

In Confidence

Office of the Minister for Climate Change

Cabinet Business Committee

Scope, process, timeframes and accountability for delivering the emissions reduction plan in 2021

Proposal

- 1 The Climate Change Response Act 2002 requires the Government to publish the first three emissions budgets (2022-2025, 2026-2030, 2031-2035) and the first emissions reduction plan by 31 December 2021. The emissions reduction plan must include the policies and strategies to meet the first emissions budget, but can also look out to the second and third budget periods.
- 2 This paper focuses on the Cabinet decisions needed to progress the emissions reduction plan. More specifically, I seek your agreement to:
 - 2.1 the Ministerial and agency responsibilities for delivering the emissions reduction plan, as set out in Table 1
 - 2.2 a phased approach to the emissions reduction plan in which:
 - 2.2.1 the introduction (Part I) is completed before the 26th United Nations Climate Change Conference of the Parties (COP26)
 - 2.2.2 content on meeting the net zero challenge, aligning system settings and using cross-sector tools, and transitioning key sectors (Parts II, III and IV) is published by 31 December 2021
 - 2.3 submit the emissions reduction plan to the United Nations Framework Convention on Climate Change as New Zealand's long-term low emissions development strategy.

Relation to government priorities

- 3 The Government declared a climate change emergency on 2 December 2020, the Cabinet Business Committee (CBC) agreeing that climate change “demands a sufficiently ambitious, urgent, and coordinated response across government to meet the scale and complexity of the challenge” [CBC-20-MIN-0097 refers].
- 4 Enabling a just transition to a low-emissions, climate resilient future is also a Government priority. This was emphasised by CBC when they noted the intention to “put the climate at the centre of government decision-making” and agreed that “climate change requires decisive action by all levels of government, the private sector, and communities” [CBC-20-MIN-0097 refers].

- 5 The Government is committed to laying the foundations for a better future for all New Zealanders. This paper seeks decisions that will drive progress on the emissions reduction plan and, in doing so, help New Zealand tackle the long-term challenge that is climate change.
- 6 The emissions reduction plan will also deliver on the Labour and Green Parties' agreement to achieve the purpose and goals of the Climate Change Response (Zero Carbon) Amendment Act 2019.

Background

Parliament unanimously passed the Climate Change Response (Zero Carbon) Amendment Act in late-2019

- 7 In November 2019, Parliament unanimously passed the Climate Change Response (Zero Carbon) Amendment Act and introduced the Zero Carbon framework. This framework provides for clear and stable climate change policies that contribute to the Paris Agreement's 1.5°C temperature goal and allow New Zealand to prepare for, and adapt to, the effects of climate change. It did this by establishing:
 - 7.1 the Climate Change Commission (Commission) to provide independent expert advice to Government on climate change matters and monitor progress towards the Government's mitigation and adaptation goals
 - 7.2 a domestic emissions reduction target, which draws a distinction between biogenic methane and all other greenhouse gases and includes target components for 2030 and 2050
 - 7.3 a system of emissions budgets to act as stepping stones to the emissions reduction target
 - 7.4 a requirement for emissions reduction plans that set out the policies and strategies for achieving the emissions budgets
 - 7.5 adaptation measures, including regular national climate change risk assessment and a national adaptation plan that responds to the risks identified.

This year will be critical in implementing key elements of the Zero Carbon framework and advancing New Zealand's transition

- 8 The Climate Change Response Act 2002 requires the Government to make decisions on the first three emissions budgets and the first emissions reduction plan by 31 December 2021. At the time the emissions budget is set and notified, the Minister must present to the House of Representatives a response to the Commission's recommendations. A copy of the emissions reduction plan must also be presented to the House before the emissions budget period commences on 1 January 2022.
- 9 These decisions are critical. The pace of New Zealand's transition to a low emissions and climate resilient future over the next fourteen years will be determined by the Government's decisions on emissions budgets. Decisions on the emissions reduction plan, on the other hand, will determine how New Zealand manages this transition and are an opportunity to progress the transformational change needed. These decisions will involve every sector of the economy, including agriculture and forestry, transport,

building and construction, waste, and heat, industry and power. Decisions will also be needed on cross-cutting issues and system changes, which will include the finance system, infrastructure and planning.

