

Annual Report 2023/24

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Annual Report 2023/24

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Te karere a te Tumu Chair's message

Nōku ka whakatata atu ki taku rima tau whakamutunga hei Tiamana tuatahi o He Pou a Rangi, ā, wehe ana au i tēnei tūranga me te poho kererū nei. He pēnei nā te mahi rangatira me ngā mahi kua mahia nei e te Komihana i āna mahi whai taunakitanga mai iho i tōna tau tīmatanga 2019.

Ka riro mā mātou e whakarato ai he pūrongo tonutanga e whai kupu tohutohu nei mō te ahunga rautakitanga o ngā kaupapa here āhuarangi hurihuri. Waihoki, he aroturuki i te anga whakamua ki ngā mahere a te Kāwanatanga hei whakamimiti i te tukuwarotanga, ā, he urutau atu ki ngā pānga o te āhuarangi hurihuri.

Hei motu, kātahi anō tātou ka tīmata te kite i ngā panonitanga iti nei. Pēnā anōtia, he mea tīmata nō tata nei e te motu te whai kia urutauhia atu ki ngā pānga o te āhurarangi hurihuri e rongorongo kē mai nei.

Ka tautoko ake a mātou mahi kia whai mōhiotanga ki ngā mahi e pā ana ki te āhuarangi hurihuri hei ngā tekau tau ake nei. Arā, ko ngā whāinga pae tawhiti, tae ake ki ngā tahua hei piriti ki taua whāinga, kia tuku kupu tohutohu ki ngā whakaritenga ā-tau o te *Kaupapa Hokohoko Tukuwaro o Aotearoa* (NZ ETS), koia ēnei e ākina ana kia whakamimiti i ngā mahi tukuwaro.

Mō te urutau, hei tāpiri ki te mahi aroturuki anga whakamua ki tā te Kāwanatanga mahere urutau ā-motu, nā mātou hoki te mahi kia whakahaere he Aromatawai Tūraru Āhuarangi Hurihuri i ia ono tau, ā, ka tīmata ā te 2026.

Kua paku hipa kē atu te Komihana i te hawhe tuatahi o āna mahi tau-torutoru nei.

He tau hiranga te tau pūtea 2023/24 hei whakarototanga mā te Komihana.

Ka whakarato kupu tohutohu mātou ki te mahere tuarua whakamimiti tukuwaro ki te Kāwanatanga i te Noema 2023, e āta tohua ana ngā mahi e taea ai te whai pānga nui atu i tō mātou āheinga ki te whakatutuki i ngā whāinga.

Kua toru taima tā mātou whakarato kupu tohutohu mō ngā tepenga taumata, utu hoki mō te Kaupapa Hokohoko Tukuwaro Aotearoa (NZ ETS). I hoatu ai i te Pēpuere 2024, ka whakawhanake tēnei i a mātou kupu tohutohu o mua tata ake nei, ā, he mea whakaū kia whakahaere paitia te NZ ETS e ai ki ā Aotearoa whāinga whakamimititanga tukuwaro.

Ka whakahaerehia e mātou he uiuinga tūmatanui i a mātou mahi hukihuki o ngā aronga tukuwaro, ngā tahua, waihoki te rererangi ā-ao me te mahi kaupuke kawē o i te Āperira-Mei 2024, ā, nā konei i āhe i ai e mātou te whakamātau o mātou whakairo i mua i te whakamana i a mātou kupu tohutohu. I tēnei he whakaū noa e taea ana, waihoki e pakari ana a mātou whaikupu.



Ko a mātou pūrongo aroturuki he mea whakawhanake i roto i tēnei wā, ā, ka hoatu ai i te Hūrae me te Ākuhata i te tau 2024. Ka whakapīatahia ēnei pūrongo ngā whakaarotau matua mō ngā mahi whitawhita nei kia whakamimiti tukuwaro, ā, te mea hiranga kia piki ake te tere o te whakawhitianga hei tohua ake i ngā pānga o te ao hurihuri.

Ko te tau pūtea e haere hou mai nei e whai wāhanga hira mō ngā mahi āhuarangi i Aotearoa, me te kaupapa a te Kōmihana koia ēnei:

- he kupu tohutohu mō te whakaritenga o te tahua whakamimititanga tukuwaro tuawhā
- he kupu tohutohu o te whai wāhitanga o ngā tukuwaro i te mahi kaipuke kawē ō ā-ao me te rererangi o tā Aotearoa whāinga pae tawhiti 2050 whakamimiti tukuwaro
- he arotake i te whāinga whakamimiti tukuwaro 2050 me te kupu tohutohu ki ngā panonitanga hukihuki, pēnā e tika ana i reira
- he pūrongo o te pitomata uta ā-motu nei ki te tuarua o te uta whakaritenga kētanga ā-motu
- he kupu tohutohu o tā NZ ETS tepenga me ngā whakaritenga utu mō ngā tau 2026-2030
- ko te whakawhanake tonutanga o tā mātou kaupapa urutau i mua i te tuku i te Whakamātautanga Tūrurutanga Āhuarangi Hurihuri Ā-Motu hei te 2026.

He hōnore nui kē kia tautokona te Komihana i āna mahi ki te whakarato i ngā kāwanatanga o te wā ki ngā kupu tohutohu mārama, auroa e pā ana ki ngā mahi āhuarangi, nā konā e whakamōhiotia ai ngā kaupapa here e āhei ai a Aotearoa ki te whakariterite, urutau anō hoki ki ngā pānga o te āhuarangi hurihuri.

He mihi nui ki ngā kaimahi kei te Komihana, ngā hoa Kaikomihana, ngā mema o Pou Herenga rātou ko ngā tāngata o Aotearoa nā rātou i whai wāhi mai ki ngā mahi a te Komihana.

Dr Rod Carr
Chair

As my five-year term as founding Chair of He Pou a Rangi Climate Change Commission comes to an end, I am leaving the role proud of the independent, evidence-based work the Commission has undertaken since its inception in 2019.

We have been tasked with delivering an ongoing cycle of reports that provide advice on the strategic direction of climate policy, and monitor progress against the Government's plans for reducing emissions and adapting to the impacts of climate change.

As a country, we have only just begun to bend the curve on emissions. Likewise, the country is only beginning to take steps towards adapting to the effects of climate change, which are already being felt.

Our work helps inform action on climate change over decades, from the country's long-term targets, to the budgets that are the stepping stones to that target, to advice on the annual settings of New Zealand Emissions Trading Scheme (NZ ETS) that are geared to encourage emissions reductions.

On adaptation, in addition to monitoring progress against the Government's national adaptation plan, we are also tasked with carrying out a National Climate Change Risk Assessment every six years, starting in 2026.

The Commission is now more than halfway through its first multi-year cycle of work.

The 2023/24 financial year has been an important year of delivery for the Commission.

We delivered advice on the second emissions reduction plan to the Government in November 2023, highlighting the key actions that could have the greatest impact on our ability to meet our targets.

For the third time now, we provided advice on the New Zealand Emissions Trading Scheme (NZ ETS) unit limits and price control settings. Delivered in February 2024, this built on our previous advice and helps ensure the NZ ETS operates effectively and in line with Aotearoa New Zealand's emissions reduction goals.

We undertook public consultation on our draft work on emissions targets, budgets and international aviation and shipping in April-May 2024, enabling us to test our thinking ahead of finalising our advice, to make sure the eventual recommendations are realistic and robust.



Our first monitoring reports were developed during this period and delivered in July and August 2024. These reports highlight the top priorities for the most urgent action on reducing emissions, and the importance of increasing the pace of adaptation to address the impacts of climate change.

The coming financial year will also include major milestones for climate action in Aotearoa New Zealand, with the Commission's work programme including:

- advice for preparation of the fourth emissions budget
- advice on including emissions from international shipping and aviation in Aotearoa New Zealand's 2050 emissions target
- a review of the 2050 emissions reduction target and advice on any potential changes, if necessary
- a report on the potential domestic contribution to the second nationally determined contribution
- advice on NZ ETS unit limits and price control settings for 2026-2030
- the continuing development of our adaptation work programme ahead of delivering a National Climate Change Risk Assessment in 2026.

It has been an enormous privilege to support the Commission in its work to provide successive governments with clear and stable advice on climate action, to help inform policies that allow Aotearoa New Zealand to prepare for, and adapt to, the effects of climate change.

Thank you to the staff at the Commission, fellow Commissioners, the members of Pou Herenga, and the people of Aotearoa New Zealand who have contributed to the work of the Commission.

A handwritten signature in black ink, appearing to read 'Rod Carr', written in a cursive style.

Dr Rod Carr
Chair

Te kupu a te Pou Chief Executive's message

Ko ngā mahi e mahi nei ki te Komihana Āhuarangi Hurihuri o He Pou a Rangi, he uaua, he pīroiroi hoki otiia, he wāhanga nui o te anga i waihanga mai ai nā Te Ture Āhuarangi Hurihuri Urupare 2002 (CCRA), kia tautokona he kaupapa here mārama, auroa anō hoki.

Ko tō mātou motuhake tērā e āhei ai mātou ki te whakarato kupu tohutohu tōkeke ki ngā kāwanatanga o te wā me te aroturuki ki ngā whāinga āhuarangi kua whakarite kē. Ko a mātou mahi he hōmai rēkoata e pēhea ana te āhua o te motu, ā, me pēhea hoki tātou hei whenua e urupare atu ai.

Ko te whai wāhi motuhenga e whakaū ai ko ā mātou kupu tohutohu e hāngai ana, e whai mōhiotanga ana, ā, e whai take ana hoki – ka mutu, ka tautokona e ngā here a te ture kia whai wāhi mai ai ki a mātou mahi me te uiuitia ki ngā kupu tohutohu mauta. He tūāpapatanga iho ki a mātou mahi e rongō ai te Komihana ki ngā wero, ngā angitūtanga kei te aroaro o ngā iwi puta i te motu.

E whakawhanake tonu ana ō mātou hononga ki ngā iwi me te Māori mā te kanohi ki te kanohi e tautoko hoki ana i ngā hinonga āheinga ahurea ā-roto. Ko te whai māramatanga ki a mātou kupu tohutohu ki ngā hononga Karauna-Māori, te ao Māori me ngā pānga tonu atu ki ngā iwi me te Māori, he mea hira ki a mātou mahi, ā, kua mana i raro i te ture e ārahi nei a mātou mahi.

Ko te hunga pūkenga, wheako hoki e mahi ana ki te Kōmihana, ko rātou ngā ringa raupā o ā mātou mahi. He whānui ngā āheinga mātanga kei tā mātou rārangi kaimahi tae ake ki ngā āheinga kaute, kaupapa here tūmatanui, whai wāhitranga, whenua me te whakahaere rawa, te rāngai Māori, te mātauranga taiao, te pūtaiao mō ngā whanonga, te ngāherehere, te ahuwneua me te pūngao.



Kei tētahi wā whakawhitianga tonu, inā rā ko te urupare ki ngā taimahatanga hou me ngā horopaki hou, me te mea nei, he whakaitinga ki te tau taketake pūtea a te Komihana hei te 2025/26. E aro ana te Kōmihana kia whakarato a mātou tukunga e ai ki te ture me te kaupapa tau torutoru, ki te taha anō o a mātou here hei hinonga Karauna, hei kaituku mahi anō hoki. He aronga matua nāku hei te tau e haere ake nei, he tūhura e taea ai e te Kōmihana kia whakapūmau tonutia ko ngā whakahaeretanga ki tā mātou kaupapa mahi.

Me whakawhanake tonu e mātou te āheinga whakahaeretanga, te manawaroatanga o ō mātou tāngata me a mātou pūnaha. Hei te wā tonu anō, me kaha tonu te morukitanga, inā koa ki te whiwhi he tono motuhake a te Manatū ki ngā kupu tohutohu atu anō. Me whakaū, ā, me whakamahine ngā tukanga, ngā kaupapa here e hiahiatia ana e pai ai a mātou whakahaere.

E noho poho kererū ana au ki tā te kapa e whakaputa tonu ai i ngā mahi kounga i te wā tonu he panonitanga kei te haere ki te Kōmihana. He tauira tēnei tā rātou tōngakingaki ki te kaupapa me a rātou mahi.

Me mihi ka tika ki a Dr Rod Carr mōna i whai pānga mai ki te Kōmihana. Hei Tiamana tuatahi o te rōpū whakahaere, kua tautokona e ia kia ārahi te Komihana mai iho i tōna orokohanga ki āna mahi kupu tohutohu tuatahi ki te Kāwanatanga nō te tau 2011, waihoki āna pūrongo aroturuki tuatahi. Kua whai tūranga tūāpapa a ia, ka mutu, he wā hira hoki mō te āhuarangi hurihuri i Aotearoa nei.

Jo Hendy
Chief Executive

The work we do at He Pou a Rangi Climate Change Commission is challenging and complex, but it is an important part of the framework created by the Climate Change Response Act 2002 (CCRA), to support clear and stable climate policy.

Our independence means the Commission can provide impartial advice to successive governments and monitor progress against the climate goals that have been set. Our work provides a record of how the country is tracking and how as a country we can respond.

Genuine engagement ensures our advice is relevant, informed, and effective – which is supported by the legislative requirement to engage on our work, and to consult on key pieces of advice. It is fundamental to our work that the Commission hears the challenges and opportunities being faced by people around the motu.

We continue to build our relationships with iwi/Māori through direct engagement, supported by internal cultural capability initiatives. Understanding the impacts of our advice for the Crown-Māori relationship, te ao Māori, and specific effects on iwi/Māori is integral to our work and is mandated by the legislation that guides our work.

The skilled and experienced people working at the Commission are the engine room of our work. Our staff have a range of expertise, including in economics, public policy, engagement, land and resource management, Māori sector, climate science, behavioural sciences, forestry, agriculture and energy.



We are currently in a transition phase as we respond to new pressures and emerging contexts, including a reduction in the Commission's baseline funding from 2025/26. Throughout this, the Commission is focused on delivering our statutory deliverables requirements and multi-year work programme, along with our obligations as a Crown entity and an employer. A key focus of mine over the next year will be identifying ways the Commission can ensure continued effective delivery of our work programme.

We will need to continue to strengthen our organisational capability, and the resilience of our people and systems. At the same time, we will need to maintain agility, for example when we receive specific Ministerial requests for additional advice. We need to embed and refine processes and policies necessary for our effective operation.

I am proud of how the team continues to produce high-quality work while working through a period of change at the Commission. It's a testament to their dedication and purpose in their work.

I would like to thank Dr Rod Carr for his contribution to the Commission. As the organisation's first Chair, he has helped guide the Commission from its establishment to the delivery of its first advice to the Government in 2021, and its first monitoring reports in 2024. He has played a foundational role at an important time for climate action in Aotearoa New Zealand.

A handwritten signature in black ink that reads "Jo Hendy".

Jo Hendy
Chief Executive

01

He Pou a Rangi me ōna mahi The Commission and our work

Our name - He Pou a Rangi - Ingoa Māori

At its simplest, He Pou a Rangi can be translated as 'a pillar of the sky'.

Pou can uphold, provide a point of connection, protect, and provide stability. In te ao Māori, pou provide a two-way connection, upholding and uplifting what is above, but also connecting and grounding with what is below. Pou connect Ranginui, the sky father, to Papatūānuku, the earth mother. He Pou a Rangi Climate Change Commission is honouring this connection and, in turn, has a duty to care for it.

The use of 'He' Pou rather than 'Te' Pou recognises that we are one of many pou or organisations working to address climate change and transition Aotearoa New Zealand to a thriving, climate-resilient, low emissions future.

He Pou a Rangi: Te mātai matua The Commission at a glance

| | |
|--------------------------------|---|
| Our vision | <ul style="list-style-type: none"> • A thriving, climate-resilient and low emissions Aotearoa New Zealand |
| Our legislation | <ul style="list-style-type: none"> • We were established in 2019 by an amendment to the Climate Change Response Act 2002 (CCRA)¹ |
| Our purpose² | <ul style="list-style-type: none"> • We provide independent, expert, evidence-based advice to the Government on mitigating climate change and adapting to its effects • We monitor and review the Government’s progress towards its emissions reduction and adaptation goals |
| How we work | <ul style="list-style-type: none"> • The CCRA prescribes a repeating cycle of advice, monitoring and assessment reports that we develop and deliver to support the Act’s purpose - we refer to these as our statutory deliverables • Our work can have a long-term impact for all of Aotearoa New Zealand, so we engage, partner, and consult with relevant stakeholders and iwi/Māori • We need to understand the specific impacts of our advice on iwi/Māori, so we seek to build relationships to incorporate te ao Māori perspectives into our work as required by the CCRA • We rely on scientific information and other evidence to complement the variety of perspectives we gather • We use our independent analysis and expert judgement, grounded in evidence, to advise the Government on climate mitigation and adaptation action, and we monitor progress to reduce emissions and adapt to climate change • We are committed to supporting a global transition, following through on our deliverables and being open minded to new information |
| Our people | <ul style="list-style-type: none"> • We are eight Commissioners supported by a secretariat with expertise in natural and social sciences, economics, policy, modelling, te ao Māori, communication and other relevant fields |
| Our legal status | <ul style="list-style-type: none"> • We are an independent Crown entity subject to the Crown Entities Act 2004 • We are accountable to the Minister of Climate Change for our performance • Our monitoring agency is the Ministry for the Environment |

1. Climate Change Response (Zero Carbon) Amendment Act 2019
<https://www.legislation.govt.nz/act/public/2002/0040/latest/DLM158584.html>
 2. Our purpose is set out in section 5B of the Climate Change Response Act 2002.

He pou haepapa: Te herenga āhuarangi o Aotearoa

Our role in Aotearoa New Zealand's climate action system

Our enabling legislation, the CCRA, was established and subsequently amended to enable Aotearoa New Zealand to meet its international climate obligations under the United Nations' three climate treaties: the 1992 Framework Convention on Climate Change, the 1997 Kyoto Protocol, and the 2015 Paris Agreement.

The Paris Agreement established the goal of limiting global average temperature increase to well below 2°C above pre-industrial levels, while pursuing efforts to limit the increase to 1.5°C above pre-industrial levels. It also established a global goal on adaptation and sought to strengthen national adaptation efforts.

The 1.5°C goal is reflected in our domestic legislation through the CCRA.³ This commits Aotearoa New Zealand to a long-term emissions reduction target for 2050 and every subsequent calendar year,⁴ and requires the Government to prepare for, and adapt to, the effects of climate change.

Aotearoa New Zealand's domestic and international targets for reducing greenhouse gas emissions are set out in Figure 1.

As the independent climate change advisor to the Government, we have a unique role in helping to enable climate action in Aotearoa New Zealand.

Our statutory purpose is to provide independent, expert advice to the Government on mitigating and adapting to the effects of climate change, and to monitor and report on the Government's progress towards its emissions reduction and adaptation goals.

Our mandate is to advise successive governments, so our work will inform national climate policy development over decades. This work will help Aotearoa New Zealand achieve our climate adaptation and mitigation goals.

Our advice is dependent on input from and engagement with other entities that form part of the broader climate policy and action system in which we operate. As illustrated in Figure 2, we work, engage, and consult with groups and communities across the motu. This helps to ensure our advice is robust and informed by the experience, knowledge, needs, and insights of those affected by climate change policy and by our changing climate.

3. See CCRA s 3(1).

4. For the purposes of this Annual Report, we refer to the emissions reduction target for 2050 and beyond as the 2050 target.

