



Climate Change Chief Executives Board

STRATEGY SESSION meeting papers

**Thursday 12 October 2023
12.30 – 3.00pm**



Climate Change Chief Executives Board
Strategy Session – Adaptation Focus
AGENDA

12 October 2023, 12:30–3:00pm
Room 11.05 at MfE Offices, 8 Willis Street / online via MS Teams

Attendees	James Palmer (Chair, MfE), Dave Gawn (NEMA), Paul James (DIA), Penny Nelson (DoC), Aaron Martin (CL), Bryn Gandy (MoT delegate), James Beard (Tsy delegate), Gillon Carruthers (MPI delegate)	
In support	David Smol (Facilitator), Lisa Daniell, Amy Tisdall, Jane White, Mel Rae (IEB Unit)	
Agency attendees	Anne Haira, Katherine Wilson, Becky Prebble (MfE)	
Apologies	Audrey Sonerson (MoT), Caralee McLiesh (Tsy), Carolyn Tremain (MBIE), Ray Smith (MPI)	
#	Time	Item
Karakia timatanga / Chair’s opening comments and perspective sharing		
1.	12:30-12:45pm	Opening comments and scene setting, perspective sharing Lead: Chair and Facilitator
Adaptation Strategic Focus		
2.	12:45-2.00pm	Adaptation strategic priorities Lead: IEB Unit and MfE Reflection on the Board’s adaptation strategic focus areas. Noting five focus area reports have been presented to the Board at past meetings, and that the most material actions and outcomes for the Board’s collective governance focus need to be agreed. Key points/ proposed discussion: <ul style="list-style-type: none"> Note the most urgent risks from the National Climate Change Risk Assessment and the changing context. Share reflections on adaptation priority area report backs (from past months) and changing context around current agreed upon Board priorities. Discuss and agree the Board’s proposed focus areas for adaptation and agree the Board’s collective role within these. Discuss and agree the actions required by the Board over next 12 months and the outcomes sought over a 2-5 year horizon (noting these actions will be developed into a work programme once the focus areas are agreed). Discuss whether there are any additional messages you would like to see reflected in the Board’s BIM based on the agreed priorities. <i>Paper:</i> 2.1 <i>Adaptation focus areas for the Board</i>
3.	2:00-2:20pm	Draft BIM review and confirm related advice Lead: IEB Unit Review next version and confirm adaptation narrative and reflect on post-election scenarios. Oral update from Treasury re end of year CERF data. Revised Collective Narrative for the Board provided for noting. <i>Papers:</i> 3.1 <i>Draft of updated BIM</i> <i>Note: The final version of this paper can be found here</i> 3.2 <i>Outline of Board’s early briefings to Ministers</i> 3.3 <i>Revised Collective Narrative for the Board</i>

<p>4.</p> <p>2:20-2:30pm</p>	<p>Key take-aways from 27 September Board Strategy Session discussion on the views of New Zealanders</p> <p>Lead: Facilitator</p> <p><i>Paper:</i></p> <p><i>4.1 Key takeaways from 27 September strategy session: New Zealanders' perceptions on climate change and what this means for the Board</i></p>
<p>5.</p> <p>2:30-2.45pm</p>	<p>Summary of key take-outs and actions</p> <p>Lead: Facilitator</p> <p>Capturing:</p> <ul style="list-style-type: none"> • How will we define success for the Board over the first 100 days (focus on adaptation)?
<p style="text-align: center;">Karakia / meeting wrap</p>	



Karakia

Karakia timatatanga: opening

Tuia i runga

Unite above

Tuia i raro

Unite below

Tuia i roto

Unite without

Tuia i waho

Unite within

Tuia i te here tangata

Listen to the night

Ka rongo te pō

Listen to the world

Ka rongo te ao

Now we come together

Haumi ē, Hui ē, Tāiki ē

As one.

Karakia whakakapi: closing

Kia whakairia te tapu

Restrictions are moved aside

Kia wātea ai te ara

So the pathway is clear

Kia turuki whakataha ai

To return to everyday activities.