- 10 These decisions will send a strong signal to New Zealand businesses and industry, in turn providing households with more low emissions options. They are also likely to attract international interest if decisions made on the emissions reduction plan can significantly decrease domestic emissions in a manner that makes a fair and proportionate contribution to global efforts to limit average temperature rise under the Paris Agreement.

Analysis

- 11 To drive progress, urgent decisions are needed on the scope of the emissions reduction plan, the process and timeframes for delivering the emissions reduction plan, and agency and Ministerial accountability for each of its components.

Confirming the scope of the emissions reduction plan

The Climate Change Response Act 2002 sets out requirements for the emissions reduction plan

- 12 The Climate Change Response Act 2002 requires the emissions reduction plan to contain:
- 12.1 sector-specific policies to reduce emissions and increase removals (i.e. across agriculture, forestry, transport, building and construction, waste, and heat, industry and power)
 - 12.2 a multi-sector strategy to meet emissions budgets and improve the ability of those sectors to adapt to the effects of climate change
 - 12.3 a strategy to mitigate the impacts on employees and employers, regions, iwi and Māori, and wider communities, including the funding for any mitigation action
 - 12.4 any other policies or strategies that the Minister of Climate Change considers necessary.

Accountability for delivering and implementing the emissions reduction plan

- 13 Delivering the emissions reduction plan will continue to require significant effort and collaboration across multiple government agencies, including the Ministry for Primary Industries, the Ministry of Business, Innovation and Employment, the Ministry of Transport, the Ministry of Housing and Urban Development, the Treasury, the Energy Efficiency and Conservation Authority and Waka Kotahi (New Zealand Transport Agency). It will also involve work from multiple teams within the Ministry for the Environment. The Ministry of Foreign Affairs and Trade has a substantive role to play in delivering Part I, which includes the international facing components.
- 14 To progress this work, the Ministers responsible for these portfolios will need to ensure that their work programmes are prioritised to direct resources within agencies to deliver this work to the timeframes agreed. I recommend that Cabinet agree to the responsibilities for delivering content for the emissions reduction plan, as set out in Table 1 (noting that the structure of the emissions reduction plan may evolve).

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s 9(2)(g)(i)



- 15 There are a number of governance arrangements in place to create accountability for this work and drive the delivery of the emissions reduction plan. These arrangements include the Climate Response Ministerial Group⁵ and, at the agency level, regular meetings of the Climate Change Chief Executives Board.⁶
- 16 Once the emissions reduction plan is in place, there will be a continued need for Ministers and agencies to work together to ensure that the policies are progressed and implemented effectively. Within the emissions reduction plan itself, accountability can be provided by identifying the responsible agencies and the applicable timeframes (e.g. for sequencing advice/action, consultation and implementation).

⁵ The Climate Response Ministerial Group is chaired by the Prime Minister and will provide direction on climate action and progress. Cabinet will remain the decision maker. Please note that in 2021, the Group's focus will be on responding to the Climate Change Commission's advice, delivering the first three emissions budgets and the emissions reduction plan.

⁶ The Climate Change Chief Executives Board will continue to govern public service agencies and will receive direction from Ministers.

- 17 The Climate Change Response Act 2002 also provides transparency and accountability by requiring the Commission to monitor and report on the Government's progress towards the emissions budgets, including the adequacy and implementation of the emissions reduction plan. This will involve annual reports and a comprehensive review at the end of each emissions budget period, to which the Government must formally respond.

The emissions reduction plan should meet requirements for a quality government strategy

- 18 I propose that the emissions reduction plan satisfies agreed criteria for a quality government department strategy. For example, it should be publicly available, nationally focused and have a long-term view.

The emissions reduction plan can form the basis of New Zealand's long-term low emissions development strategy

- 19 As a Party to the Paris Agreement, New Zealand is encouraged to submit a long-term low emissions development strategy to the United Nations Framework Convention on Climate Change that sets out the pathway(s) for achieving our long-term mitigation goals.

- 20 The contents of the emissions reduction plan will largely align with those of a long-term low emissions development strategy. For example, both will contain an outlook to 2050 and indicate the transformational change needed to achieve New Zealand's long-term emissions reduction goals.

- 21 As such, I recommend that the first emissions reduction plan is submitted as New Zealand's long-term low emissions development strategy, with the addition of some material that details New Zealand's national circumstances and contextualises our emissions reduction journey.