Figure 1: Aotearoa New Zealand's international and domestic emissions targets

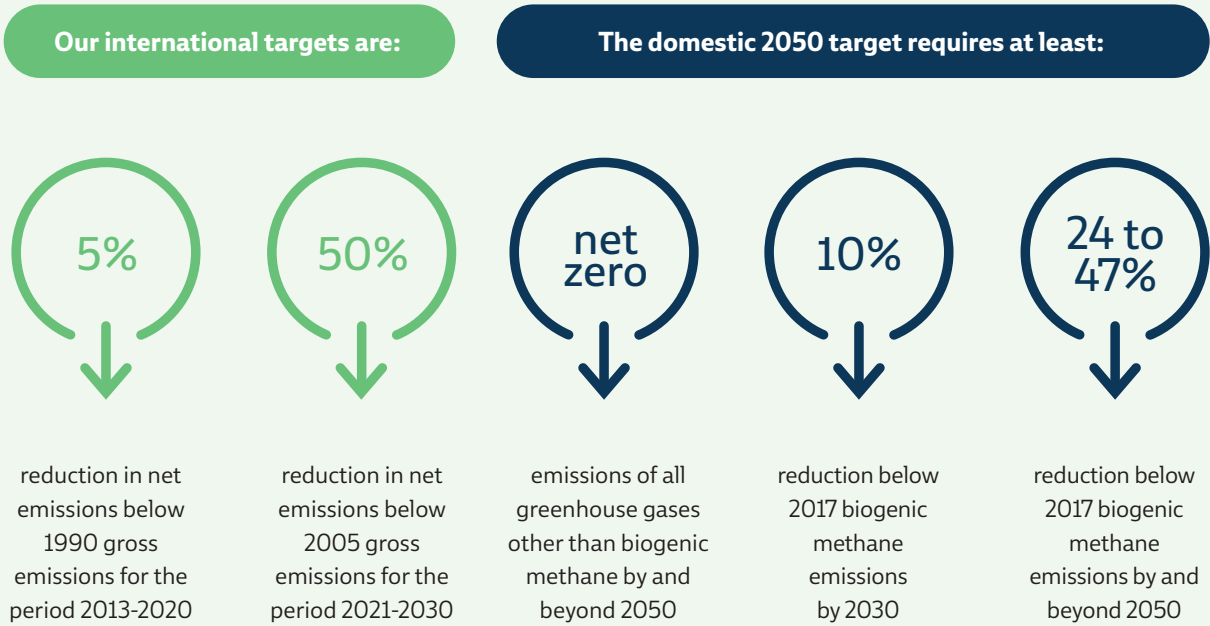
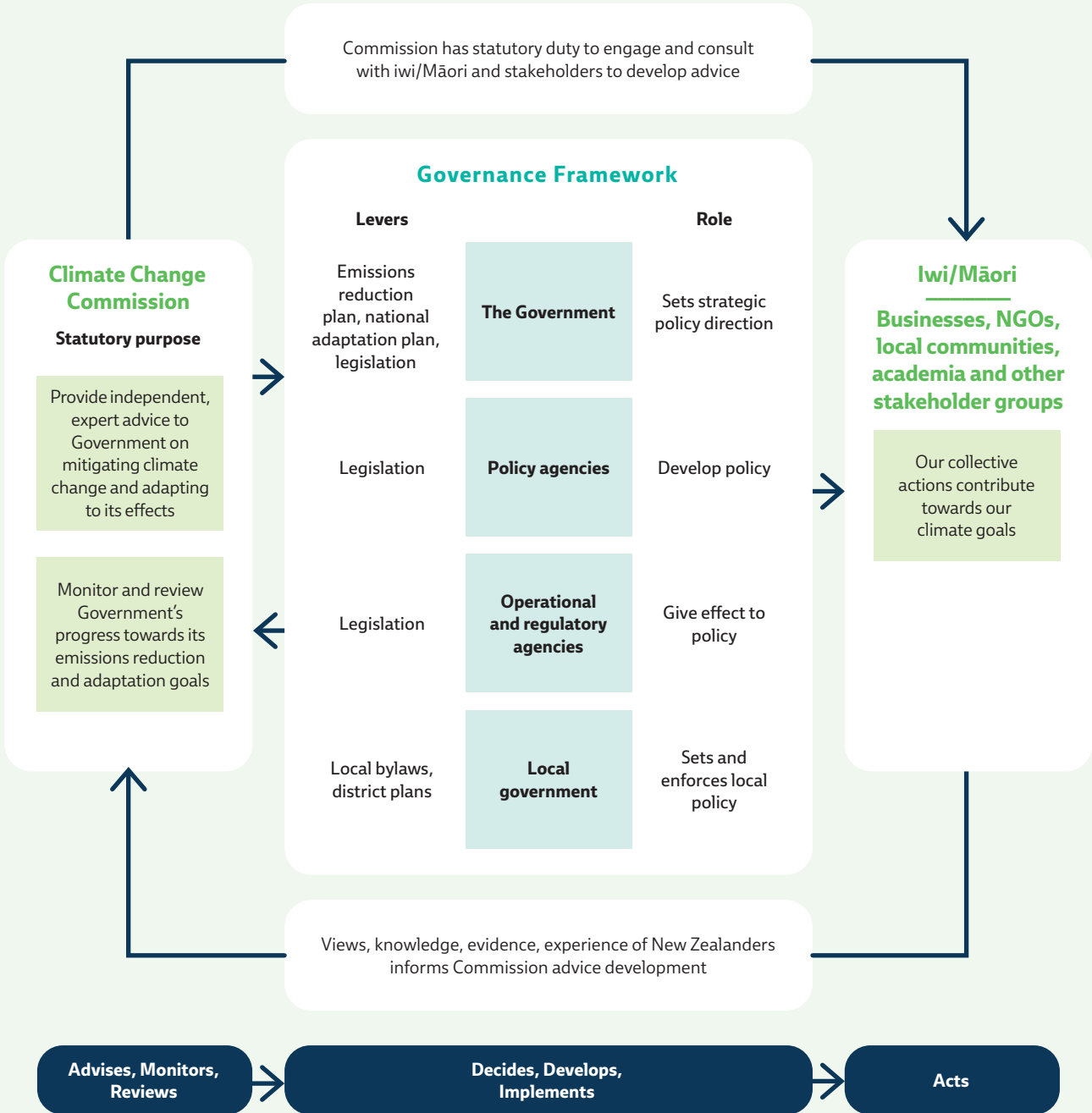


Figure 2: Our role in Aotearoa New Zealand's climate policy and action system

Upholds - Te Tiriti o Waitangi | Treaty of Waitangi principles of partnership, participation, protection and equity



Te whakamahere 2023-2027 Strategic framework 2023-2027

Our strategy and approach to performance measurement for this annual report is set out in our Statement of Intent (SOI) from 1 July 2023-30 June 2027 and Statement of Performance Expectations for the 2023/24 financial year.

Our strategic framework (Figure 3) has two principal parts:

- A long-term enduring core that describes the nature of our work over decades.
- Our strategic intentions for 2023-2027, which articulate how we will seek to improve the delivery of our work over the medium term.

The core of the framework is anchored by our statutory responsibilities under the CCRA. This core is embedded within our operating context of Te Tiriti o Waitangi/The Treaty of Waitangi, and the broader context of international climate action.

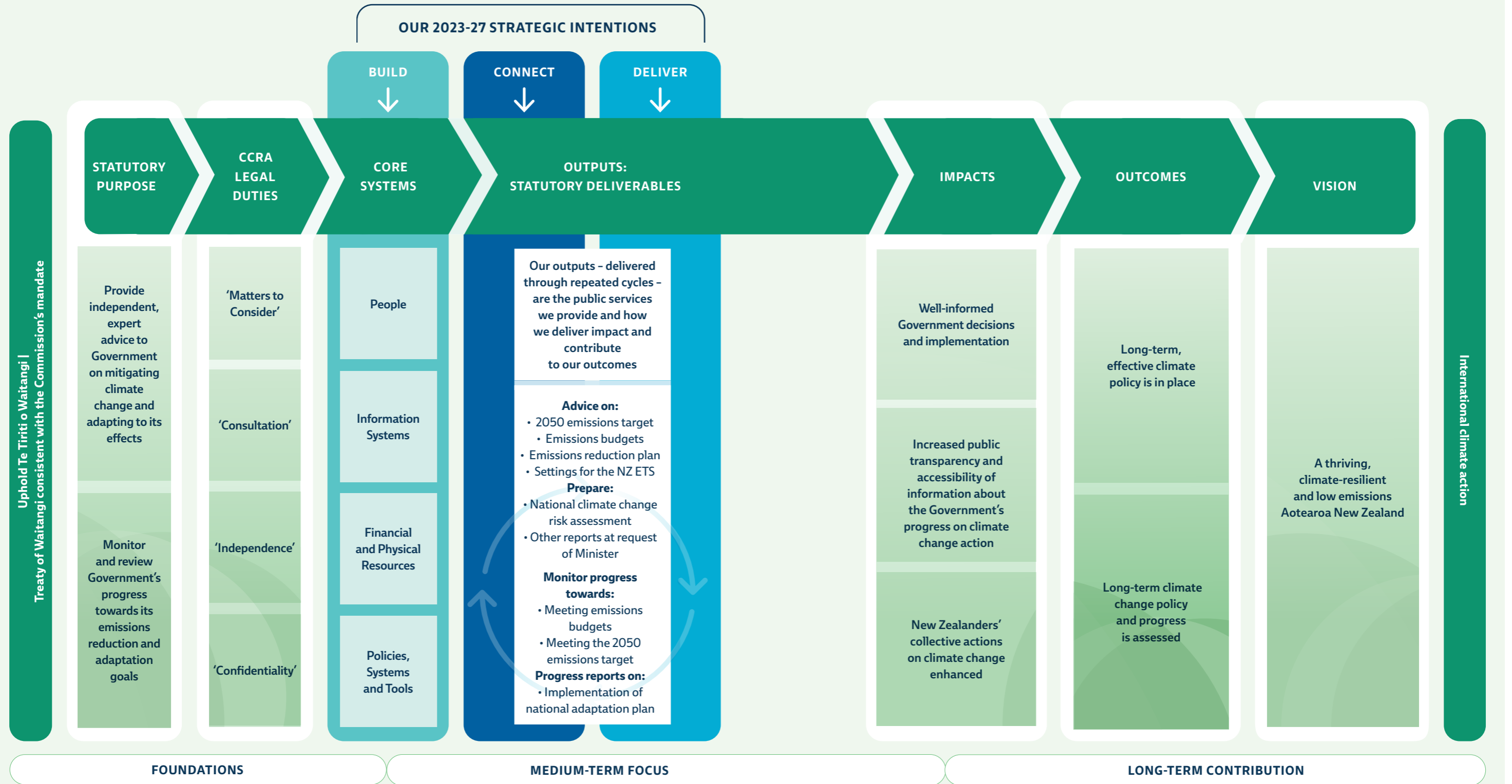
It includes:

- **Our statutory purpose:** our role as an independent, expert advisor to the Government.
- **Our outputs:** the work we deliver.
- **Our impacts:** the difference we aim to make through our work.
- **Our outcomes:** the 'big picture' long-term result of efforts and actions across the climate system more broadly.
- **Our vision:** A thriving, climate-resilient and low emissions Aotearoa New Zealand.

Our three strategic intentions – Connect, Deliver, Build – describe our medium-term objectives for improving our performance with respect to the production of our statutory deliverables and the strengthening of our organisational foundations. The overarching goal of our strategic intentions is to maximise the public benefit we provide to New Zealanders by enhancing our effectiveness and efficiency as a public agency in everything we do.

In the following section we describe the key highlights for 2023/24 that contributed towards delivering our strategic intentions.

Figure 3: Our strategic outcomes framework 2023-2027



Te herenga tukanga

Our statutory work programme

The CCRA sets out the work we must deliver to achieve our statutory purpose and functions.⁵

Our functions require us to carry out specific tasks and deliver within specific multi-year timeframes. This forms our multi-year work programme. Figure 4 illustrates the multi-decade timeline of our statutory functions and deliverables from our establishment through to the 2040s.

Consistent with our purpose, we also provide the Government with other advice as requested under section 5K of the CCRA.

This annual report highlights our progress against this work programme for outputs we delivered in 2023/24 and those we began to develop for delivery in future years.

Matters we must consider in our work

Under the CCRA we must exercise our powers, discretions and carry out our duties in a manner consistent with the purposes of the Act.⁶

The CCRA also requires that, as appropriate, we take account of a number of matters when developing our advice and monitoring work, namely:⁷

- current available scientific knowledge
- existing and anticipated technology, including cost and benefits of early adoption
- likely economic effects
- social, cultural, environmental, and ecological circumstances, including differences between sectors and regions
- distribution of benefits, costs, and risks between generations
- the Māori-Crown relationship, te ao Māori, and specific effects on iwi/Māori
- responses to climate change, taken or planned, by other Parties to the Paris Agreement.

5. For more information on our functions and duties under the CCRA refer to our Statement of Intent <https://www.climatecommission.govt.nz/who-we-are/corporate-publications/statement-of-intent-2/>

6. CCRA, s 3(1).

7. CCRA, s 5M.

Giving consideration to the Māori-Crown relationship, te ao Māori and effects on iwi/Māori

The CCRA gives us specific direction with regards to iwi/Māori.⁸ In performing our functions and duties and exercising our powers, we must consider, where relevant, the Māori-Crown relationship, te ao Māori, and specific effects on iwi/Māori. The CCRA defines te ao Māori as “the Māori world” and includes references to mātauranga Māori, te reo Māori, and tikanga Māori.⁹

We have institutional arrangements in place for our Board to receive advice from our Māori advisory group, He Pou Herenga. He Pou Herenga was established to support our statutory obligations to iwi/Māori and build our understanding and awareness of climate change from a kaupapa Māori perspective. We go into more detail on Pou Herenga in Section 4. Pou kawana pou tangata | Our governance and people.

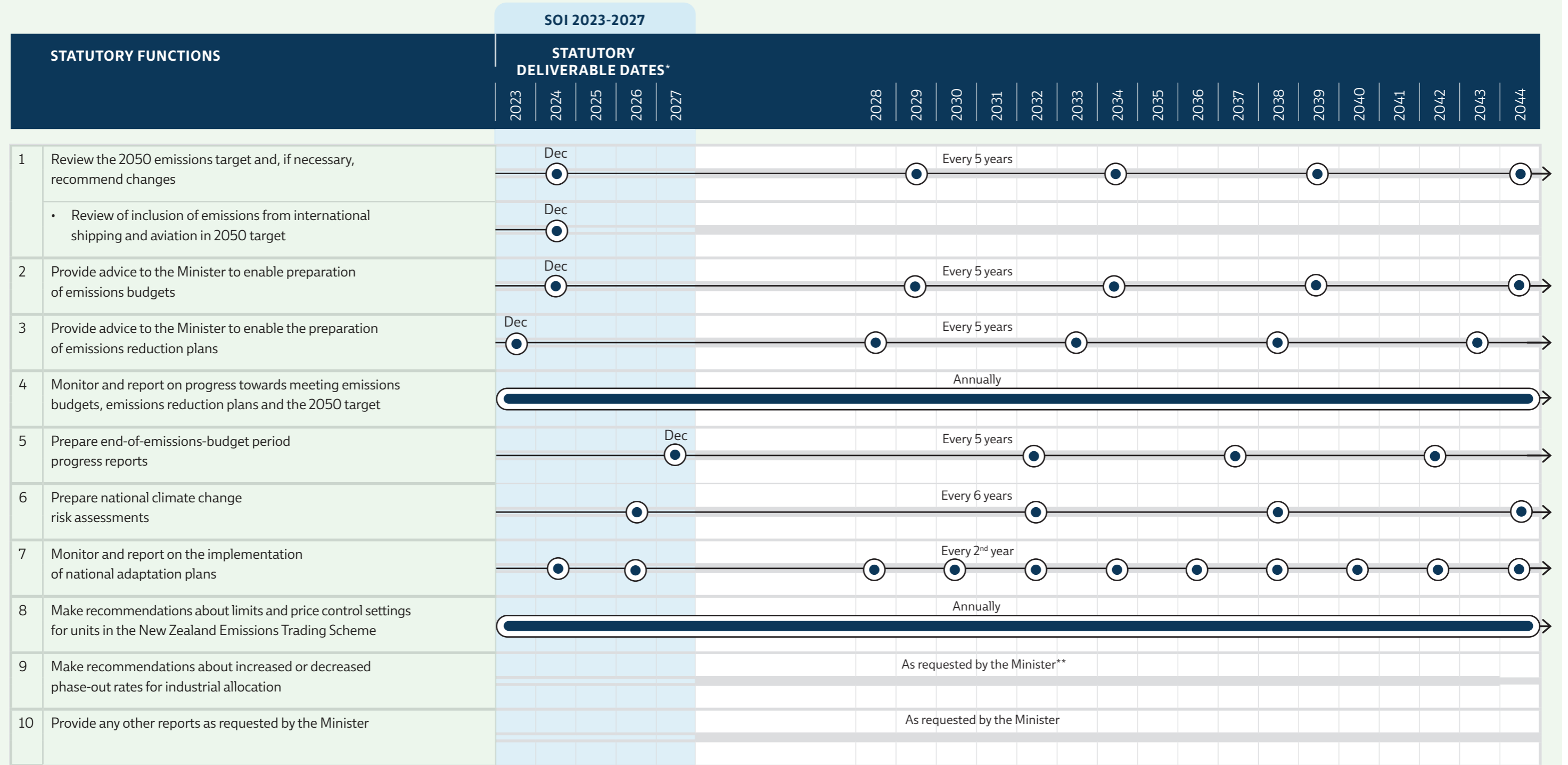
To help build a body of localised mātauranga Māori and expert evidence, between 2021 and 2023 the Commission worked with iwi/Māori across multiple rohe to develop case studies that describe the specific effects of climate change from an iwi/Māori perspective. The case studies, which are presented as video, audio and written content, also share examples of applied mātauranga Māori, technology and innovation for mitigation and adaptation. The case studies contributed to the body of evidence we used to test and finalise our advice on the direction of policy for the second emissions reduction plan, delivered in 2023/24.

We are also committed to building the cultural capability of our staff, including knowledge of the Māori-Crown relationship, te ao Māori, mātauranga Māori, te reo Māori, and tikanga Māori.

8. CCRA, s 5M(f).

9. CCRA, s 5H(2).

Figure 4: Statutory functions and deliverables mapped out to 2044



*These dates reflect the latest time by which the deliverable must be provided. In some cases, there is also the possibility of the Commission providing advice at other times under certain circumstances.
 **Increases must be decided before the start of the emissions budget period in which they will apply from 2026 onwards; and decreases before the start of the year in which they will apply from 2031 onwards.

02

Te tau kua horī
Our year in
review

Te pou tukutuku Deliver

Continuously improve our analysis and how we communicate it.

Climate change is a complex and challenging issue. Navigating that complexity can be supported through the application and continued improvement of our analytical tools, evidence base, project systems and approaches.

We also work to improve how we communicate our advice so that it is accessible and easy to understand. This supports effective engagement with stakeholders and communities.

Our work programme, as defined in the Climate Change Response Act (CCRA), sets out our advice and monitoring deliverables years in advance (see Figure 4).

Because this work can be highly complex, we run a continuous cycle of preparation and delivery. This means we begin work on our outputs years ahead of the delivery dates. There are several components that feed into development of our final reports, including scoping, planning, engagement, analysis and consultation.

Over 2023/24 we have worked on eight key deliverables, some of which were delivered during the year, and some that are due by December 2024 and into 2025. This includes our advice on the Government's Emissions Reduction Plan 2026-2030 (delivered November 2023), our first ever progress report on the implementation and effectiveness of the Government's National Adaptation Plan (delivered August 2024), and our review of the 2050 emissions target (due December 2024).

Further detail on the deliverables and outputs we worked on during 2023/24 can be found later in this report, under *Ā mātou whakatutukinga* | Our key outputs.

In all that we do, we are guided by our mandate to act independently, based on evidence, analysis, and consultation. Being independent enables us to provide advice on the options available to mitigate and adapt to the effects of climate change, and the consequences of inaction. We are committed to providing clarity for the people of Aotearoa New Zealand about the progress being made towards a climate resilient, low emissions Aotearoa.



Commentary 1 Delivering advice to inform Government decisions

As part of our statutory work programme, we are in a constant cycle of preparing and delivering advice to the Government (see Figure 4 and Table 1).

During 2023/24 we delivered two core pieces of advice to the Government – covering the direction of policy for the Government’s second emissions reduction plan (ERP2) (November 2023), and the New Zealand Emissions Trading Scheme (NZ ETS) unit limit and price control settings for 2025-2029 (February 2024).

The NZ ETS is a key tool to reduce emissions. It creates a price on emissions to influence the behaviour of both producers and consumers by discouraging high emitting activities and rewarding low emissions choices. Every year, the Government updates the regulations on the unit limits and price control settings for the NZ ETS, which determine how many units the Government can auction and the price ceilings and floors at those auctions, so that they cover the next five years. Before they do this, we provide independent recommendations on these settings, with the aim of keeping the NZ ETS aligned to Aotearoa New Zealand’s emissions reduction goals.

We also provided the Minister with advice on the direction of the Government’s next emissions reduction plan. This advice helps the Government set policies and strategies to meet the country’s emissions reduction targets. Our advice on ERP2 included 27 recommendations to the Government, focused on opportunities to strengthen and accelerate the country’s climate action. In developing our ERP2 advice, we used multiple tools, including the Government’s sector sub-targets and a suite of frameworks, to advise where action is most needed, and the opportunities and risks associated with different options available to the Government.

