

He pepa whakamōhiotanga mō
te Minita tuarua | Briefing to the
incoming Associate Minister

Ministry of Transport
June 2022

PROACTIVELY RELEASED BY
TE MANATŪ WAKA MINISTRY OF TRANSPORT

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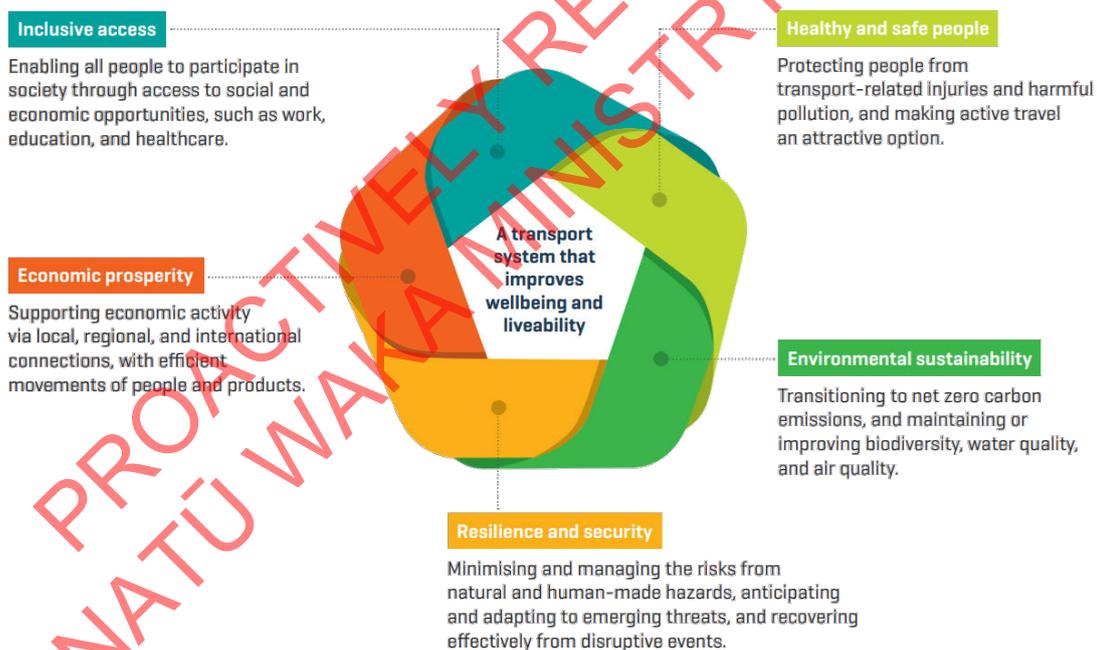
Introduction

Tēnā koe Minister, and congratulations on your appointment as Associate Minister of Transport.

This briefing gives you an overview of your delegated responsibilities along with some of the issues those responsibilities involve. The briefing does not make specific policy recommendations or ask for any decisions. We will give you separate advice when we seek decisions from you, and we will be available to discuss the issues raised here in more detail over the coming weeks.

Te Manatū Waka Ministry of Transport (the Ministry) is the Government's lead adviser on transport. The Ministry is equipped to provide you with robust, informed and evidence-based advice to support you in your role.

Our touchstone is the Transport Outcomes Framework, which supports our focus on wellbeing. The Transport Outcomes Framework guides the strategic direction of New Zealand's transport sector, which includes both the Ministry and the transport Crown entities, such as the Civil Aviation Authority (CAA), Maritime NZ and Waka Kotahi New Zealand Transport Agency (Waka Kotahi). Under the Transport Outcomes Framework, we are building a transport system that improves wellbeing and liveability by contributing to five key outcomes: inclusive access, healthy and safe people, economic prosperity, environmental sustainability, and resilience and security.



Within the strategic direction of the Transport Outcomes Framework, we will ensure the transport system meets New Zealanders' needs now and into the future. This will involve improving the overall long-term planning and performance of the transport system, getting good value for money for the Government's investment in the transport system and improving the performance of the Crown's transport entities. The Ministry does this through:

- advising on legislative, regulatory, and policy settings
- leading transport's medium and longer-term planning

- advising on transport investments, and overall funding levels and priorities
- acting on behalf of the Crown as ‘purchaser’ for key investment programmes funded outside of the National Land Transport Fund (NLTF)
- Crown agency governance, appointments, performance, and accountability
- operating Milford Sound Piopiotahi Aerodrome.

We will work with you and the Minister of Transport to deliver a programme of work that aligns with your priorities, and ensure you get the best possible advice so that the Government’s policy, regulatory and investment settings meet the future needs of the nation.

Although the Ministry plays a critical role in the transport sector, we are not a large organisation. We have a budget of around \$63 million per annum and 250 staff.

We have included biographies of the Ministry’s Senior Leadership Team (page 4), and supporting information as appendices.

The Ministry

Bryn Gandy
Acting Chief Executive
and Secretary for
Transport

(Deputy Chief
Executive – *System
Strategy & Investment*)



The Chief Executive of Te Manatū Waka is responsible for the effective running of the Ministry of Transport, and for delivery of advice across transport issues and the system.

As CE, Bryn is Chair of the Road to Zero Partnership and the Search and Rescue Council. He sits on Inter-agency Executive Boards for border management and resource management reform. The Ministry also provides advice and co-ordination in respect of maritime security, and the CE is Chair of the Maritime Security Officials Committee.

Bryn is an experienced senior public servant who has worked for more than twenty years in roles in transport, defence, justice, social services, internal affairs and health agencies.

Brent Johnston

Acting Deputy Chief Executive

System Strategy and Investment



Brent leads the System Strategy and Investment Group which advises government on system-level transport strategy and outcomes. It provides advice on, and some management of, transport infrastructure planning, funding and investment. The group connects this with other functions, and broader and place-based programmes that include or intersect with the transport outcomes.

Specific functions include: strategic policy and innovation, supply chain, investment, demand management and revenue, placemaking and urban development, generational investment, and Auckland.

Brent has been with the Ministry for 14 years and has held leadership roles across the organisation.

Allan Prangnell

Deputy Chief Executive

System Performance and Governance



Allan is an experienced leader in governance, policy and system leadership roles across both central and local government.

Allan has responsibility for Finance, Crown Entity Monitoring, Auckland Light Rail, Programme Assurance, Data and Analytics, Research Economic and Evaluation and the Emissions Programme Office.

Allan was previously Executive Director at the Department of Internal Affairs where he led the Government's Three Waters reform programme.

Allan brings strong stakeholder relationships to the Ministry, developed during his career where he focussed on the partnership between central government, local government and iwi.

Bronwyn Turley

Deputy Chief
Executive

*System and
Regulatory Design*



Bronwyn leads our System and Regulatory Design group and has been with the Ministry since August 2021. The functions she leads are Regulatory Design and Stewardship, Economic Regulation, Security and Resilience (including transport emergency management responses), Emissions Reduction Strategy, Safety and Mobility, COVID 19 transport response and the Search and Rescue Council Secretariat.