A phased approach to the emissions reduction plan will allow us to put our best foot forward

- 22 I propose that New Zealand takes a modular approach to the emissions reduction plan. Table 2 details the components that would be included in each of the two phases.

Table 2: Proposed phasing of the emissions reduction plan

Completion date	Proposed scope of the emissions reduction plan
By COP26. Cabinet decisions are likely to be required in September – October 2021.	Part I – Introduction <ul style="list-style-type: none"> • 2050 outlook/vision • The role of Māori in the transition (outline) • Description of emissions budgets (if Cabinet decisions have been taken) and the Climate Change Commission’s advice • New Zealand’s national circumstances • New Zealand’s international and domestic commitments and responsibilities, including the role we play in the Pacific

s 9(2)(f)(iv)

Delivering the first part of the emissions reduction plan by COP26 will allow New Zealand to show leadership on the international stage

23 I propose that the first, more internationally facing introduction (Part I) is submitted to the United Nations Framework Convention on Climate Change before COP26. This will be the first instalment of New Zealand’s long-term low emissions development strategy.

24 By submitting the emissions reduction plan as our long-term low emissions development strategy, New Zealand will not only be able to share the vision for

⁷ This will fulfil the requirements for a distributional impact strategy

⁸ This will fulfil the requirements for the multi-sector strategy

⁹ This will fulfil the requirements for sector-specific policies

economy-wide transformation out to 2050, but describe the emissions budgets to 2035 and the measures we will take to achieve them. COP26 (1-12 November 2021) is an opportunity to showcase this work and show leadership on the international stage.

Delivering Parts II, III and IV of the emissions reduction plan by December 2021 will allow more time to satisfy the process steps in the Climate Change Response Act 2002

- 25 The Climate Change Response Act 2002 sets out a high level process for delivering the emissions reduction plan. This includes the Commission providing advice on the direction of policy needed to achieve proposed emissions budgets. It also requires the Government to formally respond to the Commission's advice when it sets the emissions budgets (including an explanation if the Government departs from the Commission's recommendations) and the emissions reduction plan. While the Commission's advice will be high-level, detailed policies that 'add up' to the first emissions budget are required for the emissions reduction plan. Policies and strategies may also look out to the second and third emissions budget periods.
- 26 The Climate Change Response Act 2002 also requires the Minister of Climate Change to be satisfied that consultation on the emissions budgets and emissions reduction plan has been adequate and, if necessary, undertake additional consultation. In considering the adequacy of consultation, the Minister may consider the consultation undertaken by the Commission and by agencies on policies that will be included in the emissions reduction plan.
- 27 The recommended phasing will allow more time to work through these process steps, including developing and consulting on the detailed policies and strategies that are required under the Climate Change Response Act 2002.

28 s 9(2)(f)(iv)

Financial Implications

- 29 This paper has no financial implications.
- 30 The final emissions reduction plan will have financial implications, which will be outlined in the Cabinet paper(s) seeking final policy decisions.

Legislative Implications

- 31 This paper has no legislative implications.
- 32 The final emissions reduction plan will have legislative implications. These will be outlined in the Cabinet paper(s) seeking final policy decisions.

Impact Analysis

Regulatory Impact Statement

- 33 This paper does not contain any policy proposals and does not require a regulatory impact statement.

- 34 The policies and strategies comprising the emissions reduction plan will need to meet the applicable requirements, however.

Climate Implications of Policy Assessment

- 35 The Climate Implications of Policy Assessment (CIPA) team has been consulted and confirms that the CIPA requirements do not apply as there is no direct emissions impact at this stage. The climate implications of the policies and strategies comprising the emissions reduction plan will be outlined in papers seeking final policy decisions.

Population Implications

- 36 This paper has no population implications.
- 37 The population implications of policies and strategies progressed as part of the emissions reduction plan will be outlined in papers seeking final policy decisions from Cabinet.

Human Rights

- 38 The proposals in this paper do not have any immediate human rights implications.

Te Tiriti o Waitangi

- 39 The proposals in this paper do not have any implications under Te Tiriti o Waitangi.
- 40 It is generally accepted that climate change is likely to have disproportionate impacts on iwi and Māori. The emissions reduction plan will seek to identify distributional impacts, including on iwi/Māori, and how these can be mitigated. This work will be informed by iwi/Māori consultation.