Haumi ē, hui ē, tāiki ē



Developing adaptation focus areas for the Climate Change Chief Executives Board

Material to support Board strategy session
12 October 2023

Objectives of the Board strategy session:

The completion of the latest six-monthly report (on the ERP and NAP) and the upcoming election provides a useful opportunity to reconsider the Board's adaptation focus areas. We have the National Adaptation Plan, but our changing context means we're both managing risks and responding to events that are happening faster and more severely than anticipated, so we need to be sure we are still prioritising the right things.

There are two aspects to the question, "are we prioritising the right things over the next 2-5 years?":

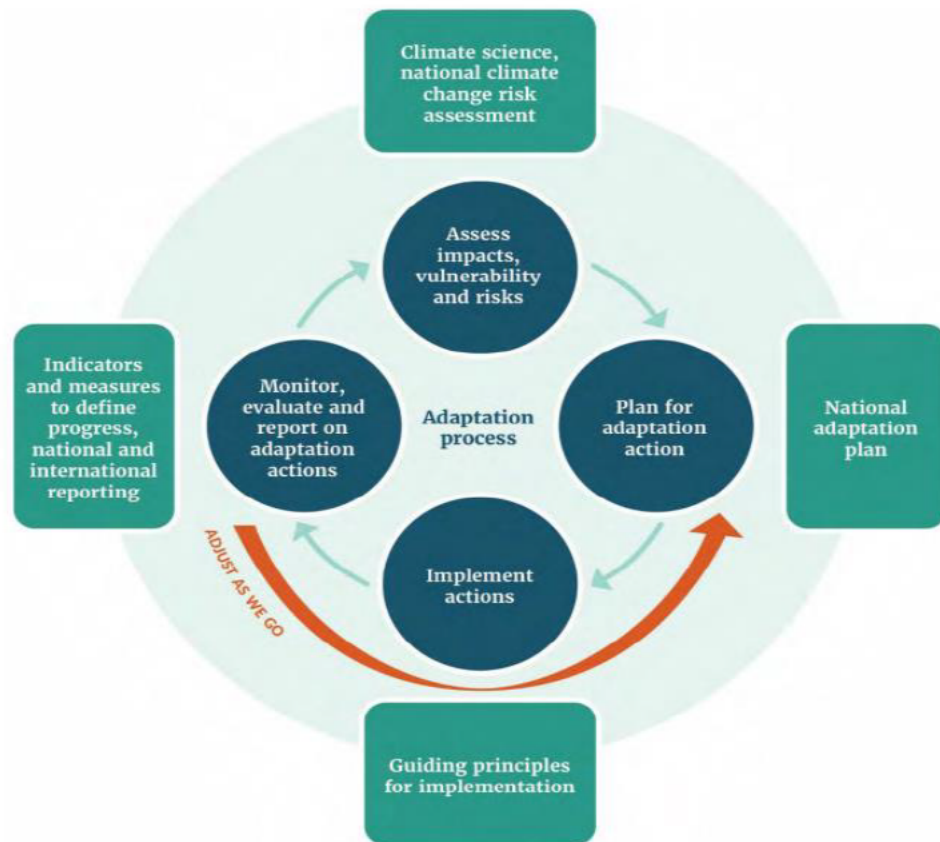
1. Are the actions government is taking (whether in the NAP or not) the best ones to improve resilience and adaptive capacity to climate risks that are being realised faster than the picture painted in the National Climate Change Risk Assessment (NCCRA)?
2. Is the CCIEB focused on the components of the system that need their influence and that they are best placed to steward?

These slides aim to support the Board's discussion on adaptation focus areas by:

- Providing a framework for assessing adaptation focus areas for the Board
- Using the framework to determine priority focus areas for the Board and the role it needs to play
- Considering the critical next steps for the Board.

The system is not a “set and forget” one. It needs ongoing stewardship and a way to respond to changing context

New Zealand’s adaptation framework is mandated in the Climate Change Response Act. Adaptation means taking action to build resilience to the current effects, and predicted impacts, of the increasing risks posed by natural hazards, now and in the future.