Our advice on the NZ ETS and ERP2 highlighted the choices available to the Government to meet the country’s climate goals, including the opportunities that will benefit New Zealanders and help avoid the worst consequences of a late response to climate change.

Much of the value of our advice is that it is informed by the evidence and views of thousands of New Zealanders shared with the Commission since our establishment in 2019. This includes evidence and open-source data provided during our calls for evidence; perspectives shared and learnings from previous engagements and consultations; and by engagements focused specifically on the relevant advice. This allows our work to reflect the best evidence and science available, as well as the diverse perspectives of New Zealanders.

For our advice to help guide progress towards the country’s climate goals, people need to have confidence in our analysis and conclusions. To support this, we follow a quality assurance programme that ensures the advice we deliver has been appropriately tested. Quality assurance checks in this process included verification of underlying accuracy and logic, demonstration of assumptions, principles, and analytical frameworks, as well as ensuring our advice meets our legislated mandate and purpose. For visibility, we published supporting documents for both our NZ ETS and ERP2 advice – making the modelling, data and methodologies used in our advice available to the public.

The final delivery of our reports in 2023/24 was supported by media engagement, and post-delivery engagement with key stakeholders. This helps to build awareness and understanding of our advice, and the impacts for New Zealanders. Delivery of our NZ ETS advice in February 2024 also proactively addressed a set of frequently asked questions to help explain the advice and what would happen next.

2

Commentary 2

Monitoring progress on Aotearoa New Zealand's climate change goals

The Commission is tasked with reporting on the Government's progress towards meeting Aotearoa New Zealand's climate goals.

In early 2024/25, the Commission will have delivered its first monitoring reports:

- Progress against the 2050 target, the first emissions budget and the emissions reduction plan (annual monitoring report, first delivered July 2024)
- Progress on the implementation, progress and effectiveness of the Aotearoa New Zealand's National Adaptation Plan (biennial progress report, first delivered August 2024)

To enable the delivery of these two reports at the start of 2024/25, we built our processes, the scope and shape of our monitoring function in 2023/24. We also established new evaluation practices to measure the progress made to date (including scorecards, progress indicators and implementation assessment criteria).

Our emissions reduction monitoring framework was developed to meet the requirements under the CCRA, while achieving the following goals.

- **Focus on outcomes:** Focus on reporting measurable steps towards achieving Aotearoa New Zealand's emissions budgets and targets, by assessing 'outcomes' – specific changes within sectors that contribute to achieving emissions reductions.
- **Look for early signals of change:** Identify where early signs of progress could be expected and when we might see them, to highlight where adjustments are needed to avoid the risk of not achieving the emissions budgets.
- **Take a long-term systems view:** Examine progress being made in the short term, and how that observed progress sets up the country for the future.

The monitoring framework developed for our National Adaptation Plan progress assessment was framed around three key pillars.

- **Quality of the plan:** Focused on understanding how likely the national adaptation plan is to achieve desired outcomes.
- **Implementation:** Focused on understanding how well implementation of the plan is progressing.
- **Observed progress towards objectives:** Focused on understanding how much progress we are observing towards the plan's objectives.

To support structured and valuable monitoring, we tested our approach using targeted engagement to build on the relationships and knowledge gained through the Commission's work to inform our emissions reduction advice. This engagement ensured our work was appropriately tested and reflected external input on climate risks, opportunities and barriers to meeting climate goals.

Our monitoring role takes an independent and evidence-based look across the wider system and economy. Taking this kind of 'systems view' means we consider adaptation to climate change alongside emissions reduction. This recognises that work in one area can benefit the other or conversely make it more difficult to achieve. Making the links between different approaches can reduce the cost of action and avoid working at cross purposes.

Our monitoring work contributes to a continual cycle of learning and improvement of mitigation and adaptation measures. In turn, this reporting also provides increased visibility for the public on the progress being made.

The Commission will also produce a report at the end of each emissions budget period (approximately every five years), evaluating progress made in that period. The first of these retrospective reports is expected to come out in 2027.

Te pou tūhono Connect

Strengthen key relationships, evidence-gathering, and shared understanding of the context for our analysis.

Our work is grounded by open engagement and consultation. For our advice to be relevant, usable, and practical, our analysis needs to be informed by a broad range of perspectives from across the motu. In line with the CCRA, we proactively engage, and in some cases consult, with people relevant to our work, including iwi/Māori, business and industry representatives, non-profit organisations, local government, scientists, youth and community leaders.

There are two parts to our engagement and consultation processes. The first is that we “must proactively engage with persons we consider relevant to our work”.¹⁰ The second part requires us to consider whether public participation is necessary.¹¹ Where we consider it is, we invite public submissions on discussion papers or draft reports that we have made available. Some aspects of our work require mandatory public consultation under the CCRA.

In our engagement we acknowledge iwi/Māori as tangata whenua under Te Tiriti o Waitangi, who are an important part of Aotearoa New Zealand’s economy, and are affected by our advice. Strong relationships with iwi/Māori are critical to the success of our work.

We know that to be effective in our role, our stakeholders need to trust that we will provide independent, expert, evidence-based, and pragmatic advice.

Early engagement with subject matter experts is a key input into the work we deliver. We have strong working relationships across a range of sectors, sharing information and insights to build our evidence base. When we engage with subject matter experts, and people more broadly, we test the assumptions in our modelling, discuss the actions that are already being taken, and learn about the opportunities and barriers that need addressing. This is incorporated into our analysis and informs our draft advice.

This year, we talked with and listened to people on a range of work including our draft advice on the fourth emissions budget (2036–2040), our review of the 2050 emissions reduction target, and whether emissions from international shipping and aviation should be included in the 2050 target. To inform this work, we also ran a call for evidence from 31 March to 31 July 2023 where we asked people to share information, insights and expertise that could inform our analysis and draft advice.

We also carried out targeted engagement to ensure our work reflected external expertise and was appropriately tested, such as for our final advice of the second emissions reduction plan, and our annual advice on the New Zealand Emissions Trading Scheme unit limits and price control settings.

10. CCRA, s 5N(1)(a).

11. CCRA, s 5H(1)(b).

3 Commentary 3 Connecting across New Zealand to inform our advice

Engagement has been a major focus for us across a year when we have been simultaneously developing multiple reports.

From April to May 2024, we ran an eight-week public consultation covering three pieces of work: advice on preparation of the fourth emissions budget (2036–2040), review of the 2050 emissions reduction target, and review on whether emissions from international shipping and aviation should be included in the 2050 target.

This approach allowed us to streamline the consultation process to be more efficient, as many individuals and groups had an interest in more than one piece of advice.

During the consultation period, we visited 12 regions and held over 190 engagements (both in-person and online). By the end of the consultation, we had received over 500 submissions across the three pieces of draft advice.

Public consultation provides an opportunity for individuals and groups representing a range of interests to comment on our draft advice and analysis through a robust and accessible submission process. In line with the CCRA, we consider where public participation is necessary and consult as needed.¹²

We take a broad systems-view in our consultation, so that we can understand what the advice means for our people, our environment, our land and our economy.

We also undertook targeted engagement to inform the other advice and our monitoring reports. We met with experts across a range of sectors, including iwi/Māori, local government, business, finance, agriculture, forestry, transport, building, waste, health and community sectors. We used these engagements to understand the impact different policy options have on communities across Aotearoa New Zealand.

During the year we engaged directly with iwi/Māori to better understand how iwi/Māori are experiencing the effects of climate change, adapting to a changing climate and approaching the challenges of reducing emissions.

Engagement allows us to draw from the wider knowledge pool across Aotearoa New Zealand on the range of matters we must consider in our reports. We work to understand lived experiences, as well as the challenges and innovations across sectors that we might not be aware of. This is a core part of our evidence and insight gathering process to develop our reports and advice.

Figure 5: April to May 2024 consultation overview

526: Total submissions were made



1,200: People (approximately) were engaged with throughout consultation



190+: Number of engagements, including regional visits, agriculture-focused hui, iwi/Māori zui, online and hybrid events, and meetings with specific stakeholders



35: Days over the 8 weeks where the Commission was out engaging or running online events



85: Pieces of consultation content published on our digital channels



12. Some advice, such as the advice on the emissions reduction plan and emissions budget, requires mandatory consultation under the CCRA.

4

Commentary 4

Understanding stakeholder perceptions of the Commission and our work

Our biennial stakeholder survey is an essential tool for us to understand stakeholders' views of our work, their experience with our approach to engagement so far, and how we can improve in the future.

We heard from 152 stakeholders that we have engaged with over the past two years, to get their views and feedback on the Commission and the work we've delivered in the past two years. This response rate was consistent with our previous survey in 2021/22 (n=178).

Overall, the results were positive, with survey respondents reporting high levels of trust in the Commission. For the three pieces of advice covered by the survey, there was strong agreement that the advice represents the Commission's independent views, is based on evidence and is credible.

When asked what they thought we do well, communication and providing real evidence/data were the two areas respondents mentioned most.

"Excellent transparency of modelling and data, including publication of detailed model results and inputs." – survey respondent

"Drawing together a wealth of evidence and interpreting this so this is understandable to a wide audience. Engaging well with a wide range of stakeholders." – survey respondent

The survey also highlighted areas where stakeholders' perceptions are shifting – including wanting more opportunities for engagement and whether the Commission's final advice reflects their views.

From the survey we learned that our stakeholders appreciate being able to speak directly to the analysts at the Commission who worked on the advice. We applied this feedback to our consultation in April-May 2024, where our staff met with a wide range of stakeholders, through in-person meetings and seminars, and online webinars to discuss the draft advice and answer questions.

Details about the survey results are included in Table 5: Performance measure results 2023/24.

Te pou tokotoko Build

Strengthen organisational capability, agility, and resilience.

Since the Commission was established in 2019, we have built and implemented processes and systems to maximise our efficiency and support delivery of our statutory advice and monitoring outputs.

As we work through our first full set of statutory deliverables, the Commission's work programme is becoming multi-layered and more complex. In response we need to strengthen our organisational capability and resilience. At the same time, we need to maintain agility, for example when we receive specific Ministerial requests for additional advice.

We have now moved out of our start-up phase, using our Build programme to lift our organisational maturity. As part of this, we now need to embed and refine processes and policies that are necessary for our effective and efficient operation.

This year we continued these essential activities, including implementing a standardised project framework and establishing a programme management office (PMO); embedding organisational values to inform our working practices; and continuing to improve our internal processes over time. We also continued to invest in our people to ensure we have the skills, knowledge and experience we require for our work.

In March 2024, the Minister of Climate Change advised that the Commission's baseline funding would reduce by 7.5% in 2025/26, and Budget 24 confirmed the Minister's decision that we would not receive funding for the proposed Agricultural Emissions Pricing function from 2024/25. In 2023/24 we began taking the steps needed to adjust to this new, lower level of funding, with work and decisions continuing into 2024/25. We go into more detail on this work in Section 4. Pou kawana pou tangata | Our governance and people.

5 Commentary 5 Building our analytical capability

To provide the best value to New Zealanders, it is important that our work is grounded in the best available evidence and analysis. To do this well we have to maintain a sufficient level of core in-house expertise.

We need the capability and capacity to keep abreast of current scientific understanding, and the newest available technologies and approaches that can reduce emissions in each sector, support adaptation, and manage the risks from climate change.

Having a highly skilled workforce is critical for the delivery of our independent, expert advice and monitoring reports. Our people are our most valuable resource.

Our work requires a high level of capability in a diverse range of topics, including, but not limited to, economics, transport, energy systems, public policy, emissions trading, climate science, computational modelling, te ao Māori, and communications.

For most of 2023/24, the Commission was in a growth phase, establishing our new monitoring function and building capability and capacity to meet our biggest year of delivery to-date.

The skilled and experienced staff required by the Commission are in high demand. We know this, and we invest in being an employer of choice as the foundation to attracting and retaining our skilled people.

To support this in 2023/24, we:

- Provided development opportunities for staff through our Learning and Development policy, including a strong focus on peer-to-peer learning
- Offered a comprehensive wellbeing programme
- Held regular performance and development conversations
- Strove to be a fair workplace for all, in line with our Kia Toipoto commitment.

We also provided regular opportunities for staff to build their cultural capability, through a mix of self-directed learning, webinars and wānanga. Topics included knowledge of the Māori-Crown relationship, te ao Māori, mātauranga Māori, te reo Māori, and tikanga Māori, and the Aotearoa New Zealand historical context.

6 Commentary 6 Refining our processes for improved effectiveness

Our internal Build Programme focuses on strengthening our organisational systems.

As an organisation with a repeatable work programme, we seek to strengthen the systems, tools and behaviours that will make how we work easier and more efficient. While it can take additional upfront effort to develop systems, capture lessons learned and streamline how we work, this leads to gains in the medium and long term.

We have taken an enterprise-wide view and made prioritisation and resourcing decisions on the areas that would have the biggest impact. Throughout the year we made progress on a range of initiatives in the following areas:

- Financial and physical resources
- Information
- People
- Policies, systems and tools

Having central oversight of our continuous improvement work via the Build Programme has enabled us to respond to issues as they arise. For example, adapting the schedules and scopes of Build Programme projects so that staff could focus during peak periods of our core deliverables.

To support our statutory deliverables, we have introduced a standardised project framework and programme management office (PMO). As we deliver an increasingly complex work programme, a consistent and structured approach allows us to deliver multiple projects on time and in scope. It also helps identify common touch points across our work programme, and the opportunities to increase efficiency in these areas – for example, our simultaneous consultation on three pieces of advice in April and May 2024.

Another step in our organisational maturity was to introduce our organisational values. The Commission must be a results-based organisation to deliver the functions and purpose we've been tasked with. The five values drive the behaviours we need in order to deliver for Aotearoa New Zealand.


To develop our values, we created a reference group of 14 staff members representing various roles and levels across the Commission. The reference group developed the values through a series of workshops. The draft values were tested with leadership, staff, and the Commissioners.

Through the next financial year, we will continue to embed our values within our systems and ways of working.


Our values are:




Grounded
We use evidence and good judgement




Open-Minded
We listen and are open to change



Say it Do it
We do what we say



Supportive
We work together to get the job done



Purposeful
We make conscious and clear choices

Ā mātou whakatutukinga Our key outputs

In any given year, our work is defined by the outputs that must be delivered in the period and those that are being developed to fulfil our purpose and functions under the CCRA.

This reflects the multi-year cycle of our advice and monitoring functions, and the lead-in time needed to carry out related engagement and consultation work.

Our primary outputs are our statutory deliverables. Our work programme for 2023/24 was driven by the deliverables that were due over an 18-month period from 1 July 2023. Notably, this included delivery of our first monitoring report to the Government. All this work is built on a combination of external engagement and consultation, and robust analysis of the evidence we have gathered.

We undertook a range of organisational initiatives to support and enhance our statutory deliverables work. These initiatives reflect our continued growth from a start-up organisation to one that is operationally mature, building on our existing capacity and capabilities.

Table 1 sets out our key outputs for 2023/24 and their status at the end of the year.

Table 1: Our key outputs for 2023/24

| Action | Output | Description | Due 23/24 (Estimate) | Due 24/25 (Estimate) | Status at 30 June 2024 |
|--|---|--|----------------------|------------------------|--|
| Statutory deliverables (includes analytical work and engagement and consultation) | | | | | |
| | Annual advice on NZ ETS unit limits and price control settings | Annual advice to help ensure that the NZ ETS operates effectively and in accordance with the emissions budgets, nationally determined contributions, and the 2050 target. The NZ ETS is an important tool to help meet the country's climate goals. | Q3 | Q3 or Q4 | Achieved for 2023/24 (February 2024) On track for 2024/25 |
| Deliver | Advice for preparation of second Emissions Reduction Plan for 2026–2030 (ERP2) | Advice on the strategic direction of policy for the Government's ERP2. Preparatory work for ERP2 began in 2022/23, with all substantive evidence building and engagement and consultation work completed last year. This helps ensure that Aotearoa New Zealand keeps moving towards its climate targets, by giving advice to the Minister every five years on the direction of the Government's next emissions reduction plan. Independent monitoring by the Commission helps give people here, and overseas, confidence in how Aotearoa New Zealand is tackling climate change. | Q2 | - | Achieved (November 2023) |
| Develop | First annual monitoring report on progress towards meeting emissions budgets and emissions reductions plans | Report to include: measured emissions and removals from previous year using data available from the New Zealand Greenhouse Gas Inventory, latest projections of current and future emissions and removals, and assessment of ERP1 and progress in its implementation. The insights and lessons learned from monitoring can in turn help inform the Commission's future advice on opportunities to reduce emissions, limitations in Aotearoa New Zealand's approach and gaps in progress. | - | Jul 2024 ¹³ | On track to be delivered in July 2024 |

13. Our SPE 2023/24 noted that we may deliver this report in mid-2024 (in either the 2023/24 or 2024/25 reporting year. Delivery of the annual monitoring report is due three months after the Ministry for the Environment publishes of New Zealand's Greenhouse Gas Inventory (published 18 April 2024). The Commission's monitoring report was delivered to the Minister on 16 July 2024, and published on 30 July 2024.

| Action | Output | Description | Due 23/24 (Estimate) | Due 24/25 (Estimate) | Status at 30 June 2024 |
|--|---|--|-------------------------|-------------------------|---|
| Statutory deliverables (includes analytical work and engagement and consultation) continued | | | | | |
| Develop | Progress report on National Adaptation Plan | Report on the progress made towards the implementation and effectiveness of the Government's National Adaptation Plan. The report must judge how well the Plan achieves its objectives and responds to risk. It must also identify barriers to implementation and effectiveness and how those barriers might need to be addressed or overcome in the future. By monitoring the Government's progress against its National Adaptation Plan we can better inform adaptation decisions going forward. | - | Aug 2024 | On track to be delivered in August 2024 ¹⁴ |
| | Advice to inform the second Nationally Determined Contribution (NDC) (s 5K request) ¹⁵ | Advice to identify a range of technically and economically achievable domestic emissions levels for the NDC period 2031-2035, consistent with different domestic emissions trajectories to 2050, along with the corresponding range of headline percentage reductions for NDC2 based on those domestic emissions levels. | - | Oct 2024 | On track |
| | Advice for preparation of emissions budgets | Advice on the system of emissions budgets to step Aotearoa New Zealand towards the 2050 emissions reduction target. Emissions budgets break the journey into steps and influence short-term decisions and actions, adding up to the long-term goal (2050 emissions reduction target). The next emissions budgets advice will be for the period 2036-2040. We consulted on the draft budget in Q4 2023/24. | - | Dec 2024 | On track |

14. Our National Adaptation Plan progress report was delivered to the Minister on 2 August 2024, and published on 15 August 2024.

