TE MANATŪ WAKA
MINISTRY OF TRANSPORT

OC230616

4 August 2023

Tēnā koe

I refer to your email dated 6 July 2023 requesting the following briefings under the Official Information Act 1982 (the Act):

- *"OC230362*
- *OC230375*
- *OC230333*
- *OC230355*
- *OC230376*
- *OC230352*
- *OC230368*
- *OC230345*
- *OC230412*
- *OC230374*
- *OC230399*
- *OC230419*
- *OC230454*
- *OC230435."*

Of the 14 briefings you requested:

- nine are released with some information withheld
- four are withheld in full
- one is refused

Certain information is withheld under the following sections of the Act:

6(a)	as release would be likely to prejudice the security or defence of New Zealand or the international relations of the New Zealand Government
6(c)	as release would be likely to prejudice the maintenance of the law, including the prevention, investigation, and detection of offences, and the right to a fair trial
9(2)(a)	to protect the privacy of natural persons
9(2)(f)(iv)	to maintain the constitutional conventions for the time being which protect the confidentiality of advice tendered by Ministers of the Crown and officials

9(2)(g)(i)	to maintain the effective conduct of public affairs through the free and frank expression of opinions by or between or to Ministers of the Crown or members of an organisation or officers and employees of any public service agency or organisation in the course of their duty
18(d)	the information requested is or will soon be publicly available

The above information is summarised in the document schedule at Annex 1.

With regard to the information that has been withheld under section 9 of the Act, I am satisfied that the reasons for withholding the information at this time are not outweighed by public interest considerations that would make it desirable to make the information available.

You have the right to seek an investigation and review of this response by the Ombudsman, in accordance with section 28(3) of the Act. The relevant details can be found on the Ombudsman's website **www.ombudsman.parliament.nz**

The Ministry publishes our Official Information Act responses and the information contained in our reply to you may be published on the Ministry website. Before publishing we will remove any personal or identifiable information.

Nāku noa, nā

Hilary Penman
Manager, Ministerial Services

Annex 1 – Document Schedule

Doc #	Reference	Document	Decision on release
1	OC230362	Advice on Changes Proposed by Police to the Oral Fluid Testing Regime	Refused under Section 18(d). Once published, it can be found here: https://www.transport.govt.nz/about-us/what-we-do/proactive-releases/SearchForm
2	OC230375	Transport Sector Board Forum 2023	Released with some information withheld under Section 9(2)(a).
3	OC230333	Civil Aviation Authority - Consideration of Funding Proposals	Withheld in full under Section 9(2)(f)(iv).
4	OC230355	Transport Accident Investigation Commission - Draft Statement of Performance Expectations for 2023/24	Released with some information withheld under Section 9(2)(a).
5	OC230376	Advice on the Civil Aviation Authority's presentation "Journey to the Funding Review".	Released with some information withheld under Sections 9(2)(a), 9(2)(f)(iv) and 9(2)(g)(i).
6	OC230352	Meeting With Auckland International Airport Limited Chief Executive, April 2023	Released with some information withheld under Sections 9(2)(a), 9(2)(f)(iv) and 9(2)(g)(i).
7	OC230368	Meeting with Whakawhanake Kāinga Komiti - 12 May 2023	Released with some information withheld under Sections 9(2)(a) and 9(2)(f)(iv).
8	OC230345	Draft 2023/24 Statements of Performance Expectations Omnibus - Maritime New Zealand and Civil Aviation Authority	Released with some information withheld under Sections 9(2)(a), 9(2)(f)(iv) and 9(2)(g)(i).
9	OC230412	Ministry of Transport Assessment of Waitematā Harbour Crossing Development Analysis	Withheld in full under Section 9(2)(f)(iv).
10	OC230374	Waka Kotahi Draft 2023/24 Statement of Performance Expectations	Released with some information withheld under Sections 9(2)(a) and 9(2)(f)(iv).
11	OC230399	Quarter 3 Output Plan Report 2023/24	Released with some information withheld under Sections 9(2)(a) and 9(2)(f)(iv).
12	OC230419	Draft Departmental Report - Regulation of Public Transport Bill	Withheld in full under Section 9(2)(f)(iv).
13	OC230454	Meeting with Maritime New Zealand Deputy Chief Executives - 1 June 2023	Released with some information withheld under Sections 9(2)(a) and 9(2)(f)(iv).
14	OC230435	Airport Security Screening Procedures, Policies and Training	Withheld in full under Sections 6(a), 6(c), 9(2)(a), 9(2)(f)(iv) and 9(2)(g)(i).

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MINISTRY OF TRANSPORT

EVENT BRIEFING

Document 2

5 May 2023

OC230375

Hon Kiri Allan
Associate Minister of Transport

TRANSPORT SECTOR BOARD FORUM 2023

Snapshot

Te Manatū Waka | the Ministry of Transport is hosting its Transport Sector Board Forum (the Forum) on 11 May 2023, at the Majestic Centre in Wellington.

The forum is an annual conference for board members of transport sector Crown entities and State-Owned Enterprises to build relationships and discuss emerging issues across the sector. The theme of this year's forum is 'resilience,' reflective of the changing requirements of the transport sector in light of recent severe weather events.

You have agreed to provide a 5-minute speech which gives *your account of the emergency response to Cyclone Gabrielle in Tūranganui-a-Kiwa / Gisborne*.

Time and date	**11.50am – 12.00pm, 11 May 2023**
Venue	Level 28, Majestic Centre, 88/100 Willis Street, Wellington
Attendees	Chief executives and board members from the following transport sector entities: • Waka Kotahi New Zealand Transport Agency • Civil Aviation Authority • Maritime New Zealand • Traffic Accident Investigation Commission • Air Navigation System Review Panel • City Rail Link Limited • Auckland Light Rail Limited • KiwiRail • MetService • Airways New Zealand. Biographies of the attendees are included for your reference in **Annex 1**.
Officials attending	• Bryn Gandy, Deputy Chief Executive – System Strategy and Investment Group • Karen Lyons, Director – Auckland

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Run sheet	**10.45am – 11.50am:** Workshop for attendees **11.50am**: Your arrival at the venue **11.55am – 12.00pm:** Your speech **12.00pm – 12.10pm:** Examples of the transport sector's recovery work – a series of videos showing sector recovery after Cyclone Gabrielle. A full run sheet is provided for your information in **Annex 1**.
Media	Media will not be present.
Speaking notes	A draft speech is provided for your feedback and approval in **Annex 3**.

Contacts

Name	Telephone	First contact
Brent Johnston, Acting Deputy Chief Executive, System Performance and Governance	s 9(2)(a)	✓
Harriet Shelton, Manager – Governance		

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TRANSPORT SECTOR BOARD FORUM 2023

1 The forum is an annual conference for board members of transport sector Crown entities and State-Owned Enterprises to build relationships and discuss emerging issues across the sector.

2 At the time of writing, 29 board members had confirmed their attendance at the event, including the Chairs of the Civil Aviation Authority and Maritime New Zealand who you meet with on a regular basis in your capacity as responsible Minister. Biographies for confirmed attendees are provided for your information in **Annex 1**.

3 We do not expect that you will have any engagement with attendees due to the short time that you are at the event, and because a Q&A session has not been scheduled. However, you are meeting separately with the Civil Aviation Authority's Chair, **Janice Fredric** and Deputy Chief Executive Strategy, Governance, Risk and Assurance, **Dean Winter,** at 4.30pm for a presentation on the entity's funding review. Advice for this meeting will be provided separately.

4 The theme of this year's forum is 'resilience,' reflective of the changing requirements of the transport sector in light of recent severe weather events. In line with this theme, you have agreed to provide a 5-minute speech which gives *your account of the emergency response to Cyclone Gabrielle in Tūranganui-a-Kiwa / Gisborne*.

5 A speech, drafted in consultation with Waka Kotahi, is provided for your feedback in **Annex 3**. While the draft notes the difficulties experienced by the community during, and after the cyclone, it does not provide a personal perspective on the events you experienced. You may wish to provide feedback to officials on the speech to ensure it reflects your perspective accurately.

6 Hon Kieran McAnulty is presenting on *strengthening regional and rural resilience* before your arrival, and Hon Michael Wood will present on his *vision for a resilient transport network* in the afternoon. A full run sheet is provided in **Annex 2**.

7 When you arrive at the venue, you will be met by Bryn Gandy, Deputy Chief Executive - System Strategy and Investment Group, at the entrance to level 28 of the Majestic Centre. Attendees will be seated, before the lectern, having finished their first workshop of the day. The forum's Master of Ceremonies will introduce you to the stage.