Role of Climate Change IEB:

Starting in 2023

- Provide collective strategic advice on cross-cutting issues and priorities
- Oversee cross-sector delivery of the NAP:
 - drive progress to ensure implementation of the NAP, identifying and resolving cross-cutting barriers to delivery
 - monitor and report every 6 months on the implementation of the NAP
 - report to the PM annually on the overall implementation of the Plan
 - report to the PM every 2 years on the sufficiency of the actions in addressing the risks within the scope of the Plan.

Role of CCC:

- Provide independent, expert advice to the Govt on adapting to the effects of climate change
- Monitor and review the Government’s progress towards its adaptation goals
- From 2024, provide two-yearly reports that evaluate the implementation of the NAP and its effectiveness
- From 2026, produce NCCRA at least every 6 years.

Role of MfE (with support of other agencies):

- Starting in 2022, coordinate and produce NAPs in response to the latest NCCRA
- Implement NAP actions responsible for
- Provide adaptation policy system leadership

Several agencies are leading investment in long-term resilience, such as DPMC (Critical Infrastructure Resilience and Cyclone Recovery) and Treasury (National Resilience Fund).

Climate risks are materialising sooner, and vulnerabilities are being exposed

The **National Climate Change Risk Assessment (2020)** identified 43 priority risks, including the 10 most significant risks. These cover five domains (see Appendix 1 & 2 for more detail on the risks and how climate change is exacerbating existing risks). NZ's first **National Adaptation Plan**, published in August 2022, contains actions to address all 43 risks.

The IEB's first assessment of progress on NAP1 suggests that the NCCRA risks are **materialising now** and that the **dependencies and interdependencies are more complex** than described in the NCCRA, further accelerating the realisation of risks (e.g. to community cohesion).

While the NAP sets out a whole-of-government plan for managing risks, our changing context means we need to **speed up, enhance or change some elements**.

There is a stronger **public appetite for action**. Recent severe weather events highlighted existing vulnerabilities amongst communities, the primary sector and strategic infrastructure.

We need to ensure that **government investment** post-Cyclone Gabrielle is being **optimised** to build New Zealand's overall resilience (eg. National Resilience Plan & Infrastructure Action Plan), and **adaptation is mainstreamed** into decision-making by central and local government, the private sector and communities.

This session provides an opportunity to revisit the Board's focus areas and to refine, adjust or change them to reflect the shifting context.

The Board needs to consider where it can most usefully focus its attention

The current focus areas set by the Board in 2022 are:

- Access to the right data and information to take adaptation action
- Flood resilient built environment and communities
- Strategic Infrastructure
- Managed retreat (and advancing the Climate Adaptation Act)



These discussions have raised key questions for the Board to consider in its leadership of the NAP:

