



COVERSHEET

Minister	Hon Dr Megan Woods	Portfolio	Energy and Resources
Title of Cabinet paper	Just Transitions: Report back and next steps	Date to be published	23 September 2019

List of documents that have been proactively released

Date	Title	Author
01/08/2019	Just Transitions: Report back and next steps	Office of Minister of Energy and Resources
07/08/2019	DEV-19-MIN-0207	Cabinet Office

Information redacted

YES

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- Confidential advice to Government
- To protect the privacy of natural persons.

IN CONFIDENCE

Office of the Minister of Energy and Resources
Chair, Cabinet Economic Development Committee

JUST TRANSITIONS: REPORT BACK AND NEXT STEPS

Proposal

1. This paper reports back to Cabinet on the past work and future plans of the Government's Just Transitions Unit (JTU). It sets out what the JTU has achieved so far and what it intends to do following the securing of JTU funding through Budget 2019.

Executive Summary

2. Transitioning to a clean, green and carbon neutral New Zealand is a key outcome of the Government's strategy for a more productive, sustainable and inclusive economy. As recognised in the Paris Agreement on climate change, a just transition is imperative for the workforce and the creation of decent work and quality jobs. A just transition is also understood by many New Zealanders to be a critical process to support enduring positive outcomes for communities, sectors and regions.
3. The Just Transitions Unit (JTU) was established last year to help shape and co-ordinate the work to support a just transition process for Aotearoa – New Zealand to transition to a low emissions economy. The JTU is partnering with others to build an understanding of transition pathways, finding and supporting new opportunities that will arise during transitions, and is improving our understanding of how transitions may impact different communities, regions and sectors in New Zealand.
4. Since the JTU was established it has delivered a successful national Just Transition Summit and made significant progress with the Taranaki region in planning for their transition to a low emissions future. The partnership has led to a shift in focus from being largely concerned around uncertainty and what may be lost; to more of a focus on the opportunities emerging and on building a solid relationship and momentum for positive change. Through the partnership, Taranaki has produced a transition plan (the Taranaki 2050 Roadmap) setting out a shared vision of success in the year 2050. The JTU has also provided advice and support across Government to ensure that the climate change architecture and other Government priorities are incorporating a just transitions lens.
5. The use of a just transitions approach has emphasised the strong desire for stakeholders and Māori to be treated as partners by the Government in transition planning and action. The use of co-design and openness to collaboration in Taranaki has been welcomed by stakeholders. However, it is important to emphasise how resource intensive this approach is. Managing the expectations around what the Government can resource and support is an ongoing consideration of the JTU, and should also be a consideration for other agencies and Ministers.

6. While the JTU work should be considered largely successful to date, it is still early in the just transition journey for New Zealand. The work of the JTU has helped the Taranaki region to reach agreement on a shared vision of a low emissions future, but there is a great deal of work that still needs to be done. Maintaining a just transitions approach will require maintaining a commitment to partnership and support for affected partners. It will be an ongoing and iterative process for the Government to consider whether the right settings are in place to ensure people affected by change are really going to be supported.
7. Budget 2019 has seen funding dedicated to furthering the just transitions work. This future work programme will continue to focus on the JTU partnership with the Taranaki region and building an understanding of the impacts and opportunities arising from transition. The funding will also cover some Future of Work activity, including support for priority areas identified by the Tripartite Future of Work Forum.
8. While there are many different parts of Government already using a just transition style approach to their work with stakeholders and on issues, there remains a public interest in whether the Government intends to extend the JTU partnership to another region or community in New Zealand. Because of the resource intensity required and the new-ness of the approach, I propose that a JTU partnership elsewhere is not committed to until a review is completed in 2020 to better understand how the JTU partnership has operated in practice. If a compelling case can be made for extending the JTU partnership to another region then further resourcing is likely to be required.
9. A partnership approach does not need to be restricted to regions, or be led by the JTU. Looking ahead we may wish to consider whether we should extend such an approach to assist the primary sector and communities where the primary sector is dominant to transition to a low emissions future. Officials are preparing some background material on a framework for managing transitions for discussion at an upcoming DEV strategic discussion in August 2019. This work is likely to include a rural focus.