15. We received an initial section 5K request for advice on the second nationally determined contribution from the Minister of Climate Change in October 2023. In June 2024, we received an updated section 5K request and terms of reference, for analysis of Aotearoa New Zealand's potential domestic contribution to inform the second Nationally Determined Contribution. Further information, including the agreed Terms of Reference, is available on our website: <https://www.climatecommission.govt.nz/our-work/advice-to-government-topic/nationally-determined-contributions/ndc2-report/>

| Action | Output | Description | Due 23/24 (Estimate) | Due 24/25 (Estimate) | Status at 30 June 2024 |
|--|--|---|-------------------------|-------------------------|---------------------------|
| Statutory deliverables (includes analytical work and engagement and consultation) continued | | | | | |
| Develop | Review of inclusion of emissions from international shipping and aviation in the 2050 target | Advice on whether the 2050 target should be amended to include emissions from international shipping and aviation, and if so, how the target should be amended. As a trading nation, Aotearoa New Zealand is particularly dependent on international shipping and aviation. However, emissions from these sectors are significant and growing, and global customers are increasingly aware and demanding reductions. If we recommend that emissions from international shipping and aviation are included in the 2050 target, and the Government decides to implement that change accordingly, policy decisions about how to effect these changes will be required by the Government. Any Government decision on international shipping and aviation will also affect our future advice on emissions budgets. | - | Dec 2024 | On track |
| | Review the 2050 target | Review the existing target and provide advice on whether any changes should be made to Aotearoa New Zealand's target. The 2050 target provides a consistent signal to business, communities, and others about what the country is aiming for and gives people time to plan and prepare. Every five years the Commission independently reviews new developments in evidence relating to key factors, providing a sense check to make sure the target is still fit-for-purpose. If we recommend a change to the 2050 target, and the Government decides to implement that change accordingly, policy decisions about how to effect these changes will be required by the Government. Any Government decision on the 2050 target will also affect our future advice on emissions budgets. | - | Dec 2024 | On track |

| Action | Output | Description | Due 23/24 (Estimate) | Due 24/25 (Estimate) | Status at 30 June 2024 |
|----------------------------|------------------------------------|--|----------------------|----------------------|---|
| Internal operations | | | | | |
| Establish | Project framework and PMO | Complete implementation of a standardised project framework and supporting project management office (PMO) to enhance effectiveness and efficiency of production of our advice and monitoring outputs. | End Q1 | - | Achieved (August 2023) |
| | Accommodation project | Complete fitout to ensure office is fit-for-purpose and able to accommodate all Wellington-based staff. | Q4 | - | Achieved (January 2024) |
| | Learning and development framework | Complete and implement learning and development framework to support and enable ongoing professional skills training for staff aligned to organisational and individual needs. | Q4 | - | Achieved (June 2024) |
| | Organisational values | Begin embedding new organisational values. The five values drive the behaviours we need in order to deliver for Aotearoa New Zealand. | Q2-Q4 | - | Achieved (June 2024) |
| Review | Policy and procedures | Carry out our three-yearly review to ensure our policies and guidelines are fit for purpose, compliant and provide clarity for working at the Commission. | Q2/Q3 | New delivery date Q3 | Reprioritised for delivery in 2024/25 ¹⁶ |

16. Our policy and procedures review has been reprioritised while the Commission addresses the organisational changes required to respond to future funding levels. Work on policies is being completed in tranches, focusing on the highest priority policies and procedures first, with a delivery date of Q3 2024/25.

03

Te kawenga matua
Our performance

Te kawenga nui

Statement of performance

This section forms the Commission's statement of service performance in accordance with the Crown Entities Act 2004, which includes the requirement to comply with Aotearoa New Zealand generally accepted accounting practice (NZ GAAP).¹⁷

It is aligned to the reporting standard PBE FRS 48, which sets out the required standard for our non-financial performance information and reporting. Our service performance reporting disclosures are included in this report from page 45.

The statement of performance complements and supports the commentary provided in 'Our year in review'.

Our appropriations

We are funded by two non-departmental appropriations under Vote Environment: a main output expenses appropriation (titled 'Advisory and monitoring function') and a smaller capital expenditure appropriation (titled 'Capital Contribution'). In 2023/24 these appropriations were \$18.433 million and \$0.600 million respectively. Under Vote Environment, both appropriations are administered by the Ministry for the Environment.

The scope of our output expenses appropriation is limited to the establishment and operations of the Commission in accordance with our statutory purposes and function. The scope of the capital appropriation is limited to providing a capital injection.

Both appropriations are intended to provide independent, evidence-based advice to Government to help Aotearoa New Zealand transition to a low emissions and climate resilient economy.

The information contained in this report (including this section) constitutes the required end-of-year assessment of performance (as described in Table 2) for these appropriations.

17. Crown Entities Act 2004, ss 151(1)(b) and 153.

Table 2: How performance will be assessed

✔ Achieved ✘ Not achieved

| | | 2022/23 | | 2023/24 | |
|----------------------------|---|-------------------------|--------|-------------------------|--------|
| Appropriation | Assessment of Performance | Final Budgeted Standard | Actual | Final Budgeted Standard | Actual |
| Output expenses | The Climate Change Commission will carry out its functions in accordance with its purpose as set out in its enabling legislation and its Strategic Intentions | ✔ | ✔ | ✔ | ✔ |
| Capital expenditure | Expenditure is used to build and maintain an evidence base and a fit for purpose working environment ¹⁸ | ✔ | ✘ | ✔ | ✔ |

Reportable class of outputs

As defined by our statutory purpose, and our Vote appropriations, we have a single reportable class of output: our advisory and monitoring function.

The associated revenue and expenditure for 2023/24 for our output class are described in Table 3.

Table 3: Reportable class of outputs revenue and expenditure (advisory and monitoring function)

| Actual 2022/23 \$000 | | Actual 2023/24 \$000 | Budget 2023/24 \$000 |
|----------------------|-----------------------|----------------------|----------------------|
| 15,532 | Revenue from Crown | 18,433 | 18,433 |
| 255 | Interest revenue | 130 | - |
| - | Funding from reserves | 1,822 | 2,337 |
| 15,318 | Expenditure | 20,385 | 20,770 |

18. This performance measure was revised in 2023/24 to better reflect what this appropriation is intended to achieve and provide a more accurate assessment of the Climate Change Commission's performance. The previous measure relied on development of a formal capital asset management plan, while the Commission's approach to this appropriation is to manage expenditure through our normal budgeting process.

Our performance measures

In our second SOI period, we revised our performance measurement approach to reflect what we learned in our first years of operation.

This approach is informed by our Strategic Framework (see Figure 3), and is focused on our outputs and the engagement, consultation, and analytical work that sits behind them. It is through this work that we achieve our impacts, contribute to broader outcomes, and deliver public benefit for New Zealanders.

Our measures have been created to capture the following performance dimensions of our analytical, engagement and consultation work:

- **Usefulness** – is our advice considered in the Government’s decision-making?
- **Credibility** – do people have confidence in our engagement, consultation, and advice?
- **Timeliness** – do we deliver our advice and monitoring outputs on time?
- **Assurance** – is our work subject to high-quality control measures?

In 2023/24 we achieved all nine of our performance measures. Table 5 below provides the full performance measure results.





Assessing performance





We report on our performance measures using the following standards and assessment criteria:

Table 4: Performance measure assessment criteria

| Standard | Criteria |
|--------------------|---|
| Achieved | On standard or better as determined by assessment methodology |
| Partially achieved | Judgement using assessment methodology |
| Not achieved | Judgement using assessment methodology |
| Not measured | Data or information not available to enable assessment |

Table 5: Performance measure results 2023/24

 Achieved
  Partially achieved
  Not achieved
  Not measured
  New measure

| ID | Performance measure | Assessment methodology | Result 2022/23 | Target 2023/24 | Result 2023/24 |
|--|---|--|---|----------------|--|
| Analytical work | | | | | |
| 1 | The Government has considered our advice in its decision-making. | Assessment of collated feedback from government, including government responses to our advice, Cabinet minutes, and ministerial discussions. |  Achieved | Achieved |  Achieved |
| <p>Commentary In July 2023, the Government announced updated settings for the NZ ETS 2024–2028, following a judicial review. The updated NZ ETS settings reflected the Commission’s advice.</p> <p>The Government is planning its second emissions reduction plan, which will cover the period 2026 to 2030, taking into consideration the advice the Commission delivered to the Minister of Climate Change on 28 November 2023. The plan will be finalised by the end of 2024.</p> <p>In response to the NZ ETS 2025–2029 advice the Commission delivered to the Minister of Climate Change on 29 February 2024, the Government undertook consultation on the NZ ETS from 15 May to 14 June 2024.¹⁹</p> <p>Why this measure matters This measure shows the usefulness of the Commission’s advice, which informs the Government’s decision-making.</p> | | | | | |
| 2 | Survey respondents agree ²⁰ that we provide credible advice to the Government. ²¹ | Stakeholder survey. |  Not measured. 2021/22 baseline: 74% For 2021/22, this was an overall rating based on the delivery of <i>Ināia tonu nei</i> . ²² | ≥ 60% |  Achieved Combined average agreement: 71% |
| <p>Commentary: For the 2023/24 survey, the Commission tested respondents’ views on the statutory deliverables the Commission had delivered or consulted on across 2023/24. Across the three deliverables included in the survey, there was a combined average agreement of 71%.</p> <ul style="list-style-type: none"> NZ ETS unit limits and price control settings for 2023–2027 and for 2024–2028: 72% of respondents agreed that this advice is credible. Advice on agricultural assistance and Agricultural Progress Assessment advice: 68% of respondents agreed that this advice is credible. 2023 Draft advice to inform the strategic direction of the Government’s second emissions reduction plan: 74% of respondents agreed that this advice is credible. <p>Why this measure matters: This measure is important to understanding external views that our advice is credible.</p> | | | | | |





19. Following consultation, the Ministry for the Environment considered submissions and put final proposals to the Minister of Climate Change and Cabinet for consideration. Any new regulations or amendments will be published in the *NZ Gazette*. The Minister of Climate Change made an announcement on 20 August 2024, relating to NZ ETS settings from 2025: <https://www.beehive.govt.nz/release/updated-settings-restore-ets-market-confidence>

20. ‘Agree’ is defined as having reported ‘agree’ or ‘strongly agree’ in the response to this survey question.

21. Data on which we rely to assess performance is only available on a biennial (two-yearly) basis through the Stakeholder Survey, run by an external party. We ran the survey in 2023/24, not having run it in 2022/23.

22. *Ināia tonu nei: a low emissions future for Aotearoa* is the Commission’s first advice to Government on climate action in Aotearoa New Zealand. It included our advice to the Government on the first three emissions budgets and direction for its emissions reduction plan 2022–2025.




✔ Achieved
 ✔ Partially achieved
 ✘ Not achieved
 ⊗ Not measured
 ⋮ New measure





| ID | Performance measure | Assessment methodology | Result 2022/23 | Target 2023/24 | Result 2023/24 |
|---|---|--|---|----------------|---|
| Analytical work continued | | | | | |
| 3 | Survey respondents agree ²³ we are an evidence-based, robust organisation. ²⁴ | Stakeholder survey. |  Not measured. 2021/22 baseline: 73% For 2021/22, this was an overall rating based on the delivery of <i>Ināia tonu nei</i> . | ≥ 60% |  Achieved 73% |
| <p>Commentary: In the 2023/24 survey 73% of respondents agreed that the Commission is an evidence-based, robust organisation.</p> <p>While this is largely the same as in the 2021/22 advice (73%), there has been an increase in the number of respondents who rated the Commission as ‘very good’ in this measure, with 53% of respondents giving this rating compared to 47% in 2021/22. The insights from this survey suggest that respondents agree that the Commission is an evidence-based and robust organisation, even if our advice does not reflect their organisation’s views.</p> <p>Why this measure matters: This measure shows external views of us being ‘evidence-based’, which underpins the quality of our advice.</p> | | | | | |
| 4 | Our advice is delivered within statutory timeframes: a) Advice on NZ ETS unit limits and price control settings b) Advice for preparation of Emissions Reduction Plans c) Monitor and report on progress towards meeting emissions budgets, emissions reduction plans and the 2050 target – First annual progress report due mid-2024. ²⁵ | State the specific statutory advice delivered to the statutory timeline during the reporting period. |  Achieved | 100% |  Achieved |
| <p>Commentary: 100% of our advice met the statutory timeframes.</p> <p>a) We delivered our advice on NZ ETS 2025–2029 to the Minister of Climate Change on 29 February 2024, within our statutory requirements to provide the Government with sufficient time for consultation, analysis and update legislation by 30 September 2024.</p> <p>b) We delivered our second set of emissions reduction plan advice to the Minister of Climate Change on 28 November 2023, before our statutory deadline of 31 December 2023.</p> <p>c) Although outside of the reporting period of this Annual Report, our monitoring report was delivered on 16 July 2024, in line with the statutory timeline.</p> <p>Why this measure matters: This measure tracks the timely delivery of our advice and the specific advice due for the year.</p> | | | | | |

23. Ibid Footnote 20

24. Ibid Footnote 21





25. Our SPE 2023/24 noted that we may deliver this report in mid-2024 (in either the 2023/24 or 2024/25 reporting year. Under section 5ZK (3) of the CCRA, delivery of the annual monitoring report is due three months after the Ministry for the Environment publishes New Zealand’s Greenhouse Gas Inventory (published 18 April 2024). The Commission’s monitoring report was due on 17 July 2024, and was delivered to the Minister on 16 July 2024 before being published on 30 July 2024.

 Achieved
  Partially achieved
  Not achieved
  Not measured
  New measure

| ID | Performance measure | Assessment methodology | Result 2022/23 | Target 2023/24 | Result 2023/24 |
|--|---|---|--|------------------------|--|
| Analytical work continued | | | | | |
| 5 | Our advice is subject to appropriate internal assurance and external testing and review. | All statutory work has been signed off by the delegated authority as meeting our Board approved quality assurance / quality control approach. ²⁶ |  Achieved | 100% |  Achieved |
| <p>Commentary: We followed the approved quality assurance/quality control approach for the following advice this year, including draft advice released for public consultation:</p> <ul style="list-style-type: none"> • advice for the preparation of the Emissions Reduction Plan 2026–2030 (ERP2) • advice on the NZ ETS 2025–2029 unit limits and price control settings • draft advice on the fourth emissions budget period • discussion documents on the review of the 2050 target • draft review of inclusion of emissions from international shipping and aviation in the 2050 target. <p>This ensures our work is subject to appropriate levels of testing and reviews, as set out in each project’s QA/QC plans.</p> <p>Why this measure matters: This measure ensures that our work is of high quality for our statutory purpose.</p> | | | | | |
| 6 | Our advice is developed and delivered using documented project and programme methodology. | That our project and programme methodology has been followed to develop our advice. |  N/A - new measure in 2023/24 | New measure - achieved |  Achieved |
| <p>Commentary: We use an established programme management framework and methodology approved by our Board, and followed our Programme Management Office’s project lifecycle for our delivered advice - in Q2 we delivered our second set of emissions reduction plan advice (ERP2), in Q3 we delivered advice on the NZ ETS 2025–2029 unit limits and price control settings, and in early 2024/25 we delivered the first emissions reduction monitoring report.</p> <p>All other draft statutory advice work continued to be developed following the Board-approved project and programme methodology.</p> <p>Why this measure matters: This measure seeks to demonstrate optimal process management, effectiveness, and efficiency in delivering our work.</p> | | | | | |



26. Our statutory work programme is detailed in Figure 4: Statutory functions and deliverables mapped out to 2044, and Table 1: Our key outputs for 2023/24.

✔ Achieved
 ✔ Partially achieved
 ✘ Not achieved
 ⌚ Not measured
 ⋮ New measure

| ID | Performance measure | Assessment methodology | Result 2022/23 | Target 2023/24 | Result 2023/24 |
|---|--|---|--|------------------------|---|
| Analytical work and Engagement and Consultation | | | | | |
| 7 | Advice is made with consideration to the Crown-Māori relationship, te ao Māori, and specific effects on iwi and Māori. | All published reports are reviewed with consideration to te ao Māori, and specific effects on iwi/Māori as per the Board approved QA/QC approach. |  N/A – new measure in 2023/24 | New measure – achieved |  Achieved |
| <p>Commentary: For our three statutory deliverables, the section 5Mf review was carried out with the agreed approach to engagement and consultation.</p> <p>Throughout the year we took steps to ensure our advice took account of te ao Māori and the specific effects of climate change on iwi/Māori, including consideration of written and oral submissions received from iwi/Māori through consultation and engagement on ERP2.</p> <p>For our future deliverables, good progress continues.</p> <p>Why this measure matters: This measure seeks to demonstrate that we have considered iwi/Māori perspectives consistent with the Commission’s mandate.</p> | | | | | |
| Engagement and Consultation | | | | | |
| 8 | Survey respondents believe that “there is value for me” in engaging with the Commission. ²⁷ | Stakeholder survey. |  Not measured in 2022/23. 2021/22 baseline: 84% For 2021/22, this was an overall rating based on the delivery of <i>Ināia tonu nei</i> . | ≥ 60% |  Achieved 73% |
| <p>Commentary: The number of survey respondents who believe there is value for them in engaging with the Commission is 73%. The number of respondents who ‘strongly agree’ with this statement has reduced from 42% in the 2021/22 survey to 30% in 2023/24. Insights from this survey point to some key areas that are shifting this response rate – including whether respondents feel they are given enough opportunity for engagement, and whether they feel the Commission’s advice reflects their feedback.</p> <p>Why this measure matters: This measure tracks the effectiveness of our engagement and communication with stakeholders and communities.</p> | | | | | |

27. Data on which we rely to assess performance is only available on a biennial (two-yearly) basis through the Stakeholder Survey, run by an external party. We ran the survey in 2023/24, not having run it in 2022/23.

✔ Achieved
 ⚠ Partially achieved
 ✘ Not achieved
 ⌚ Not measured
 ⋮ New measure

| ID | Performance measure | Assessment methodology | Result 2022/23 | Target 2023/24 | Result 2023/24 |
|--|---|------------------------|--|----------------|---|
| Engagement and Consultation continued | | | | | |
| 9 | Survey respondents rate our consultation process as 'very good' or 'fairly good'. ²⁸ | Stakeholder survey. |  Not measured in 2022/23. 2021/22 baseline: 72% For 2021/22, this was an overall rating based on the delivery of <i>Ināia tonu nei</i> . | ≥ 60% |  Achieved 63% |
| <p>Commentary: The number of survey respondents who rated the Commission's consultation process as 'very good' or 'fairly good' is 63%. This was a slight reduction against the 2021/22 stakeholder survey results (72%), with the key drivers of this being that respondents felt they had less opportunity to speak directly to the people at the Commission who had written the advice, and to ask questions.</p> <p>The Commission took some deliberate decisions through the consultation process covered by this survey, including using senior leadership to lead out on consultation to free up analyst resource to focus on progressing other key deliverables. In contrast, the consultation process covered in the 2021/22 survey took place when the Commission was solely focused on delivering <i>Ināia tonu nei: a low emissions future for Aotearoa</i>.</p> <p>Why this measure matters: This measure tracks the effectiveness of our consultation process in relation to our statutory advice.</p> | | | | | |

Service performance reporting standard (PBE FRS 48)

The External Reporting Board issued the *PBE FRS 48 Service Performance Reporting Standard*,²⁹ effective for all reporting periods commencing on or after 1 January 2022. This reporting standard is applicable to all public benefit entities, including Crown entities.

We have applied the principles of PBE FRS 48, including to ensure our performance information is:

- **Relevant** – our measures selected contribute to our overall performance picture
- **Representative** – our service performance information is complete, neutral and free from material error
- **Understandable** – our service performance information is reported clearly and simply

- **Timely** – we deliver service performance information promptly to ensure it is useful for our stakeholders' accountability and decision-making purposes
- **Comparable** – our service performance information can be viewed by our stakeholders against previous years
- **Verifiable** – our service performance information is capable of consistent measurement or description, capable of independent verification, and excludes unsubstantiated claims.

28. Ibid Footnote 27.

29. <https://www.xrb.govt.nz/dmsdocument/3815>

As acknowledged for entities in PBE FRS 48, constraints on reporting service performance information include materiality, cost-benefit, and balance between the qualitative characteristics. We have factored these constraints into our selection process for service performance information as part of our Statement of Performance Expectations.

Selecting performance measures

As noted previously, under Our performance measures, the Commission's performance measures are selected to reflect the work we do to deliver our statutory functions and achieve our strategic intentions.

As an advisory and monitoring body, we do not run or implement policies or programmes. Our impact, and the public benefit we deliver, stems instead from the quality of our independent, expert analysis and advice, and the engagement, consultation and communication that underpins it.

Our performance measurement approach therefore focuses on whether our work is high quality, our advice is useful and timely, we maintain good process management, and our relationships with iwi/Māori and key stakeholders are effective.

In line with PBE FRS 48, our Statement of Performance Expectations 2023/24 detailed the below actions and considerations we took in the selection of our non-financial performance measures and targets:

- reviewed our strategic framework, the performance measures, targets, and assessment method used
- documented rationale, assumptions, and judgements in selecting the performance information
- rationalised our performance measures, balancing what matters most to our work delivery while linking to our strategic intentions and outcomes in the Statement of Intent
- balanced ongoing improvement with maintaining comparability and consistency over time
- created two distinctive outputs and output descriptions for improved visibility across our work.

Judgements made in our performance measure results

In our performance measure results, we make the following judgements:

- For comparability, we have provided the previous year's results where available. This allows us to see progress over time. However, as we deliver different reports and advice each year (in line with our statutory work programme in Figure 4 on page 20), there will be some natural variation in year-on-year results.