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Annex 1: Biographies for attendees

Waka Kotahi New Zealand Transport Agency	
	Dr Paul Reynolds (Chair) Paul is an experienced chair, public sector leader and strategist. He has held a range of senior positions in the public sector including Chief Executive of the Ministry for the Environment, and Deputy Director General (Policy) at the Ministry of Agriculture and Forestry. Paul is currently Chair of AgResearch and Deputy Chair of Manaaki Whenua–Landcare Research. He was made Companion of the Queen's Service Order in 2018 and has a PhD in Biochemistry from the University of Otago.
	Cassandra Crowley (Deputy Chair) Cassandra is a chartered accountant (Fellow), barrister and solicitor of the High Court of New Zealand, and a member of the Institute of Directors. In addition to her commercial advisory work, she holds non-executive directorship roles across several sectors of the New Zealand economy. These roles include chairing several audit, finance and risk committees and overseeing digital transformation.
	Catherine Taylor (Member) Catherine is a chartered accountant and has held senior management positions in the public and private sectors, including five years as director and Chief Executive of Maritime New Zealand. Catherine's current governance roles include Deputy Chair of the Energy Efficiency and Conservation Authority, Chair of the International Visitor Conservation and Tourism Levy Investment Advisory Group, amongst others.
	Patrick Reynolds (Member) Patrick has extensive expertise in urban form and transport analysis and advocacy. He has lectured in urban design at the University of Auckland and written about transport and the urban realm in books, magazines and online. Patrick is a recipient of the New Zealand Institute of Architects President's Award for his contributions to debates on Auckland's urban issues.

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	Hon. Tracey Martin (Member) Tracey was a Member of Parliament for nine years and previously held Ministerial portfolios as the Minister for Children, Minister for Seniors, Associate Minister of Education and Minister of Internal Affairs. She is currently the Chair of the New Zealand Qualifications Authority, the Strong Public Media Business Case Governance Group, and the Wellington Regional Leadership Committee.
	Nicole Rosie (Chief Executive) Nicole was the Chief Executive of Worksafe for three years. She has more than two decades of senior executive experience across the public and private sectors. This includes a range of industries and functions, such as transport and commercial firms including Toll New Zealand and Fonterra.
Civil Aviation Authority	
	Janice Fredric (Chair) Janice is an experienced chair and professional director with 20 years' governance experience. She has a broad portfolio of directorships with experience in the commercial, Crown, and not-for-profit sectors. Janice has held senior executive positions in the finance and banking sectors, and professional services both in New Zealand and internationally.
	Hon. Harry Duynhoven QSO (Member) Harry is an experienced independent consultant with a history of working in the public policy industry. He was a long-standing Member of Parliament, and previously was the Minister of Transport Safety. He is the former Mayor of the New Plymouth District Council, and a current board member for Air Quality Asia, a councillor for New Plymouth District Council, and an elected member of the Taranaki District Health Board.

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	Alma Hong (Member) Alma holds tertiary qualifications in Computer and Communications Engineering. She has held Chief Information Officer and senior executive management roles in media and broadcasting, emergency services, transport, and local government.
	Dean Winter (Deputy Chief Executive Strategy, Governance, Risk and Assurance) The Chief Executive / Director of Aviation has delegated his attendance to Dean, who is responsible for the executive management of the functions monitoring the performance and effectiveness of the Authority and the safety performance of the aviation sector.
Maritime New Zealand	
	Jo Brosnahan QSO (Chair) Jo is an experienced chair and director who is also Chair of Harrison Grierson Ltd. She was previously Chair or director of a variety of entities, including Northpower Fibre, Landcare Research and Housing NZ. She is Founder and founding Chair of Leadership New Zealand and she is now Chair of the Leadership NZ Ambassadors. She has experience in the port and maritime sectors, infrastructure, housing and urban development, transport, and environmental management. Jo is a Chartered Fellow of the Institute of Directors of the Chartered Institute of Logistics and Transport, of which she was National President. As a Harkness Fellow and Aspen Scholar, Jo researched leadership in the US.
	Danny Tuato'o (Member) Danny is a Partner with MWIS Lawyers in Whangārei with a background in tertiary education. He advises a wide range of clients in the areas of trust, property, and Māori land law. Danny has a particular interest in water safety and has been Chair of Water Safety New Zealand since 2015. He has significant experience as a chairperson, director, and trustee, and is currently an independent advisor to the Northland Regional Council Audit and Risk subcommittee.

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	Lesley Haines (Member) Lesley has an extensive public sector background, including leadership of advisory and regulatory functions in the Treasury, the Ministry of Business Innovation and Employment and the Department of the Prime Minister and Cabinet. As a director, she serves on the board of Building Research Association of New Zealand, and as a trustee of Motu. Lesley holds a Master of Economics from the Australian National University.
	Mike Purchase (Member) Mike has been involved in the telecommunications and technology industry for the last 33 years, the last 22 of which have been in executive roles. He is well versed in organisational change, talent management and governance, with strong technical, commercial, and strategic experience. Mike was involved in Coastguard volunteering, having previously held a Rescue Vessel Masters' Certificate and Maritime NZ Skippers license. He previously chaired the board of Coastguard New Zealand in the role of President.
	Kirstie Hewlett (Chief Executive and Director of Maritime New Zealand / Chair of the Oil Pollution Advisory Committee) Before joining Maritime NZ, Kirstie was Deputy Chief Executive, System and Regulatory Design, at the Ministry of Transport, where she was responsible for areas covering transport safety, resilience, security, emissions, regulation, and the transport COVID-19 response. She led the design, and implementation, of an international air freight scheme which has kept planes flying to, and from, New Zealand during COVID-19.
Traffic Accident Investigation Commission	
	Jane Meares (Chief Commissioner) Jane is a commercial barrister based at Clifton Chambers. She is a leading legal adviser with an extensive range of advisory experience in both the public sector and the corporate world. Alongside her legal practice, Jane holds several significant governance roles including Deputy Chair of the Electoral Commission, Chair of Financial Services Complaints Limited, and Chair of the Royal New Zealand Ballet Foundation. She is also a board member of the New Zealand Film Commission and a member of Land Information New Zealand's risk and assurance committee.

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	Stephen Davies Howard (Deputy Chief Commissioner) Stephen is a former fighter pilot who flew with the Royal Air Force and also the Royal New Zealand Air Force. He has knowledge of the aviation sector, safety management systems and regulation. Stephen chairs the Commission's Audit and Risk Committee and the Remuneration Committee.
	Paula Rose QSO (Commissioner) Paula Rose is a safety professional. She is the Deputy Chief Commissioner for the Criminal Cases Review Commission and Deputy Chair for WorkSafe New Zealand. She also holds board positions at the Broadcasting Standards Authority, the Social Workers Registration Board and St John South Island Regional Trust Board. She is a member the Parole Board. She was formerly National Manager, Road Policing with NZ Police, Deputy Chair of the Independent Taskforce on Workplace Health and Safety, and Executive Advisor on the Children's Action Plan.
	Bernadette Arapere (Commissioner) Bernadette is a barrister specialising in public and administrative law litigation and Māori legal issues. She is Deputy Chair of the Teachers' Disciplinary Tribunal, a Trustee of the NZ Law Foundation and Raukawa ki te Tonga Trust, and an active member of Te Hunga Rōia Māori o Aotearoa (the Māori Law Society). Prior to joining the independent bar, Bernadette was Crown Counsel at the Crown Law Office in Wellington and a Director of Wackrow Williams & Davies Ltd in Auckland.
	David Clarke (Commissioner) David has over 20 years' experience in governance roles in the commercial, public and charitable sectors, including in Chair, finance and audit and risk roles. He has 27 years of legal professional experience including litigation, and corporate and commercial advice for private and listed company boards and public entities.

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	Martin Sawyers (Chief Executive) Martin is the former Chief Executive and Registrar of the Plumbers, Gasfitters and Drainlayers Board. Prior to that, he led corporate services at the Real Estate Agents Authority, managed legal operations at the Department of Corrections and was the Mayor of Buller District Council and Chair of Buller Electricity Ltd. Mr Sawyers is a lawyer and previously spent 18 years in private practice.
Air Navigation System Review Panel	
	Debbie Francis (Chair) Debbie is an experienced consultant and independent external reviewer, who has experience designing and leading organisational transformation programmes and strategy repositioning in the public and private sectors. Previous roles include the Chief People Officer for the New Zealand Defence Force, lead partner for the PwC People and Change practice, head of the PwC central government practice, Executive at the New Zealand Correspondence School, Deputy Chief Executive for UCOL, and the Director of Strategy and Futures at Lincoln University. She led the Independent External Review into Bullying and Harassment in the New Zealand Parliamentary Workplace.
	Howard Fancy (Member) Howard is Director at Howard Fancy and Associates and the former Director of Motu Economic and Public Policy Research. Prior to these roles, he gained extensive public service experience as the Secretary for Education, Acting Chief Executive of the Ministry for the Environment, Chief Executive of the Ministry of Commerce, adviser in the Department of Prime Minister and Cabinet, and a Deputy Secretary at Treasury.
City Rail Link Limited	
	Russell Black (Director) Russell has significant experience in senior management of large transport infrastructure companies and project managing large infrastructure projects, such as the London Underground's Jubilee Line extension. He is a Civil Engineer by training.