Background

10. Transitioning to a clean, green and carbon neutral New Zealand is a key outcome of the Government's strategy for a more productive, sustainable and inclusive economy. As recognised in the Paris Agreement on climate change, a just transition is imperative for the workforce and the creation of decent work and quality jobs. A just transition is also understood by many New Zealanders to be a critical process to support enduring positive outcomes for communities, sectors and regions.
11. To help shape and co-ordinate the work that supports a just transition process, the Just Transitions Unit (JTU) was established within the Ministry of Business, Innovation and Employment (MBIE) in May 2018. The JTU was set the purpose of partnering between the five pou - government, Māori, business, the workforce, and communities to:
 - 11.1. Build an understanding of the potential pathways to transform our economy (to one that is low emissions);
 - 11.2. Identify, create and support new opportunities, new jobs, new skills and new investments that will emerge from the transition; and

- 11.3. Better understand how the transition might impact on different communities, regions or sectors and make choices about how we manage these impacts in a just and inclusive way.
12. Taking a just transition approach is important for ensuring we manage change effectively. The approach builds and maintains the social licence necessary to realise our ambition for a low emissions economy that is productive, sustainable and inclusive.
13. In September 2018 Cabinet considered the strategic approach that a just transition would take in New Zealand. The Cabinet Economic Development Committee (DEV) noted that it had discussed the paper and that the Minister of Energy and Resources would report back on a just transitions work programme [DEV-18-MIN-0215 refers].

Just Transitions Unit work since establishment

14. The just transitions approach is not exclusive to any one part of government, and there are many areas where this approach is increasingly being used. When it was established last year, I tasked the JTU with progressing the transitional approach across our climate change work:
 - 14.1. **Partnership:** working with the Taranaki region to plan for a low emissions future (with a particular focus on the energy sector)¹;
 - 14.2. **Shared vision:** to deliver a national Just Transition Summit that would kick-start a national conversation about New Zealand's transition to a low emissions future,
 - 14.3. **Economic advice:** to support climate change processes with a particular focus on building our evidence base around the distributional impacts of proposed changes; and
 - 14.4. **Working with other government agencies:** To ensure a just transition lens is used in the development of policy and operational work.
15. A table setting out the JTU work undertaken since its establishment is attached as **Annex One.**

The JTU work focuses on transitioning to a low emissions economy

16. While a 'just transition' can consider many different aspects of change, the JTU has focussed on the transition to a low emissions economy. The advice and partnership of the JTU has therefore been focussed on lowering, or mitigating, greenhouse gas emissions.
17. In addition to mitigating New Zealand's emissions, the Government is also working on the need for adaptation to the expected effects of climate change. While the JTU does not primarily focus on adaptation transition, it does work alongside other agencies that are focussed on adapting to climate change. There are a number of

¹ In April 2018 the Government announced it would end the granting of new offshore oil exploration in New Zealand and limit new exploration permits to onshore Taranaki. This is a decision that looks to the future and provides the opportunity to take a managed, responsible transition that protects jobs, gives industry certainty to plan and supports local communities.

government teams working on aspects of adaptation, including the Department of Internal Affairs and Ministry for the Environment.

The partnership approach is highly valued by stakeholders and can contribute to enduring outcomes

18. The JTU approach reiterates a strong desire for stakeholders and Māori to be treated as partners by the Government in transition planning and action. The use of co-design and openness to collaboration has been welcomed by stakeholders. Importantly, the partnership has led to a shift in focus in engagement, from being largely concerned around uncertainty and what may be lost, to more of a focus on the opportunities emerging and on building a solid relationship and momentum for positive change.
19. The JTU partnership approach has necessitated working differently to more traditional government practices and embracing innovation into the design of solutions. Having the Government participating as a partner and reliant on the contributions and control of other partners to deliver government objectives (as has been the case in Taranaki) has been a departure from the norm, but it is this trust and openness that has been critical to what the JTU has been able to achieve in the past year.
20. During this time, several strengths of the approach taken have become evident. The table below illustrates what those strengths are, and what they look like in practice.