Consultation

- 41 The following agencies have been consulted on the proposals in this paper: Treasury, Ministry of Business, Innovation and Employment, Ministry for Primary Industries, Ministry of Transport, Te Tūāpapa Kura Kāinga (Ministry of Housing and Urban Development), Kāinga Ora, Ministry of Foreign Affairs and Trade, Ministry of Social Development, Waka Kotahi (New Zealand Transport Agency), Energy Efficiency and Conservation Authority, Te Puni Kōkiri and Te Arawhiti. The Department of the Prime Minister and Cabinet (PAG) has been informed.

Communications

- 42 This paper does not include any new policy proposals and does not require government advertising or publicity at this stage.

Proactive Release

- 43 I intend to proactively release this Cabinet paper within 30 business days of decisions being confirmed by Cabinet.

Recommendations

The Minister of Climate Change recommends that the Committee:

- 1 **note** that the Climate Change Response Act 2002 requires the Government to publish the first three emissions budgets (2022-2025, 2026-2030, 2031-2035) and the first emissions reduction plan by 31 December 2021
- 2 **note** that the emissions reduction plan will set out the policies and strategies needed to achieve the emissions reductions and removals needed to meet the first emissions budget (2022-2025) and that it may also include policies and strategies for meeting the second (2026-2030) and third emissions budgets (2031-2035)
- 3 **note** that the 26th United Nations Climate Change Conference of the Parties (COP26) is scheduled to take place from 1-12 November 2021
- 4 **note** that delivering the emissions reduction plan will require significant work and collaboration across multiple agencies and Ministerial portfolios
- 5 **note** that the Climate Response Ministerial Group, chaired by the Prime Minister, will provide direction on climate action and progress and that Cabinet will remain the decision maker
- 6 **agree** that the Minister of Climate Change will be responsible for the introduction to the emissions reduction plan (Part I), which will be led by the Ministry for the Environment with support from the Ministry of Foreign Affairs and Trade
- 7 **agree** that the Minister of Climate Change will be responsible for content on the transition strategy and pathway (Part II), which will be led by the Ministry for the Environment with support from other agencies
- 8 **agree** that the Minister of Climate Change will be responsible for content on the role of Māori in the transition to a low emissions economy (Part II), which will be led by the Ministry for the Environment with support from Te Puni Kōkiri and the Ministry of Business, Innovation and Employment
- 9 **agree** that the Minister for Economic and Regional Development will be responsible for content on ensuring an equitable transition (Part II), which will be led by the Ministry of Business Innovation and Employment and the Ministry for Social Development, with support from the Ministry for the Environment, Treasury and other agencies
- 10 **agree** that the Minister of Climate Change will be responsible for content on the role of central Government and others (Part III), which will be led by the Ministry for the Environment with support from the Public Service Commission, the Ministry of Business, Innovation and Employment, the Ministry of Foreign Affairs and Trade and Treasury
- 11 **agree** that the Minister of Finance, the Minister of Climate Change and the Minister of Commerce and Consumer Affairs will share responsibility for content on funding and finance (Part III), which will be led by Treasury and the Ministry for the Environment with support from the Ministry of Business Innovation and Employment
- 12 **agree** that the Minister of Climate Change, the Minister of Agriculture and the Minister of Forestry will share responsibility for the content on emissions pricing (Part

III), which will be led by the Ministry for the Environment with support from the Ministry of Primary Industries and other agencies