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	Malcolm Gibson (Director) Malcolm is a civil engineer with many years of experience in designing and building underground urban railways. After graduating from Auckland University with a Bachelor of Engineering, he spent over 30 years in Hong Kong working on the MTR network. In 2015, he relocated to Sydney as Technical Director for the Sydney Metro Northwest project, Australia's first driverless metro system.
	Dr Sean Sweeney (Chief Executive) Sean is an engineer with a PhD in Construction Economics from the University of Melbourne. After graduating in engineering from the University of Auckland, Dr Sweeney spent seven years working on the development of Te Papa in Wellington before heading overseas to work in the USA, Europe and Australia.
Auckland Light Rail Limited	
	Hon Dame Fran Wilde (Chair) Dame Fran Wilde, DNZM, QSO has held a distinguished career in national and local politics and held a range of governance roles across the private and public sectors. A former Member of Parliament, she also held Ministerial portfolios. She is a former Mayor of Wellington, Chair of the Greater Wellington Regional Council, CEO of the NZ Trade Development Board and has been a Chief Crown Negotiator for Treaty of Waitangi settlements. Her current governance roles include Chair of the Museum of New Zealand Te Papa Tongarewa, the Royal NZ Plunket Board (Whanau Awhina Plunket), the Asia New Zealand Foundation and the Wellington Lifelines group.
KiwiRail	
	Bruce Wattie (Director) Bruce has been specialising in providing corporate finance advice and assistance to clients since 1985. He was a partner with PwC for 25 years and continues to provide a diverse range of commercial and financial advice to both the private and public sectors. Bruce is a director of the New Zealand Institute of Economic Research. Bruce's technical specialisations include large-scale infrastructure procurement processes, infrastructure financing, financial analysis, capital structuring, business case development, economic regulation, business and share valuations, and cost of capital.

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	Mike Williams Mike is Chief Executive of the New Zealand Howard League, a long established penal reform charity dedicated to prisoner education, reducing reoffending, and assisting with positive reintegration into communities. Mike is a former New Zealand Labour Party President. He was previously a director of Genesis Energy, the New Zealand Transport Agency (now Waka Kotahi) and GNS Science amongst others. He established two companies - Insight Research (now UMR), a market research company and Insight Data.
MetService	
	Dr Alison Watters (Acting Chair) Alison is an experienced director with a background in Science, Agriculture, Senior Management, Innovation, and International Sales and Marketing. She currently has board roles (including being Chair of AsureQuality) on several large commercial organisations, as well as SMEs and a National Science Challenge.
	Martin Matthews (Member) Martin is a consultant and director of the Wellington Museums Trust and the Independent Chair of the Finance, Risk and Assurance Committee for Greater Wellington Regional Council. He was previously Controller and Auditor-General, Secretary for Transport, and Chief Executive of the Ministry for Culture and Heritage.
Airways	
	Denise Church, QSO, CFInstD (Chair) Denise is a Chartered Fellow of the Institute of Directors and has been Chair of the Institute of Environmental Science and Research (ESR) since July 2015. She is a board member of Predator Free Wellington Ltd, trustee of the South Youth Foundation, past President of the Rotary Club of Wellington, and a director and shareholder of Leadership Matters Limited. Denise was Chief Executive of the Ministry for the Environment from 1996 to 2001. In 2002, Denise was appointed as a companion of the Queen's Service Order.

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	Terry Paddy BSc, MInstD Terry has over 20 years of experience in military and civilian airline aviation and was a qualified flying instructor, check & training captain and Civil Aviation appointed flight examiner. Terry is the Managing Director of the software development company Cortexo and has held positions as the President of the New Zealand Software Association and Canterbury Software Incorporated.

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Annex 2: Run Sheet

Transport Sector Board Forum 2023: Resilience 11 May 2023: 10am – 5pm, Majestic Centre		
Time	**Item**	**Who**
10.00am – 10.25am	**Arrival, tea, and coffee**	N/A
10.25am – 10.30am	**Mihi Whakatau and welcome**	MC
10.30am – 10.35am	**Minister of Emergency Management's speech** 'Strengthening regional and rural resilience'	Hon Kieran McAnulty
10.35am – 10.45am	Examples of the transport sector's recovery work	N/A
10.45am – 11.55am	Breakaway One Workshop One: Preparing for predictable and unforeseen events	Group A
	Workshop Two: Regulatory policy's role in a resilient transport system	Group B
11.55am – 12.00pm	**Associate Minister of Transport's speech** 'A first-hand account of the emergency response to Cyclone Gabrielle in Gisborne'	Hon Kiri Allan
12.00pm – 12.10pm	Examples of the transport sector's recovery work	N/A
12.10pm – 12.20pm	**Summary of Morning Events / Introduction of Minister Wood**	MC
12.20pm – 12.25pm	**Minister of Transport's speech** 'Vision for a resilient transport network'	Hon Michael Wood
12.25pm – 1.30pm	**Lunch**	N/A
1.30pm – 2.40pm	**Breakaway Two** Workshop One: Preparing for predictable and unforeseen events	Group B
	Workshop Three: Climate Change Adaption	Group A
2.40pm – 2.45pm	**Secretary of Transport's speech** 'Importance of Resilient Relationships/Partnerships/Connections'	Audrey Sonerson
2.45pm – 3.55pm	**Breakaway Three** Workshop Two: Regulatory policy's role in a resilient transport system	Group A
	Workshop Three: Climate Change Adaptation	Group B
3.55pm – 4.00pm	**Summary of Themes** **Poroporaki**	MC
4.00pm – 5.00pm	**Drinks and Nibbles**	N/A

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Annex 3: Draft speech

Hon Kiritapu Allen

Speech

Occasion:	Transport Sector Board Forum
Date and time of speech:	11 May 2023, 11.55am – 12.00pm
Length:	5 minutes – approx 500 words
Audience:	Crown entity and State-owned Enterprise board members
Location:	Majestic Centre, Wellington

Introduction

- Tēnā koutou, good afternoon.

- I'm pleased to be here today, to provide you with a first-hand account of the emergency response to Cyclone Gabrielle in Tūranganui-a-Kiwa / Gisborne.

Overview

- When Cyclone Gabrielle struck on 13 February, my community was hit hard.

- Initially, we lost all services including power, fibre, and cellular signal coverage. Having no means of communication in the days after the cyclone, left entire communities isolated and unable to communicate with anyone outside their immediate area.

- In the beginning, first responders were getting communications back up and assessing people's immediate needs until Civil Defence Emergency Management could establish communications.

- The Tūranganui-a-Kiwa / Gisborne region is home to just over 52,000 people. Largely rural with several fairly isolated townships, *it is an area of intense primary production with logs comprising 99% of exports from Eastland Port.*[1]

- Trust Tairāwhiti surveys estimate farm damage in excess of $80 million across the Tairāwhiti region.

[1] Statistics NZ website – Regional information: https://www.stats.govt.nz/reports/impacts-of-cyclones-and-flooding-on-economic-statistics-in-aotearoa-new-zealand-conceptual-and-measurement-methods-2023/

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- The cyclone is New Zealand's costliest non-earthquake natural disaster with economic losses expected to exceed the $2-$4 billion of losses from the 2016 Kaikōura earthquake.[2]

- *The cyclone has shown the vital role regional infrastructure plays in resilience and emergency response.*

- Some of the hardest hit areas were along SH35, north of the Hikuwai bridge, where helicopters became the only method of access after the destruction of the bridge took out almost all land transport access.

- Hawkes Bay and Gisborne airports were the first transport connections reinstated to those communities, allowing vital support and supplies to be delivered to people living in flooded and isolated areas where no other access was available.

- Once the waters receded, Waka Kotahi contractors got on the ground to assess the extent of the damage. They opened temporary emergency access to communities, and removed restrictions to freight trucks including blocked drainage, multiple over slips, dropouts and fallen trees.

- Recovery is now in phase two - lifting the level of service to support community access.

- *Still aiding the response is freight ship, Rangitata, which provides an emergency coastal shipping route between Gisborne and Napier. Investment in the "blue highway" provides certainty for producers, allowing goods to avoid a nine-hour detour and get to market.*

Conclusion

- We, as a community, have faced, and will face many challenges over the coming months and years ahead. Responding to those challenges requires a concerted effort both nationally and locally.

- The development of a national resilience strategic plan is underway to further support affected regions and to identify options for resilience works in the short, medium, and long-term.

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[2] New Zealand Foreign Affairs and Trade Report – Cyclone Gabrielle's impact on the New Zealand economy and exports – March 2023 pg. 1.

- For the first time, groups in Tūranganui-a-Kiwa are working with the Government on community-led recovery to ensure effective resilience planning.

- This ongoing resilience planning will be as beneficial for recovery as response efforts on the ground following an event.

