this off and working with the fabled SMC.

Cheers,

[REDACTED]



[REDACTED] | Principal Advisor
Engagement and Communications
[REDACTED]
W climatecommission.govt.nz

From: [REDACTED]
To: [REDACTED]
Cc: [REDACTED]
Subject: Re: [UNCLASSIFIED] Revised draft advice release plan - for approval
Date: Friday, 15 January 2021 10:58:33 am
Attachments: [image001.jpg](#)

No issues from me if we bring it forward to 2pm. I can come to Wellington earlier in the day.

On Tuesday 2nd I can do media from 6-7.30am, 12-1pm and 5.30-

Rod

From: Astrid Nunns [REDACTED]
Sent: Thursday, January 14, 2021 7:11 PM
To: Rod Carr
Cc: Jo Hendy; [REDACTED]
Subject: RE: [UNCLASSIFIED] Revised draft advice release plan - for approval

[UNCLASSIFIED]

Hi Rod

Following our discussion today, below is our agreed plan for the release.

One new question to consider: we have reflected that it may be more useful for **the public release to be 2pm rather than 6pm** (we'll test the exact time & confirm this for you). Two reasons for this:

1. We could set up media interviews for the Sunday afternoon once you have arrived in Wellington; and
2. Allows time before the 6pm print media deadline.

Do you see any issues around that change?

Thanks
Astrid

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**Schedule:**

Tue 26 January

- 0900 – Hard copy, embargoed redacted advice provided to Minister Shaw
- From 0900 - Selected media receive a hard copy of redacted advice under embargo (we'll provide you this list by COP Friday to approve)
- 1200 – 1315 Pre consultation webinar on the Māori workstream
- 1415 – 1500 Presentation to Māori MPs at Parliament (in progress, but still to be confirmed)

Wed 27 January

- Preparing Rod & Jo for briefings (TBC)

Thu 28 January

- 0900-1030 Rod & Jo brief Minister Shaw with MfE officials – provide a hard copy of redacted

advice under embargo [meeting confirmed]

- 1100 – 1200 Rod & Jo brief Minister Robertson (likely with Treasury officials) – provide a hard copy of redacted advice under embargo [meeting not yet confirmed]
- 1230 – 1330 Rod & Jo brief other relevant Ministers in a round table format (with capped number of officials) – verbal briefing with presentation; do not receive embargoed advice [meeting not yet confirmed]
- From 1400 – Rod & Jo brief three opposition parts (with capped number of officials) – verbal briefing with presentation; do not receive embargoed advice [meeting not yet confirmed]
- 1400 – 1700 – Astrid leads team to brief TRGs & agency staff – verbal briefing with presentation; do not receive embargoed advice

Fri 29 January

- Stakeholder pre briefs – verbal briefing only; do not receive embargoed advice (Rod to approve list in advance)

Sun 31 January

- Rod media interviews
- Draft advice with supporting evidence report released online (2pm or 6pm – TBC)

Mon 1 Feb

- First media interview – Rod with Katherine Ryan
- Open webinar with Rod – “Intro to our draft advice”
- Media interviews for the rest of the day

Tue 2 Feb

- Rod in ASB Board meeting – we will need to agree a spokesperson for media enquiries

[UNCLASSIFIED]

**From:** Rod Carr [REDACTED]

**Sent:** Thursday, 14 January 2021 2:43 pm

**To:** Astrid Nunns [REDACTED]

**Cc:** Jo Hendy [REDACTED]; [REDACTED]

[REDACTED]; Rod Carr [REDACTED]

**Subject:** Re: [UNCLASSIFIED] Revised draft advice release plan - for approval

I am worried about the length of time the embargoed copy is in the hands of even trusted media. I do not think they should have it before the Minister so on Wednesday 27 January I would give redacted, embargoed copies of the draft advice to the small trusted media and to the Minister. You are right I am driving from Waihi Beach to Wellington on 27th January.

It is very unfortunate I cannot be present to meet the Maori MPs in person. Has this meeting date been confirmed?

The Friday prebriefs looks like a significant risk depending on who and how many people are to be included and the extent of the briefing...who gets embargoed, redacted copies?

You have to assume that once redacted copies are in play, there will be a breach of the embargo.

I could be available to do media on Tuesday 2nd Feb morning between 6.00am and 7.30am and between 12 and 1 pm and after 5.30 pm on Tuesday. I can also do 6.00am to 7.30am on Wednesday morning. These could be pre booked.