Table One: Strengths of the partnership approach

Strength of approach	What this looks like
<p>20.1. Combining partnership delivery with advice for the development of just transitions policy: The JTU has used an approach of having the same team to give both just transitions advice in Wellington with on-the-ground implementation in Taranaki. This has allowed for a more agile responsiveness to partnership needs and better informed advice to Ministers on transition planning and preparation.</p>	<p>JTU staff and leadership attending workshops, leadership meetings and hui in Taranaki, working directly with Māori and stakeholders.</p> <p>JTU coordination of engagement across government agencies to bring in relevant expertise to transition issues (e.g. education, primary industries, energy experts).</p>
<p>20.2. Support for co-creation design:² Approaching issues openly as to what the goals should be and how they will be achieved is both a departure from typical policy development and critical to getting support and buy-in from local communities.</p>	<p>Beginning the Taranaki Roadmap process with no pre-set goals or strategies, and therefore empowering the co-creators to determine what to aim for and how to get there.</p> <p>Having subject matter experts contribute on a level footing with other participants</p>

² Co-creation is a process that brings different parties together in order to jointly produce a mutually valued outcome. The Taranaki region (through Venture Taranaki) instigated the use of a co-creation approach, which was then supported by the JTU. Other regions, communities or sectors may wish to adopt a different creation process when developing their own transition planning frameworks.

<p>This approach has also extended to sharing control and decision making with other parties to the co-creation process.</p>	<p>rather than directing the process or deciding the content (i.e. everybody's contributions are equally valuable).</p> <p>Using Taranaki's regional leadership to determine the final form and content of the transition plan (where the government's influence is equitable to the influence of the other pou).</p>
<p>20.3. Advocating for the interests of partners: It is not always sufficient to take a passive stance when transition partners are attempting to participate in the process. The JTU has advocated for the meaningful participation of the five pou across other stakeholders and government agencies using their influence and leverage.</p>	<p>Supporting unions to develop a "Just Transition" training course that can be used to enable workers to more effectively engage in just transition processes, and then advocating for the success and approval of that course through the various decision makers across Government.</p> <p>Providing extra complementary tickets to attend and engage with the National Summit for groups who found the event pricing beyond their means.</p>

21. During this time, insights have been observed about what is needed to ensure partnerships are productive and ultimately successful:
- 21.1. **Partnership is highly valued but resource intensive:** It takes significant levels of time and effort to build relationships, identify common interests and purpose, and agree on how to work together – and that is before the substantive work can even begin. The establishment of the partnership with Taranaki was essential to achieving inclusiveness and collaboration, but was more resource-hungry than a standard operating approach of either developing a plan in-house or appointing a consultancy to undertake the work required, with consultation occurring only after a plan has been substantially developed.
 - 21.2. There has also been an ongoing need to manage stakeholder expectations around how much resource and funding the Government will bring to a partnership. Both the JTU and other government units working in Taranaki at times have needed to manage a heightened sense of expectation that can arise when the Government announces it will be focusing on a particular place or issue. This risk is best managed through ongoing communication and an ongoing commitment to explore what is possible within existing available resources.
 - 21.3. **Leadership is critical to success and ownership of change:** Although not a unique lesson to the JTU experience, the last 12 months have reinforced the importance of having mandated leaders driving transformation processes. We can compare the experiences before and after the establishment of the Taranaki Transition Leadership Group. Before the group was formed, JTU staff organising workshops faced difficulties getting buy-in, understanding and support from the region. After the formation of the group, regional support was

buoyed by the local leadership, and a sense of ownership has grown around the transition process.