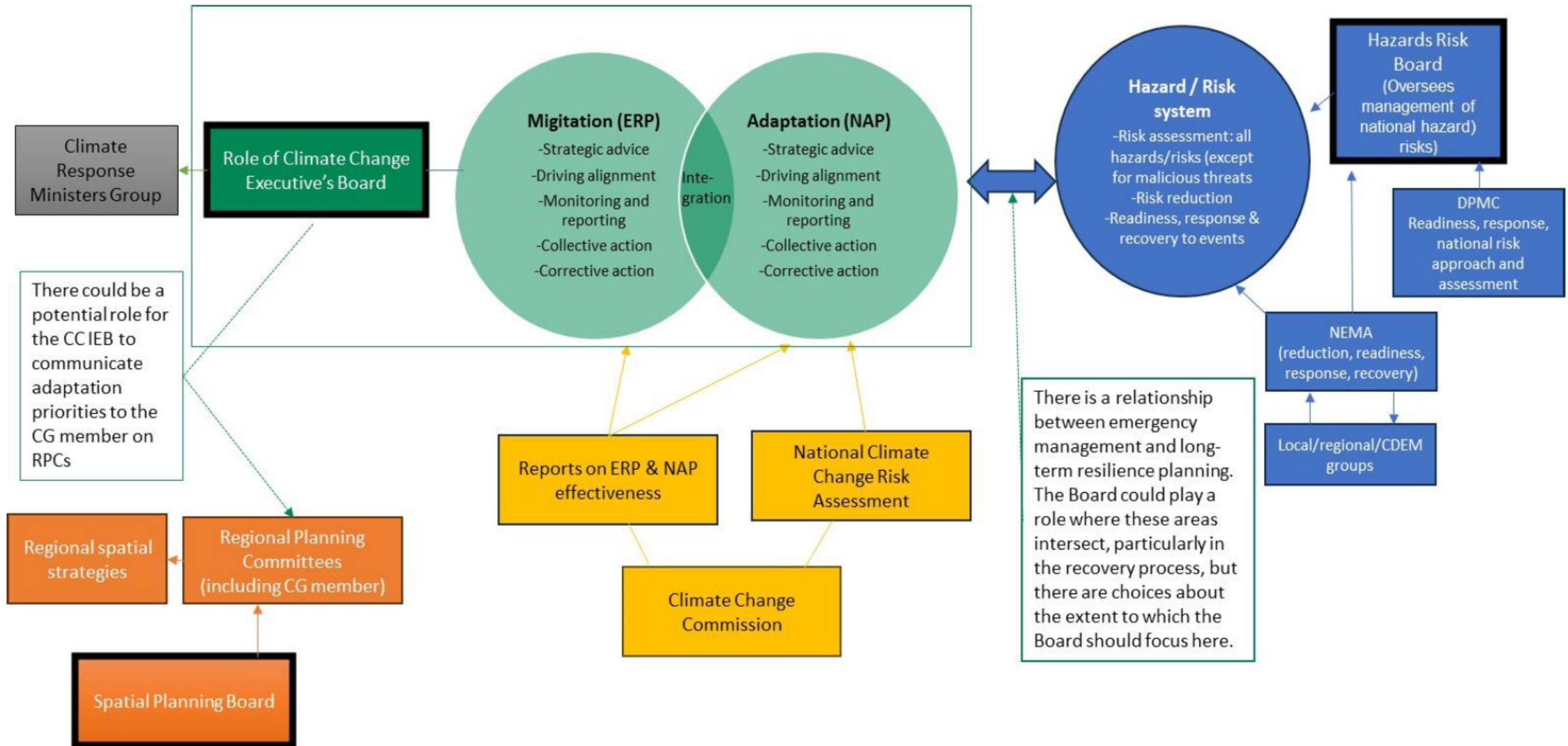
- What roles, responsibilities and institutional settings are needed to support adaptation? What is the role of the Board in these?
- Where are the potential system-wide policy and funding gaps?
- How to build public awareness of the issues and also improve 'climate risk literacy' across the public service?
- How to incentivise the incorporation of risk and resilience into decision-making processes?
- How to incorporate long-term resilience planning into recoveries, including the cyclone recovery programme?

We have considered the following questions in thinking about where the Board can most usefully focus its effort:

- Where is a joint approach and collective strategic advice required?
- What sits with one agency but needs to be aligned across agencies?
- What actions are critical to achieving our adaptation goals, do not require collective action, but may require the Board to remove obstacles or roadblocks?


(see Appendix 3 for the more detailed framework used in the analysis)

The Board's role may need to evolve as it works across different systems...



Areas where the Board could keep a watching brief....

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For discussion at the workshop:

- Do you agree with the way the Board's proposed focus areas have been grouped/described?
- Do you agree with the framing for the role of the Board and the next steps?
- Given the agreed focus areas, are there any additional messages you would like to see reflected in the Board's BIM?

Next steps

Once the Board has agreed its adaptation focus areas, the IEB Unit will work with agencies to:


- Incorporate the focus areas into the Board's BIM
- Develop material on upcoming adaptation decisions to support initial discussions with climate change Ministers post-election
- Develop a Board adaptation work programme to support progression of the Board's focus areas, including a revised Board forward agenda.