- Some performance assessment methodologies require internal compliance with Board-approved approaches. Where required, this compliance is captured in the relevant project documentation as part of our project lifecycle approach.
- Our biennial stakeholder survey is independently administered by an external provider (Ipsos). The questions are based on the Ipsos reputation model and are replicable to allow comparison and tracking of performance and sentiments over time. Stakeholders in this context refers to the people who have engaged with us over the two-year period of the survey, either through making a submission on our draft reports, or attending at least two hui or webinars. For the 2023/24 survey, we received 152 responses, with a response rate of 12%. This is consistent with the response rate for the 2021/22 online survey, which was also 12%.
- Our operating expenditure appropriation measure is based on the achievement of at least 80% of our nine output performance measures in the given financial year. This level was selected as 80% shows significant delivery of our statutory functions, while allowing for external factors that impact results. Where results are impacted by external factors, we will report this as part of the measure's commentary.

Changes to performance measures

This year we introduced two new output measures to better reflect our new strategic framework and performance context (Measures 6 and 7, in line with our Statement of Intent 2023–2027). These measures align with our growing organisational maturity in project management approaches, and ensure we are meeting our statutory requirements under the CCRA.

We also updated our capital expenditure appropriation through the Supplementary Estimates process. The new measure better reflects what the appropriation is intended to achieve and provides a more accurate assessment of the Commission's performance.

Linkages between financial and non-financial information

Financial and non-financial information work together to create a complete picture of our overall performance in the year. To be able to deliver our core functions and achieve our outcomes and ambitions, the Commission relies on our appropriation funding through Vote Environment. Delivery of our core functions supports the progression of our strategic intentions.

We report progress against our appropriation-level performance measures in our statement of performance. For our operating appropriation, this measure is based on the overall performance of our output measures, to show our delivery alongside our financial performance.

Te kawenga tahua Budget significant initiatives

Since our establishment in December 2019, additional appropriations through Budgets 2021-2023 have resulted in a total annual budget increase from \$8.535 million in 2020/21 (our first full year of operation) to \$18.433 million in 2023/24.

Table 6 breaks down the budget significant initiatives included in the Vote Environment Estimates of Appropriation for 2023/24. This shows the changes to our budget over time.

This increase in the Commission's annual budget has been necessary to enable the delivery of our statutory purpose and functions. As a relatively new organisation, the original funding estimates have needed to be adjusted to reflect the requirements of delivering our advice and monitoring outputs.

For example, increased funding supported the establishment of our NZ ETS advice function (mandated by a June 2020 amendment to the CCRA), the establishment of our adaptation function from 2022, and additional resourcing across our analytical teams as we have moved into our multi-year, multi-advice work programme. Some of this increased funding has also been used for internal support functions, including capital to support an office refit and maintain our modelling capacity (see Table 7).

In 2023/24, the Commission received a further \$3 million per annum to support a possible new advisory function on agricultural emissions pricing. Work to scope the Agricultural Emissions Pricing function began in July 2023, and stopped in February 2024, following a shift in policy direction, as advised by our Crown monitoring agency, the Ministry for the Environment. Budget 24 confirmed the Minister's decision that the Commission would not receive funding for the proposed Agricultural Emissions Pricing function from 2024/25. In March 2024, the Minister of Climate Change advised the previously allocated funding for the Agricultural Emissions Pricing function would be returned to the centre from 2024/25.

For the period July 2023–February 2024, the Commission spent \$661k towards establishing the Agricultural Emissions Pricing function. The unspent portion of the 2023/24 funding (\$2.339 million) was returned to the centre in July 2024.

From 2025/26, the Commission will have a further 7.5% reduction in our baseline funding. We are working to right size our work programme and manage cost pressures within the new baseline. This includes considering how we manage peak delivery years across our multi-year work programme.

Table 6: Advisory and monitoring function budget significant initiatives (Vote Environment Estimates of Appropriation 2023/24)

| Budget significant initiative (Advisory and Monitoring Function) | Year of first impact | 2019/20 \$000 | 2020/21 \$000 | 2021/22 \$000 | 2022/23 \$000 | 2023/24 \$000 |
|---|----------------------|---------------|---------------|---------------|---------------|----------------|
| Sustainable land use – Climate Change Commission and government response contingency | 2019/20 | 3,610 | 8,535 | 10,035 | 10,035 | 10,035 |
| Funding for the Climate Change Commission to support Aotearoa to respond to the Climate Emergency | 2021/22 | - | - | 2,377 | 2,377 | 2,377 |
| Supporting He Pou a Rangi Climate Change Commission to advise on a thriving, low emissions and climate resilient future | 2022/23 | - | - | - | 3,120 | 3,250 |
| Climate Change Commission – Agricultural Emissions Pricing Function | 2023/24 | - | - | - | - | 3,000 |
| Climate Change Commission – Wage Pressures | 2023/24 | - | - | - | - | 651 |
| Total appropriation | | 3,610 | 8,535 | 12,412 | 15,532 | 18,433* |

*The 2023/24 increase in appropriation is partially offset by a transfer of \$880,000 from 2023/24 to 2020/21, approved in 2020/21, to enable the Commission to undertake additional work associated with the Climate Change Response (Emissions Trading Reform) Amendment Act 2020.

Table 7: Non-departmental capital expenditure contribution

| Budget significant initiative (Capital Contribution) | Year of first impact | 2019/20 \$000 | 2020/21 \$000 | 2021/22 \$000 | 2022/23 \$000 | 2023/24 \$000 |
|---|----------------------|---------------|---------------|---------------|---------------|---------------|
| Supporting He Pou a Rangi Climate Change Commission to advise on a thriving, low emissions and climate resilient future | 2022/23 | - | - | - | 960 | 600 |
| Total appropriation | | - | - | - | 960 | 600 |

04

**Pou kawana
pou tangata**
Our governance
and people

Ngā Pou Komihana me Te Pou Whakahaere Our Commissioners and Chief Executive

The Commission is an independent Crown entity, comprising Commissioners established as a Board and supported by a secretariat.

The Board is the governing body of the Commission, with the authority to perform the advice, monitoring and review functions of the Commission as set out in the Climate Change Response Act 2002. Our Commissioners come from a wide range of backgrounds such as climate adaptation, agriculture, economics, mātauranga Māori and the Māori-Crown relationship.

Further information on our Board and Chief Executive, including their profiles, can be found on our website.³⁰



Dr Rod Carr
Chair

(appointed in December 2019 for a five-year term ending December 2024)

Dr Rod Carr has extensive experience in both public and private sector governance and leadership. He has served in senior governance positions at the Reserve Bank of New Zealand, Canterbury Employers' Chamber of Commerce, and the University of Canterbury, and is currently a director at ASB Bank Ltd. He was also the founding Chair of the National Infrastructure Advisory Board, a director of Lyttelton Port Company Ltd and Taranaki Investment Management Ltd.



Lisa Tumahai
Deputy Chair

(reappointed in December 2021 for a further four-year term ending December 2025)

Lisa Tumahai has a wealth of expertise in Te Tiriti o Waitangi workings and te ao Māori. She has served in the Tribal Parliament of Ngāi Tahu for over 20 years and has held the role of Kaiwhakahaere for the last seven. She is a leader for her hapū, Ngāti Waewae, and a commercial director for her Papatipu Rūnanga on Te Tai Poutini West Coast.

30. <https://www.climatecommission.govt.nz/who-we-are/our-people-2/>



**Dr Judy Lawrence
Commissioner**

(reappointed in December 2022 for a further four-year term ending September 2027)

Dr Judy Lawrence has extensive experience across climate change science, mitigation and adaptation policy and practice at national and local government including land, water and primary sectors applying innovative decision-making approaches. She was Coordinating Lead Author for the Intergovernmental Panel on Climate Change (IPCC) 6th Assessment. In her research, teaching and practice, she draws from international, national, regional and local networks and has served as an elected regional councillor.



**Catherine Leining
Commissioner**

(appointed in December 2019 for a four-year term ending December 2023)³¹

Catherine Leining is a leading expert on climate change mitigation policy, specialising in emissions trading. She is a Policy Fellow at Motu Economic and Public Policy Research and has previously held policy positions at several organisations including the Ministry for the Environment, Ministry of Foreign Affairs and Trade, NZ Transport Agency Waka Kotahi and the Wellington City Council.



**Professor James Renwick
Commissioner**

(appointed in December 2019 for a four-year term ending December 2023)³²

Professor James Renwick has over four decades of experience in weather and climate research. He has been a Lead Author and Coordinating Lead Author on three assessment reports of the Intergovernmental Panel on Climate Change (IPCC). He was awarded the Prime Minister's Prize for Science Communication in 2018.

31. Under the Crown Entities Act s 32(3), a member continues in office despite the expiry of their term until either the member is reappointed, receives written notice, or the member's successor is appointed. As at 11 September 2024, the anticipated end date for these Commissioners is 9 December 2024.

32. Ibid Footnote 31.



Dr Tanira Kingi
Commissioner

(appointed in December 2021
for a five-year term ending
December 2026)

Dr Tanira Kingi has over 30 years' experience in NZ's primary industry sectors in management positions and as an agricultural economist and research scientist. He currently leads research programmes in mitigation and land use change scenario modelling predominantly with Māori land authorities. Tanira has a PhD in agricultural economics and development (ANU) and affiliates to Ngāti Whakaue, Ngāti Rangitahi, Te Arawa, Ngāti Awa.



Dr Andy Reisinger
Commissioner

(appointed in December 2021
for a five-year term ending
December 2026)

Dr Andy Reisinger is an independent climate change consultant specialising in agriculture, multi-gas mitigation strategies, and adaptation and risk management, with extensive experience in climate policy advice. He recently served as a member of the Bureau of the Intergovernmental Panel on Climate Change (IPCC) and as Vice-Chair of the mitigation working group during the IPCC's sixth assessment cycle, as well as lead author for several IPCC reports.



Distinguished Professor
Steven Ratuva
Commissioner

(appointed in December 2022
for a five-year term ending
December 2027)

Distinguished Professor Steven Ratuva has led several international research projects and networks on climate security, social protection and geopolitical security. He is a global interdisciplinary scholar with research expertise across sociology, environmental studies, development studies, anthropology and political science.



Jo Hendy
Chief Executive

Jo Hendy has led the Climate Change Commission since its inception. She has a background in environmental and climate research. As Director of Research and Analysis for the Parliamentary Commissioner for the Environment, she led independent investigations into sea-level rise and agricultural greenhouse gas emissions. She also led the Commission's precursor, the Secretariat for the Interim Climate Change Committee, where she oversaw the Committee's inquiry into renewable electricity.

Te Aratakinga o te Whare Governance of our organisation

The Governor-General appoints our Board on the recommendation of the Minister of Climate Change following a formal appointments process through a nominating committee. Board members are appointed for their knowledge of, and experience in, areas relevant to our work.

The members of the Commission are a board for the purposes of the Crown Entities Act 2004.³³ The Board is our governing body and performs a traditional governance role in providing strategic direction, ensuring the Commission performs its functions efficiently and effectively, and that it operates in a financially responsible manner. Commissioners, particularly within their respective areas of expertise, also play a central role in shaping the development of our statutory reports and ultimately approving them before they are delivered to the Government.

The Board delegates to and holds the Chief Executive accountable for the management of the Commission.

Te Haepapa me ngā herenga a te Poari | Role and responsibilities of the Board

The Board carries out the functions and requirements of the Commission in several ways, including:

- monitoring our performance and planning our strategic direction
- using delegations to make our work more efficient
- using subcommittees to the Board, such as the Risk, Audit, Safety and Health committee, and advisory groups such as He Pou Herenga (Māori advisory group)
- overseeing a variety of strategies, policies, processes, systems, frameworks and analytical approaches to help ensure effective decision-making.

In 2023/24 the Board held 11 regular Board meetings and 5 out-of-cycle meetings to respond to various matters. In addition, the Risk, Audit, Safety and Health Board committee met six times during the year.

The Board ensures that ministers and our monitoring department (the Ministry for the Environment) are informed of our performance, progress, issues, risks, and any other matters affecting the Commission regularly throughout the year. This is communicated through regular meetings, quarterly performance reports, our response to the Minister's annual Letter of Expectations, the Statement of Intent and Statement of Performance Expectations, and the Annual Report.

As part of its accountability practices, the Board undertakes an annual self-evaluation of its performance. The 2023/24 self-evaluation was carried out in February 2024.

33. Crown Entities Act 2004, s 10(1) at "board".

Te Whakarato Rawa Komihana | Managing Commissioner interests

Our role is to provide independent, expert, climate mitigation and adaptation advice, and Commissioners are required to have relevant skills, experience and knowledge in these areas. Commissioners use this experience and judgment to provide advice on how Aotearoa New Zealand can meet its climate goals.

Since our Commissioners are climate, policy, or business experts by necessity, it is not unusual that they can have interests that relate to our work. To manage these, we have an interests policy and regularly update our register of interests, both of which can be found on our website.³⁴

Under the Crown Entities Act 2004, Board members must disclose any interests.³⁵ All interests declared by Board members are managed according to the Crown Entities Act and our interests policy. Where a Commissioner discloses an interest, we assess whether it raises a conflict with our work programme. The decision as to whether a Commissioner can continue to act is made by the Board Chair. Where the Board Chair has disclosed an interest, the decision is made by the Deputy Chair or Minister, if needed.

In instances where a conflict of interest is identified, management of the conflict can result in the Commissioner being excluded from active discussion and decision-making in relation to the interest. Our interest register is kept up to date and reviewed at least quarterly by the Board.

In some cases, permission to act, despite having an interest in a matter, may be granted if it is in the public's best-interest to do so. Permission to act is determined by the Board Chair, Deputy Chair, or Minister, if applicable. This year we had 57 instances of permissions granted by the Board Chair for Commissioners and seven instances where the Board Chair was granted permission to act by the Deputy Chair. Details of these are recorded in our interests register, and in Te Āpiti A: Ngā rongorua me ngā whakaaetanga hei kōkiritanga | Appendix A: Board interests with permission to act.

34. <https://www.climatecommission.govt.nz/who-we-are/corporate-publications/our-interests-policy-and-register/>

35. Crown Entities Act 2004, ss 31 and 62-65.

He Pou Herenga

He Pou Herenga is our Māori advisory group to the Board, established to support our statutory obligations to iwi/Māori and build understanding and awareness of climate change from a kaupapa Māori perspective.

‘Herenga’ means to lash or bind together. Pou Herenga is the binding together of individuals with expertise (pūkenga) in te ao Māori and Te Tiriti o Waitangi/The Treaty of Waitangi, to form a Pou that will support our work as an independent, expert advisor to the Government.

Two of its members must always be Commissioners to maintain the connection between the Commission’s Board and Pou Herenga. The remaining members of Pou Herenga were appointed through a public process run by the Commission.

He Pou Herenga met five times in 2023/24.

As at 30 June 2024, the members of He Pou Herenga are:³⁶

- **Dr Tanira Kingi** – Chair (Ngāti Whakaue, Ngāti Rangitahi, Te Arawa, Ngāti Awa)
- **Lisa Tumahai** – Deputy Chair (Ngāi Tahu, Ngāti Waewae, Makaawhio)
- **Dr Dan Hikuroa** (Ngāti Maniapoto, Waikato-Tainui, Ngaati Whānaunga, Ngāti Uekaha)
- **Tui Shortland** (Ngāti Hine, Ngāpuhi, Ngāti Raukawa au ki te Tonga, Kāi Tahu, Te Arawa)
- **Miriana Stephens** (Ngāti Rārua, Ngāi Te Rangi, Ngāti Ranginui)
- **Hayden Swann** (Ngāti Porou, Rongowhakaata, Te Aitanga a Mahaki, Ngāitai)
- **Sheridan Waitai** (Ngāti Kuri, Te Rarawa, Ngāti Rehia, Ngāti Hine Ngāpuhi, Tainui)
- **Tiana Jakicevich** (Ngāti Kahungunu ki Te Wairoa, Te Whakatōhea, Ngāti Pahauwera, Hineuru Rongomaiwahine, Ngāi Tūhoe).

Pou Herenga member Professor Kura Paul-Burke (Ngāti Awa, Ngāti Whakahemo) resigned from her role in the advisory group during the year.

Further information on He Pou Herenga, including the terms of reference, is available on our website.³⁷

36. All members are appointed in their individual capacity not as a representative of any group or the interests of organisations with which they may have an association.

37. <https://www.climatecommission.govt.nz/who-we-are/our-people/pou-herenga/>

Kia ārahina, kia tika

Being a good employer

Building a diverse, skilled, and inclusive workforce

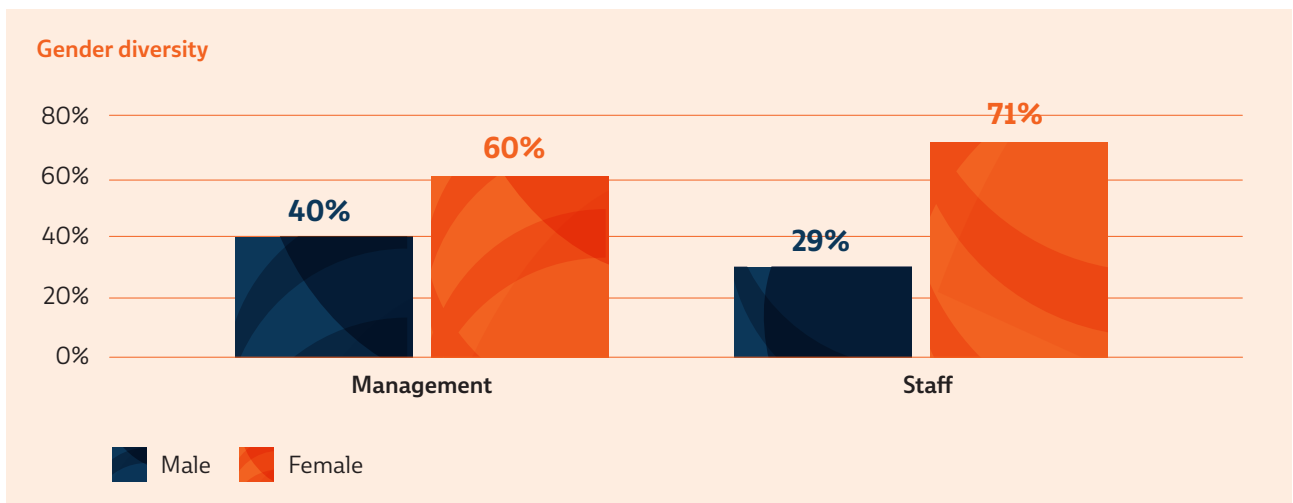
Our people determine our success. We aim to maintain a workplace that is diverse, happy, inclusive, and motivated.

This year, with our focus on delivery, we had a net increase in staff to 88.4 full-time equivalents (FTE) from 70.6 FTE in 2022/23. These FTE increases were across all our business groups and reflected our expanding work programme and the need to establish core operational functions as a new organisation.

As at 30 June 2024, 69% of our total workforce identified as female, while 31% identified as male. Women also make up 50% of our executive leadership team, and 66% of our senior leadership team. In terms of ethnic makeup, 64% of our staff identify as NZ European (including those who identify with multiple ethnicities), and 36% identify as non-NZ European.

Table 8: Staff full-time equivalents as at 30 June 2024

| | Male | Female | Total FTE |
|--|--------------|--------------|-------------|
| Management (Executive and senior leadership teams) | 7 | 9.6 | 16.6 |
| Staff | 20.73 | 51.07 | 71.8 |
| Total FTE | 27.73 | 60.67 | 88.4 |



Structuring ourselves for delivery

For most of 2023/24, the Commission was in a growth phase, building capability for our biggest year of delivery to date, including the preparation of the deliverables, support services required to enable this delivery and establishing a potential new function to advise on Agricultural Emissions Pricing. We completed a number of small restructures throughout the year to ensure we were able to achieve our deliverables and grow the organisation's maturity in a sustainable way.

In March 2024, the Minister of Climate Change formally advised that: the Agricultural Emissions Pricing function would not be progressing; and set the expectations for the Commission to manage cost pressures within the levels of funding available, while stabilising our workforce and reducing our reliance on contractors and consultants. The Minister also advised that the Commission would have a 7.5% reduction in funding from 2025/26.

These changes mean the Commission will not be able to deliver in the same way we have to date. In June 2024, the Chief Executive announced the Pivot24 project to support and inform the changes we need to make as an organisation.

The Pivot24 project is made up of five workstreams:

1. Restructuring the Commission
2. Resizing the work programme
3. Financial analysis
4. Supporting staff through the change
5. Transitioning to the new structure

This work has continued into 2024/25, with the new structure expected to be in place by October 2024.

Leadership, accountability and culture

The Chief Executive is responsible for ensuring that all statutory requirements for employment of employees are met. The Chief Executive is also responsible for ensuring that our employee policies operate in a way that is beneficial to the Commission, to the employees overall, and to the individual employees.