May need to discuss further.

We will also need:

A draft press release to cover the release

A draft press release in the event the embargo is breached

Rod

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**From:** Astrid Nunns [REDACTED]  
**Sent:** Thursday, January 14, 2021 1:01:02 PM  
**To:** Rod Carr [REDACTED]  
**Cc:** Jo Hendy [REDACTED]; [REDACTED]  
[REDACTED]  
**Subject:** [UNCLASSIFIED] Revised draft advice release plan - for approval

[UNCLASSIFIED]

Hi Rod

Below is the proposed plan for release of our draft advice. I have comms ready to go to agencies to give them a heads up so can you please let me know if you're ok with the plan? We've tried to condense all the briefings into one day so if someone was to break the embargo at least all the key govt players have the advice at the same time. The downside of only giving the agencies the advice on the afternoon of 28/01 is that they will have very little/no time to prepare briefings for their Ministers in advance of our release, but it should at least give agency comms time to prepare.

Thanks  
Astrid

Fri 22 January

- Selected media provided redacted embargoed copy of advice (we'll provide you this list by COP Friday to approve)

Tue 26 January

- 1200 – 1315 Pre consultation webinar on the Māori workstream
- 1415 – 1500 Presentation to Māori MPs at Parliament

Wed 27 January

- Preparing Rod & Jo for briefings - but I understand that you might be travelling that day?

Thu 28 January

- 0900-1030 Rod & Jo brief Minister Shaw with MfE officials – provide redacted, embargoed

copy [meeting confirmed]

- 1100 – 1200 Rod & Jo brief Minister Robertson (likely with Treasury officials) – provide redacted, embargoed copy [meeting not yet confirmed]
- 1230 – 1330 Rod & Jo brief other relevant Ministers in a round table format (likely with officials) – provide redacted, embargoed copy [meeting not yet confirmed]
- From 1400 – Rod & Jo brief opposition parties (likely with advisors) – provide redacted, embargoed copy [meetings not yet confirmed]
- 1400 – 1700 – Astrid leads team to brief TRGs & agency staff
- Science Media Centre release of redacted embargoed advice ([REDACTED] meeting next week to confirm protocols; Rod to approve)

Fri 29 January

- Stakeholder pre briefs
- Agency policy & comms staff are able to prepare for the Sunday release

Sun 31 January

- Draft advice with supporting evidence report released online at 6pm

Mon 1 Feb

- First media interview – Rod with Katherine Ryan
- Open webinar with Rod – “Intro to our draft advice”
- Media interviews for the rest of the day

Tue 2 Feb

- Rod in ASB Board meeting – we will need to agree a spokesperson for media enquiries



Astrid Nunns

**General Manager – Strategy, Planning and Engagement**

**W** [climatecommission.govt.nz](https://climatecommission.govt.nz)

[UNCLASSIFIED]

**From:** [REDACTED]  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** Re: CCC X Science Media Centre  
**Date:** Wednesday, 20 January 2021 10:28:40 am

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Kia ora [REDACTED],

Thank you for getting back to us.

We are currently working to a very tight deadline for the beginning of consultation for our first piece of advice to government.

We are also juggling some issues around market sensitivity and detail of our advice that makes releasing embargoed copies complicated.

Because of this we aren't able to use the SMC for this piece of work.

We are very keen to work together in the future so we will be in touch once this has all died down and we have a clear idea of our future work programme.

Ngā mihi  
[REDACTED]

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**From:** Science Media Centre [REDACTED]  
**Sent:** Tuesday, January 19, 2021 5:53:59 PM  
**To:** [REDACTED]  
**Cc:** [REDACTED]; Astrid Nunns  
[REDACTED] > [REDACTED]  
**Subject:** Re: CCC X Science Media Centre

Kia ora koutou,

First of all, Happy New Year on behalf of the SMC team. I hope everyone got a well-deserved break over the summer after such a challenging year.

Second, I want to sincerely apologise for the unintended delay on our end. Last week, we hit the ground running after returning to the office, so thank you for your patience as we get up to speed with 2021. :)

While [REDACTED] will be away for the rest of the week, I'd like to pick up the conversation you had last year about future projects you had in mind. I'm relatively free this week for a meetup or phone conversation at your convenience, or am happy to schedule something next week again.

Again, thank you for your patience here and I really look forward to speaking with you soon.