Appendices

Appendix 1: Risk assessment

The **National Climate Change Risk Assessment (2020)** identified 43 priority risks, including the 10 most significant risks. These cover five domains (see Appendix 1 for more detail on the risks & how climate change is exacerbating existing risks):

Risk assessment: understanding risks from natural hazards, including exposure & vulnerabilities & assess against risk tolerance

NCCRA risks	Natural	Human	Economy	Built	Governance
10 most significant risks(urgent) and their urgency rating	Coastal ecosystems (78)	Inequities due to differential distribution of climate impacts (85)	Lost productivity, disaster relief expenditure and unfunded contingent liabilities (90)	Buildings impacted by extreme weather, fire, drought and sea level rise (90)	Decision making that doesn't account for uncertainty and change over long timeframes (83)
	Impact of invasive species on indigenous ecosystems (73)	Reduced community cohesion due to displacement (88)	Financial system instability (83)	Drinking water availability and quality (93)	Risks that climate change impacts across all domains will be exacerbated because institutional settings are not fit for adaptation (80)
Additional risks with urgency rating over 80		Conflict due to changing asset value and access to resources (83)	Land based primary sector productivity (81)	Landfills and contaminated sites affected by extreme weather and coastal erosion (85)	
		Physical health (83)		Wastewater and stormwater systems (85)	

Plan for adaptation action

The **National Adaptation Plan (2022)** set outs a six-year response to all 43 risks, as well as the risk to telecommunications. Actions are focused on:

Long term goals (across all future plans):

- Reduce vulnerability
- Enhance adaptive capacity and consider climate change in decisions at all levels
- Strengthen resilience to climate change

Four priority areas for action for 2022 – 2028:

- Enabling better risk-informed decisions
- Driving climate resilient development in the right place
- Laying the foundations for a range of adaptation options including managed retreat
- Embedding climate resilience across government strategies and policies

Appendix 2: How climate change might exacerbate existing risks

Climate risks are complex, especially when multiple hazards occur simultaneously and interact with non-climate factors. Applying a multi-risk approach (not just the most urgent risks) to vulnerable sectors reveals multiple risks to these sectors, and will require agency collaboration as most do not sit clearly within one sector or Ministry responsibility:

	How might climate change exacerbate existing risks?
Agriculture (E3 H4, H7)	<ul style="list-style-type: none"> Rising interest rates could lead to financial stresses, given the sectors' reliance on debt-financed physical assets. Farmers' profits are being squeezed by rising input costs, a decline in the expected payout for the current season, and higher debt servicing costs. (RBNZ's 2023 financial stability report) A 2-year North Island drought, when combined with an economic downturn, would cause a 40% increase in dairy loan defaults over four years. (RBNZ 2021 annual solvency stress test)
Housing (B2, H1, H4, E2, E6)	<ul style="list-style-type: none"> Around 12% of the banks' total national mortgage lending is exposed to river & surface water flooding in Auckland. (RBNZ 2022 financial stability report) Banks' capital ratios are resilient to the most severe sensitivities in the exercise <i>when each shock is considered in isolation</i>. Since then, house prices have fallen and mortgage rates have risen, making customers more vulnerable to the shocks considered in this exercise. National flood hazard area exposure for 441,384 residential buildings was estimated at NZD \$218 billion replacement value."(Source: Modelling national residential building exposure to flooding hazards - ScienceDirect). We are seeing insurers starting to retreat and it is likely to escalate over the coming years in response to events and in anticipation of them. A lack of insurance coverage will leave people and their assets vulnerable and hinder their adaptive capacity
Infrastructure (B1-8, E1, E7)	<ul style="list-style-type: none"> NZ is exposed to a broader range of potential shocks than any other highly developed country as our decentralised delivery model prevents a coordinated approach to mitigating systemic weaknesses. (DPMC June 2023) The longstanding pressures and vulnerabilities of aging infrastructure and the use of outdated or relatively unsecure technologies by some operators are compounded by climate change, a deteriorating national security environment, fragmentation in the global economy, and rapid technological change. Climate change will shift hazard probabilities, bringing the 'point of failure' earlier than modelled for under the infrastructure design life
Vulnerable communities (H1, H2, H7)	<ul style="list-style-type: none"> DIA has identified 44 vulnerable communities exposed to flood hazard, with no flood protection infrastructure under construction or planned, including in Northland, Tairāwhiti, Waikato and Bay of Plenty. More than half of the vulnerable communities exposed to flood hazard are in the upper half of the North Island.