We are a small organisation and need to work well together to achieve the ambitious objectives set out in our Act. We are proud of the way we pitch in and get the work done.

Employee development

We help our employees to achieve the standards expected of all employees through regular, timely, and quality conversations about performance and development.

Remuneration and our Kia Toipoto action plan

Remuneration is considered along with other benefits to attract, motivate and retain employees. The capabilities, contribution and behaviours we recognise are those that align with our vision and statutory purpose and functions.

Our remuneration practices are fair, equitable, and transparent and aimed to attract and retain skilled and experienced staff. This is while meeting the standards of fiscal prudence (affordable and sustainable) required by Government and any guidance set by the Public Service Commission.

This year, we updated our Kia Toipoto (Public Service Pay Gap) Action Plan.³⁸ We strive to be a fair workplace for all, including people from all ethnic groups, members of rainbow communities, people with disabilities and neurodivergent people. We care about transparency, diversity, inclusion and closing gender and ethnic pay gaps because our aim is to be an employer of choice, and because it's the right thing to do. In 2023/24, we continued to progress the actions identified in the plan and will review the plan annually so it can be updated and refined as this progress is made.

Harassment and bullying prevention

We seek a high standard of behaviour and personal responsibility and expect all employees to challenge unacceptable behaviour. Where possible, we seek to eliminate the risks of discrimination, bullying, harassment, and/or sexual harassment. If the risks cannot be eliminated, they will be minimised so far as is reasonably practicable.

In 2023/24 we conducted behavioural training for all Commissioners, leadership and staff, and provided further clarity on our internal policies and expectations for staff.

Recruitment

Given the relatively maturing role of the Commission it is important that we bring the right people into the team. Our recruitment process and decisions are professional and objective. We encourage an open and inclusive process when recruiting and our recruitment process is procedurally consistent, transparent and well documented.

In late 2023/24 we paused all recruitment of vacant permanent positions while we progressed work to understand the implications of a lower level of baseline funding in future years.

38. <https://www.climatecommission.govt.nz/who-we-are/corporate-publications/kia-toipoto-commitment/>

How we keep safe and healthy at work

We support a culture that is adaptable to changing priorities, environments, and focus, and where employees have the ability to work anywhere, anytime to deliver. We are a flexible organisation and aim to support staff with achieving a good work life balance.

To support this, we continue to work with staff to ensure they have good office and home working environments. Staff are issued with laptops and mobile phones for use in the office or remote working and have access to an occupational therapist to support safe working arrangements.

In December 2023 we also completed an office refurbishment project to ensure our offices remain fit-for-purpose and able to accommodate our Wellington-based staff.

We take a structured approach to identification, control and monitoring of key health, safety and wellbeing risks. A comprehensive wellbeing programme tailored to our environment occurs throughout the year, including:

- flu vaccinations
- application of air filters to our office environment
- Employee Assistance Programme
- ergonomic workstation assessments
- social network events.

In 2022/23, we engaged a Health, Safety and Wellbeing (HSW) consultant to review our HSW systems and processes. In 2023/24 we implemented recommendations from this report, including making it easier for staff to report accidents, hazards and incidents; identifying the Commission's main HSW risks and the controls in place to minimise these; and refreshing our HSW induction materials and processes for all staff.

Te whakahaere o ā mātou tukuwaro **Managing our carbon footprint**

In 2023/24, our greenhouse gas emissions decreased to 43tCO₂e, compared to 73.45tCO₂e in 2022/23.

Key factors in our reduced emissions this year include lower levels of travel, both internationally (which has a relatively large carbon footprint), and domestically. For our domestic travel, we made greater use of land-based travel options, including electric and hybrid vehicles, which reduced the number of flights we needed to take. Ways of working, such as our simultaneous consultation on three reports, also contributed to lower emissions, as we were able to engage on multiple topics across a single trip.

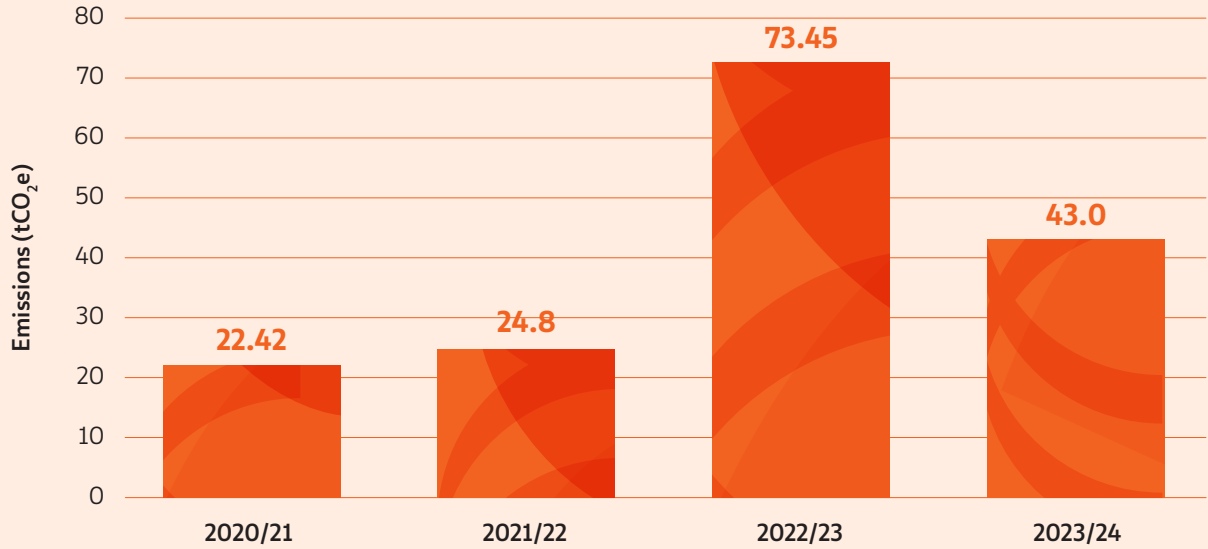
During the COVID-19 pandemic, the Commission worked under a business continuity approach which restricted our ability to travel. The increase in our carbon footprint in 2023/23 came from domestic and international air travel, which normally accounts for approximately 80% of our footprint, driven by an increase of in-person consultation and engagement. In 2022/23, we also had representatives attend COP27 in Egypt, as there were strong themes on indigenous perspectives and adaptation at the conference.

As we move into our next phase of statutory deliverables through 2024/25, we anticipate that our emissions will continue to decrease. This is in part because we have no formal consultation processes planned in 2024/25, which usually involve a high level of domestic travel. We will continue to manage our carbon footprint, including through fully flexible working arrangements for staff, use of low emissions transport options, and use of video conferencing for public communication and engagement, as appropriate.

As an independent Crown entity, we are not a part of the Carbon Neutral Government Programme.

To support staff in reducing their own emissions (including those associated with commuting), reduce traffic congestion, and increase staff physical activity levels, we arranged an e-bike purchase initiative through Evo Cycles in quarter two (October–December 2023). The cost of bike purchase is borne entirely by staff members and there is no financial contribution provided by the Commission or any associated liability created.

Figure 6: Climate Change Commission emissions over time



Ngā āpitihanga Other matters

Ministerial directions

No further directions were given to the Commission in writing by a Minister under any enactment during the year ended 30 June 2024.

Judicial review

A High Court decision on an application for a judicial review of the Climate Change Commission's first advice to the Government, *Ināia tonu nei*, was appealed by Lawyers for Climate Action New Zealand Inc (LCANZI) in 2023. In the decision on the judicial review released in November 2022, the High Court found in favour of the Commission on all grounds.

The appeal hearing was held in the Court of Appeal from 21-23 November 2023.

The point of difference between the Commission and LCANZI is how quickly emissions should be reduced between now and 2030. Under its obligations in the Climate Change Response Act, the Commission's advice must be based on delivering an economically and technically achievable transition to net zero in an equitable and inclusive way by 2050.

As a Crown entity, we expect our work to be robustly assessed in accordance with the appropriate legal standards.

As of 30 June 2024, we are awaiting the decision of the Court of Appeal.

05

**Whakataunga
pūtea
Financial
statements**

Te kupu haepapa Statement of responsibility

For the period ended 30 June 2024

We are responsible for the preparation of the Climate Change Commission's financial statements and statement of financial performance, and for the judgments made in them. We are responsible for any end of year performance information provided by the Climate Change Commission under section 19A of the Public Finance Act 1989.

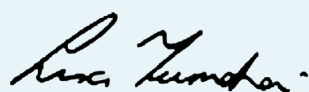
We have the responsibility for establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

In our opinion, these financial statements and statement of performance fairly reflect the financial position and operations of the Climate Change Commission for the period of 1 July 2023-30 June 2024.

Signed on behalf of the Board:



Dr Rod Carr
Chair
29 October 2024



Lisa Tumahai
Deputy Chair
Risk, Audit, Safety and
Health Committee Chair
29 October 2024

Te kupu a te Kaiarotake Motuhake Independent auditor's report



To the readers of the Climate Change Commission's Financial Statements and Performance Information for the year ended 30 June 2024.

The Auditor-General is the auditor of the Climate Change Commission ('the Commission'). The Auditor-General has appointed me, Chrissie Murray, using the staff and resources of Baker Tilly Staples Rodway Audit Limited, to carry out the audit of the financial statements and the performance information of the Commission on his behalf.

Opinion

We have audited:

- the financial statements of the Commission on pages 71 to 86, that is comprised of the statement of financial position as at 30 June 2024, the statement of comprehensive revenue and expense, statement of changes in equity and statement of cash flows for the period ended on that date and the notes to the financial statements including the statement of accounting policies; and
- the performance information of the Commission on pages 38 to 47, that is presented in the statement of performance.

In our opinion:

- the financial statements of the Commission:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2024; and
 - its financial performance and cash flows for the period then ended; and
 - comply with generally accepted accounting practice in New Zealand in accordance with the Public Benefit Entity Reporting Standards (Reduced Disclosure Regime); and
- the performance information:
 - presents fairly, in all material respects, the Commission's performance for the period ended 30 June 2024, including:
 - for each class of reportable outputs:
 - its standards of delivery performance achieved as compared with outcomes included in the statement of performance expectations for the financial year; and
 - its actual revenue and output expenses as compared with the forecasts included in the statement of performance expectations for the financial year;

Baker Tilly Staples Rodway Audit Limited, incorporating the audit practices of Christchurch, Hawkes Bay, Taranaki, Tauranga, and Wellington.

Baker Tilly Staples Rodway Audit Limited is a member of the global network of Baker Tilly International Limited, the members of which are separate and independent legal entities.

- what has been achieved with the appropriations; and
- the actual expenses or capital expenditure incurred compared with the appropriated or forecast expenses or capital expenditure; and
- complies with generally accepted accounting practice in New Zealand.

Our audit was completed on 31 October 2024. This is the date at which our opinion is expressed.

The basis for our opinion is explained below. In addition, we outline the responsibilities of the Commission's Board, our responsibilities relating to the financial statements and the performance information, we comment on other information, and we explain our independence.

Basis for our opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Commissioners for the financial statements and the performance information

The Commissioners are responsible on behalf of the Commission for preparing financial statements and performance information that are fairly presented and comply with generally accepted accounting practice in New Zealand. The Commissioners are responsible for such internal control as they determines is necessary to enable the Commission to prepare financial statements and performance information that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the performance information, the Commissioners are responsible on behalf of the Commission for assessing the Commission's ability to continue as a going concern. The Commissioners are also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless there is an intention to merge or to terminate the activities of the Commission, or there is no realistic alternative but to do so.

The Commissioners' responsibilities arise from the Crown Entities Act 2004 and the Public Finance Act 1989.

Responsibilities of the auditor for the audit of the financial statements and the performance information

Our objectives are to obtain reasonable assurance about whether the financial statements and the performance information, as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of these financial statements and the performance information.

For the budget information reported in the financial statements, our procedures were limited to checking that the information agreed to the Commission's Statement of Performance Expectations.

We did not evaluate the security and controls over the electronic publication of the financial statements and the performance information.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

We identify and assess the risks of material misstatement of the financial statements and the performance information, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Commission's internal control.

We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Commission's Board.

We evaluate the appropriateness of the reported performance information within the Commission's framework for reporting its performance.

We conclude on the appropriateness of the use of the going concern basis of accounting by the Commission's Board and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Commission's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and the performance information or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Commission to cease to continue as a going concern.

We evaluate the overall presentation, structure and content of the financial statements and the performance information, including the disclosures, and whether the financial statements and the performance information represent the underlying transactions and events in a manner that achieves fair presentation.

We obtain sufficient appropriate audit evidence regarding the financial statements and the performance information of the entities or business activities within the Commission to express an opinion on the consolidated financial statements and the consolidated performance information. We are responsible for the direction, supervision and performance of the Commission audit. We remain solely responsible for our audit opinion.

We communicate with the Commission's Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

Other information

The Commission's Board is responsible for the other information. The other information comprises the information included in the annual report other than the financial statements on pages 71 to 86 and the performance information on pages 38 to 47, and our auditor's report thereon.

Our opinion on the financial statements and the performance information does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements and the performance information, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the performance information or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

We are independent of the Commission in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: *International Code of Ethics for Assurance Practitioners* issued by the New Zealand Auditing and Assurance Standards Board.

Other than the audit, we have no relationship with or interests in the Commission.



Chrissie Murray
Baker Tilly Staples Rodway Audit Limited
On behalf of the Auditor-General
Wellington, New Zealand

He Pou a Rangi 2023/24 ngā whakataunga pūtea Climate Change Commission 2023/24 financial statements

This section sets out the financial statements, notes to the financial statements and other explanatory information.

Statement of comprehensive revenue and expense

For the year ended 30 June 2024

| 2022/23 Actual \$000 | | Note | 2023/24 Actual \$000 | 2023/24 Budget \$000 |
|----------------------------|--------------------------|------|----------------------------|----------------------------|
| Revenue | | | | |
| 15,532 | Funding from the Crown | 2 | 18,433 | 18,433 |
| 255 | Interest revenue | 2 | 130 | - |
| 15,787 | Total revenue | | 18,563 | 18,433 |
| Expenses | | | | |
| 9,646 | Personnel costs | 3 | 13,733 | 12,305 |
| 5,506 | Other expenses | 4 | 6,354 | 8,055 |
| 166 | Depreciation expense | 7 | 298 | 410 |
| 15,318 | Total expenses | | 20,385 | 20,770 |
| 469 | Surplus/(deficit) | | (1,822) | (2,337) |

The accompanying notes form part of these financial statements. Explanations of major variances against budget are provided in Note 16.

Statement of financial position

As at 30 June 2024

| 2022/23 Actual \$000 | | Note | 2023/24 Actual \$000 | 2023/24 Budget \$000 |
|----------------------------|--------------------------------------|------|----------------------------|----------------------------|
| | Assets | | | |
| | Current assets | | | |
| 6,107 | Cash and cash equivalents | 5 | 3,559 | 3,352 |
| 245 | Debtors and other receivables | 6 | 57 | - |
| 128 | Prepayments | | 200 | - |
| 6,480 | Total current assets | | 3,816 | 3,352 |
| | Non-current assets | | | |
| 556 | Property, plant and equipment | 7 | 1,685 | 1,533 |
| - | Intangible assets | | - | 78 |
| 556 | Total non-current assets | | 1,685 | 1,611 |
| 7,036 | Total assets | | 5,501 | 4,963 |
| | Liabilities | | | |
| | Current liabilities | | | |
| 1,223 | Creditors and other payables | 8 | 354 | 572 |
| 25 | Lease incentive | 9 | 25 | - |
| 675 | Employee entitlements | 10 | 1,256 | 871 |
| 1,923 | Total current liabilities | | 1,635 | 1,443 |
| | Non-current liabilities | | | |
| 187 | Lease incentive | 9 | 162 | 128 |
| 187 | Total non-current liabilities | | 162 | 128 |
| 2,110 | Total liabilities | | 1,797 | 1,571 |
| 4,926 | Net assets | | 3,704 | 3,391 |
| | Equity | | | |
| 1,559 | Contributed Capital | | 2,159 | 2,159 |
| 3,367 | Accumulated surplus/(deficit) | | 1,545 | 1,232 |
| 4,926 | Total equity | | 3,704 | 3,391 |

The accompanying notes form part of these financial statements. Explanations of major variances against budget are provided in Note 16.

Statement of changes in equity

For the year ended 30 June 2024

| 2022/23 Actual \$000 | Note | 2023/24 Actual \$000 | 2023/24 Budget \$000 |
|----------------------------|--|----------------------------|----------------------------|
| 3,497 | Balance at 1 July | 4,926 | 5,128 |
| 469 | Total comprehensive revenue and expense for the year | (1,822) | (2,337) |
| 960 | Capital contribution | 600 | 600 |
| 4,926 | Balance at 30 June | 3,704 | 3,391 |

The accompanying notes form part of these financial statements. Explanations of major variances against budget are provided in Note 16.

Statement of cash flows

For the year ended 30 June 2024

| 2022/23 Actual \$000 | Note | 2023/24 Actual \$000 | 2023/24 Budget \$000 |
|---|---|----------------------------|----------------------------|
| Cash flows from operating activities | | | |
| 15,532 | Receipts from the Crown | 18,433 | 18,433 |
| - | Receipts from other revenue | 101 | - |
| 255 | Interest received | 130 | - |
| (5,285) | Payments to suppliers | (7,105) | (8,305) |
| (9,049) | Payments to employees | (13,310) | (11,899) |
| (65) | Goods and services tax (net) | 89 | - |
| 1,388 | Net cash flow from operating activities | (1,662) | (1,771) |
| Cash flows from investing activities | | | |
| (291) | Purchase of property, plant and equipment | (1,486) | (1,541) |
| (291) | Net cash flow from investing activities | (1,486) | (1,541) |
| Cash flows from financing activities | | | |
| 960 | Capital contribution | 600 | 600 |
| 960 | Net cash flow from financing activities | 600 | - |
| 2,057 | Net Increase/(Decrease) in cash and cash equivalents | (2,548) | (2,712) |
| 4,050 | Cash and cash equivalents at the beginning of the year | 6,107 | 6,064 |
| 6,107 | Cash and cash equivalents at the end of the year | 3,559 | 3,352 |

The accompanying notes form part of these financial statements. Explanations of major variances against budget are provided in Note 16.

Notes to the financial statements

1. Statement of Accounting Policies

Reporting entity

The Climate Change Commission (the Commission) is an independent Crown entity as defined by the Crown Entities Act 2004. It was established under the Climate Change Response (Zero Carbon) Amendment Act 2019 and its parent is the Crown. The Commission's primary objective is to provide services to the public. The Commission does not operate to make a financial return.

The financial statements for the Commission are for the year ended 30 June 2024 and were approved by the Board on 29 October 2024.

Basis of preparation

The financial statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the period.

Statement of compliance

The financial statements have been prepared in accordance with the requirements of the Crown Entities Act 2004, which includes the requirements to comply with generally accepted accounting practice in New Zealand (NZ GAAP).

As the Commission has expenses of less than \$30 million, it is a Tier 2 entity. These financial statements comply with the PBE Standards Reduced Disclosure Regime.

Presentation currency and rounding

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000).

New or amended standards adopted

2022 Omnibus amendments to PBE Standards, issued June 2022. The 2022 Omnibus Amendments issued by the External Reporting Board (XRB) include several updates and amendments to several Tier 1 and Tier 2 PBE accounting standards, effective for reporting periods starting 1 January 2023. The Commission has adopted the revised PBE standards, and the adoption did not result in any significant impact on Commission's financial statements.

Other changes in accounting policies

There have been no other changes in the Commission's accounting policies since the date of the last audited financial statements.

Summary of significant accounting policies

Significant accounting policies are included in the notes to which they relate. Significant accounting policies that do not relate to a specific note are outlined below.

Foreign currency transactions

Foreign currency transactions are translated into New Zealand dollars (the functional currency) using the spot exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the surplus or deficit.

Goods and services tax

All items in the financial statements are presented exclusive of goods and services tax (GST), except for receivables and payables, which are presented on a GST-inclusive basis. Where GST is not recoverable as input tax then it is recognised as part of the related asset or expense. The net GST recoverable from, or payable to, Inland Revenue (IR) is included as part of receivables or payables in the Statement of Financial Position.

The net amount of GST paid to, or received from, IR, including the GST relating to investing and financing activities, is classified as a net operating cash flow in the Statement of Cash Flows.