Bronwyn has leadership experience in several public sector agencies, in a career that has focussed on regulatory design and implementation.

Karen Lyons

Director – Auckland



Karen joined the Ministry in 2017 as Director Auckland. Based in Auckland the role involves overseeing a range of Ministry work in Auckland and working with key partners such as Auckland Council and Auckland Transport.

Before joining the Ministry, Karen held a range of general manager positions at Auckland Council within the economic, strategy and governance areas. This included leading the establishment of the unique governance model for Auckland Council as part of the amalgamation of councils. Earlier in her career Karen worked as an economist at the New Zealand Treasury and HM Treasury in London.

Karen is an experienced senior leader and holds many relationships across Auckland's public and private sector. She is motivated by working collaboratively across the transport and wider government sector to achieve the outcomes New Zealand needs.

Robyn Smith
Deputy Chief Executive
Te Kāhui Tangata
Corporate Services



Robyn leads our Corporate Services group and has been with the Ministry for 5 years. The functions she leads are Ministerial Services, Legal and Procurement, Risk, Human Resources, Information Technology, and Business Support.

Robyn has significant senior leadership experience developed during her 18 years working in the energy sector, both in New Zealand and Australia.

Paul Laplanche
Chief Financial Officer



Paul leads our financial management function and has been with the Ministry for 5 years. He oversees the use of over \$9B p.a. of Vote Transport funding and provides financial advice on Crown Agency funding, investment and policy initiatives.

Paul has a wealth of experience in the transport sector having previously held roles as Chief Financial Officer at Waka Kotahi and the Civil Aviation Authority and senior finance roles within Local Government.

Your delegated responsibilities

Your delegated responsibilities are set out in your delegation letter of 21 June 2022 from the Minister of Transport:

1. Engaging with regional communities and councils about the Government's policies and projects in the transport sector
2. Regional road safety, including taking a lead role in building positive relationships with local stakeholders, such as councils and communities
3. Search and Rescue (SAR)
4. The Essential Transport Connectivity (ETC) Scheme, including oversight of transportation matters relating to the Chatham Islands
5. The Milford Opportunities Project (MOP), including matters relating to the Milford Aerodrome
6. Management of the Regulatory Systems (Transport) Amendment Bill No. 2, and responsibility for its implementation
7. The Crown's relationship with joint venture airports
8. Coordinating an aviation sector leadership group (on emissions reduction)
9. Maritime New Zealand
10. The Civil Aviation Authority including the Aviation Security Service.

This briefing contains a more detailed explanation of your delegated responsibilities. Some include specific projects, such as the Milford Opportunities Project, while others cover broader topics, such as regional engagement.

We anticipate close engagement with the Minister of Transport will be required, particularly in areas where your responsibilities are part of a broader work programme or where the Minister of Transport has retained responsibility for funding decisions.

We will provide oral briefings to supplement this briefing.

At Appendix A, we have provided a consolidated table summarising for you the most relevant upcoming decisions and milestones related to your portfolio.

At Appendix B, we have provided the 2020 System BIM that was prepared for the Minister of Transport in 2020. This includes a detailed overview of the transport system and the agencies within it.

Engaging with regional communities and councils

A key part of your role will be engaging with regional communities and councils about the Government's policies and projects in the transport sector. This section gives an overview of main issues for transport in the regions.

- **Improving and maintaining connectivity in regions can be difficult, especially making connections in small and isolated communities.** Traditional public transport services often have little utility in rural areas. More innovative solutions are needed for rural residents to access essential services.
- **COVID-19 has renewed concerns about maintaining air services and airport infrastructure for geographically isolated communities.** Critical regional connectivity services are currently supported under the Essential Transport Connectivity scheme, part of the Government's response to COVID-19.
- **The air navigation services review will be an important part of your portfolio.** Our air navigation system is a key part of our regional transport infrastructure, but policy settings are increasingly out of date and the system does not always meet the needs of our regions.
- **Major changes are coming to regional planning.** Under the Government's resource management reforms, regions will move to longer term spatial planning and will need to make Regional Spatial Strategies. These will guide Regional Land Transport Plans made under the Land Transport Management Act 2003. An objective of the reforms has been to better link land use planning and transport planning. Under the proposed reforms, the Government will be closely involved in the development of Regional Spatial Strategies and will be a member of the committees that will be established to make them.
- **The Ministry is leading the development of the National Freight and Supply Chain Strategy.** This strategy will affect local government both as transport users and as owners of significant transport assets like ports.
- **Improving the safety of regional roads is a priority.** The Government has a variety of initiatives to improve road safety through its strategy 'Road to Zero'. Your engagement with the regions on these initiatives will be valuable in achieving the strategy's objectives. This briefing discusses regional road safety further below.
- **Local governments are finding it hard to fund transport infrastructure.** The regions are concerned that revenue collected through fuel tax and road user charges are not being invested back into those regions. Some regions feel there is a disproportionate amount of spending on urban compared to rural areas. There are equity considerations of how we share costs between ratepayers and taxpayers, as well as between current and future generations.
- **The next Government Policy Statement on land transport (GPS 2024) is being prepared.** The Government Policy Statement sets the Government's overall funding priorities for the National Land Transport Fund and allocates funding. It is issued by the Minister of Transport. The allocation of funding to regions will be keenly watched, and there will be engagement with local government as part of developing the Government Policy Statement.

- **Emissions reduction has a strong regional dimension.** You will work closely with regions to build understanding of the Government's emissions reduction plan (ERP) and support a dialogue on key initiatives such as reducing Vehicle Kilometres Travelled. Regions will be asked to contribute less than cities to emissions' reduction in land transport (with regional Vehicle Kilometres Travelled reduction targets still to be set).
- **Climate change and other natural hazards will continue to challenge New Zealand's transport infrastructure for the foreseeable future.** The frequency and severity of extreme weather events are increasing, and regional areas are more vulnerable to these. The Government is developing a National Adaption Plan that will give direction on how New Zealand will adapt to the irreversible impacts of climate change.
- **Meeting our obligations under Te Tiriti o Waitangi requires ongoing effort, informed by regular engagement with mana whenua.** We want to engage earlier, as often Māori have been consulted on delivery, rather than as part of the planning process. We are lifting our capability within the Ministry so we can better support you in your interactions with Māori in the regions.

Regional road safety

Road to Zero sets a target of a 40 percent reduction in deaths and serious injuries on our roads by 2030. The road safety partner agencies in *Road to Zero* include the Ministry, Waka Kotahi, New Zealand Police, ACC, and the Ministry of Justice. Each partner is responsible for leading a range of different actions, or different components within individual actions. Other agencies such as WorkSafe New Zealand and the Ministry of Business, Innovation and Employment, as well as local government, nongovernment organisations, and transport industry partners, also have roles in delivering *Road to Zero*.