Appendix 4: Timeline of upcoming government advice/decision points for adaptation

While national adaptation plans need to be published every 6 years, there are key interim decision points over the coming two years.

Jul-Sep 2023	Oct-Dec 2023	Jan-Mar 2024	Apr-Jun 2024	Jul-Sep 2024	Oct-Dec 2024	Jan-Mar 2025	Apr-Jun 2025	Jul-Sep 2025	Oct-Dec 2025	Jan – Dec 2026
	Select Committee inquiry scope decision on community-led retreat Equitable Transitions Strategy advice to Ministers on inclusion of adaptation	Decision on climate risk planning and disclosures	<ul style="list-style-type: none"> • SC report back on community-led retreat • CCAB Cab decision • ERP2 consultation 	CCC report on NAP1 implementation and effectiveness of the NAP	ERP2 published	Govt response to CCC advice on the NAP				<ul style="list-style-type: none"> • CCC report on NAP1 implementation and effectiveness • Second National Climate Change Risk Assessment

Upcoming Major Milestones

Outline of Board's early briefings to Ministers

Advice stream	Product and summary of what this contains/sets up for
<p>Climate IEB BIM</p> <p>(To PM, with cc to relevant portfolio Ministers)</p>	<p>First messages from Board on climate change, the Board's role, and upcoming choices (high level).</p> <p>(Briefing note to suggest grouping such as CRMG for cross-ministerial decision making; and request meeting with the Board.)</p>
<p>Tier 2 advice</p> <p>(November)</p>	<p>Sets up for first conversation with Ministers (to advise on ZCA framework and to listen and hear their top priorities), covering:</p> <ol style="list-style-type: none"> 1. Detailed briefing note – CCRA framework/legislative architecture, emissions budgets and how we're tracking, including updated projections/sufficiency analysis. This is intended to be a neutral explanation of the architecture and budgets to set up for a discussion with Ministers to confirm approach. 2. CLO advice on ZCA and legal matters (as this detailed legal advice won't go with primary Climate IEB BIM). <p>A slide deck (prepared in the event of a meeting discussion with CRMG) that covers:</p> <ul style="list-style-type: none"> • ZCA framework (key points from the detailed briefing note in item 1 above), covering domestic and international targets (emissions budgets and NDC). • Charts: Current position on projections / budgets (+ gap to NDC) and subsector targets. • A small set of slides on upcoming big decisions/opportunities, including: <ul style="list-style-type: none"> ○ ETS review ○ Energy ○ Ag pricing ○ Transport (tbc) ○ CCAB (+ any other areas re adaptation institutional settings – tbc)
<p>Tier 3 advice</p> <p>(December, ERP2 focused)</p>	<p>Priorities and informing ERP2 development to get direction on approach:</p> <ul style="list-style-type: none"> • Strategic framework – role of price. • Pathways (options for getting to 2050). • Systems – big shifts/indicative opportunities and actions that can be taken in the different sectors/systems (with awareness of new government's priorities).
<p>Other material and being ready to advise/respond</p>	<p>Spreadsheet with emissions abatement of current initiatives across different emissions budgets.</p>



Climate Change Chief Executive Board's Collective Narrative

Version as at 5.10.23

October 2023

Context and Purpose

The Board agreed in their April strategy session to develop a collective narrative on climate policy, which would:

- set out challenges inherent in ambitious climate adaptation and mitigation goals
- reflect on lessons learnt from ERP1
- have a small set of priorities for the Board to collectively focus on (those that will make the most difference)
- be informed by an understanding of what matters to key stakeholders to enable and ensure the government's climate policy can be effectively implemented and support New Zealanders' expectations of government needed.

The purpose of the collective narrative is to have an agreed story about why the Board exists, its roles and priorities, and to position these within the broader domestic and international context it operates in.

This narrative is for the Board. It could also be used as a communication tool with Ministers or other stakeholders to explain its system stewardship role.

The climate challenge and what the government needs to achieve

The context the Board is operating within....

The impacts of climate change are arriving sooner and on a larger scale bringing a heightened sense of urgency....