Commitments and contingencies are disclosed exclusive of GST.

Income tax

The Commission is a public authority and consequently is exempt from income tax. Accordingly, no provision has been made for income tax.

Budget figures

The budget figures are derived from the Statement of Performance Expectations as approved by the Board. The budget figures have been prepared in accordance with NZ GAAP, using the accounting policies that are consistent with those adopted by the Board in preparing these financial statements.

Cost allocation

Direct costs are costs directly attributed to an output. Personnel costs are allocated to outputs based on time spent. The indirect costs of support groups and overhead costs are charged to outputs based on the proportion of direct costs of each output.

There have been no changes to the cost allocation methodology since the date of the last audited financial statements.

Critical accounting estimates and assumptions

In preparing these financial statements, the Commission has made estimates and assumptions concerning the future. These estimates and assumptions may differ from subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are:

- Useful lives and residual values of property, plant and equipment – refer Note 7.

Management has exercised the following critical judgement in applying accounting policies:

- Classification of the rental lease as an operating lease – refer Note 4.

2. Revenue

Funding from the Crown

The Commission is primarily funded through revenue from the Crown. Revenue receipts from Crown transactions are non-exchange transactions. The funding is restricted in its use for the purpose of the Commission meeting its objectives as specified in its founding legislation and the scope of the relevant government appropriations. Apart from these general restrictions, the Commission considers there are no conditions attached to the funding. Revenue from the funding is recognised in the financial period to which the appropriation relates. The fair value of the revenue from the Crown has been determined to be equivalent to the amounts due in the funding arrangements.

Interest revenue

Interest revenue is a small contributor to income, and is recognised when credited to the bank account.

3. Personnel costs

Salaries and wages

Salaries and wages costs are recognised as an expense as employees provide services.

Defined contribution schemes

Employer contributions to KiwiSaver are accounted for as a defined contribution superannuation scheme and are expensed in the surplus or deficit as incurred.

Defined benefit schemes

The Commission does not make employer contributions to any defined benefit superannuation scheme.

| 2022/23 Actual \$000 | Breakdown of personnel costs | 2023/24 Actual \$000 |
|----------------------------|--|----------------------------|
| 8,088 | Salaries and wages | 11,515 |
| 237 | Defined contribution scheme employer contributions | 362 |
| 39 | Increase/(decrease) in annual leave | 282 |
| 1,282 | Other personnel costs | 1,574 |
| 9,646 | Total personnel costs | 13,733 |

4. Other Expenses

| 2022/23 Actual \$000 | Breakdown of other expenses | 2023/24 Actual \$000 |
|----------------------------|--|----------------------------|
| 1,546 | Consultancy | 2,013 |
| 1,091 | Contractors | 1,019 |
| 554 | Operating lease expense | 879 |
| 657 | Board fees | 593 |
| - | Pou Herenga Board fees | 28 |
| 570 | Technology expenses | 507 |
| 237 | Legal fees | 298 |
| 274 | Travel and accommodation | 220 |
| 149 | Financial services* | 165 |
| 91 | Media and publications | 109 |
| 71 | Insurance | 92 |
| 48 | Audit fees for audit of financial statements | 47 |
| 218 | Other expenses | 384 |
| 5,506 | Total other expenses | 6,354 |

*The Central Agencies Shared Service within Treasury provides the Commission with accounting and finance services, including a transactional finance system, payroll, accounting and payment processing services.

Operating leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset to the lessee. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term. Lease incentives received are recognised as a reduction of rental expenses over the lease term.

Operating leases as lessee

The future aggregate minimum lease payments to be paid under non-cancellable operating leases are as follows:

| 2022/23 Actual \$000 | Breakdown of non-cancellable operating leases | 2023/24 Actual \$000 |
|----------------------------|---|----------------------------|
| 463 | No later than one year | 568 |
| 2,378 | Later than one year and not later than five years | 2,450 |
| 2,379 | Later than five years | 1,739 |
| 5,220 | Total non-cancellable operating leases | 4,757 |

The Commission cancelled an existing lease in November 2023 for part of Level 21, Aon Centre, 1 Willis Street, Wellington and then entered into a new lease agreement for the whole of Level 21, AON Centre, 1 Willis Street, Wellington. The lease became effective from 1 December 2023 and expires in January 2032 with no current renewal terms.

Any lease incentive received is recognised as a reduction of rent over the term of the lease. Future amounts disclosed below are based on the current rental rates.

There are no restrictions placed on the Commission by any of the operating lease arrangements.

5. Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, and other short-term highly liquid investments with maturities of three months or less.

| 2022/23 Actual \$000 | Breakdown of cash and cash equivalents | 2023/24 Actual \$000 |
|----------------------------|--|----------------------------|
| 6,107 | Cash at bank | 3,559 |
| 6,107 | Total cash and cash equivalents | 3,559 |

6. Receivables

Short-term receivables are recorded at the amount due, less an allowance for credit losses.

The Commission applies the simplified expected credit loss model of recognising lifetime expected credit losses for receivables. Short-term receivables are written off when there is no reasonable expectation of recovery. There were no receivable write-offs in the period.

| 2022/23 Actual \$000 | Breakdown of receivables | 2023/24 Actual \$000 |
|----------------------------|--------------------------|----------------------------|
| 100 | Debtors | - |
| 145 | GST receivable | 57 |
| 245 | Total receivables | 57 |

7. Property, plant and equipment

Property, plant and equipment consists of the following asset classes: information technology equipment, furniture and fixtures and leasehold improvements. All items are measured at cost less accumulated depreciation and impairment losses.

Additions

An item of property, plant and equipment is recognised as an asset only when it is probable that the future economic benefits or service potential associated with the item will flow to the Commission beyond one year or more and the cost of the item can be measured reliably. Property, plant and equipment is initially recorded at its cost. Subsequent expenditure that extends the useful life or enhances the service potential of an existing item of property, plant and equipment is capitalised. All other costs incurred in maintaining the useful life or service potential of an existing item of property, plant and equipment are expensed in the surplus or deficit as they are incurred. Work in progress is recognised at cost and is not depreciated.

Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains or losses arising from the sale or disposal of an item of property, plant and equipment are recognised in the surplus or deficit in the period in which the item of property, plant and equipment is sold or disposed of.

Depreciation

Depreciation is provided on a straight-line basis on all asset components at rates that will write off the cost of the assets to their estimated residual values over their useful life. Leasehold improvements are depreciated over the unexpired period of the lease. Assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount might not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable service amount. The recoverable service amount is the higher of an asset's fair value, less costs to sell, and value in use. Any impairment losses are recognised in the surplus or deficit. At each balance date, the useful lives and residual values of the assets are reviewed.

The estimated useful lives of major asset classes are:

| Type of asset | Estimated life |
|----------------------------------|----------------------------|
| Information technology equipment | 3 to 5 years |
| Leasehold improvements | 8 years (term of lease) |
| Furniture and fittings | 3 to 5 years |

Breakdown of property, plant and equipment

Movements for each class of property, plant, and equipment are as follows:

| | Information Technology Equipment \$000 | Furniture and Fittings \$000 | Leasehold Improvements \$000 | Total \$000 |
|---|---|---------------------------------------|------------------------------------|----------------|
| Cost or valuation | | | | |
| Balance at 1 July 2022 | 255 | 5 | 414 | 674 |
| Additions | 108 | 133 | 5 | 246 |
| Work in Progress | - | 6 | 39 | 45 |
| Balance at 30 June / 1 July 2023 | 363 | 144 | 458 | 965 |
| Balance at 1 July 2023 | 363 | 144 | 458 | 965 |
| Additions | 35 | 125 | 1,325 | 1,485 |
| Disposal | (10) | - | (124) | (134) |
| Balance at 30 June / 1 July 2024 | 388 | 269 | 1,659 | 2,316 |
| Accumulated depreciation | | | | |
| Balance at 1 July 2022 | 119 | 2 | 122 | 243 |
| Depreciation expense | 80 | 9 | 77 | 166 |
| Balance at 30 June 2023 | 199 | 11 | 199 | 409 |
| Depreciation expense | 80 | 48 | 170 | 298 |
| Reversal of depreciation on disposal | (7) | - | (69) | (77) |
| Balance at 30 June 2024 | 272 | 59 | 300 | 631 |
| Carrying amount | | | | |
| At 1 July 2022 | 136 | 3 | 292 | 431 |
| At 30 June / 1 July 2023 | 164 | 133 | 259 | 556 |
| At 30 June 2024 | 116 | 210 | 1,359 | 1,685 |

Capital commitments

As at 30 June 2024, the Commission has no capital commitments.

8. Payables

Short-term payables are recorded at the amount payable.

| 2022/23 Actual \$000 | | 2023/24 Actual \$000 |
|----------------------------|--|----------------------------|
| | Breakdown of payables under exchange transactions | |
| 529 | Accrued expenses | 222 |
| 564 | Creditors | 132 |
| 1,093 | Total payables under exchange transactions | 354 |
| | Breakdown of payables under non-exchange transactions | |
| 130 | Taxes payable | - |
| 130 | Total payables under non-exchange transactions | - |
| 1,223 | Total payables | 354 |

9. Lease incentive

Any unamortised lease incentive received is recognised as a liability in the Statement of Financial Position.

A lease incentive liability is created to spread the incentive received at the inception of the lease, throughout the term of the lease. The Commission received a contribution towards fit out costs when it commenced the lease of its office premises.

| 2022/23 Actual \$000 | Breakdown of lease incentive | 2023/24 Actual \$000 |
|----------------------------|------------------------------|----------------------------|
| 25 | Current portion | 25 |
| 187 | Non-current portion | 162 |
| 212 | Total lease incentive | 187 |

10. Employee entitlements

Short-term employee entitlements

Employee entitlements that are expected to be settled wholly before 12 months after the end of the reporting period in which the employees render the related service are measured based on accrued entitlements at current rates of pay.

These include salaries and wages accrued up to balance date and annual leave earned but not yet taken at balance date.

Long-term employee entitlements

The Commission does not have long-term employee entitlements.

| 2022/23 Actual \$000 | Breakdown of employee entitlements | 2023/24 Actual \$000 |
|----------------------------|------------------------------------|----------------------------|
| 439 | Accrued annual leave | 721 |
| 236 | Accrued salaries and wages | 535 |
| 675 | Total employee entitlements | 1,256 |

11. Contingencies

The Commission has no contingent liabilities and no contingent assets at 30 June 2024.

12. Equity

Equity is measured as the difference between total assets and total liabilities.

Equity is disaggregated into the following components:

- contributed capital
- accumulated surplus/(deficit).

| 2022/23 Actual \$000 | Breakdown of equity | 2023/24 Actual \$000 |
|----------------------------|--------------------------------------|----------------------------|
| | Contributed capital | |
| 599 | Balance at 1 July | 1,559 |
| 960 | Capital contribution | 600 |
| 1,559 | Balance at 30 June | 2,159 |
| | Accumulated surplus/(deficit) | |
| 2,898 | Balance at 1 July | 3,367 |
| 469 | Surplus/(deficit) for the year | (1,822) |
| 3,367 | Balance at 30 June | 1,545 |
| 4,926 | Total equity | 3,704 |

Capital management

The Commission is subject to the financial management and accountability provisions of the Crown Entities Act 2004, which impose restrictions in relation to borrowings, acquisition of securities, issuing guarantees and indemnities, and the use of derivatives. The Commission manages its equity as a by-product of prudently managing revenues, expenses, assets, liabilities, investments and general financial dealings to ensure the Commission effectively achieves its objectives and purpose, while remaining a going concern.

13. Financial instruments

Categories of financial instruments

All financial assets and liabilities held by the Commission are recognised at amortised cost. The carrying amount of financial assets and liabilities in each of the financial instrument categories are as follows:

| 2022/23 Actual \$000 | | 2023/24 Actual \$000 |
|----------------------------|---|----------------------------|
| | Financial assets measured at amortised cost | |
| 6,107 | Cash and cash equivalents | 3,559 |
| 100 | Receivables | 57 |
| 6,207 | Total financial assets measured at amortised cost | 3,616 |
| | Financial liabilities measured at amortised cost | |
| 1,223 | Payables | 354 |
| 212 | Lease incentives | 187 |
| 1,435 | Total financial liabilities measured at amortised cost | 541 |

14. Related party transactions

The Commission is controlled by the Crown. Related party disclosures have not been made for transactions with related parties that are within a normal supplier or client/recipient relationship on terms and conditions no more or less favourable than those that are reasonable to expect the Commission to have adopted in dealing with the party at arm's length in the same circumstances. Further, transactions with other government agencies (for example, government departments and Crown entities) are not disclosed as related party transactions when they are consistent with the normal operating arrangements between government agencies and undertaken on the normal terms and conditions for such transactions.

Key management personnel

Board members are appointed by the Governor-General on the advice of the Minister of Climate Change and are the Board for the purposes of the Crown Entities Act 2004. In addition to their role with the Commission, Board members have other interests and may serve in positions with other organisations, including organisations to which the Commission is related. Interests are declared in the interests register and they are then assessed as to whether there are any actual or perceived conflicts of interest.

| 2022/23 Actual \$000 | Key Management Personnel compensation | 2023/24 Actual \$000 |
|----------------------------|--|----------------------------|
| | Board members | |
| 657 | Remuneration | 593 |
| 1.82 | Full-time equivalent | 1.72 |
| | Leadership team | |
| 1,337 | Remuneration | 1,642 |
| 5.68 | Full-time equivalent | 6.08 |
| 1,994 | Total key management personnel remuneration | 2,245 |
| 7.50 | Total full-time equivalent personnel | 8 |

Note: Included in the Key Management Personnel compensation are redundancy and cessation payments.

Full-time equivalent values reflect the period worked in the period covered by these financial statements.

No other related party transactions were entered into during the year with key management personnel.

15. Events after balance date

In July 2024, \$2.339 million was returned to the Crown being the un-spent portion of the appropriation received in FY2023/24 for a possible Agricultural Emissions Pricing function.

During June 2024 – August 2024, the Commission has been undertaking a restructure in response to Government funding reductions. The decisions and subsequent implementation of the restructure will occur in August to September 2024, and will result in a reduction in the Commission’s personnel budget.

There were no other significant events after the balance date.

16. Explanation of major variances against budget

Statement of comprehensive revenue and expenses

Revenue

- \$0.131 million of unbudgeted interest revenue received.

Expenses

- Personnel costs were \$1.4 million over budget due to a combination of factors: a lower-than-expected vacancy rate caused by an increase in temporary and permanent staff whilst a workforce planning process was undertaken, and a transition throughout the year from reliance on contractors and consultants to in-house permanent staff. There were also higher annual leave balances than expected leading to increased leave liability. These elements collectively contributed to the higher- than-budgeted personnel costs.
- Other expenses were \$1.693 million lower than budgeted, primarily due to \$2.339 million in underspending on the appropriation provided for a potential Agricultural Emissions Pricing function along with savings in travel costs and Board expenses. The un-spent portion of the Agricultural Emissions Pricing function funding was returned to the Crown in July 2024. This favourable variance in other expenses was partially offset by

\$1.331 million in overspending on contractors and consultants used to backfill project support and corporate support functions, particularly in a tight labour market.

- Depreciation expense was less than budgeted by \$0.112 million. Difference between budget and actuals in relation to the partial disposal of previous office fit-out costs, and other ad-hoc fixed assets disposals which were not budgeted.

Statement of financial position

- Property, plant, and equipment costs were \$0.152 million higher than budget due to the addition of office equipment and the capitalisation of a new office fit-out.
- Employee entitlements were higher than budgeted by \$0.385 million. Staff leave balances have been higher than expected due to the recruitment challenges faced by the Commission.

Statement of cash flows

- Closing cash balance was slightly higher than budgeted. This was due to lower payments to suppliers, offset by higher payments to employees as explained in the expenses variance above.

Other financial disclosures

This section includes the financial disclosures required by sections 151(1) and 152 of the Crown Entities Act, that are not covered as part of the notes to the financial statements.

Board remuneration

| Total value of remuneration paid or payable to each Board member during the year was: | 2023/24 Actual \$000 | 2022/23 Actual \$000 |
|---|----------------------------|----------------------------|
| Roderick Carr (Chair) | 238 | 260 |
| Lisa Tumahai (Deputy Chair) | 66 | 56 |
| Catherine Leining | 75 | 62 |
| Steven Ratuva | 14 | 72 |
| James Renwick | 22 | 36 |
| Judy Lawrence | 67 | 46 |
| Nicola Shadbolt | - | 27 |
| Tanira Kingi | 40 | 51 |
| Andy Reisinger | 71 | 47 |
| Total Board member remuneration | 593 | 657 |

We have provided a Deed of Indemnity to all Board members for certain acts and omissions (being acts and omissions in good faith and in performance or intended performance of our functions) to the maximum extent permitted by the Crown Entities Act 2004. We have also obtained Professional Indemnity, and Directors' and Officers' Liability insurance for Board members.

No Board members have received compensation or other benefits in relation to cessation (Year ended 30 June 2023: \$Nil).

Advisory group remuneration

In addition, while He Pou Herenga was established in the 2022/23 year, the Commission commenced payment of fees to Pou Herenga Board members from the 2023/24 financial year.

| Total value of remuneration paid or payable to each Board member during the year was: | 2023/24 Actual \$000 | 2022/23 Actual \$000 |
|---|----------------------------|----------------------------|
| Tanira Kingi (Chair) | 13 | - |
| Lisa Tumahai (Deputy Chair) | 1 | - |
| Dan Hikuroa | - | - |
| Kura Paul-Burke | - | - |
| Tui Shortland | 6 | - |
| Miriana Stephens | 1 | - |
| Hayden Swann | 3 | - |
| Sheridan Waitai | - | - |
| Tiana Jakicevich | 4 | - |
| Total Board member remuneration | 28 | - |

Staff remuneration

| Total remuneration paid or payable that is or exceeds \$100,000: | 2023/24 Actual Number | 2022/23 Actual Number |
|--|-----------------------------|-----------------------------|
| \$100,000 - \$109,999 | 6 | 5 |
| \$110,000 - \$119,999 | 3 | 6 |
| \$120,000 - \$129,999 | 4 | 6 |
| \$130,000 - \$139,999 | 7 | 3 |
| \$140,000 - \$149,999 | 6 | 2 |
| \$150,000 - \$159,999 | 1 | 3 |
| \$160,000 - \$169,999 | 2 | 2 |
| \$170,000 - \$179,999 | 9 | 5 |
| \$180,000 - \$189,999 | 8 | 6 |
| \$190,000 - \$199,999 | 7 | 1 |
| \$200,000 - \$209,999 | 2 | - |
| \$210,000 - \$219,999 | 1 | - |
| \$220,000 - \$229,999 | - | 1 |
| \$230,000 - \$239,999 | 1 | 2 |
| \$240,000 - \$249,999 | 1 | - |
| \$250,000 - \$259,000 | 2 | - |
| \$260,000 - \$269,999 | 1 | 1 |
| Total employees | 61 | 43 |

During the year ended 30 June 2024, two employees received compensation and other benefits in relation to cessation amounting to \$145,000 in total (Year ended 30 June 2023: \$Nil).

Te Āpiti A: Ngā rongorua me ngā whakaaetanga hei kōkiritanga

Appendix A: Board interests with permissions to act

Under the Crown Entities Act 2004, Board members must disclose any interests.³⁹ All interests declared by Board members are managed according to the Crown Entities Act and our interests policy. Permission to act, despite having an interest in a matter, may be granted if it is in the public's best interest to do so.