While the policy decisions around *Road to Zero* are largely made at a national level, there are interventions that are relevant to regional transport.

Waka Kotahi is responsible for delivering safety improvements

Waka Kotahi provides regular reports to the Minister of Transport on progress in delivering safety interventions, including infrastructure improvements and changes to speed limits. At a local level, support from the public and local government is important in ensuring smooth infrastructure delivery. To date, a lack of local support for improvements such as new median barriers has resulted in slower than planned delivery. There may be an opportunity for you to support these improvements through engagement at the local government level.

New Zealand Police is the lead agency for enforcing road rules and ensuring that people use the roads safely. Targets for road policing levels are set through the Road Safety Partnership Programme, which is an agreement between Waka Kotahi and New Zealand Police. This includes targets for breath screening tests and mobile speed camera hours among other interventions.

A new speed management framework came into force in May 2022

Waka Kotahi is the responsible road controlling authority (RCA) for State Highways. Local councils (territorial RCAs) are road controlling authorities for local roads. Road controlling authorities are responsible for setting the speed limits on their roads.

The Government has approved a Tackling Unsafe Speeds programme of proposals including:

- establishing a new regulatory framework for speed management on New Zealand's roads using speed management plans
- transitioning to safe speed limits around schools – to be in place by the end of 2027
- implementing a more effective approach to using road safety cameras using a mixed 'highly visible' and 'anytime/anywhere' general deterrence approach.

The new speed management framework gives territorial road controlling authorities a new requirement to develop speed management plans. This will result in more consistent speed limits.

The following are opportunities where Ministerial engagement could be considered, or issues that may come up.

- There may be opportunities to support regional leaders to champion safer speed limits in the regions. There is sometimes push-back from communities, arguing that lowering speed limits will result in longer travel times and is being done instead of upgrading and properly maintaining roads or installing more safety infrastructure.
- Many members of the public don't understand why most current speed limits not safe, and how unsafe speed limits are contributing to harm on our roads. This perceived lack of public support for road controlling authorities may impact their pace of implementing safe and appropriate speed limits.
- Several regional councils have expressed concerns that issues they have raised in the consultation process are not being heard and have identified resourcing and funding challenges associated to this.

The Essential Transport Connectivity scheme

The Essential Transport Connectivity scheme supports essential transport operations to manage the fall-out from COVID-19

The Essential Transport Connectivity scheme has been in place since May 2020. The scheme supports eight transport operators who provide key transport connectivity. These operators include domestic airlines, inter-regional bus providers, shuttle providers, and the MetService (as the provider of critical weather forecasts for the aviation industry).

s 9(2)(b)
(i), s
9(2)(i)
(iv)

The Ministry administers the scheme. s 9(2)(b)(ii), s 9(2)(f)(iv)

Funding is generally provided on a service-by-service basis. s 9(2)(b)(ii), s 9(2)(f)(iv)

This approach ensures that services continue to operate when patronage is low due to the impacts of COVID-19, while reducing support as recovery occurs.

The scheme has a delegation structure in place. Decisions are typically made by Joint Ministers (Minister of Finance, Minister of Transport, Associate Minister of Finance, and Minister of Economic and Regional Development). The Ministry has delegated authority to approve contracts of up to \$500,000. Contracts above that level require Joint Ministers approval.

The ETC scheme is in the final extension period, and will run to 31 October 2022

On 19 April 2022, Cabinet approved the exit approach for the Essential Transport Connectivity scheme, extending the scheme to 30 June 2022 and delegating authority to Joint Ministers to consider a final extension to 31 October 2022. Joint Ministers have recently confirmed this extension.

The Ministry recommended this exit approach because of continued short-term challenges faced by operators, which continue to impact their ability to trade at normal commercial levels. Traveller demand remains muted, due to travel hesitancy from the Omicron outbreak and international tourism demand not yet being in full swing. Recent advice to Joint Ministers confirmed that this is still the case for operators in the Essential Transport Connectivity scheme.

Medium-term prospects for operators are much better – with major COVID-19 impacts expected to fall away in the coming months. Tourism demand is expected to accelerate significantly in the second half of 2022.

Joint Ministers have agreed to extend the Air Chathams contract to 30 June 2022.

s 9(2)(b)(ii), s 9(2)(f)(iv)

This extension provides additional time for traveller recovery and ensures its critical services can operate. s 9(2)(b)(ii), s 9(2)(f)(iv)

The Ministry is in the process of agreeing the contract variations to extend the scheme for MetService to 30 June 2022 s 9(2)(b)(ii), s 9(2)(f)(iv)

This approach is in line with the ETC objectives to support the management of short-term impacts from COVID-19 on essential transport services.

MetService operates critical weather forecasting services for aviation in New Zealand, which are required under the CAA. ^{s 9(2)(b)(ii), s 9(2)(f)(iv)}

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Funding has been provided to repair and replace the Chatham Islands' vessel, the Southern Tiare

Outside of the Essential Transport Connectivity scheme, Budget 2022 provided \$35.1 million in contingency funding to repair and replace the 35 year old Southern Tiare. We are writing a briefing to joint Ministers (Transport, Internal Affairs, Finance) seeking access to this funding to ensure the Southern Tiare can enter dry dock before March 2023.

We are working with the Department of Internal Affairs, Treasury, and the Chathams Islands Enterprise Trust on how the Southern Tiare will be replaced.

The Milford Opportunities Project

The Milford Opportunities Project responds to a lack of capacity for the growing visitor numbers to the Milford Sound Piopiotahi area

The project is hosted by the Department of Conservation and involves both the Ministry and the Ministry of Business Innovation and Employment. The Ministry has a particular interest because it operates Milford Sound Piopiotahi aerodrome which gives access to the area.

Milford Sound Piopiotahi hosted nearly one million visitors in 2019. It is known as the crown jewel of New Zealand's tourism attractions and holds a World Heritage Status. If visitor numbers continue to grow, the area will be unsafe for travellers, jeopardise conservation efforts, fail to communicate mana whenua's cultural narrative, and impact tourism experiences. As international travel resumes, visitor numbers are expected to continue climbing from pre-COVID levels.

The Milford Opportunities Project is testing the feasibility of a Masterplan for the area

The Masterplan sets out ambitious recommendations to completely reorganise how Milford Sound is experienced. Once work starts, transport agencies will need to look at the current state of policy and legislation to understand what pathways there are for implementing these recommendations. This is an opportunity to set a precedent for how tourism and travel is done throughout New Zealand in the future.

The Masterplan sets out significant changes to the transport model which is used to access Milford Sound Piopiotahi. Currently, most people get to Milford Sound Piopiotahi with a daytrip from Queenstown taken in personal vehicles, which can be rushed, unsafe and result in a poor experience of the area. The Masterplan recommends putting an emphasis on departures from Te Anau by creating a 'hop-and-ride' departure hub and limiting access through a permit and carbon-neutral public transport system. This will allow for greater accessibility to a wider range of activities in the area and a more uniform flow of visitors throughout the day. Additional walkway and cycleway infrastructure is also recommended. How this would be governed, maintained, and operated is yet to be answered.