- I thank Waka Kotahi and the aviation and maritime sectors for your dedication and work over the last few months. Your commitment to restoring access and ensuring the welfare of our communities has made an immense difference and I'm pleased to acknowledge that today.

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MINISTRY OF TRANSPORT

Document 4

5 May 2023

OC230355

Hon Michael Wood
Minister of Transport

Action required by:
Friday, 19 May 2023

TRANSPORT ACCIDENT INVESTIGATION COMMISSION – DRAFT STATEMENT OF PERFORMANCE EXPECTATIONS FOR 2023/24

Purpose

Provides you with advice on the Transport Accident Investigation Commission's (TAIC's) draft Statement of Performance Expectations (SPE) for 2023/24, and a draft letter to the Chief Commissioner with proposed comments.

Key points

- TAIC provided you with copies of its draft SPE on 28 April 2023. You have 15 working days (until 19 May 2022) to provide feedback on both documents, in accordance with section 149I of the Crown Entities Act 2004.
- TAIC's focus is to continue delivering its wider strategic intentions, while also maintaining core business. Its successful Budget bids have been reflected in the draft SPE, with TAIC intending to scale its performance measures over the next few years to reflect the time taken for the impacts of the funding increase to be realised in its outputs.
- The increased funding provided through Budget 2023 will also enable TAIC to return to a neutral budget in 2024/25. TAIC is forecasting a small budget deficit for this year ($90,000), with the main effect for its deficits being property related.
- The Ministry considers that the expectations set by TAIC accurately reflect the organisation's position and operating context. Good progress continues to be made towards delivery of its wider strategic intentions, and its SPE responds well to your Letter of Expectations. We recommend that you write to the Chief Commissioner to confirm this. A draft letter is attached at **Appendix One** for your consideration.
- TAIC must consider any comments you make before finalising its SPE. It is required to publish the final versions of its SPE as soon as practicable, but no later than 1 July 2023.

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Recommendations

We recommend you:

1	**advise** if you have any further feedback on the Transport Accident Investigation Commission's draft Statement of Performance Expectations, or changes to the feedback suggested by the Ministry of Transport	Yes / No
2	**sign and send** the attached letter of feedback to the Transport Accident Investigation Commission's Chief Commissioner	Yes / No

Harriet Shelton
Manager, Governance
05 / 03 / 2023

Hon Michael Wood
Minister of Transport
..... / ..... / .....

Minister's office to complete: ☐ Approved ☐ Declined

☐ Seen by Minister ☐ Not seen by Minister

☐ Overtaken by events

Comments

Contacts

Name	Telephone	First contact
Brent Johnston, Acting Deputy Chief Executive, System Performance and Governance	s 9(2)(a)	
Harriet Shelton, Manager, Governance		✓
Jono Reid, Principal Adviser, Governance		

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TRANSPORT ACCIDENT INVESTIGATION COMMISSION – DRAFT STATEMENT OF PERFORMANCE EXPECTATIONS FOR 2023/24

The Statement of Performance Expectations (SPE) provides an important opportunity for you to influence an entity's short-term priorities

1 The SPE is a statutory planning and accountability document governed by the Crown Entities Act 2004 (the Act). Its purpose is to:

1.1 enable you, as responsible Minister, to participate in the process of setting annual performance expectations;

1.2 enable the House of Representatives to be informed of those expectations; and

1.3 provide a base against which actual performance can be assessed.

2 Your Letter of Expectations (LOE) for 2023/24 to TAIC's Chief Commissioner provided context and input for TAIC's draft SPE. The Ministry has assessed TAIC's draft documents against the expectations set in your LOE, and considers that it accurately reflects the expectations set.

TAIC is expected to be a large way through achieving the strategic intentions set in its Statement of Intent for 2021-2025

3 On 1 July 2021, TAIC received a baseline increase to enable delivery of the Knowledge Transfer System project. This project was a programme of work that sought wider organisational improvements in terms of investigation software development, improving organisational capability, and furthering the use of data and research in its investigative work.

4 TAIC's focus for 2023/24 will be around implementing and embedding new processes that have been developed over the past two years through this programme. This includes finalising the migration process for the new case management system (TAIC expects to have all cases in the new system by December 2023), further testing of the major accident plan developed in 2021/22, and improving investigator capacity through training. Once these systems have been implemented, TAIC will look to further its research capacity to allow greater searchability of its findings.

5 Internal organisational capability development work will also continue through 2023/24. This includes continued work on meeting good employer obligations, and integration of tikanga Māori into TAIC's work. Integration of tikanga, te reo Māori, and improving protocols for engagement with Māori are newer initiatives developed since the publication of the Statement of Intent and are being weaved into the wider strategic objectives.

6 The Ministry considers that TAIC is making good progress overall towards achieving its Statement of Intent objectives, with most delays being minor in nature. Some changes have occurred to its work programme (such as phasing the overall documentation of investigation process rather than working on each process one at a time), and these appear to be largely organic and reasonable. The main deferral has been around the Research Programme, as TAIC decided it would be better to

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implement its Research Strategy once the new case management system is fully operational. It is expected that this activity will become of greater focus for TAIC in the second half of the 2023/24 financial year.

Scaled changes are being made to delivery expectations following the outcome of Budget 2023

7 TAIC is funded for one output class: accident and incident investigation and reporting. Within this output class, it sets expected parameters for timeliness, volume (expected ranges for completed inquiries, and caseloads) and cost.

8 The increases to TAIC's budget for rail inquiries will result in one minor change to its reporting this year, with the number of domestic reports it expects to publish per annum increasing from a range of 15-25 to 17-27. Given the time it takes for investigators to be recruited and become fully effective, TAIC made the decision to scale its performance expectations to reflect the impacts of growth over time.

9 The Ministry agrees with TAIC's decision to scale its performance targets, and we had discussed it as an option when they were considering changes to its measures. In the next few years, you can expect to see the expected number of publications increase to a range of around 19-29 per annum, with the number of active domestic cases expecting to reach around 34 per annum.

10 It is unclear from discussions to date if the metrics will change significantly for the average cost for domestic inquiries, or the expected proportion of domestic inquiries being completed within 440 working days. This is because the longer inquiries are typically aviation inquiries. Over the last five years, rail inquiries have taken an average of 321.8 working days to complete, with only two of 24 completed inquiries in that time taking longer than 440 working days.

11 The average cost metric will be affected by the expected actual cost of the rail inquiries themselves, as well as the general impact of indirect costs across the business from increased staff numbers and activity (which is a percentage of the average cost calculation). Following the previous baseline increase, this metric increased from a range of $300,000-350,000 to $400,000-450,000 over two years. TAIC expects this measure will increase from 2024/25.

Financial performance

12 TAIC is currently forecasting an overall budget deficit of $90,000 for 2023/24, with a view to return to a neutral budget in 2024/25. These changes are largely a result of impacts to 'lease, rental and outgoings.' The successful Budget bids will alleviate those financial pressures.

13 Staffing costs will increase throughout 2023/34 as TAIC recruits the new staff enabled by its successful Budget bids. The full changes of TAIC's successful Budget bids are reflected in its budget forecasts for the 2024/25 financial year.

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The audit opinion for the 2021/22 financial year has also been published

14 In parallel to the provision of the SPE, the Office of the Auditor-General issued an unmodified audit opinion of TAIC for the 2021/22 financial year on 3 May 2023. Its opinion graded the Commission as 'Very Good' across all three aspects of its audit.

Risks

15 There is an inherent risk to TAIC's accident and investigation reporting output measures, as the nature of TAIC's work mean that sudden influxes of inquiries within a small portfolio of cases can affect the overall measures. This risk is largely outside of TAIC's control; however, it is always present. Regular engagements with the Commission allow for opportunities to discuss capacity and workload, and any possible assistance that can be offered.

Next Steps

16 Please review the **attached** letter of feedback at **Appendix One**, alongside TAIC's draft SPE, and provide your feedback to TAIC before 19 May 2023. Once received, TAIC must consider your comments before finalising its SOI and SPE.

17 TAIC is required to publish the final versions of their SPE as soon as practicable, but no later than 1 July 2023.

18 Final versions of TAIC's SPE will be provided to your Office upon completion. You will be required to table these documents in the House of Representatives, and you can either do this upon receipt, or when you table TAIC's Annual Report for 2022/23.

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Office of Hon Michael Wood

MP for Mt Roskill

Minister of Immigration
Minister of Transport
Minister for Auckland

Minister for Workplace Relations and Safety
Associate Minister of Finance

Jane Meares
Chief Commissioner
Transport Accident Investigation Commission
jane.meares@cliftonchambers.co.nz

Dear Jane,

Thank you for providing the me with a final draft of the Transport Accident Investigation Commission's Statement of Performance Expectations (SPE) for 2023/24.

I appreciate the hard work that your organisation has put into the drafting of this years' SPE. I can confirm that I do not have any direct comments to raise in respect of your SPE but would like to thank you for your ongoing and proactive engagement during our regular meetings.