21.4. Māori partnership is critical to success and will take us time and effort to improve: There can often be a mismatch between typical government projects and a successful Māori partnership. Two significant issues noted from the JTU experience are that (i) government projects often have terms of reference and objectives set before they are tested with Māori, and (ii) that timeframes for completion of milestones do not allow for meaningful engagement. The JTU experience has therefore been impacted by these limitations, and the subsequent impacts on the Taranaki transition partnership and desired outcomes. Recognising these issues, the JTU will be working towards improving the partnership going forward - work that will be aligned with this Government's expectations for engaging with Māori.³

21.5. The need to balance the national perspective with support for partner needs: As described above, the just transitions approach includes advocacy to enable partners to be included in the transition process. However, the JTU's role as a part of a Government agency requires it to balance taking the perspective of what is best for New Zealand with the needs of transition partners. The JTU has found that balance is best achieved through support for initiatives which are mutually beneficial for both partners; such as the National New Energy Development Centre (both a cornerstone investment for the Taranaki transition and a nationally valuable investment).

An independent review will help to inform an assessment of the partnership

22. Currently MBIE is procuring an independent review of the JTU partnership approach with Taranaki. The purpose of the review is to independently assess what the strengths of the approach have been so far, and identify what might be done differently to improve outcomes and transition success.
23. The review has not yet commenced, but is expected to be largely complete by early 2020.

Future of the just transition work

24. A just transition inherently requires taking a long term view to planning and change. Therefore, the just transitions approach and the work of the JTU are only just beginning. Through Budget 2019/20, MBIE has been provided with an additional \$1.639 million per annum to fund its just transitions activities. This will enable the JTU to:
- 24.1. Continue the regional partnership approach in Taranaki
 - 24.2. Fulfil MBIE's economic development/just transitions role in supporting the proposed new climate change architecture

³ The Crown engagement with Māori framework is administered by Te Arawhiti and promotes the effective engagement with Māori to help deliver improved outcomes. It is focussed on early engagement, inclusivity and thinking broadly.

24.3. Embed worker transitions as an integral part of the regional partnership approach.

Continuing the Taranaki partnership

25. While the JTU work should be considered largely successful to date, it is still early in the just transition journey for New Zealand. The initial phase of the Taranaki partnership has been focussed on building relationships and developing a shared vision of success. The tangible results of the partnership to date can be seen in the Taranaki 2050 Roadmap, launched at the National Just Transition Summit in May this year. The Roadmap offers a shared vision of a low emissions future in the Taranaki region in 2050.
26. The next phase of the partnership will build the strategies and actions needed to support the vision set out in the Roadmap using the momentum and relationships built over the last twelve months. Between July and December 2020, the Taranaki regional leadership group intends to oversee a number of working groups who will form action plans stemming from the Roadmap transition pathways.⁴
27. This next phase, and the ongoing success of the partnership, will require Government to respond to and enable the region's transition plans. The commitment to Taranaki needs to take a long term view and sufficient resourcing and focus for the foreseeable future. The Taranaki region is clear that momentum, goodwill and local leadership must be maintained for credibility and to provide certainty to the region as it prepares to move to a low emissions future.⁵
28. The role of Government as supporter, enabler and facilitator of managed change will remain critical to the process. This requires working across agencies for expertise and contribution – meaning the need for cross-agency support will remain (and could increase).
29. This next phase is where trade-offs have to be considered and difficult conversations about costs and responsibilities have to be held. To date we have not reached these difficulties as the work has been focussed on identifying shared goals and purpose. As those areas of common ground are established we will reach the point where these decisions need to be made and trade-offs will be realised.
30. Areas where I expect trade-offs to be considered include:
 - 30.1. The degree of Government support for the region's transition strategy, especially for issues where Government policy has yet to be set, such as carbon capture and storage projects, or the role of blue hydrogen (which uses natural gas) in the transition. This would also include issues like the future

⁴ The pathways in the Taranaki 2050 Roadmap are: energy, food and fibre, people and talent, Māori economy, innovation and R&D, tourism, regulation, infrastructure and transport, health and wellbeing, arts, environmental sciences and measurement. These may be refined before action planning progresses.