Cabinet has agreed to provide \$15 million to support the Masterplan feasibility work.

The Masterplan recommends closure of the Milford Sound Piopiotahi aerodrome in favour of a heliport

Until decisions are made in relation to the Milford Opportunities Project, the Ministry continues safe operation of the aerodrome. This includes work to meet the requirements for a Qualifying Aerodrome under Civil Aviation Rule Part 139 and contracting day-to-day management activities to a specialist third party.

The Regulatory Systems (Transport) Amendment Bill No. 2

The regulatory system needs regular maintenance and renewal

There are 26 transport-related Acts, 15 Regulations, and 151 Rules across the three modes of transport (land, aviation, and maritime). Without effective and efficient regulation, the transport system is unlikely to deliver on Government's objectives.

The Ministry is responsible for monitoring and caring for our regulatory systems, with a regulatory stewardship approach that takes a proactive, future-focused, and system-wide view across transport legislation.

Our regulatory stewardship approach looks like:

- ongoing maintenance and improvement across the system, regularly bringing together groups of small to moderate changes that otherwise would struggle to be prioritised (e.g., Regulatory System Bills)
- undertaking deep-dive reviews into dated and ineffective legislative regimes to identify necessary changes, generally either by subject matter (e.g., a review of the parking regulatory system) or by piece of legislation (e.g., the review of the Civil Aviation Act 1990)
- ensuring regulatory frameworks and entities are structured and supported to effectively respond to future system challenges
- ensuring that wider legislative changes in response to government priorities consider best-practice, modern legislative design principles.

A Regulatory Systems (Transport) Amendment Bill is being developed

The proposed Regulatory Systems (Transport) Amendment Bill No.2 (RSTA 2) proposes technical, moderate impact, crucial improvements to the land and maritime transport legislative frameworks.

RSTA 2 includes 39 proposals. Proposals were split into two consultation documents for land and maritime, to enable targeted consultation with specific stakeholders.

Proposals have been categorised under five main objectives:

1. **Improving the effective use of technology.** Legislation needs to be flexible enough to enable the use of new technology. Proposals under this objective future-proof the regulatory framework and enable cost savings for the regulators.
2. **Clarifying the roles, responsibilities, and requirements in the regulatory system.** Effective application of legislation can be hindered when the purpose of a regulatory role, responsibility or compliance requirement has not been determined, or no longer reflects the current situation. Proposals under this objective support coherence of the regulatory framework by better clarifying the intent.
3. **Maintaining safety through responsive regulatory action.** Legislation needs to provide regulators with responsive regulatory powers that are flexible enough to allow maintenance of safety standards, while minimising unnecessary compliance costs for operators.
4. **Addressing inconsistencies, improving system efficiencies, and removing duplication.** When legislation is amended over time, changes can create inconsistencies and errors. Proposals under this objective address minor drafting errors and technical amendments.

5. **Modernising transport legislation to ensure it is fit-for-purpose.** Legislation is an asset that requires maintenance and care over time to ensure it is effective, fit-for-purpose and accessible. Proposals under this objective support legislative coherence.

Privacy concerns were raised on average speed cameras that RTSA 2 would allow

RTSA 2 will enable average speed cameras. These cameras measure the average speed taken to travel between two points. When Cabinet's approval to consult on the Bill was sought, privacy concerns were raised on the provision of average speed cameras. Waka Kotahi has previously worked with the Office of the Privacy Commissioner on a Privacy Impact Assessment. All recommendations from this work have been accepted by Waka Kotahi and will be implemented. These have been provided to the Ministry to consider further.

Alongside this, Ministry officials are looking into whether further Privacy Impact Assessments are required for the introduction of automated infringement processing.

Consultation on RTSA 2 closes on 1 July 2022

We expect to brief you on a report back to Cabinet in August 2022. This report back will seek final policy approvals and permission to issue drafting instructions to the Parliamentary Counsel Office.

Search and rescue

Search and rescue is an international obligation

The coordination and provision of 24/7 search and rescue services is an international obligation for New Zealand under maritime and aviation conventions. New Zealand has an allocated search and rescue area covering over 30 million square kilometres, extending from the Pacific Islands to Antarctica.

In 2020/21, the search and rescue sector responded to nearly 3,000 incidents resulting in 134 lives saved, 595 people rescued, and 792 people assisted. Social costs of \$533 million were averted by saving those 134 lives.

New Zealand Search and Rescue Council and Consultative Committee leads search and rescue

The New Zealand Search and Rescue Council provides strategic governance and leadership for New Zealand's search and rescue system. It was established in 2003 and comprises representatives from the Ministry (chair), Maritime NZ, the Civil Aviation Authority, Department of Conservation, New Zealand Police, New Zealand Defence Force, Fire and Emergency New Zealand, and an independent member.

The New Zealand Search and Rescue Council is supported by a Secretariat and Consultative Committee (comprising member organisations from across the broader search and rescue sector). The Secretariat is accountable to the New Zealand Search and Rescue Council, providing support services, policy advice, and delivering the New Zealand Search and Rescue Council's strategy. The Ministry is funded to host the Secretariat, and provides independent search and rescue funding advice.

There is a strong link between these activities and your Emergency Management portfolio.

Search and rescue operations and funding

Search and rescue operations are coordinated by either the Police or the Rescue Coordination Centre (which is an operating group within Maritime NZ). A wide variety of organisations may participate in search and rescue operations, including Department of Conservation, New Zealand Land Search and Rescue, Coastguard New Zealand, Surf Life Saving New Zealand, rescue helicopters, New Zealand Police, commercial vessels, New Zealand Defence Force and a variety of smaller organisations or assets including members of the public. Over 90% of search and rescue personnel are unpaid volunteers.

The Ministers of Transport and Finance are empowered under the Land Transport Management Act to allocate funding from fuel excise duty paid by recreational boat users for search and rescue purposes. The New Zealand Search and Rescue Council (on behalf of the Ministry) administers approximately \$16.5m per annum of fuel excise duty investment into search and rescue sector agencies. The New Zealand Search and Rescue Council (on behalf of the Ministry) also administers the Government's investment of \$15m per annum into frontline water safety services (Coastguard New Zealand and Surf Life Saving New Zealand).

Recreational Safety and Search and Rescue Systems Review

A review of the recreational safety and search and rescue systems started in mid 2021 and is due to be completed in 2023. Fuel excise duty funding of \$1.5 million has been allocated to support the review.

Recreational safety activities complement the search and rescue system by supporting the public to become more informed, responsible, skilled, and able to avoid adverse situations or survive them should they occur. These activities are undertaken by a wide range of non-government organisations, but government entities, such as Maritime NZ (safer boating initiatives) and the Department of Conservation (land safety initiatives) also play their part.