I note that good progress is being made overall towards delivery of the Knowledge Transfer System project. I look forward to seeing how this leads to wider organisational improvements and continued achievement of your strategic intentions.

I also acknowledge the decision to scale the changes to the Commission's performance measures following the increased funding towards the Commission's investigative function, and wish the Commission well with its work in this area. As always, the insights provided by TAIC are highly valued and much appreciated.

I look forward to continuing to work with you to improve transport outcomes for New Zealanders.

Yours sincerely

Hon Michael Wood
Minister of Transport

Copy to: Martin Sawyers, Chief Executive, Transport Accident Investigation Commission
Audrey Sonerson, Chief Executive, Ministry of Transport

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TE MANATŪ WAKA
MINISTRY OF TRANSPORT

Document 5

5 May 2023

OC230376

Hon Kiri Allan
Associate Minister of Transport

ADVICE ON THE CIVIL AVIATION AUTHORITY'S PRESENTATION "JOURNEY TO THE FUNDING REVIEW"

Snapshot

You are meeting with the Civil Aviation Authority's (the Authority) Chair, Acting Chief Executive and Deputy Chief Executive System Practice and Design on 11 May 2023, to discuss the Authority's presentation "Journey to the Funding Review". To support you in your meeting, Te Manatū Waka has provided suggested talking points in **Annex 2**.

Time and date	**4.30pm – 5.00pm, 11 May 2023**
Venue	Executive Wing, 5.3R
Attendees	Janice Fredric, CAA Chair Dean Winter, Acting CAA Chief Executive John Kay, CAA Deputy Chief Executive System Practice and Design
Officials attending	Brent Johnston, Acting Deputy Chief Executive – System Performance & Governance Brett Thomson, Principal Advisor, Governance
Agenda	1. The Authority's presentation "Journey to the Funding Review"
Talking points	Suggested talking points are in **Annex 2**

Contacts

Name	Telephone	First contact
Brent Johnston, Acting Deputy Chief Executive – System Performance & Governance	s 9(2)(a) [redacted]	✓
Harriet Shelton, Manager, Governance	[redacted]	

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Advice on the Civil Aviation Authority's presentation "Journey to the Funding Review"

Key points

- You are meeting with Janice Fredric (Chair), Dean Winter (Acting Chief Executive), and John Kay (Deputy Chief Executive System Practice and Design) of the Civil Aviation Authority (the Authority) on 11 May 2023 to discuss the Authority's presentation "Journey to the Funding Review."
- As this is your first time meeting Mr Winter and Mr Kay, their biographies are provided in **Annex 1**.
- The presentation follows your last meeting with the Authority's Chair and Chief Executive on 3 April 2023, in which you noted that the Authority could present the factors that are impacting its funding review to you (as Maritime New Zealand has done previously).
- The Authority provided its presentation to your office on 1 May 2023. Officials have reviewed the slides and are largely comfortable with the content. The table below provides additional context and consideration on some aspects of the presentation.
- You are due to receive briefing *OC230333 - Civil Aviation Authority - Consideration of funding proposals* in the week ending 5 May 2023. The briefing will seek your approval of a draft letter that provides feedback to the Authority on the proposed funding (review) options submitted to your office on 15 February 2023. Subject to your approval, we recommend that the letter is sent after consideration of the Authority's presentation on 11 May 2023.

Further context and consideration of aspects of the Authority's presentation "Journey to the Funding Review"

Content in "Journey to the Funding Review" presentation	Te Manatū Waka comments / considerations
The Minister at the time directed a review into the organisation's culture	The former Minister of Transport, Hon Phil Twyford, commissioned a Ministerial review into the Authority's culture. The resulting report made 31 recommendations to improve the Authority's organisational culture and the wellbeing of staff. In response to these recommendations, the CAA Board established a culture change programme *Te Kākano* which ran from June 2020 until it was considered business as usual in February 2022. The outputs from *Te Kākano* continue to be monitored through regular reporting to the Board.
There has been a dramatic drop in international visitor numbers, followed by rapid but uncertain increases –	It will take time for trends in international air travel to crystalise after a sustained period of uncertainty and change.

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Content in "Journey to the Funding Review" presentation	Te Manatū Waka comments / considerations
unlikely to settle until into a new normal (if ever) until 2025/26	Globally it is expected that air passenger volumes will return to pre-COVID-19 levels by December 2024. The Authority's forecasting supports this outlook, with international passenger volumes set to return to 89 percent of pre-COVID-19 levels in June 2024, and domestic passenger volumes presently at 90 percent of pre-COVID-19 levels. The current rates for the Authority's fees, levies and charges were set in 2016 and 2019 for CAA and AvSec, respectively. s 9(2)(g)(i) [redacted]
Continuing significant uncertainty about resources beyond the short term (1 year) which affects decisions relating to investment in people and systems	Since 2020, the Authority has been reliant on Crown funding through a liquidity facility to support delivery of its core functions. The liquidity facility was established to provide short-term financial support but has been extended for each of the last three financial years (to June 2024) on a year-to-year basis through the Budget process. s 9(2)(g)(i) [redacted] Recent confirmation that the Authority will be treated as a going concern in 2024/25 may ease some uncertainties.
The Authority was required to deplete all capital reserves and cash assets in order to access the Crown Liquidity Facility, which fills the gap between actual expenditure and revenue	In OC230082 you agreed that the Authority may partially restore its reserves from 1 July 2024 using surplus liquidity facility funding from 2023/24. s 9(2)(f)(iv) [redacted] While the Authority does not have, and is unable to restore, reserves in 2023/24 it may use its liquidity facility to address unforeseen shocks and unavoidable changes in operational activity, subject to approval from Transport Ministers and the Minister of

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Content in "Journey to the Funding Review" presentation	Te Manatū Waka comments / considerations
	Finance. This approach aims to replicate the support provided by reserves, but responding to shocks by this mechanism will take longer to implement.
Demands requiring a change in regulatory practice accelerating and requiring significant investment (i.e., traditional to modern regulation)	The Authority is focused on modernising its regulatory approach to be a more intelligence-led and risk-based regulator (a modern regulator). We note that since 2020, significant additional activity has been required in response to the impacts of COVID-19. However, in addition to this, activity has needed to respond to changes to the operational / regulatory environment such as emerging technologies and changing risks in the aviation systems that were not contemplated in 2016 or 2020. s 9(2)(g)(i) [redacted] The Authority's approach is supported by its draft *2023/24 Statement of Performance Expectations* and draft *2023 – 2028 Statement of Intent* which were provided to your office on 1 May 2023. Officials will provide you with further advice on these drafts next week but, in general, we note our support for the Authority's focus on becoming a modern regulator.
As the international market recovers, there is the potential for screening demand to quickly change at airports – low resourcing levels can negatively impact on health, safety, and wellbeing impacts on staff;	We acknowledge the Authority's concerns around the wellbeing of its staff. s 9(2)(g)(i) [redacted] The presentation also notes, '*The correlation between passenger volumes and the risks that the Authority must manage through the discharge of its functions is not linear.*' While this is an accurate statement, it is unclear what is driving the proposed increase in AvSec staffing levels in the Authority's funding options, beyond increased activity at the border.

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Annex 1: Biographies

Dean Winter
As the Director / Chief Executive of Civil Aviation is unavailable at the time of the meeting, he has delegated Mr Winter to attend in the capacity of Acting Director / Chief Executive.

Dean is Deputy Chief Executive Strategy, Governance, Risk and Assurance responsible for the executive management of the functions monitoring the performance and effectiveness of the Authority, the safety performance of the aviation sector.

John Kay
Deputy Chief Executive, System and Practice Design
John is responsible for the Authority's policy development, regulatory strategy, and executive management of the following units or programmes of work: International and regulatory strategy (which includes the Authority's policy function), Operational policy, practice and guidance, Regulatory interventions, and New Southern Sky.

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Annex 2: Talking Points

Topic	Suggested talking points
Funding review	We suggest you note that: • officials are preparing a paper for Cabinet's consideration on 31 May that seeks agreement to either restart the funding review immediately or after independent assurance of its recent value for money reviews is sought (likely in the 2024 calendar year). s 9(2)(f)(iv) [redacted] You may wish to ask: • what international travel trends is the Authority seeing, and how will these trends impact its funding options?
Reserves	You may wish to note that: • the liquidity facility can be used to address unavoidable changes in operational activity, and unforeseen shocks, if they arise in 2023/24 with agreement from you, and the Ministers of Finance and Transport, • officials will work through the impacts of the Crown funding options on reserves restoration, but this will not be confirmed until Cabinet has made its decision in May.
Resourcing	You may wish to ask: • what is driving the requirement for additional AvSec FTE? • what impact do the findings of the ICAO security audit have on AvSec staffing levels? • why is additional resourcing required when the sector has not reached pre-COVID-19 activity levels? s 9(2)(g)(i) [redacted]

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TE MANATŪ WAKA
MINISTRY OF TRANSPORT

Document 6

5 May 2023

OC230352

Hon Kiri Allan
Associate Minister of Transport

MEETING WITH AUCKLAND INTERNATIONAL AIRPORT LIMITED CHIEF EXECUTIVE, APRIL 2023

Snapshot

Carrie Hurihanganui, Chief Executive of Auckland International Airport Limited (AIAL), has requested an opportunity to meet with you to discuss shared priorities and opportunities.