⁵ Feedback from Taranaki is that a long-term commitment of Government partnership remains critical for people to continue to have belief in the 'just transition' approach, and that this is a multi-year or even multi-decade timeframe. The region notes that the idea of 'scaling back' at the point of completion of the next phase (action planning) would be a significant risk to the Government.

focus of local education institutes and the consideration of national changes versus regional preferences.

- 30.2. The speed at which the Government intends to transition and how the impact of that speed will affect transition plans of the region. This is relevant to decisions that the Government is anticipated to make shortly (e.g. responding to the interim Climate Change Committee (iCCC) reports and implementing the Climate Change Response Bill) that could have significant effects on key sectors in Taranaki other than the oil and gas sector, such as the agricultural sector and manufacturing industries that provide meaningful and well-paid jobs in the region.

Economic advice to support climate change processes

31. The Government will make a number of decisions over the next few years in response to climate change. The expected significance and scale of these decisions is such that they will re-shape New Zealand's economic future. These decisions will include (but are not limited to):
 - 31.1. Establishing a durable legal and institutional framework through the Climate Change Response Bill. Once the legislation is in place there will then be a series of decisions on response to carbon budgets set by the iCCC, including through the Emissions Reductions Plans to be set by Government.
 - 31.2. Reforming the New Zealand Emissions Trading Scheme (NZ ETS).
 - 31.3. Encouraging low emissions investment.
 - 31.4. Investing in research and development to support innovation.
 - 31.5. Put in place supporting key sector policies, complementary to the ETS.
 - 31.6. Responding to the iCCC's recommendations on emissions budgets for agriculture and accelerated electrification.
 - 31.7. Developing and implementing a Climate Implications of Policy Assessment tool to ensure decision makers understand the expected implications of those decisions on New Zealand's greenhouse gas emissions.
 - 31.8. Developing a National Climate Change Risk Assessment that will provide an overview of the hazards and threats of the physical impacts of climate change and consider the economic and social impacts on New Zealand as a whole.
 - 31.9. Developing a National Adaptation Plan which will respond to the national risk assessment. The Climate Change Commission will regularly report and monitor progress against the National Adaptation Plan.
32. The JTU will support these processes through its existing support and coordination with the Ministry for the Environment. The JTU's role is expected to remain as it has since establishment; understanding the potential transition pathways; identifying new opportunities and investments emerging from transition, and improving our understanding about distributional impacts and how to manage these impacts in a just and inclusive way.

The Future of Work

33. Alongside the work of the JTU, the Future of Work Tripartite Forum (the Forum) is taking a whole of labour market perspective on responding to the challenges and opportunities presented by the future of work.
34. “Just Transitions” is one the Forum’s four pillars, alongside Learning for Life, Technology, and Productivity in the Workplace. The Forum and the JTU have complementary functions. While both seek to protect the interests of workers in a changing environment, the JTU has focussed on the economic impacts of transitioning to a low emissions economy and regional partnering, where the Forum has focussed on the labour market more generally, with an emphasis on just transitions for workers.

Confidential advice to Government

38. Over the coming year, officials intend to make the most of these connections. This could include using the Taranaki partnership as a lens for the Forum’s work on industry transformation planning, learning for life, and worker transitions. This work will in part be funded through the Budget 2019 investment in the JTU, and the future of work programme.

Extending the regional partnership approach

39. The Taranaki just transition partnership has provided considerable insight on how the government can effectively partner with other regions, sectors or communities planning for, and undergoing, transitions in the future.
40. Importantly, the Taranaki partnership has also shown the intensity of resourcing required from government and the long term commitment that is needed to ground the partnership. As indicated in earlier sections, the JTU work in Taranaki is heading into a more challenging space this year through reaching the point where trade-offs and costs need to be considered.