Like search and rescue, the role of non-governmental organisations and their volunteers is essential to the performance of the recreational safety system. In contrast to the search and rescue system, the governance and leadership structures within the recreational safety system are diverse. They are primarily based around the constitutions of the individual entities involved. There is no overarching strategic framework governing the recreational safety system which covers both land and water activities. However, leadership forums exist within each of the land and water safety sectors.

A systematic review is critical

The review will assess whether New Zealand's recreational safety and search and rescue systems are fit for purpose and can meet current and future community and national needs. It is responding to several challenges the systems are facing including:

- the intersection between the recreational safety and search and rescue systems – the intersection has grown organically over the past 10 to 15 years and it is appropriate to reassess the governance and supporting structures in place
- the capability needed to deliver frontline safety and search and rescue services including:
 - the sustainability of the volunteer model (and challenges around the diversity of volunteers)
 - access to critical assets and technology
- ongoing funding sustainability, including increasing overheads and direct costs.

The review is not a 'first principles' review. It will not make recommendations proposing wholesale changes to who coordinates or delivers front line safety services and/or search and rescue responses.

Initial recommendations on the review are due in September 2022

We intend to deliver initial review recommendations to you in September 2022 with final recommendations to you by mid 2023. Cabinet process and public consultation will be built into this timetable. We expect you will need to work with the Minister of Transport to support the review through Cabinet, given some of the recommendations will have machinery of government and funding implications.

Maritime New Zealand, the Civil Aviation Authority and the Aviation Security Service

Most of the service delivery and regulation in the transport system is carried out through the transport Crown entities, which operate with a degree of statutory independence from their responsible Minister.

What you can expect during your time as Associate Minister

Ministers are ultimately accountable for a Crown entity's activities and performance, despite their operational independence. The two most critical methods to oversee Crown entity performance is through regular interactions with the board chairs of each organisation, and ongoing monitoring. The Crown Entities Act establishes a Responsible Minister for each Crown entity.

Ministers are assisted by a monitoring agency in discharging their statutory functions. The Ministry is the monitoring agent for the transport Crown entities.

Crown entity boards have the primary responsibility for their entity's performance. They exercise the power and perform the functions of each entity and hold responsibility for the operational decisions of their entities.



MINISTER: Accountable to public and Parliament for entity's performance. Manages Crown's interest and relationship with entity. Responsible for appointing Board. Requires clear information about an entity's performance and early warning of issues.

• **Associate Minister:** Support Responsible Minister in their duties. Delegated responsibility for certain functions and will provide insights to the Responsible Minister through those functions.



MOT: Supports Responsible Minister (and Associates) to fulfil their role. Requires clear information to provide considered advice to Minister(s) and discharge monitoring duties. Expected to be 'eyes and ears' of Minister.



BOARD: Exercises the power and performs the functions of entity. Holds authority for operational decisions. Requires appropriate information and skills to govern effectively. Possesses individual and collective duties.

Except for certain matters, you are the Responsible Minister for the Civil Aviation Authority and Maritime NZ

This means that you will appoint and oversee those boards. You will also hold an important supporting role to the Minister of Transport for his other Crown entities through your other delegations.

There are a range of accountability mechanisms that the Ministry advises on to assist you and the Minister of Transport in overseeing the transport Crown entities and meeting your statutory responsibilities. These include Letters of Expectations, Statements of Intent, Statements of Performance Expectations, and Annual Reports. You will be copied into this advice and provide input as it pertains to your delegations.

In addition to the core accountability mechanisms, there will be regular meetings with the Crown entity chairs to discuss entity governance, performance and key risks. You may be asked to support the Minister of Transport for his meetings for matters relating to your delegated responsibilities. The Ministry will provide advice to assist in your engagements. In general, the Minister of Transport engages with the entity boards on a quarterly basis, to discuss key opportunities and risks across the entities. We recommend you also have similar engagements with the Civil Aviation Authority and Maritime NZ.

You are responsible for appointing other Boards and committees

In addition to Civil Aviation Authority and Maritime NZ appointment, you have been delegated responsibility for appointments to two aviation Medical Convener positions, four positions on the Air Navigation Services Review Panel and 20 positions on the Oil Pollution Advisory Committee. We will advise you in a separate briefing about the decisions and actions required across all delegated appointments.

We will provide you with advice to support the appointment and re-appointment of new board members. As part of this process, we provide you with an overall assessment of board capability and recommendations on the skills and capabilities needed to ensure your boards are well governed, effective, and high performing.

Maritime NZ

Maritime NZ is responsible for promoting a safe, secure, and clean maritime environment for all commercial and recreational activities on the water and minimising the impact of maritime incidents and accidents on New Zealand and its people.

New Zealand's maritime sector is complex, diverse, and a major contributor to and enabler of the New Zealand economy through activities such as international shipping, marine manufacturing, and fishing. Maritime NZ leads international engagement to support New Zealand's interests in the maritime sector. International rule-making and standards facilitate New Zealand's trade, protect its maritime environment, and enhance seafaring safety.

Maritime NZ operates as a modern regulatory, compliance and response agency. Maritime NZ's three core roles are:

- **Regulation** – help to develop and maintain the national safety, security, and environmental protection regulations that govern the operation of vessels, ports and offshore installations in New Zealand waters through its work domestically and internationally. Maritime NZ supports, encourages, and requires operator compliance by licensing and certifying operations, educating the maritime community, auditing operators and service providers, investigating incidents, and enforcing regulations.
- **Compliance** – supporting, encouraging and requiring operator compliance with those regulations through Maritime NZ's regulatory regimes and compliance operating model.
- **Response** – providing a national land, sea and air search and rescue coordination service and managing national maritime incident and marine pollution response capability.

Maritime NZ receives funding from a combination of sources including Crown funding, Working Safety Levy funding, fuel excise duty funding, Maritime Levies, Oil Pollution Levies and direct fees and charges.

The Ministry and Maritime NZ are co-leading a cross-government work programme focused on ensuring operational readiness for reopening the maritime border to foreign-flagged cruise and recreational vessels. Maritime NZ will provide further information on this work in its Briefing to the Incoming Associate Minister.

The Civil Aviation Authority and Aviation Security

The Civil Aviation Authority is a Crown entity established under the Civil Aviation Act, which is led by the Director of Civil Aviation. The Civil Aviation Authority has two functional divisions:

- **The Civil Aviation Authority** – performs safety and security regulatory functions.
- **The Aviation Security Service** – delivers aviation security services at New Zealand's six security designated airports (Auckland, Wellington, Christchurch, Invercargill, Dunedin and Queenstown).