This year, we had 57 instances of permissions granted by the Board Chair for Commissioners (including 12 interests that were closed within the year) and seven instances where the Board Chair was granted permission to act by the Deputy Chair. These instances are detailed in the table below, in line with ss 68(6) and 151(1)(j) of the Crown Entities Act. The full list of all Board interests is available in the public interests register on our website.⁴⁰

39. Crown Entities Act 2004, ss 31 and 62-65.

40. <https://www.climatecommission.govt.nz/who-we-are/corporate-publications/our-interests-policy-and-register/>

Table 9: Board interests where permission to act has been granted

| Commissioner | Interest | Details | Action |
|--------------------------|---|---|---|
| Catherine Leining | Silver Lining Global Solutions | Sole proprietor consultant, 2010 – present. | Any relevant new contracts under Silver Lining Global Solutions to be disclosed by Ms Leining. |
| Catherine Leining | Toha | Advisor, providing advice on Toha’s work in relation to climate mitigation and adaptation. Ms Leining will be paid a consulting fee. | All Board members to be specifically advised of this interest to ensure that Board discussions are properly informed. Ms Leining will not engage directly with investors. Additionally, Ms Leining will advise the Chair if any circumstances arise that compromise the interest management conditions in her contract with Toha and/or if the forward working programme of the Commission creates new overlapping interests. |
| Catherine Leining | Taskforce on Net Zero Policy | Member of the technical expert group. | All Board members to be specifically advised of this interest to ensure that Board discussions are properly informed. Ms Leining to inform the Chair if the scope of the work of the Taskforce broadens to include Aotearoa New Zealand. |
| Dr Andy Reisinger | Intergovernmental Panel on Climate Change (previous role) | Member, 2015 – 2023. Projects included work related to the completion of the Working Group III report (mitigation) and Synthesis Report that are part of the IPCC’s Sixth Assessment Report. | No further action is required. |
| Dr Andy Reisinger | Ministry for Primary Industries | Agricultural Greenhouse Gas Emissions Technical Advisory Group Member. | No further action is required. |
| Dr Andy Reisinger | Forest and Bird | Member, 5+ years. | No further action is required. |
| Dr Andy Reisinger | Antarctic Science Platform | Co-chair of the Science-Policy interface expert group of the Antarctic Science Platform. The contract term ends on 30 June 2025. | No further action is required. |
| Dr Andy Reisinger | Global Strategic Communications Council | Member of a panel of experts on methane emissions from livestock – their relevance and mitigation options in different contexts. | All Board members to be specifically advised of this interest to ensure that Board discussions are properly informed. |

| Commissioner | Interest | Details | Action |
|-------------------|---|--|--|
| Dr Andy Reisinger | Tourism Panel on Climate Change | Invitation to become a member of the Advisory Group for a new international Tourism Panel on Climate Change | <p>All Board members to be specifically advised of this interest to ensure that Board discussions are properly informed.</p> <p>Dr Reisinger will inform the Chair if:</p> <ul style="list-style-type: none"> the nature of the TPCC or Advisory Group's work significantly changes the membership of the Advisory Group, Executive Board or other groups in the TPCC risks becoming unbalanced in their representation he judges that the Panel risks becoming biased in its work. |
| Dr Andy Reisinger | Intergovernmental Panel on Climate Change /UK Government (historical) | Invitation to participate in an informal scoping workshop in September 2023 for the Intergovernmental Panel on Climate Change's 7 th assessment cycle, hosted by the UK government. | No action required. |
| Dr Andy Reisinger | Global Research Alliance on Agricultural Greenhouse Gases (GRA) | Role to work alongside GRA Special Representative and GRA Science to Policy Network Co-chairs to identify policy-relevant mitigation research, write plain language summaries, and identify how to effectively communicate the summaries to the policy community. Contract until 30 June 2025. | <p>All Board members to be specifically advised of this interest to ensure that Board discussions are properly informed.</p> <p>If Dr Reisinger at any time considers his role with the GRA is likely to more directly impact the Commission's work programme, he will advise the Chair and the Chair will consider whether it is necessary for any conditions to be put in place.</p> |

| Commissioner | Interest | Details | Action |
|-------------------|--|---|---|
| Dr Andy Reisinger | Ministry for the Environment | Dr Reisinger will provide coaching and support to Ministry for the Environment staff attending international meetings before, during, and after significant milestones such as Plenaries and other meetings. Contract until 30 June 2024. | <p>All Board members to be specifically advised of this interest to ensure that Board discussions are properly informed.</p> <p>Dr Reisinger will not provide advice to Ministry for the Environment under this contract on the New Zealand government's position relating to the matter of international or domestic climate policy.</p> <p>Dr Reisinger will not be involved in negotiating or providing support during negotiations of substantive conclusions of the IPCC such as the approval of the Summaries for Policymakers.</p> <p>Dr Reisinger will advise the Board Chair of any material changes to his contract with the Ministry or if his role evolves during the term of the contract.</p> |
| Dr Andy Reisinger | New Zealand Centre for Sustainable Finance. | Temporary member of an independent technical advisory group. Jan 2024 – 30 June 2024. | <p>All Board members to be specifically advised of this interest to ensure that Board discussions are properly informed.</p> <p>Dr Reisinger is to limit his contributions to the technical aspects only of the independent technical advisory group's advice.</p> |
| Dr Andy Reisinger | OECD Economic and Development Review Committee (historic). | Non-binding expert input into the regular review of the Economic Survey of New Zealand over 29 January – 9 February 2024. | <p>All Board members to be specifically advised of this interest to ensure that Board discussions are properly informed.</p> <p>Dr Reisinger is not to provide views on the OECD's recommendations regarding emission targets or other policy areas.</p> |
| Dr Andy Reisinger | New Zealand Agricultural Greenhouse Gas Research Centre. | Project management until 30 June 2024. | <p>All Board members to be specifically advised of this interest to ensure that Board discussions are properly informed.</p> <p>Dr Reisinger will not be involved in making judgements about the efficacy or adoption of different agricultural emissions mitigation options in his role as project manager.</p> <p>Dr Reisinger to ensure that he is clearly identified as a project manager in the outputs from the project.</p> |

| Commissioner | Interest | Details | Action |
|--------------------|---|---|--|
| Dr Andy Reisinger | International Standard Organisation | Member of the New Zealand mirror committee for ISO/TC 207/SC 7. | All Board members to be specifically advised of this interest to ensure that Board discussions are properly informed. If the Commission provides advice on any matters related to a standard developed with Dr Reisinger's input, Dr Reisinger to advise the Chair so the Chair can consider whether it is necessary for any conditions to be put in place. |
| Dr Judith Lawrence | National Institute of Water and Atmospheric Research (historical) | Contracts concluded for 1. Resilience Science Challenge "Enabling Coastal Adaptation", October 2019 – 30 June 2024. 2. Deep South Science Challenge "Adaptive Tools", October 2020 – 31 March 2024. | No further action is required. |
| Dr Judith Lawrence | Christchurch City Council | Chair of the Peer Review Panel for Multi-Hazards and Liquefaction Study, October 2018 – 30 November 2024. | No further action is required. |
| Dr Judith Lawrence | Environmental Defence Society | Member 2015 – present. | No further action is required. |
| Dr Judith Lawrence | Technical Advisory Group, Whakatāne District Council | Member of the Technical Advisory Group of Whakatāne District Council's climate change strategy development, 1 June 2023 to 30 June 2025. | All Board members to be specifically advised of these interests to ensure that Board discussions are properly informed. If the Commission provides advice on any matters related to Whakatāne District Council, Dr Lawrence will advise the Chair and the Chair will consider whether it is necessary for any conditions to be put in place. |
| Dr Judith Lawrence | Research Trust of Victoria University. | Research and PhD supervision for <i>Our changing coast – Sea-level rise on Aotearoa's dynamic margin</i> . Contracted until 31 March 2027. | All Board members to be specifically advised of this interest to ensure that Board discussions are properly informed. |
| Dr Roderick Carr | ASB Bank Ltd | Director, 2018 – present. | All Board members to be specifically advised of this interest to ensure that Board discussions are properly informed. |
| Dr Roderick Carr | TPC Fund II LP | Limited Partner, February 2019 – present. | All Board members to be specifically advised of this interest to ensure that Board discussions are properly informed. |

| Commissioner | Interest | Details | Action |
|------------------|--|---|---|
| Dr Roderick Carr | Waingawa Forest Corporation Ltd | Director and Shareholder, 1982 – present. The entity does not hold New Zealand Units. | Dr Carr to notify the Minister of Climate Change if any New Zealand Units are obtained by or for this entity. |
| Dr Roderick Carr | Waingawa Land Company | Partner and Shareholder, 1983 – present. A family member is also a Partner. The entity does not hold New Zealand Units. | Dr Carr to notify the Minister of Climate Change if any New Zealand Units are obtained by or for this entity. |
| Dr Roderick Carr | Close family members: New Zealand Units under the Emissions Trading Scheme | Dr Carr’s brother holds New Zealand Units. | No further action is required. |
| Dr Roderick Carr | Governing Council of the ESG Exchange (an initiative of a not-for-profit organisation in South Africa) | Appointed as a Member of Governing Council of the ESG Exchange. The Council guides and oversees the ESG Exchange such that it fulfils its purpose and strategic objectives. | All Board members to be specifically advised of this interest to ensure that Board discussions are properly informed. If the Commission is required to report on environmental and social reporting this interest should be revisited to consider if any further conditions should apply. |
| Dr Roderick Carr | Close family members: 28toZero | Dr Carr’s adult son joined this startup company with a focus on methane reduction technology. | All Board members to be specifically advised of this interest to ensure that Board discussions are properly informed. If the Commission considers any matters related to methane reduction technology for which this company could have an interest, Dr Carr will advise the Deputy Chair and the Deputy Chair will consider whether it is necessary for any additional conditions to be put in place. Dr Carr is to avoid any activities that could be perceived as promoting the interests of 28toZero, including in media, stakeholder events and other engagements. |
| Dr Tanira Kingi | Pukeroa Oruwahata Trust, subsidiaries and related entities (previous role) | Director and Trustee, 2016 – late 2023. The trust assets are in commercial property development. | All Board members to be specifically advised of this interest to ensure that Board discussions are properly informed. |
| Dr Tanira Kingi | Te Arawa Management Ltd (previous role) | Director, 2013 – late 2023. The company assets are in dairy, orchard, kiwifruit, and property. | All Board members to be specifically advised of this interest to ensure that Board discussions are properly informed. |

| Commissioner | Interest | Details | Action |
|-----------------|--|---|---|
| Dr Tanira Kingi | Ministry for Primary Industries, Science Advisor | Pouwhiro Taimatua (Māori Reference) Advisory Group member and Biological Emissions Reduction Science Accelerator (BERSA) Group member. 2021-present. | No further action is required. |
| Dr Tanira Kingi | Ministry for the Environment, Advisor | Overseer Redevelopment Advisory Group Member, 2021 - ongoing. | No further action is required generally. However, if the Commission evaluates the efficacy of the greenhouse gas components of Overseer and if Dr Kingi had any involvement in that work, he will advise the Chair who will consider whether to put additional conditions in place. |
| Dr Tanira Kingi | Scion | Emeritus Scientist, 2021 - present. No remuneration. | No further action is required. |
| Dr Tanira Kingi | Iwi Chairs Climate Change Group | Te Arawa representative, November 2020 - present. No remuneration. | No further action is required. |
| Dr Tanira Kingi | Te Arawa Arataua | Chair of Te Arawa Arataua (Te Arawa primary sector group) 2022 - present. No remuneration. | All Board members to be specifically advised of this interest to ensure that Board discussions are properly informed. |
| Dr Tanira Kingi | Ministry for Primary Industries | Invitation to participate in a Panel that relates to Agricultural Emissions Pricing and the Ministry's development of the Greenhouse Gas Emission Calculator. | There is a perceived conflict of interest as the Climate Change Commission may, in the future, have a role in the Government's intended Agricultural Emissions Pricing work programme. This interest will be reviewed both by the Ministry and the Commission at 3 months and then at 6 months, at the intended conclusion of Dr Kingi's appointment. |
| Lisa Tumahai | Te Rūnanga o Ngāti Waewae | Executive Member and Trustee on the Board, 2001 - present. | All Board members to be specifically advised of this interest. |
| Lisa Tumahai | Pou Take Ahuarangi - Iwi Leaders Group (previous role) | Co-Chair and Representative of Ngāi Tahu, May 2020 -24 Nov 2023. | No further action is required. |
| Lisa Tumahai | Te Kura Taka Pini Ltd | Director of the Board, December 2018 - present. Co-chair from December 2018 - 24 Nov 2023. | All Board members to be specifically advised of this interest to ensure that Board discussions are properly informed. |
| Lisa Tumahai | Arahura Holding Ltd | Director and Chair of the Board, 2008 - present. | No further action is required. |
| Lisa Tumahai | Te Ara Pounamu Ltd | Director on Governing Board, August 2020 - present. | No further action is required. |

| Commissioner | Interest | Details | Action |
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| Lisa Tumahai | University of Canterbury | Board Member of Ngāi Tahu Research Centre, 2010 – present. | All Board members to be specifically advised of this interest to ensure that Board discussions are properly informed. |
| Lisa Tumahai | Māwhera Incorporation | Shareholder, approximately 2000 – present. | All Board members to be specifically advised of this interest to ensure that Board discussions are properly informed. (Note: All Board members were specifically advised of this interest prior to the Board beginning its substantive work on the Agriculture Progress Assessment (advice delivered June 2022) and the Advice on Agricultural Assistance (delivered May 2022) to ensure that Board discussions were properly informed.) |
| Lisa Tumahai | Regional Skills Leadership Group West Coast | Co-Chair, from September 2021. | No further action is required. |
| Lisa Tumahai | Close family members: Bathurst Resources Ltd | Ms Tumahai’s husband is a director of Bathurst Resources Ltd. | All Board members to be specifically advised of this interest to ensure that Board discussions are properly informed. |
| Lisa Tumahai | Close family members: New Zealand Institute for Minerals to Materials Research | Ms Tumahai’s husband is a director of New Zealand Institute for Minerals to Materials Research (NZIMMR) | All Board members to be specifically advised of this interest. Furthermore, if Ms Tumahai or her husband personally receive research funds from NZIMMR, Ms Tumahai is to immediately advise the Chair. |
| Lisa Tumahai | Kaiwhakahaere (chair) of Ngāi Tahu (previous role) | Ngāi Tahu have a formal agreement with the Minister of Conservation to review and raise concerns with recommendations of reclassification from the Stewardship Land panels. Ms Tumahai’s term as Kaiwhakahaere ended 24 Nov 2023. | All Board members to be specifically advised of this interest to ensure that Board discussions are properly informed. |
| Lisa Tumahai | Ministerial Advisory Board upholding Treaty settlements under the Resource Management Act (RMA) (previous role) | Chair, Ministerial Advisory Board advising ministers on any potential or real breaches to Treaty settlements as a result of RMA policy. Term was from June 2022 until August 2023. | No further action is required. |
| Lisa Tumahai | Department of Conservation | Consultation on the No New Mines policy. | No further action required. |

| Commissioner | Interest | Details | Action |
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| Lisa Tumahai | National Iwi Chairs (previous role) | A working group was set up to engage with the Crown on ETS review and forestry work streams. Ngāi Tahu has a lead technician participating in the working group. The ETS review document is covered by a NDA, and was not shared with Ms Tumahai or with Ngāi Tahu directly. Ms Tumahai's term as Kaiwhakaheare ended 24 Nov 2023. | No further action required. |
| Lisa Tumahai | Hinemoana Halo Partnership Fund Ltd | A partnership of 7 indigenous groups has formed Hinemoa Halo Partnership Fund Limited to work on nature based solutions. Under development is a dual ocean and climate resilience initiative where projects aim to undertake a comprehensive valuation of blue green and biodiversity carbon habitats across the Pacific and ultimately establish a unique Indigenous owned and operated nature market (voluntary carbon market). | All Board members to be specifically advised of this interest, to ensure that Board discussions are properly informed. Ms Tumahai will advise the Chair if there are further material developments, such as sources of funding or the work programme of the Company, that she considers might create a new perceived or actual conflict of interests. If the Commission considers any matters related to accounting rules under emissions budgets, Ms Tumahai will advise the Chair, and the Chair will consider whether it is necessary for any conditions to be put in place. |
| Lisa Tumahai | Local Communities and Indigenous Peoples Platform (historical) | Participation in the Advisory Committee for the Pacific Regional Gathering, specifically for the conference over 16 – 20 October 2023. Participation ended 1 November 2023. | No further action required. |
| Professor James Renwick | Victoria University of Wellington | Professor of Physical Geography, 2012 – Present. | If the Commission provides advice on any matters related to research and development funding that is likely to impact Professor Renwick's role, responsibility or remuneration at Victoria University of Wellington, Professor Renwick will advise the Chair and the Chair will consider whether it is necessary for any conditions to be put in place. |

| Commissioner | Interest | Details | Action |
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| Professor James Renwick | Ekos | Board Member, October 2019 – present. | If the Commission provides advice that is likely to affect Ekos financially, Professor Renwick will advise the Chair of this and the Chair will consider whether it is necessary for any conditions to be put in place. |
| Professor James Renwick | TrackZero Trust | Board Member and Trustee, March 2018 – present. | No further action is required. |
| Professor James Renwick | CH4 Global | Science Advisor, May 2019 – present. | If the Commission provides advice that is likely to affect CH4 Global financially, Professor Renwick will advise the Chair of this, and the Chair will consider whether it is necessary for any conditions to be put in place. |
| Professor James Renwick | Ministry for Business, Innovation and Employment and Antarctic Science Platform | Lead Principal Investigator on the Antarctic Science Platform Project 4 (Sea Ice and Carbon Cycle Feedbacks), April 2019 – June 2025. | No further action is required. |
| Professor James Renwick | Green Party of Aotearoa New Zealand | Member, May 2005 – present. | All Board members to be specifically advised of this interest. In addition, Professor Renwick is to discuss with the Chair any proposal to make political comment or engage in significant political activity ahead of doing so. Guidance has been sought from the Public Service Commissioner. Expectations regarding political impartiality as outlined in The Code of Conduct for Crown Entity Board Members apply to this interest. |
| Professor James Renwick | Chapter Zero | Working Group Member, January 2022-present. No remuneration. | No further action is required. |
| Professor James Renwick | Technical Advisory Group, Whakatāne District Council (past role) | Member of the Technical Advisory Group supporting the Whakatāne District Council's climate change strategy development, May 2023 to March 2024. | All Board members to be specifically advised of these interests to ensure that Board discussions are properly informed. If the Commission provides advice on any matters related to Whakatāne District Council, Prof. Renwick will advise the Chair and the Chair will consider whether it is necessary for any conditions to be put in place. |

| Commissioner | Interest | Details | Action |
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| Distinguished Professor Steven Ratuva | Pacific Ocean and Climate Crisis Assessment | Co-leader of the Pacific Ocean and Climate Crisis Assessment which carries out climate assessments in the Pacific, focused on climate impact, adaptation, and mitigation strategies (until December 2024). | <p>All Board members to be specifically advised of these interests to ensure that Board discussions are properly informed.</p> <p>In the event there is a contrasting position resulting in the work that Distinguished Professor Steven Ratuva does that is at odds with the Commission's formal position, Prof. Ratuva will advise the Chair and the Chair will consider whether it is necessary for any conditions to be put in place.</p> |
| Distinguished Professor Steven Ratuva | World Adaptation Science Programme | Co-host of World Adaptation Science Program conference on climate resilience (in 2025). | <p>All Board members to be specifically advised of these interests to ensure that Board discussions are properly informed.</p> <p>In the event there is a contrasting position resulting in the work that Distinguished Professor Steven Ratuva does that is at odds with the Commission's formal position, Prof. Ratuva will advise the Chair and the Chair will consider whether it is necessary for any conditions to be put in place.</p> |
| Distinguished Professor Steven Ratuva | International Political Science Association | Chair, Climate Security and Planetary Politics research committee of International Political Science Association (now until 2025). | <p>All Board members to be specifically advised of these interests to ensure that Board discussions are properly informed.</p> <p>In the event there is a contrasting position resulting in the work that Distinguished Professor Steven Ratuva does that is at odds with the Commission's formal position, Prof. Ratuva will advise the Chair and the Chair will consider whether it is necessary for any conditions to be put in place.</p> |

| Commissioner | Interest | Details | Action |
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| Distinguished Professor Steven Ratuva | Macmillan Brown Centre for Pacific Studies | Editor in Chief of Pacific Dynamics. | <p>All Board members to be specifically advised of these interests to ensure that Board discussions are properly informed.</p> <p>In the event there is a contrasting position resulting in the work that Distinguished Professor Steven Ratuva does that is at odds with the Commission's formal position, Prof. Ratuva will advise the Chair and the Chair will consider whether it is necessary for any conditions to be put in place.</p> |
| Distinguished Professor Steven Ratuva | University of Canterbury | Member of Sustainability Committee, a subcommittee of the Academic Board. | <p>All Board members to be specifically advised of these interests to ensure that Board discussions are properly informed.</p> <p>In the event there is a contrasting position resulting in the work that Distinguished Professor Steven Ratuva does that is at odds with the Commission's formal position, Prof. Ratuva will advise the Chair and the Chair will consider whether it is necessary for any conditions to be put in place.</p> |



**He Pou a Rangi
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Te Kāwanatanga o Aotearoa
New Zealand Government