It is expected that the discussion may cover the:

- impacts and recovery from recent severe weather events in Auckland;
- ongoing impact and recovery from COVID-19
- recently publicised $3.9 billion AIAL redevelopment programme
- implementation of the Civil Aviation Act
- s 9(2)(f)(iv) and
- upcoming FIFA Women's World Cup.

This meeting presents an opportunity to strengthen, endorse, and encourage the relationship between AIAL and Government agencies.

Contacts

Name	Telephone	First contact
Bronwyn Turley – Deputy Chief Executive, Strategy and Regulatory Design	s 9(2)(a)	
Natasha Rave – Manager, Resilience and Security		✓

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Meeting With Auckland International Airport Limited Chief Executive, April 2023

Key points

- You have accepted an invitation from the Chief Executive of Auckland International Airport Limited (AIAL), Carrie Hurihanganui, to meet and discuss shared priorities and opportunities.
- The details of this meeting have not yet been determined; neither has the agenda. The following matters may be raised:
    - impacts and recovery from recent severe weather events in Auckland
    - ongoing impact and recovery from COVID-19
    - recently publicised $3.9 billion AIAL redevelopment programme
    - implementation of the Civil Aviation Act
    - s 9(2)(f)(iv) [redacted]
    - upcoming FIFA Women's World Cup 2023
- A brief update and suggested speaking points for each of these matters have been provided below.

Recent Severe Weather Events

Auckland has been adversely impacted by two significantly severe weather events

1 During the Auckland Anniversary Weekend floods, Auckland International Airport Limited (AIAL) and much of Auckland were adversely impacted by abnormally significant and concentrated rainfalls. From 12 to 16 February 2023, Auckland was further impacted by Cyclone Gabrielle, which introduced more abnormally significant and concentrated rainfalls, and significant winds, to much of the North Island.

2 The airport's storm water system was unable to cope with the volume of rain during the Auckland Anniversary Weekend, which led to the flooding of the international terminal. Many passengers were stranded in the terminal because of the flooding and the subsequent flight cancellations. s 9(2)(g)(i) [redacted]

3 Within 48 hours the airport was able to resume flight operations, with workarounds for international departures. The airport was also required to replace carpets and wall linings within the terminal, which they were able to do while maintaining flight operations.

4 Lessons learned from the Auckland Anniversary Weekend flooding event were put in place during Cyclone Gabrielle which ensured the airport, and airlines, were able to prepare for stranded passengers, and could resume operations in a timely manner. The airport is now making upgrades to its stormwater system as part of a wider redevelopment programme.

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Suggested talking points regarding recent severe weather events:

- I understand the international terminal was significantly affected by the Auckland Anniversary Weekend flooding event, and that you had to deal with hundreds of stranded passengers. The efforts your team put in to resume flight operations so quickly after this event are to be commended.

- I would like to better understand your experience of the support and engagement you received from Government during this event and its recovery, and what further support and engagement you may require.

- I am also aware that your team has openly shared the lessons learned from the flooding event with the aviation sector, including the other New Zealand airports, which will help with their readiness planning for future events.

COVID-19 Impacts and Recovery

The aviation sector is frustrated by the mandatory seven-day isolation

5 AIAL considers that the mandatory seven-day isolation for cases is the only remaining COVID-19 measure which adversely impacts their operations. The aviation sector continues to call for a reduction or removal of the mandatory isolation period, as the current measure is perceived as contributing to capacity constraints in the aviation system.

Auckland Airport is showing positive signs of recovery from the impacts of COVID-19

6 The impacts of COVID-19 and subsequent government interventions, both domestically and internationally, have resulted in some difficult years for the aviation system, affecting individuals, airlines, and airports. In 2021, AIAL experienced its first ever full year underlaying loss, and it continues to be adversely impacted by the global labour shortage affecting all aspects of the aviation system.

7 AIAL recently announced a return to profitability for the first half of its 2023 Financial Year. Whilst the aviation sector is progressing in its recovery, it still has a way to go. Overall, AIAL has accommodated 7.6 million international and domestic travellers for the first half of the 2023 financial year, accounting for 71% of the same period pre-COVID in the 2019 financial year. Domestic passengers were 4.1 million (85% of the same period pre-COVID in the 2019 financial year) while international passenger numbers (including transits) were 3.5 million (60% of the same period pre-COVID in the 2019 financial year).

8 AIAL expects its total passenger numbers to recover to pre-pandemic levels during 2025, a position that is broadly consistent with International Air Transportation Association's outlook for global air travel. For the full 2023 financial year Auckland Airport is anticipating international passenger numbers will be around 70% of pre-COVID levels, with domestic passenger numbers at around 85%.

Suggested talking points regarding COVID-19 impacts and recovery:

- I understand that the aviation system was significantly affected by the use of border closures and travel restrictions to mitigate the spread of COVID-19, and that the impacts of these measures will continue to be felt for some time.

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- The Government has publicly stated that the use of border restrictions will only be used as a last resort, and the Prime Minister has requested further advice on reducing the 7-day isolation period.

- It is promising to see that despite the ongoing impacts being felt across the aviation system, Auckland Airport has managed to make a return to profitability in the first half of the 2023 financial year.

- I encourage your continued engagement with officials at the Ministry of Transport and the Civil Aviation Authority, to ensure that airport needs continue to be reflected appropriately in the Governments transport policy.

Auckland Airport Redevelopment Programme

Auckland Airport has made a significant infrastructure investment

9 Auckland Airport is underway with its biggest redevelopment since the airport opened in 1966. $3.9 billion has been budgeted towards this programme, with $2.2 billion allocated to a brand-new domestic terminal with full integration into the international terminal; and the remaining $1.7 billion allocated to several supporting projects. Whilst aspects of this projects timing have been affected by its size and logistical complexity, and by recent severe weather events, the programme remains set for completion by 2028/29.

10 Among its many benefits, this programme is expected to deliver 12 new domestic aircraft gates (20% more than at the current domestic terminal). Each of these terminals will also support electric charging, which caters to the more sustainable and larger (passenger capacity) domestic jets that airlines are investing in.

11 The Board of Airlines Representatives New Zealand (BARNZ) and individual airlines have expressed concerns in the media about the costs of the redevelopment programme. They were frustrated that a public announcement was made by AIAL as airlines were under the impression that consultation was ongoing. They are concerned about the price of the redevelopment, as this cost will be passed onto travellers though increased airport fees, and ultimately ticket prices.

12 AIAL have expressed their surprise at the concerns raised by BARNZ and individual airlines, as consultation with major airlines and stakeholders began in 2011, and because the proposed pricing will be raised from what they consider to be priced low in reflection of the age of current infrastructure.

Suggested talking points regarding the Auckland Airport redevelopment programme:

- I see that Auckland Airport is pursuing a significant and exciting redevelopment programme. I am interested in learning more about the range of measures you are incorporating into this redevelopment to ensure the airport it is resilient and sustainable within the current and future climate.

Civil Aviation Act Implementation – Regulatory Airport Spatial Undertakings

The Civil Aviation Act is now being implemented

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13 On 5 April 2023, the Civil Aviation Bill received Royal assent and became the Civil Aviation Act 2023. The new Act will be in force from 5 April 2025. This Act will repeal and replace the Civil Aviation Act 1990 and the Airport Authorities Act 1966 with modern law that will provide a platform for safety, security, and economic regulation of civil aviation now and well into the future.

14 Over the next 24 months, the Ministry of Transport and the Civil Aviation Authority will be working to align civil aviation regulation with the new Act. For the Ministry of Transport, this includes setting up a new independent review function and establishing systems to support new regulatory functions of the Secretary for Transport; among these will be Regulatory Airport Spatial Undertakings (RASU's).

Regulatory Airport Spatial Undertakings are a new function under the Civil Aviation Act

15 The purpose of the RASU is to ensure that airport operators can show how they will provide for any infrastructure requirements (legislated) and delivery needs that a relevant government agency may have in relation to an airport. This will be linked to the airports master planning and pricing cycle.

16 Government agencies and airport operators are expected to take a collaborative approach to meeting their respective needs through a regulatory undertaking. RASUs will be agreed by the Secretary for Transport following consultation with the relevant agencies and they will be renewed up to every five years.

17 Border agencies have been engaging with Auckland over the last two years to ensure border agencies regulatory requirements and delivery needs are included within the airports master planning and capital works programmes.