Under the Civil Aviation Act, the primary objective of the Civil Aviation Authority is to carry out 'safety, security and other functions in a way that contributes to the aim of achieving an integrated, safe, responsive and sustainable transport system'. Within the context of the overall strategic direction of the transport system, and the expectations set by you as Minister, Civil Aviation Authority achieves this through five main outputs:

- **Policy and regulatory strategy** – ensuring the delivery of policy and regulatory projects, international linkages and Ministerial services. This includes, for example, coordinating the Civil Aviation Authority's strategic engagement in the international aviation system, administering New Zealand's civil aviation obligations and interests within your delegation, delivering services to you (eg, briefing you on key matters), proactively identifying emerging issues for aviation, and delivering major policy projects.
- **Outreach** – providing increased understanding and knowledge of aviation safety among aviation sector participants and the public by fostering and promoting safety and security across the civil aviation sector and raising public awareness
- **Certification and licensing** – ensuring the robust assessment of participants and products as safe and fit to be participating in New Zealand's civil aviation system by exercising control over the entry and exit through the issuance or suspension of key aviation documents, as well as approvals to organisations, individuals, and products.
- **Surveillance and investigation** – providing continued assurance that the civil aviation system in New Zealand is safe and secure through inspections and audits. This also includes assessment of safety data, and appropriate enforcement.
- **Security service delivery** (carried out by the Aviation Security Service) – keeping passengers and people in the air and on the ground safe from aviation security threats through protocols such as passenger and baggage screenings, and other security measures.

Funding reviews are underway for both Maritime New Zealand and the Civil Aviation Authority

Traditionally, the Civil Aviation Authority and Maritime NZ receives most of its operating revenue from fees, charges, and levies on third parties such as passengers and operators, rather than through Crown funding. We expect you to have responsibility for the rates at which these fees, charges, and levies are set, and for seeking Cabinet's agreement before recommending any changes to the fees.

The closure of borders in early 2020 significantly impacted this third-party revenue, resulting in the establishment of a liquidity facility to provide additional Crown financial support. This liquidity facility has funded most of the Civil Aviation Authority's operational activities since borders were closed in 2020, and a large proportion of Maritime NZ's operational activities since the start of 2021.

Cabinet agreed in October 2021 to lift the moratorium on Maritime NZ and the Civil Aviation Authority undertaking funding reviews. These reviews will be complex as the need to transition back to financial sustainability will be impacted by factors including cost increases (COVID-19 related and otherwise), uncertainty about what “the new normal” will look like from a border agency perspective, and the ability of industry to absorb any cost increases.

Maritime and aviation rules

The Minister of Transport is empowered under aviation, maritime and land transport sector statutes to make rules. Cabinet approval is not required to make transport rules unless matters are deemed significant or controversial. Rules and accompanying regulations are classified as secondary legislation and prescribe the standards, practices and procedures that regulate operations within the transport system. Rules can be prescriptive or performance-based measures.

As part of our joint regulatory stewardship practice, the Ministry, Waka Kotahi, Maritime NZ and the Civil Aviation Authority are responsible for the maintenance and renewal of transport rules. While Parliamentary Council Office is responsible for drafting primary and some secondary legislation, most maritime and aviation rules are drafted by the relevant Crown entity. The Ministry supports Maritime NZ and the Civil Aviation Authority to develop the policy that underpins the rules and advises the relevant Minister.

The Minister of Transport receives quarterly updates on the entire regulatory work programme (all transport projects with proposed primary and/or secondary legislation change). The next quarterly update is mid-July. A summary of this is published on the Ministry’s website.

The maritime and aviation rules programmes are extensive, and due to the complex and dated nature of both rule sets, Maritime NZ and the Civil Aviation Authority have a large backlog of rule reviews and amendments waiting “in the wings”.

s 9(2)(f)(iv)

[REDACTED]

[REDACTED]

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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

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Maritime and aviation emissions

The Paris Agreement is silent on the inclusion of the international maritime and aviation sectors within State's domestic accounting. The respective United Nations sector bodies, the International Civil Aviation Organization and the International Maritime Organization are responsible for taking action to reduce greenhouse gas emissions from these sectors.

The Climate Change Commission will provide the Government advice on the inclusion of international maritime and aviation emissions within the emissions budgets in 2024.

New Zealand is involved in an international maritime emissions reduction work programme

States, including New Zealand, are working through the International Maritime Organization to pursue emissions reductions from international shipping. New Zealand's delegation will attend the next round of International Maritime Organization negotiations in December 2022 which will discuss measures to reduce emissions and the revision of the International Maritime Organizations initial strategy on the reduction of greenhouse gas emissions from ships.

We are supportive of developing a "basket of measures" which needs to include a price signal (making zero carbon fuels price competitive with fossil fuels) and a fuel standard (measuring and reducing the greenhouse gas intensity of fuels). As part of negotiations, we have a role in advocating for the interests of Pacific Island countries consistent with our national interest and supporting the need for an equitable transition. We would like to see an ambitious revised strategy in line with the 1.5°C Paris temperature goal. Annex VI of MARPOL is the main international agreement preventing air pollution and emissions from ships and will be the main 'vehicle' to bring in any greenhouse gas emission reduction measures agreed to at the International Maritime Organization.

At the 2021 United Nations Framework Convention on Climate Change Conference of the Parties (COP26), New Zealand signed the Clydebank Declaration, which seeks to establish zero-emissions shipping on 6 key trade routes by 2025, with more to follow by 2030. We will work with like-minded countries to facilitate partnerships, with participation from ports, operators, and others along the value chain to establish green shipping corridors. Supporting this initiative aligns with the Government's high ambition agenda on climate change matters, and the existing Cabinet mandate for International Maritime Organization negotiations and will complement existing work at the International Maritime Organization to reduce emissions from shipping.

New Zealand is involved in an international aviation emissions reduction work programme

States are working through the International Civil Aviation Organization to pursue emissions reductions in international aviation. We are an active participant in environmental discussions at the International Civil Aviation Organization.

In 2013, the International Civil Aviation Organization agreed on a global aspirational goal to achieve carbon neutral growth in the international aviation sector from 2020. This resulted in the creation of the Carbon Offsetting and Reduction Scheme for International Aviation, a global market-based measure for reducing and offsetting carbon emissions in this sector.

The Carbon Offsetting and Reduction Scheme for International Aviation is not sufficient to achieve the Paris Agreement's wider decarbonisation objectives. It is an interim measure and will only be in place until sustainable aviation fuels or new technologies become more viable. It will be in place until 2035 and prior to this expiration, the International Civil Aviation Organization and States will consider if its life should be extended.

The International Civil Aviation Organization Council was asked to develop a Long-Term Aspirational Goal for international aviation. The Long-Term Aspirational Goal will be negotiated at the 41st International Civil Aviation Organization General Assembly in October 2022. We will need to confirm our position and ambition level for the Long-Term Aspirational Goal ahead of Assembly meeting. A Cabinet paper will be prepared for August Ministerial consideration to renew our negotiation mandate ahead of Assembly.