Ngā mihi nui,  
[REDACTED]

Science Media Centre  
[www.sciencemediacentre.co.nz](http://www.sciencemediacentre.co.nz) | [REDACTED]

On Thu, 14 Jan 2021 at 13:44, [REDACTED] >  
wrote:

To discuss process of releasing Climate Change Commission advice

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Microsoft Teams meeting

**From:**  
**To:**

[REDACTED]

**Subject:** Staff meeting tomorrow: consultation briefing

**Date:** Wednesday, 20 January 2021 7:45:00 pm

**Attachments:** [Agenda 14.3 - Advice release plan & consultation calendar - APPENDIX II.pdf](#)  
[Agenda 14.2 - Advice release plan & consultation calendar - APPENDIX I.pdf](#)  
[Agenda 14.1 - Advice release plan & consultation calendar - cover paper \(1\).pdf](#)  
[image002.png](#)

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Hi all,

Apologies for the late notice email. Tomorrow in our staff meeting slot we're going to be kicking off our briefing conversations around engagement during the consultation period. To help with that, attached are the papers that went to the board today which cover the release approach (appendix 1) and consultation calendar (appendix 2).

A few points to note:

- This approach has been endorsed by the board.
- There are some minor changes – particularly to the calendar of events – but the overall approach to how our advice is being released, to who and when is locked in.

In this meeting, our team can answer questions about the above, and also bring you up to speed with what we are prepping to support consultation. We will also be looking to have a follow up briefing (likely next Friday 29/1) where we go through key messages, some basic tips and tricks for dealing with tricky customers, and answer further questions. Invite to come.

Cheers, [REDACTED]



[REDACTED]  
Manager | Communications and Engagement

[REDACTED]  
W [climatecommission.govt.nz](https://climatecommission.govt.nz)



From: [REDACTED]  
To: [REDACTED]  
Cc: [REDACTED]  
Subject: [UNCLASSIFIED] Getting ready for consultation: updates  
Date: Friday, 29 January 2021 12:35:24 pm  
Attachments: [REDACTED]  
[image003.jpg](#)

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[UNCLASSIFIED]

Kia ora koutou

I hope you're all having a good week. I wanted to give you a few updates as we near the release of our draft advice on Sunday.

1. **Media programme** – We have back to back interviews scheduled for Rod on Sunday after the release through until his public open zoom at 7pm. He is then scheduled to do TVNZ breakfast live at 7am, Katherine Ryan on Radio NZ live at 9am. We are still determining whether Rod will also appear on Morning Report that day. Interview requests are continuing to come in and we are scheduling these in for Monday. If there is a clear opportunity for one of you to speak we will be in touch.
2. **Copy of the draft advice report for you** – [REDACTED] will load this into Diligent today and send you a note when it's ready for you to view. This version contains the final pieces like the Chair's letter and executive summary.
3. **Key messages** – paragraph redacted - out of scope
4. **Enquiries and invitations** – we've had a large spike in incoming correspondence in the last couple of weeks: up to five times the volume we've been experiencing to date. It's great that we have the interest and we're working hard to get these all processed. Just a reminder that if you receive an invitation to present on behalf of the Commission during consultation, please forward this to [engagement@climatecommission.govt.nz](mailto:engagement@climatecommission.govt.nz) so the team can consider these within the context of the existing programme.
5. **Events** – The Comms team will be over the next week locking down the remaining details for consultation events. [REDACTED] are working to pull together itineraries for each of you., once we have the launch activities done. Beyond the Iwi Chairs Forum, there is no travel next week.
6. Paragraph deleted - out of scope.

Thanks everyone – and I look forward to sending you the email at 2pm on Sunday confirming that we are all go!

Astrid

Astrid Nunns  
General Manager – Strategy, Planning and Engagement  
[REDACTED]

**From:** [REDACTED]  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** Re: Minister and PM to do stand up tomorrow - 3pm  
**Date:** Saturday, 30 January 2021 10:30:39 pm  
**Attachments:** [image001.png](#)

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Good management. Well done.  
Rod

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**From:** [REDACTED]  
**Sent:** Saturday, January 30, 2021 5:31:00 PM  
**To:** Rod Carr [REDACTED]; Jo Hendy  
[REDACTED]  
**Cc:** Astrid Nunns [REDACTED]; [REDACTED]  
[REDACTED]  
**Subject:** Minister and PM to do stand up tomorrow - 3pm

Hi Rod and Jo,

We have been advised by Minister Shaw's office that he is planning to do a stand up endorsing our advice tomorrow, and that he will be joined by the Prime Minister. This will take place in Auckland.