The IPCC has stated that “human activities, principally through emissions of greenhouse gases, have unequivocally caused global warming, with global surface temperature reaching 1.1°C above 1850-1900 in 2011-2020.” The world experienced its hottest day ever in July 2023 and the Antarctic sea-ice was at record lows.

The average global ocean temperature broke records for May, June & July. IPCC projects that by 2040 mean temperature in NZ will be 0.7°C to 1.0°C higher than they were between 1986 and 2005 and intensity of extreme rainfall events could increase by 5% to 7%. By 2050, sea level rise is projected to rise by 23cm to 28cm.

The Intergovernmental Panel on Climate Change (IPCC) has found that crossing the 1.5°C threshold will create far more severe climate impacts, including more frequent and severe droughts, heatwaves and rainfall. The future climate change NZ faces is heavily dependent on global action.

...and there's a need to deliver the climate response alongside the international community, while delivering strong economic and social outcomes for New Zealand

While NZ only makes up about 0.2% of global emissions, around 30% of global emissions come from small emitters. Agriculture and energy sectors contribute the most to NZ's emissions, with NZ's greenhouse gas emissions increasing by 19% between 1990 and 2021.

New Zealand is a signatory to the Paris Agreement on climate change. The Agreement has an overarching goal to keep the global average temperature to well below 2°C above pre-industrial levels, while pursuing efforts to limit the temperature increase to 1.5°C.

Responding to the climate challenge also provides opportunities to be a competitive global player in providing sustainable goods and services. To remain globally competitive, further investment will be needed in new knowledge, technology and practices to drive further efficiencies.

The impacts of climate change will have significant economic and social implications.....

As NZ takes action to meet its emissions targets, modelling indicates the economy will grow but at a slower rate.

The IMF notes that delaying the transition to a low-emission economy significantly increases the costs to GDP. There will be compounding costs if investments are not made early.

Deloitte's modelling suggests climate action could deliver \$64 billion to NZ's GDP between 2023 & 2050, while inaction could cost the economy \$4.4 billion. Decarbonisation has the potential to generate economic growth through new jobs, falling energy costs, reduced dependence on imports, and a globally competitive brand.

No two communities will experience climate change in the same way and climate change can increase existing inequities that exist in income, housing, employment and accessibility. Māori are especially vulnerable to the effects of climate change and there are risks and opportunities for the Māori economy in the transition.

NZ legislation sets out the framework for reducing emissions and addressing climate change risks

Emissions targets and budgets

NZ has adopted a series of domestic emissions reduction targets under the Climate Change Response Act (CCRA):

- All greenhouse gases, other than biogenic methane, to reach net zero by 2050
- A minimum of 10% reduction in biogenic methane emissions by 2030, and a 24-47% reduction by 2050 (cf 2017 levels).

These will be met through a series of 'stepping stone' emissions budgets, which under the CCRA are inflexible and legally binding. Emission Reduction Plans (ERPs) are required under the CCRA and must include policies and a multi-sector strategy for achieving the budgets.

NZ also has a nationally determined contribution (NDC) under the Paris Agreement: a target of net emissions being 50% below our gross 2005 levels by 2030. NZ's domestic emissions reductions will contribute towards this target; achievement of our NDC would/will require significant international cooperation.

Understanding risk and adapting to climate change

The CCRA sets out the process for assessing and understanding risks posed by climate change, as well as a requirement for a National Adaptation Plan (NAP) to respond to the most significant risks, opportunities and knowledge gaps.

The NAP sets out three goals we need to achieve to successfully adapt to climate change:

- Reduce vulnerability to the impacts of climate change
- Enhance adaptive capacity and consider climate change in decisions at all levels
- Strengthen resilience.

We need integrated decision-making, prioritising actions to reduce emissions while also improving our resilience to climate change.

Why the Board exists

To drive collective leadership, stewardship and action of the government's climate mitigation and adaptation response, to achieve our climate targets and ensure a resilient economy & society

The implications of climate change require a coordinated response across government, to meet the scale and complexity of the challenge



Responding to climate change has challenged traditional approaches to managing system-wide issues. It doesn't fit into any particular silo and crosses all boundaries.