Suggested talking points regarding the Civil Aviation Act implementation:

- I understand that airports have been, and will continue to be, closely engaged by the Border Executive Board in relation to the design and implementation of the new requirements for Regulatory Airport Spatial Undertakings under the new Civil Aviation Act 2023.

Border Executive Board

The Border Executive Board is an Interdepartmental Executive Board comprised of agencies with interests in the border system.

18 The Border Executive Board was established under the Public Service Act 2020 to align and co-ordinate the strategic policy, planning, and budgeting activities of border agencies within the context of the border system.

19 The structure of the BEB supports its member agencies in delivering relevant cross-departmental initiatives. The members of the BEB are the:

19.1 New Zealand Customs Service (Chair)

19.2 Ministry of Business, Innovation, and Employment

19.3 Ministry of Foreign Affairs and Trade

19.4 Ministry of Health

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19.5 Ministry for Primary Industries

19.6 Ministry of Transport.

20 The Border Executive Board has regular engagement with AIAL, and directly with its Chief Executive. Recently, the BEB has raised concerns about the increased congestion for international passengers at the arrivals area of the airport. This issue is likely to be compounded during the FIFA Women's World Cup. As a result, AIAL has suggested a series of 'sprint' workshops with border agencies and Te Manatū Waka to try to find innovative was to improve the passenger experience at the airport throughout this event.

FIFA Women's World Cup 2023

Aotearoa is a co-host for the FIFA Women's World Cup 2023

21 Aotearoa and Australia are co-hosting the FIFA Women's World Cup from 20 July to 20 August 2023. FIFA modelling indicates that New Zealand could expect over 30,000 international visitors for this major event. Aotearoa host cities and stadium for the FIFA Women's World Cup 2023 are:

21.1 Auckland/Tāmaki Makaurau – Eden Park

21.2 Dunedin/Ōtepoti – Dunedin Stadium

21.3 Hamilton/Kirikiriroa – Waikato Stadium

21.4 Wellington/Te Whanganui-a-Tara – Wellington Stadium

22 In Aotearoa, 15 team base camps have been confirmed across the four host cities and three regional centres (Tauranga, Palmerston North, and Christchurch) for the 15 qualified teams that will play group matches in Aotearoa. Each host city will also host its own FIFA Fan Festival at some point during the event.

Suggested talking points regarding the FIFA Women's World Cup 2023:

- The FIFA Women's World Cup is set to be one of the most significant events New Zealand has hosted in recent years. It presents an exciting opportunity to shine a spotlight on New Zealand, and on the value and visibility of women's sport, both domestically and internationally.

- With the expected influx in domestic and international passengers during this event, and as New Zealand's largest international airport, you will have a key role to play in the seamless running of the event.

- I understand you have been heavily involved in the preparations and planning for the event, both with the travel arrangements for FIFA participants and spectators. Are you confident that Auckland Airport is ready for the event, and Is there any support you require from Government agencies?

s 9(2)(f)(iv)

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s 9(2)(f)(iv)

[redacted]

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Foot and Mouth Disease

29 Following recent outbreaks of Foot and Mouth Disease (FMD) in Indonesia, the Ministry for Primary Industries (Biosecurity New Zealand) is leading a task force reviewing its FMD readiness and response plans. The Ministry of Transport has been actively engaging in this process through a series of inter-agency workshops.

30 Passengers who have been in a country with FMD in the past 30 days are required to undergo additional biosecurity risk assessment and screening processes upon arrival. If a FMD outbreak were to occur in a regular travel destination (e.g., Australia), the numbers of people required to undergo these additional biosecurity processes could result in lengthy delays and disrupt airport operations. As such, the Ministry of

Transport has been engaging closely with international airports, including AIAL on this matter.

Suggested talking points regarding foot and mouth disease:

- Foot and mouth disease presents a great risk to our economy, and our strategy remains centred on prevention.
- I understand that officials at the Ministry of Transport and the Ministry for Primary Industries are engaging with international airports on their readiness and response planning for this disease.
- I understand that the biosecurity measures which may become necessary could potentially cause processing delays at arrival. I encourage your continued engagement with the planning of officials at the Ministries of Transport and the Ministry for Primary Industries, to ensure that any necessary measures are well managed, and the disruption is minimised.

Biographies

Carrie Hurihanganui - *Chief Executive, Auckland Airport*[1]

Carrie Hurihanganui has been Chief Executive of Auckland Airport since February 2022. Prior to joining Auckland Airport, Carrie was Chief Operating Officer at Air New Zealand, overseeing a global workforce of more than 9,000 people across 16 countries at its peak.

Carrie has over 22 years of operational and strategic experience in the aviation industry, having held several senior roles at Air New Zealand, leading customer experience transformation, maximising business growth and building high performing and engaged teams.

She left the airline in 2017 to join National Australia Bank (NAB) based in Melbourne as Executive General Manager Customer Experience before returning in 2018 to the Chief Ground Operations Officer role, before transitioning into the Chief Operating Officer role in 2020.

Carrie is passionate about building a better future grounded in purpose and people. She has a Bachelor of Business Studies from Massey University and has completed a number of advanced programmes of study, including INSEAD and Harvard.

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[1] Retrieved from: https://corporate.aucklandairport.co.nz/about/senior-management

ANNEX 1 – SUGGESTED TALKING POINTS

1 We have prepared suggested talking points to act as a prompt for the topics discussed in this briefing.

Recent Severe Weather Events

2 I understand the international terminal was significantly affected by the Auckland Anniversary Weekend flooding event, and that you had to deal with hundreds of stranded passengers. The efforts your team put in to resume flight operations so quickly after this event are to be commended.

3 I would like to better understand your experience of the support and engagement you received from Government during this event and its recovery, and what further support and engagement you may require.

4 I am also aware that your team has openly shared the lessons learned from the flooding event with the aviation sector, including the other New Zealand airports, which will help with their readiness planning for future events.

COVID-19 Impacts and Recovery

5 I understand that the aviation system was significantly affected by the use of border closures and travel restrictions to mitigate the spread of COVID-19, and that the impacts of these measures will continue to be felt for some time.

6 The Government has publicly stated that the use of border restrictions will only be used as a last resort, and the Prime Minister has requested further advice on reducing the 7-day isolation period.

7 It is promising to see that despite the ongoing impacts being felt across the aviation system, Auckland Airport has managed to make a return to profitability in the first half of the 2023 financial year.

8 I encourage your continued engagement with officials at the Ministry of Transport and the Civil Aviation Authority, to ensure that airport needs continue to be reflected appropriately in the Governments transport policy.

Auckland Airport Redevelopment Programme

9 I see that Auckland Airport has committed to a significant redevelopment programme. I am interested in learning more about the range of measures you are incorporating into this redevelopment to ensure the airport is resilient to, and sustainable within, the current and future climate.

Civil Aviation Act Implementation – Regulatory Airport Spatial Undertakings

10 I understand that airports have been, and will continue to be, closely engaged by the Border Executive Board in relation to the design and implementation of the new requirements for Regulatory Airport Spatial Undertakings under the new Civil Aviation Act 2023.

FIFA Women's Word Cup 2023

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11 The FIFA Women's World Cup is set to be one of the most significant events New Zealand has hosted in recent years. It presents an exciting opportunity to shine a spotlight on New Zealand, and on the value and visibility of women's sport, both domestically and internationally.

12 With the expected influx in domestic and international passengers during this event, and as New Zealand's largest international airport, you will have a key role to play in the seamless running of the event.

13 I understand you have been heavily involved in the preparations and planning for the event, both with the travel arrangements for FIFA participants and spectators. Are you confident that Auckland Airport is ready for the event, and Is there any support you require from Government agencies?

s 9(2)(f)(iv)

Foot and Mouth Disease

15 Foot and mouth disease presents a great risk to our economy, and our strategy remains centred on prevention.

16 I understand that officials at the Ministry of Transport and the Ministry for Primary Industries are engaging with international airports on their readiness and response planning for this disease.

17 I understand that the biosecurity measures which may become necessary could potentially cause processing delays at arrival. I encourage your continued engagement with the planning of officials at the Ministries of Transport and the Ministry for Primary Industries, to ensure that any necessary measures are well managed, and the disruption is minimised.

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TE MANATŪ WAKA
MINISTRY OF TRANSPORT

Document 7

9 May 2023

OC230368

Hon Michael Wood
Minister of Transport

MEETING WITH WHAKAWHANAKE KĀINGA KOMITI - 12 MAY 2023

Snapshot

You are attending a Whakawhanake Kāinga Komiti (Komiti) meeting between 9am-10am on 12 May 2022. The purpose of the meeting is to seek the Chief Executives' Advisory Group's direction on the draft Christchurch Spatial Plan (Spatial Plan) and Mass Rapid Transit (MRT) Indicative Business Case (IBC).

This briefing complements the advice from HUD and Waka Kotahi on the Spatial Plan and the MRT IBC.