41. Scope for the JTU to extend the regional partnership approach beyond Taranaki is limited (unless the intensity of our efforts with Taranaki are scaled back). The funding received in Budget 2019 does not provide for a JTU partnership extension to another region beyond Taranaki. If Ministers wish to replicate the approach elsewhere, funding will be needed to support such action.

There is no specific place that stands out for extending the JTU partnership approach

42. There are a number of places that have been considered for extending the partnership approach. To date, while there are many opportunities that could be realised through partnership with the JTU, there is no specific place that stands out more than others. In identifying future just transitions partnership activity, the Government should consider:
- 42.1. If special circumstances exist in other regions that would justify a tailored/targeted partnership approach to managing transitions (e.g. over-exposed industries, over-exposed employers)
 - 42.2. Whether a more joined-up cross-government approach would deliver better outcomes for the region
 - 42.3. The intensity of effort required by government to support the region through the transition process
 - 42.4. The potential to join up this process with future regional economic development work
43. The Government should also take into account the partnerships that already exist through teams and agencies other than the JTU. There are a considerable number of relationships between Government groups and partners that are working on transition-relevant matters, and who are likely to be making progress on preparing for a low emissions future as part of their work (noting this may be explicitly acknowledged or more implicit in the partnerships).⁶

Sectoral partnership approaches are planned across Government programmes

44. The just transitions partnership approach does not need to be restricted to regions. Increasingly, the issues that we are dealing with spill over into other types of transitions the New Zealand economy is, or will be, experiencing, such as technological and demographic changes.
45. The foundations of the just transition approach align strongly with the Government's economic strategy as well as other core programmes such as the welfare overhaul and the future of work.
46. Through our approach to industry policy, the focus on industry transformation plans (ITPs) bears similarities to the transition planning approach used by the JTU. The ITP approach to include Māori and a wide range of other industry stakeholders in

⁶ Examples include the Carbon Neutral Advantage partnership in the Southland region (between Venture Southland, the Ministry for the Environment and the Tindall Foundation), the Ministry for Primary Industries rural communities work or the regional economic action plans with the Provincial Development Unit.

developing plans is similar to the co-creation approach of just transition, and the long term nature of the plans mirrors that of just transition planning.

Confidential advice to Government

The primary sector could be considered as the next transition priority

48. During development of the just transitions work since the establishment of the JTU, it has become more evident that the primary sector is facing significant challenges across many regions. The cumulative impacts of the Government's implementation of policies to reduce emissions and transition to productive and sustainable land use are expected to be significant for the primary sector and for rural communities in particular.
49. While cross-Government initiatives are already underway to partner with and prepare rural communities and the primary sector for transition⁷, a cumulative assessment and response could still be of value. The upcoming background paper (for consideration by DEV in August 2019) is likely to include rural communities as an example of how a framework could be applied.

Consultation

50. Venture Taranaki, Ministry for the Environment, Ministry for Primary Industries, Te Arawhiti, Te Puni Kōkiri, Treasury, Ministry of Social Development, Ministry of Education, Tertiary Education Commission, Department of Conservation, the State Services Commission, the Energy Efficiency and Conservation Authority (EECA) have been consulted.
51. The Provincial Development Unit, Māori Economic Development Unit, Energy and Resource Markets branch and Labour and Immigration Policy branches within MBIE have been consulted.
52. The Department of the Prime Minister and Cabinet has been informed.

Financial Implications

53. There are no financial implications arising from this proposal.

Legislative Implications

54. There are no legislative implications arising from this proposal.

⁷ E.g. The Wellbeing Budget 2019 provided \$122.2 million in funding to enable the transition in agriculture.

Impact Analysis

55. Impact analysis requirements do not apply to this proposal.

Human Rights

56. There are no human rights implications arising from this proposal.

Gender Implications

57. There are no gender implications arising from this proposal.

Disability Perspective

58. There are no disability perspective implications arising from this proposal.

Publicity

59. There is no publicity planned from this proposal.

Proactive Release

60. I intend to proactively release this paper within 30 days of Cabinet consideration. The proactive release will be subject to redaction as appropriate under the Official Information Act 1982.