[REDACTED] spoke to Danny as the original plan was to do this at 2pm tomorrow, but [REDACTED] negotiated with him to move it to 3pm to give our release a little air time.

We anticipate this will give the story additional weight in evening news coverage, so we have prioritised TVNZ and Newshub 6pm reporters in the media schedule (2:30 – 3:05pm) to make sure they also have coverage from you as they put their stories together.

Any questions, let me know.

Cheers, [REDACTED]



[REDACTED]  
Manager | **Communications and Engagement**  
[REDACTED]  
[REDACTED]  
W [climatecommission.govt.nz](https://climatecommission.govt.nz)

**From:** [REDACTED]  
**To:** [REDACTED]  
**Subject:** Fwd: Embargoed PR - TV media; IVs with James; additional zoom  
**Date:** Sunday, 31 January 2021 9:40:22 am  
**Attachments:** [image002.png](#)

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Hi team - I'm assuming that you've already done as much as you can here? Cheers jo

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**From:** Jo Hendy [REDACTED]  
**Sent:** Sunday, January 31, 2021 9:17 AM  
**To:** Rod Carr; [REDACTED]  
**Cc:** [REDACTED]; Rod Carr  
**Subject:** Re: Embargoed PR - TV media; IVs with James; additional zoom

Hi Rod,

I'll have a talk with the team about what might be feasible so we don't run into our limits, also noting the importance of maintaining security (we don't want to be hacked halfway through) and requirements of maintaining a quality multi-way connection rather than one-way streaming.

See you in a few hours.

Cheers,  
Jo.

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**From:** Rod Carr [REDACTED]  
**Sent:** Saturday, January 30, 2021 10:41 PM  
**To:** [REDACTED]  
**Cc:** Jo Hendy; [REDACTED]; Rod Carr  
**Subject:** Re: Embargoed PR - TV media; IVs with James; additional zoom

Happy for the press release to go out under embargo. Can you email me the final version please.

I am not certain about the answer re the second slot going to another. I expect they may want it to follow up, confirm things from the first interview and there is a risk of different interpretations. What I call the "Rod said...". Consistent and coherent messaging in one news cycle is important or the story is X v. Y

Happy to do an extra zoom on Monday but also want you to do all we can not to limit 7pm Sunday. I think we are going to look silly if there are easily available streaming technologies available and we either do not choose to use them or don't seem to know about them. If a kid playing a computer game in his bedroom can have ten thousand on line concurrent watchers, what is our excuse?

Rod

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**From:** [REDACTED]  
**Sent:** Saturday, January 30, 2021 5:43:02 PM  
**To:** Rod Carr [REDACTED]  
**Cc:** Jo Hendy [REDACTED]; [REDACTED]  
[REDACTED]  
**Subject:** Embargoed PR - TV media; IVs with James; additional zoom

Hi Rod,

Harriet and I have been working through the media schedule for tomorrow (it's going to be busy!) and I have three actions I'd like to seek your approval on:

**Sending the press release to TV journos under embargo ahead of interviews Sunday**

As per my email about the Minister and PM speaking to media tomorrow, we have interviews lined up with TVNZ and Newshub for 2:30 on Sunday. To help them prep for this, we would like your approval to send them the Press Release in advance of 2pm tomorrow – our proposal is to send it at midday under embargo until 2pm.

Can you confirm if you are happy for this to proceed?

**Interviews with James / Catherine**

You are in back to back interviews all afternoon, and Harriet and I have been trying to keep some space for breaks in there for you. Olivia and Eloise from Stuff asked for two separate interview slots, and they also have one booked with you for Monday. How do you feel about us suggesting they speak with another of the commissioners for their second slot tomorrow – most likely James or Catherine as they are already prepped for media interviews.

Is this something you are happy for us to organise?

**Additional Zoom on Monday**

Following earlier conversations about capacity for the open zoom, we thought that a good approach would be to organise an additional session over Monday lunchtime when people had had time to view and read coverage, and understand a little more about our advice.

We have space in your diary for this – can you please confirm if you are happy for this to happen, and if so we will get all the necessary bits in place tomorrow.

Cheers, [REDACTED]



[REDACTED]  
Manager | **Communications and Engagement**

[REDACTED]  
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