At COP26, New Zealand agreed to the International Aviation Climate Ambition Coalition and associated Aviation Net Zero Declaration. This Declaration supports the goal of net zero international aviation emissions by 2050, implementing the Carbon Offsetting and Reduction Scheme for International Aviation and investigating a sustainable biofuels mandate to support alternative fuels for aviation.

The domestic maritime and aviation emissions reduction work programme responds to the Emissions Reduction Plan

Aviation accounts for six percent of our domestic transport emissions, and the shipping sector around three percent. The Emissions Reduction Plan includes multiple actions to begin reducing our domestic maritime and aviation emissions. Work is underway to begin delivering on this work programme and its staging of priority.

You are responsible for coordinating an aviation sector leadership group to reduce aviation emissions.

This arises from the Emissions Reduction Plan. One of the actions in the Emissions Reduction Plan is: *Facilitate a public-private body, akin to the UK's Jet Zero Council, to investigate opportunities to progress aviation decarbonisation in New Zealand, such as SAF, zero-emissions aircraft, and traffic efficiencies.*

This leadership body will be a partnership between industry and government to bring together ministers and stakeholders, with the aim of delivering sustainable aviation outcomes. This will include lowering emissions from domestic and international flights through operational and infrastructure improvements, driving the ambitious delivery of new technologies and seeking innovative ways to cut aviation emissions.

Officials are working with industry to develop a terms of reference for the aviation sector leadership group and we will provide more advice on this in the coming months.

s 9(2)(f)(iv)

Air services agreements

Under an international system dating back to the 1940s, airlines are able to operate international services only where the right to do so has been expressly permitted in a bilateral air services agreement or one of the limited number of multilateral agreements.

Among other things, air services agreements set out the routes airlines may operate, the capacity they may provide and the degree of flexibility they have in setting fares. Aviation safety and security articles are standard, as are provisions relating to “doing business” matters such as the establishment of local offices and the repatriation of earnings.

New Zealand’s long-standing International Air Transport Policy promotes the negotiation of air services agreements that will increase New Zealand’s global connectivity.

New Zealand has negotiated air services agreements with over 90 partners. Many of these are ‘open skies’ agreements, meaning airlines can operate to/from these countries as often as they would like, on any route. These include Australia, Singapore, the United Arab Emirates and the United States.

New Zealand is negotiating an air services agreement with the Association of Southeast Asian Nations (ASEAN)

This would replace the bilateral air services agreements New Zealand has with each of the ten ASEAN member nations. These range from some of our most liberal to among our least liberal agreements. Our objectives are to enhance the overall quality of our air services agreements with ASEAN members, standardise elements of the air services agreements which differ between the ten individual agreements, and to further strengthen the overall New Zealand – ASEAN relationship. Negotiations have resulted in a near-finalised air services agreement text but there are some issues that still have to be resolved.

s 6(a)

Several air services agreements are being readied for approval

The Ministers of Transport and Foreign Affairs jointly approve the mandates for air services negotiations and approve the outcomes where these involve a treaty action.

There are several air services agreements being readied for joint ministerial approval including those with Egypt and Jordan.

Air Navigation System Review

The air navigation system is a critical part of our national infrastructure. It enables safe aviation operations that deliver services and benefits across a wide range of sectors.

In February 2020, the Minister of Transport agreed to a high level, first principles review of the air navigation system to be done in two phases:

Phase 1: define the principles and objectives that describe what New Zealand needs and wants from the system now and 30-50 years into the future

Phase 2: assess if the policy and regulatory, institutional, and funding settings can deliver those outcomes.

The Minister of Transport appointed an independent panel to conduct the review, comprising:

- Debbie Francis (Chair)
- Howard Fancy
- Ed Sims
- Danny Tuato'o.

A secretariat, hosted by the Ministry, supports the panel. A sector reference group provides expert input and advice to the panel as required.

The Air Navigation System Review responds to persistent issues

The review responds to several persistent issues identified by stakeholders in government and in the aviation sector. Examples include a lack of coordination, comprehensive oversight, and strategic direction for system actors. There are perceived tensions between the role of Airways New Zealand to deliver essential, safety-critical services and operate on a commercial basis.

Stakeholders question if the current user-pays model provides for air navigation system components that are partly or wholly provided as a public good, e.g., emergency healthcare transfers and civil defence and emergency management responses. Cross subsidisation is a feature of the system (for example, Air New Zealand pays for infrastructure and services at airports it does not use).

In the 10 years since Government published the National Airspace Policy of New Zealand, the air navigation operating environment has changed. The review is an opportunity to ensure the air navigation system is continues to be safe, future-fit, and is coordinated around shared objectives and delivery of benefits.

The Panel will deliver its Phase 1 findings to you in early October. As per the review Terms of Reference, you will take the Phase 1 findings to Cabinet. The provisional date for Cabinet consideration is 19 October 2022.

Civil Aviation Bill

The Civil Aviation Bill (the Bill) will repeal and replace the Civil Aviation Act and the Airport Authorities Act 1966 with a single, modern statute. The Bill reflects several policy changes that have been made since replacement of the current Acts was agreed by Cabinet in 2016.

The Bill was referred to the Transport and Infrastructure Committee in September 2021. The Transport and Infrastructure Committee reported back to the House on 2 June 2022 and the Bill now awaits its second reading. You have lead responsibility for the Bill's passage through the House.

The Civil Aviation Bill includes substantive new policies

The Bill reflects substantive new policies and includes new provisions that

- confirm the civil aviation framework applies to remotely piloted or autonomous aircraft (drones)
- modernise, enhance, and clarify the national security and aviation security frameworks
- make the Secretary for Transport responsible for airport regulation
- introduce a new system of Regulatory Airport Spatial Undertakings intended to promote and cement collaboration between government, large airports and other key users of those airports (substantial customers)
- provide for a more modern approach to authorising airline co-operative arrangements
- give effect to New Zealand's participation in the Carbon Offsetting and Reduction Scheme for International Aviation
- reflect a "just culture" approach to accident and incident reporting
- manage drug and alcohol impairment.

Following the Transport and Infrastructure Committee's consideration, the Bill includes a new function to provide for independent review of regulatory decisions made by the Director of Civil Aviation. Under the regime proposed in the reported back Bill, regulations would specify the decisions that will become subject to review.

We are working with the Parliamentary Counsel Office on a proposed Supplementary Order Paper, comprising minor and technical changes that have been identified after the Select Committee's report back. These types of minor and technical amendments do not typically require Cabinet approval.

The Ministry is also working with the Civil Aviation Authority on implementation planning.

We will support you through the parliamentary process

We will work closely with your office to support you in the upcoming stages of the parliamentary process.

We will brief you in July 2022 on:

- more detail on the substance of the Bill
- implementation of the Bill and how that programme links with other work underway in the aviation sector.

Drones and aerospace

The Ministry has a role in both the safe regulation of drones and enabling more innovative applications of drones. In the short-term, New Zealand would benefit from a more robust regulatory framework to address potential risks before they manifest and become harder to manage.