No one agency has the capability or instruments to respond to climate changes and the associated risks and opportunities.



The Public Service Act 2020 provides a new mechanism, interdepartmental executive boards. IEBs align and coordinate strategic policy, planning and budgeting activities across departments, to support the delivery of cross-departmental initiatives

The Climate Change Chief Executives Board is one of four interdepartmental executive boards created under the Public Service Act and exists to:*

- provide collective stewardship for the delivery of the ERP and NAP, to make sure emissions budgets are met and that the plans effectively reduce risk and build climate resilience over the long term
- drive consistency and stability in climate policy that is durable over political and economic cycles, and that aligns with the Government's economic strategy
- manage 'overs and unders' in the emissions budgets, and advise on whether NZ is on track or needs to do more, and areas where corrective action may be required across the system
- undertake collective action where initiatives cut across portfolios
- provide early collective strategic policy advice to Ministers on cross-cutting issues and priorities. This includes identifying drivers of change, trade-offs and system-level implications, risks and opportunities (both domestically and internationally).

[*From IEB set up Cabinet paper, Terms of Reference, Statement of Intentions, and Board's strategy session in April.]

Priorities for the Board

SEPTEMBER 2023 [DRAFT]

To be successful in its role & respond to the challenges, the Board needs to perform the following functions:



Look across the system & build a cross-government understanding of interconnections and interdependencies across sectors.



Focus on 'big levers' and cross-cutting issues that only the Board can resolve. Jointly deliver agreed policies and actions in the context of the Government's broader set of priorities.



Monitor, report and publish on progress in achieving emissions budgets and adaptation goals.



Explore and advise on options to respond to risks and opportunities as they arise to 'course correct' as necessary.

Provide Ministers with views on strategic priorities for investment early in the Budget process.



Commission research to fill gaps in knowledge and access to the world's best experts to get a view on what 'best' looks like.



Work with and alongside iwi/Māori as Treaty partners to realise opportunities for Māori and the Māori economy.



Explore the 'art of the possible' with stakeholders & experts – local government, business community and civil society – to identify barriers and opportunities across the system or where a system-level response is needed to enable action.

In performing its functions, the Board will need to help the government/Ministers to navigate several challenges and opportunities...

Mitigation

Meeting our first emissions budget is finely balanced, and future emissions budgets will be even more challenging...

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The Board can provide collective advice on how to meet NZ's targets, and the synergies and trade-offs that Ministers could explore, including...

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Adapting and building resilience

Ministers will need to make decisions in an inherently uncertain and changing context, with a range of plausible futures...

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There are choices and tensions for the Board to help the government to navigate in delivering the scale of the response needed...

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Surveys show NZers are growing more concerned about climate change and don't think the government has a strong enough plan of action

- Climate change is NZers #1 environmental concern, but it is competing with other pressures such as the cost of living
- Most people support action to reduce emissions and agree we need to act now
- People want a clear plan to guide their actions. Plans need to be implementable and be supportive of actions New Zealanders (individuals and businesses) want to take.
- There is a mismatch between the actions people think are impactful and the actions that will make the biggest difference.

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Key takeaways from 27 September strategy session: New Zealanders' perceptions on climate change and what this means for the Board

Context: Research synthesis and Board discussion

The **research identified** that New Zealanders' high level of concern about the impacts of climate change competes with other pressures, is not met with confidence in the Government's plan to tackle climate change, and this is hindering meaningful action as it is unclear to New Zealanders what the best thing is to do.

Observations from the Board

1. There is a clear need for coordinated, accessible and simplified information, to provide clarity around the risks and the Government's plan for addressing climate change: why climate action is important, what we are prioritising and investing in as a country, what results we expect to achieve, what impacts there will be, and what actions we are asking people to take.

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2. The Board acknowledged there isn't a single, authoritative 'voice' conveying clear messages and narrative around climate; we need many voices in harmony. The complexity of the issue, and diversity of topics and audiences, requires a range of voices, including experts, that have credibility and influence within communities.

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3. The Board referenced the need for a range of levers to drive the societal change required, policy shifts, data and insights, new technology, behavioural insights.

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