- 13 **agree** that the Minister for the Environment, the Minister of Climate Change, the Minister for Infrastructure and the Minister of Housing and Urban Development will share responsibility for content on planning (Part III), which will be led by the Ministry for the Environment, Te Tūāpapa Kura Kāinga (Ministry of Housing and Urban Development), the Ministry of Transport, Te Waihanga and Treasury
- 14 **agree** that the Minister for Research Science and Innovation will be responsible for content on research, science and innovation (Part III), which will be led by the Ministry of Business, Innovation and Employment with support from the Energy Efficiency and Conservation Authority, the Ministry of Primary Industries and the Ministry for the Environment
- 15 **agree** that the Minister for Transport will be responsible for content on the transport sector (Part IV), which will be led by the Ministry of Transport with support from Waka Kotahi (New Zealand Transport Agency)
- 16 **agree** that the Minister of Energy and Resources will be responsible for content on the heat, industry and power sector (Part IV), which will be led by the Ministry of Business Innovation and Employment with support from the Energy Efficiency and Conservation Authority
- 17 **agree** that the Minister for Building and Construction will be responsible for content on the building and construction sector (Part IV), which will be led by the Ministry of Business, Innovation and Employment with support from Te Tūāpapa Kura Kāinga (the Ministry of Housing and Urban Development), Kāinga Ora and the Energy Efficiency and Conservation Authority
- 18 **agree** that the Minister of Agriculture will be responsible for content on the agriculture sector (Part IV), which will be led by the Ministry of Primary Industries
- 19 **agree** that the Minister for the Environment will be responsible for content on the waste sector and hydrofluorocarbons (Part IV), which will be led by the Ministry for the Environment
- 20 **agree** that the Minister of Forestry will be responsible for content on the forestry sector (Part IV), which will be led by the Ministry of Primary Industries
- 21 **agree** that the emissions reduction plan will identify the agencies responsible for progressing and implementing the policies and strategies included
- 22 **agree** that developing the emissions reduction plan will be an iterative process and there needs to be some flexibility to adjust the proposed structure outlined in Table 1
- 23 **direct** officials to prioritise the work described in recommendations 6 - 20, consistent with delivering to the timeframes set out in the decisions above and the Government's declaration of a climate emergency
- 24 **agree** that the emissions reduction plan satisfies agreed criteria for a quality government strategy
- 25 **note** that the purpose of Parties to the Paris Agreement communicating a long-term low emissions development strategy is to build confidence in progress towards long-

term mitigation goals and that, for New Zealand, this material will align with the requirements for the emissions reduction plan

26 s 9(2)(f)(iv) [Redacted]

27 **agree** that the introduction to the emissions reduction plan (Part I) will be completed by COP26 and submitted as the first part of New Zealand's long-term low emissions development strategy s 9(2)(f)(iv) [Redacted]

Authorised for lodgement

Hon James Shaw

Minister of Climate Change

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Cabinet Business Committee

Minute of Decision

This document contains information for the New Zealand Cabinet. It must be treated in confidence and handled in accordance with any security classification, or other endorsement. The information can only be released, including under the Official Information Act 1982, by persons with the appropriate authority.

Scope, Process, Timeframes and Accountability for Delivering the Emissions Reduction Plan in 2021

Portfolio **Climate Change**

On 19 April 2021, the Cabinet Business Committee:

Background

- 1 **noted** that the Climate Change Response Act 2002 requires the government to publish the first three emissions budgets (2022-2025, 2026-2030 and 2031-2035) and the first emissions reduction plan by 31 December 2021;
- 2 **noted** that the emissions reduction plan:
 - 2.1 will set out the policies and strategies needed to achieve the emissions reductions and removals needed to meet the first emissions budget (2022-2025);
 - 2.2 may also include policies and strategies for meeting the second (2026-2030) and third emissions budgets (2031-2035);
- 3 **noted** that the 26th United Nations Climate Change Conference of the Parties (COP26) is scheduled to take place from 1-12 November 2021

Ministerial and Agency Responsibility

- 4 **noted** that delivering the emissions reduction plan will require significant work and collaboration across multiple agencies and Ministerial portfolios;
- 5 **noted** that the Climate Response Ministerial Group, chaired by the Prime Minister, will provide direction on climate action and progress, and that Cabinet will remain the decision maker;
- 6 **agreed** that the Minister of Climate Change be responsible for the introduction to the emissions reduction plan (Part I), which will be led by the Ministry for the Environment with support from the Ministry of Foreign Affairs and Trade;
- 7 **agreed** that the Minister of Climate Change be responsible for content on the transition strategy and pathway (Part II), which will be led by the Ministry for the Environment with support from other agencies;