In New Zealand, “drones”¹ are used for both recreational and commercial purposes by a diverse population, from young children to experienced drone operators. New Zealand is actively promoting itself as a destination for high-tech companies wanting to test and develop drones and other innovative aerospace technologies.

Companies developing world-leading innovations in New Zealand include:

- **Wisk** is developing an autonomous, electric air taxi, capable of taking off and landing vertically.
- **Dawn Aerospace** is developing a ‘space plane’, capable of taking off and landing from a traditional runway and launching small payloads into orbit.
- **Pyper vision** is trialling the use of drones to disperse fog at airports.

In 2019, Cabinet approved the vision paper, *Taking Flight: an aviation system for the automated age*, which sets New Zealand’s long-term objective for the safe integration of drones into the civil aviation system. In 2019, the Ministry and the Ministry of Business, Innovation and Employment jointly released the Drone Benefit Study, which quantified the benefit of drones for New Zealand at up to \$7.9 billion over 25 years.

The Ministry and the CAA are working on drone integration

We have explored new policy initiatives and a series of complementary regulatory measures as described in the below diagram. ^{s 9(2)(f)(iv)}

¹ For ease of understanding, we use the colloquial term ‘drone’ to describe an unmanned aircraft, which is defined in the Civil Aviation Rules as an aircraft with no pilot onboard. Other terms we use include unmanned aerial vehicle (UAV) and remotely piloted aircraft system (RPAS).

s 9(2)(f)(iv)



In Budget 2022, \$8.867 million was approved on a tagged contingency basis for the Enabling Drone Integration package, on condition that the package is approved by Cabinet.

The Civil Aviation Authority needs support to meet pressures posed by emerging aviation technologies

We have been working with the Ministry of Business, Innovation and Employment to identify options to increase the Civil Aviation Authority's capacity and capability. The Civil Aviation Authority has a large backlog of applications from innovative drone companies and start-ups. Many of these companies do not have traditional aviation backgrounds, and many are developing technologies which have never been certified anywhere in the world. This is challenging the current cost-recovery model and requires a different way of working within the Civil Aviation Authority. Addressing this issue will be critical if New Zealand is to maintain and build on its position as a destination of choice for testing and developing aerospace technologies.

You are one of the 'aerospace ministers' (alongside the Minister of Transport, Minister of Economic Development and the Minister of Science and Innovation) overseeing the development of an aerospace strategy. The strategy encompasses cutting-edge innovations in the aviation and space sectors. s 9(2)(f)(iv)



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Joint venture airports

The Crown entered a series of joint venture deeds with local authorities from the 1950s to the 1970s to develop 24 metropolitan and regional airports. During the 1980s and 1990s, many of these airports were corporatized and/or the Crown's interest was divested to the local authority. Hawke's Bay and New Plymouth airports followed this path in 2006.

The Crown remains a joint venture partner in five airports with the following local authorities:

- Whanganui District Council
- Whakatane District Council
- Whangarei District Council
- Buller District Council (for Westport)
- Taupo District Council.

Joint venture airports support regional communities and economies through air connectivity and provide emergency and resilience functions. Westport, Whakatāne, Whanganui and Whangārei are designated lifeline utility airports under the Civil Defence and Emergency Management Act 2002.

However, most of these airports cannot raise enough revenue from airport charges or other income to maintain necessary infrastructure and standards. Some of these airports are amongst the smallest in New Zealand and face underinvestment and other issues that impose heavy costs on them, eg, Westport Airport suffers erosion and damage due to recurrent floods and increasing sea levels.

The Crown as a joint venture partner

The Crown has no role in the day-to-day running of the airports. The respective local authorities manage the airport operations, including maintaining the airports' certification status with the Civil Aviation Authority. However, the Crown is liable for funding half of any annual operating loss made and half of any "future improvement" capital works costs (mutually agreed upon). This can include improvements and extensions to terminal facilities. The Ministry manages the Crown's interest in the joint venture airports.

The joint venture airports multi-year appropriation started on 1 July 2018 and ends on 30 June 2023. It is "limited to enhancements to joint venture airport terminals and runways and the Crown's share of operating losses". Based on previous forecasts, it was increased to \$7.42 million over the period due to large capital expenditure requirements and increased maintenance costs. Expenditure from these funds is approved under a special schedule of delegations from Cabinet. These delegations are being reviewed because they were last revised in 1985.

District councils are confirming their Statements of Financial Performance for the year ending 30 June 2021. There have been delays due to a shortage of audit resources and we expect this to continue to be an issue for the draft Statements of Financial Performance for the year ending 30 June 2022. Once these statements are completed, the Ministry will receive estimates of any losses from the councils.

The joint venture deeds are being reviewed

The joint venture deeds are being reviewed. In general, the deeds address land acquisition and ownership, construction, airport operation, ownership of buildings and other facilities, and revenue (or loss) sharing.

The review will document the joint venture relationships, clarify the parties' obligations, rectify any omissions, improve drafting overall by using simple and modern language, incorporate current regulations and reflect good contract management practice. Therefore, the Ministry does not anticipate significant changes in the Crown's current role.

The review is expected to be completed in 2022 and will result in updated deeds and delegations.

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Appendix A: Decisions and milestones table

Area	Decision	Date
s 9(2)(f)(iv)	[REDACTED]	[REDACTED]
s 9(2)(b)(ii), s 9(2)(f)(iv)	[REDACTED]	[REDACTED]
<i>Regulatory Systems (Transport) Amendment Bill No.2 (RSTA 2)</i>	<p>We expect to brief you on a report back to Cabinet in August 2022.</p> <p>This report back will seek final policy approvals and permission to issue drafting instructions to the Parliamentary Counsel Office.</p>	August 2022
s 9(2)(f)(iv)	[REDACTED]	[REDACTED]
s 9(2)(f)(iv)	[REDACTED]	[REDACTED]
<i>Regulatory Systems (Transport) Amendment Bill No.2 (RSTA 2)</i>	Draft Bill and regulations/Order in Council prepared by Parliamentary Counsel Office	August – October 2022
Recreational Safety and Search and Rescue systems review	We intend to deliver initial review recommendations to you	September 2022
Air Navigation System review	The provisional date for Cabinet consideration	19 October 2022

s 9(2)(f)(iv)		
s 9(2)(f)(iv)		
<i>Regulatory Systems (Transport) Amendment Bill No.2 (RSTA 2)</i>	Consideration of the Bill and regulations by Cabinet Legislation Committee	November 2022
s 9(2)(f)(iv)		
<i>Regulatory Systems (Transport) Amendment Bill No.2 (RSTA 2)</i>	Introduction of Bill to the House	December 2022
Maritime emissions	New Zealand's delegation will attend the next round of International Maritime Organisation negotiations which will discuss measures to reduce emissions from shipping and the revision of the International Maritime Organisations initial strategy on the reduction of greenhouse gas emissions from ships.	December 2022

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Appendix B: System BIM (2020)

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