Recommendations

The Minister of Energy and Resources recommends that the Committee:

1. **Note** that the JTU was established to help shape and coordinate the work across Government in transitioning to a low emissions economy through the use of partnership, developing a shared vision and the provision of economic advice.
2. **Note** that the partnership approach implemented by the JTU is highly valued by stakeholders, but has been more resource intensive and requires different ways of working to typical government processes.
3. **Note** that maintaining a just transitions approach will require maintaining a commitment to partnership and support for partners, and that the Government will need to consider trade-offs and costs as partnerships progress to the implementation of transition plans.
4. **Agree** that the Government will continue to support the Taranaki Roadmap transition partnership.
5. **Note** that economic advice on climate change processes will continue to include a just transitions lens.

6. **Note** that both the Just Transitions and Future of Work programmes are focussed on supporting workers through transitions and empowering workers to support/drive the changes necessary to deliver a more productive, sustainable and inclusive economy (at both a regional and national level).
7. **Note** that over time the Government's Just Transition's programme is likely to increasingly merge with its Future of Work programme.
8. **Agree** that, at this stage, there is not a compelling case for extending the JTU's just transitions partnership approach beyond Taranaki, and there is insufficient resourcing available to do so.
9. **Note** that other work underway across Government, such as the development of Industry Transformation Plans, is underpinned by principles similar to those used by the JTU, albeit applied in a sectoral context.
10. **Note** that I intend to report back to Cabinet with further information on the just transitions work programme in 12 months, following the completion of an independent evaluation and further embedding of the partnership approach in Taranaki.

Authorised for lodgement
Hon Dr Megan Woods
Minister of Energy and Resources

Annex One: Just Transitions Unit: Work undertaken since establishment

Focus area	<p>Partnership</p> <p><i>Focussed on the Taranaki region transitioning away from the oil and gas sector to a low emissions future</i></p>	<p>Shared Vision</p> <p><i>Through the National Just Transition Summit held in May, kickstarting a national conversation about the transition to a low emissions future</i></p>	<p>Economic advice</p> <p><i>To support climate change processes (with a particular focus on building our evidence base around the distributional impacts of proposed changes)</i></p>	<p>Working with other government agencies</p> <p><i>To ensure a just transition lens is used in the development of policy and operational work as articulated in the all-of-government framework for climate change policy and decision-making</i></p>
Achievements	<p><i>Note that all achievements have been undertaken in conjunction with the collaboration, resourcing and agreement of other stakeholders.</i></p> <ul style="list-style-type: none"> • Establishment of a regional leadership group⁸ to drive the transition planning and engagement. • Delivery of a draft transition plan (the Taranaki 2050 Roadmap) • Community engagement via 29 workshops, 5 leadership meetings, resourcing of workshop attendance and support (including analysis and sense-making) drafting report. • Support for establishing the National New Energy Development Centre (NNEDC). 	<ul style="list-style-type: none"> • The National Just Transition Summit saw around 550 people attend two days in New Plymouth. • 50+ speakers from across the five pou for transition – including high profile names such as James and Suzy Cameron, Kate Raworth and Peter Garrett. • Attendees were international and local, and included workers, community and Māori participants, as well as business and government attendees. 5 Ministers attended. 	<ul style="list-style-type: none"> • Advice for responding to the Productivity Commission’s “Low Emissions Economy” paper • Advice on the Government’s Zero Carbon Amendment Bill • Advice on iCCC reports on emissions treatments for agriculture and accelerated electrification 	<ul style="list-style-type: none"> • Support for and coordination with the Transition Hub (based out of MfE) • Collaboration on Climate Implications of Policy Assessment tool

⁸ The Taranaki Transition Lead Group has been made up of 27 representatives from across the five pou, including local government, business, unions, iwi, and community groups. The General Manager of the Just Transitions Unit participated in this group as the representative from central government.