- 8 **agreed** that the Minister of Climate Change be responsible for content on the role of Māori in the transition to a low emissions economy (Part II), which will be led by the Ministry for the Environment with support from Te Puni Kōkiri and the Ministry of Business, Innovation and Employment;
- 9 **agreed** that the Minister for Economic and Regional Development be responsible for content on ensuring an equitable transition (Part II), which will be led by the Ministry of Business Innovation and Employment and the Ministry of Social Development with support from the Ministry for the Environment, Treasury and other agencies;
- 10 **agreed** that the Minister of Climate Change be responsible for content on the role of central government and others (Part III), which will be led by the Ministry for the Environment with support from the Public Service Commission, the Ministry of Business, Innovation and Employment, the Ministry of Foreign Affairs and Trade, and Treasury;
- 11 **agreed** that the Minister of Finance, the Minister of Climate Change and the Minister of Commerce and Consumer Affairs will share responsibility for content on funding and finance (Part III), which will be led by Treasury and the Ministry for the Environment with support from the Ministry of Business Innovation and Employment;
- 12 **agreed** that the Minister of Climate Change, the Minister of Agriculture and the Minister of Forestry will share responsibility for the content on emissions pricing (Part III), which will be led by the Ministry for the Environment with support from the Ministry for Primary Industries and other agencies;
- 13 **agreed** that the Minister for the Environment, the Minister of Climate Change, the Minister for Infrastructure, and the Minister of Housing and Urban Development will share responsibility for content on planning (Part III), which will be led by the Ministry for the Environment, Te Tūāpapa Kura Kāinga (Ministry of Housing and Urban Development), the Ministry of Transport, Te Waihanga and Treasury;
- 14 **agreed** that the Minister of Research Science and Innovation be responsible for content on research, science and innovation (Part III), which will be led by the Ministry of Business, Innovation and Employment with support from the Energy Efficiency and Conservation Authority, the Ministry for Primary Industries, and the Ministry for the Environment;
- 15 **agreed** that the Minister for Transport be responsible for content on the transport sector (Part IV), which will be led by the Ministry of Transport with support from Waka Kotahi (New Zealand Transport Agency);
- 16 **agreed** that the Minister of Energy and Resources be responsible for content on the heat, industry and power sector (Part IV), which will be led by the Ministry of Business, Innovation and Employment with support from the Energy Efficiency and Conservation Authority;
- 17 **agreed** that the Minister for Building and Construction be responsible for content on the building and construction sector (Part IV), which will be led by the Ministry of Business, Innovation and Employment with support from Te Tūāpapa Kura Kāinga (the Ministry of Housing and Urban Development), Kāinga Ora and the Energy Efficiency and Conservation Authority;
- 18 **agreed** that the Minister of Agriculture be responsible for content on the agriculture sector (Part IV), which will be led by the Ministry for Primary Industries;
- 19 **agreed** that the Minister for the Environment be responsible for content on the waste sector and hydrofluorocarbons (Part IV), which will be led by the Ministry for the Environment;

- 20 **agreed** that the Minister of Forestry be responsible for content on the forestry sector (Part IV), which will be led by the Ministry for Primary Industries;
- 21 **agreed** that the emissions reduction plan will identify the agencies responsible for progressing and implementing the policies and strategies included;
- 22 **agreed** that developing the emissions reduction plan will be an iterative process, and that there needs to be some flexibility to adjust the proposed structure outlined in Table 1 in the paper under CBC-21-SUB-0044;
- 23 **directed** officials to prioritise the work described in paragraphs 6 – 20 above, consistent with delivering to the timeframes set out above and the government’s declaration of a climate emergency;

Long-term low emissions development strategy

- 24 **agreed** that the emissions reduction plan satisfies agreed criteria for a quality long-term low emissions development strategy;
- 25 **noted** that:
- 25.1 the purpose of Parties to the Paris Agreement communicating a long-term low emissions development strategy is to build confidence in progress towards long-term mitigation goals;
- 25.2 for New Zealand, this material will align with the requirements for the emissions reduction plan;
- 26 § 9(2)(f)(iv)
- 27 **agreed** that the introduction to the emissions reduction plan (Part I) be completed by COP26 and submitted as the first part of New Zealand’s long-term low emissions development strategy, § 9(2)(f)(iv)

Rachel Clarke
Committee Secretary

Present:

Rt Hon Jacinda Ardern (Chair)
Hon Grant Robertson
Hon Kelvin Davis
Hon Dr Megan Woods
Hon Carmel Sepuloni
Hon Andrew Little
Hon David Parker
Hon Nanaia Mahuta
Hon Poto Williams
Hon Damien O’Connor
Hon Stuart Nash
Hon Kris Faafoi
Hon Michael Wood
Hon Dr Ayesha Verrall
Hon James Shaw

Officials present from:

Office of the Prime Minister
Department of the Prime Minister and Cabinet