Time and date	**9:00am-10:00am, Friday 12 May 2023**
Venue	Microsoft Teams Meeting
Attendees	Hon Dr Megan Woods, Minister of Housing and Minister of Infrastructure Whakwhanake Kāinga Komiti members (see Biographies)
Officials attending	Anne Shaw, Deputy Chief Executive, Te Tūāpapa Kura Kāinga – Ministry of Housing and Urban Development Kate Styles, Partnership Director, Te Tūāpapa Kura Kāinga – Ministry of Housing and Urban Development Paul Commons, Deputy Chief Executive, Kāinga Ora Ernst Zollner, Director – Strategic Urban Partnerships, Kāinga Ora Liz Krause, Regional Director, Kāinga Ora Richard Osborne, Regional Manager – System Design, Waka Kotahi New Zealand Transport Agency

Contacts

Name	Telephone	First contact
Jessica Ranger, Manager Placemaking and Urban Development	s 9(2)(a) [redacted]	✓
Kathleen Wong, Adviser, Placemaking and Urban Development		

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Meeting with Whakawhanake Kāinga Komiti - 12 May 2023

Key points

- The Komiti will be asked to endorse the Draft Greater Christchurch Spatial Plan and the Mass Rapid Transit (MRT) Indicative Business Case (IBC). The alignment of these two projects through the joint work programme is critical for the future growth of Greater Christchurch. Your attendance at the meeting will support this alignment.

- The Ministry of Housing and Urban Development has provided Minister Woods with a separate briefing (HUD2023-002154) on the Komiti meeting, which will be forwarded to you. This briefing provides information about the meeting and agenda items more generally. Waka Kotahi has also provided you with an update on the MRT IBC (BRI-2758) and will provide you with talking points.

s 9(2)(f)(iv)

[redacted]

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4 Waka Kotahi has signalled there is no funding available to progress projects that have not already been agreed to by the Waka Kotahi Board. This also applies to projects set to commence in the 2024-2027 National Land Transport Programme. We will work through what this means for the DBC with Waka Kotahi.

5 We consider it will be important to determine funding arrangements with Greater Christchurch partners prior to commencing development of the DBC.

6 We are preparing advice for you on a paper updating Cabinet on key mass rapid transit projects, s 9(2)(f)(iv) [redacted]

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

8 There is an important role for the Komiti and Greater Christchurch Partnership to play as the MRT project takes shape. Ensuring local stakeholder buy-in will provide social licence and help ensure the integration of the project within the wider urban environment. s 9(2)(f)(iv) [redacted]

Talking points

- *I'm supportive of the work to progress MRT in Christchurch, and I recognise the need for additional funding to progress the Detailed Business Case.*
- *Any funding requests will need to be considered alongside other priorities in the transport portfolio.*
- *I look forward to sharing the Indicative Business Case with my colleagues in the coming months.*

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TE MANATŪ WAKA
MINISTRY OF TRANSPORT

Document 8

10 May 2023

OC230345

Hon Kiri Allan
Associate Minister of Transport

Action required by:
Friday, 19 May 2023

cc Hon Michael Wood
Minister of Transport

DRAFT 2023/24 STATEMENTS OF PERFORMANCE EXPECTATIONS OMNIBUS - MARITIME NEW ZEALAND AND CIVIL AVIATION AUTHORITY

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Purpose

This briefing provides advice on the draft 2023/24 *Statement of Performance Expectations* (SPEs) for Maritime New Zealand (MNZ), as well as the Civil Aviation Authority's (CAA's) draft SPE for 2023/24 and draft 2023-2028 Statement of Intent (SoI).

Key points

- As Responsible Minister for MNZ and CAA, you have an important role to play in setting expectations for the entities and influencing their public accountability documents, including the:
    - **SPE** – which enables you, and the House of Representatives, to participate in the process of setting annual performance expectations for the entity; and
    - **SoI** – which sets out the strategic intentions of the entity for a period of four years.
- On 1 May 2023, you received MNZ and CAA's draft SPEs, and CAA's 2023-2028 draft SoI. Te Manatū Waka notes that a new SoI was expected next year, but CAA has prepared it to reflect significant changes to its operating context, such as the enactment of the Civil Aviation Act which will impact its work programme in 2023/24.
- Te Manatū Waka has reviewed the draft SPEs, and CAA's draft SoI, to ensure the documents meet statutory requirements, particularly the Crown Entities Act 2004, and other requirements including good practice guidance published by the Treasury and central agencies. Te Manatū Waka is largely comfortable with the documents but notes:
    - **MNZ's draft SPE** did not include any financial information. It has indicated that it will provide this to you by 24 May 2023.
    - **CAA's Enabling Drone Integration (EDI)** work programme has not been included in either its SPE or SoI, as Cabinet has not approved the Cabinet paper

which would enable this work to progress. s 9(2)(f)(iv) [redacted]

- Please refer to **Appendix One** for a summary of analysis from Te Manatū Waka and key comments on the documents.

In 2023/24, both entities will continue to be reliant on a liquidity facility, up to a 'specified amount'

- In Budget 2023, Cabinet agreed to provide Crown funding for the entities in 2023/24 by extending Multi-Year Appropriation '*Protection of Transport Sector Agency Core Functions*' (known as the 'liquidity facility'). In doing so, Cabinet approved the following financial recommendation:

  > *that the actual funding provided from the 'Protection of Transport Sector Agency Core Functions' appropriation will be the difference between forecast expenditure for core functions, and revenue forecast to be received in 2023/24, up to a '<u>specified amount</u>' agreed by the Minister of Transport and the Associate Minister of Transport (which will be no more than the total amount of the appropriation available).*

- Further financial recommendations for Budget 2023 explain that this 'specified amount' should be set by Transport Ministers prior to the finalisation of the entity's Statement of Performance Expectations 2023/24, and that the setting of the specified amount will take into account the latest available information on actual expenditure and revenue for 2022/23 and forecast expenditure and revenue for 2023/24.

- Te Manatū Waka is working with MNZ and CAA to ascertain what the specified amount for each entity in 2023/24 should be. We will provide you with advice on a recommended amounts by 31 May 2023.

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Next steps

Date	Step
By 19 May 2023	You are required to provide any feedback to have to MNZ and CAA on their draft documents, as per sections 146(B) and 149I(2)(b) of the Crown Entities Act 2004.
By 24 May 2023	MNZ to provide you with a draft SPE including financial information.
By 31 May 2023	Te Manatū Waka will provide you with advice by this date on an appropriate specified amount that both entities can access from their liquidity facilities along with any other feedback on MNZ's financial information.
By 30 June 2023	Transport Ministers to agree on a 'specified amount' prior to this date.
By 30 June 2023	The entities must consider your comments by this date.
By 1 July 2023	Entities must finalise their documents and publish them on the internet by this date.
After this date	Tabling the SPEs. Section 149L of the Crown Entities Act 2004 allows responsible Ministers to table final SPEs upon receipt, or at the same time as the entity's Annual Report for the previous financial year (providing Parliament with a backward- and forward-looking view of the entity).

Attachments

- Summary comments on draft 2023/24 SPEs (refer to **Appendix One**).
- Draft letters to each Crown Entity, providing comments on draft 2023/24 SPEs (refer to **Appendix Two**).

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Recommendations

It is recommended that you:

1. **note** that the draft Maritime New Zealand SPE did not include any financial information but has indicated it will provide this for you by 24 May 2023. Te Manatū Waka will provide you with advice on the financial statements once they are received, after which you will be able to finalise it.

2. **agree** to sign and send the letters **attached** at **Appendix Two** to each Crown Entity by **19 May 2023** (subject to any changes you wish to make), to provide feedback on the draft Statements of Performance Expectations and the Civil Aviation Authority's 2023-2028 draft Statement of Intent. Yes / No

Harriet Shelton
Manager, Governance
10 / 05 / 2023

Hon Kiri Allan
Associate Minister of Transport
..... / ..... / .....

Minister's office to complete: ☐ Approved ☐ Declined

☐ Seen by Minister ☐ Not seen by Minister

☐ Overtaken by events

Comments

Contacts

Name	Telephone	First contact
Brent Johnston, Acting Deputy Chief Executive, System Performance and Governance	s 9(2)(a) [redacted]	
Harriet Shelton, Manager, Governance		✓
Johnny Crawford, Senior Adviser, Governance		

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Appendix One: Summary Comments on Draft 2023/24 SPEs

MARITIME NEW ZEALAND	**Review** **Draft Statement of Performance Expectations 2023/24**

Strategic Context

As Maritime New Zealand's (MNZ) strategy Te Korowai o Kaitiakitanga has progressed, it has been able to elaborate on the way it articulates its role in the sector. For example, its draft SPE includes an update to its outcomes, previously "Safe, Secure and Clean," now "Safe, Secure, Clean and Sustainable." However, there are no major changes to MNZ's strategic context. Although MNZ intends to undertake some new activity during the year (such as preparatory work for receiving the Health and Safety at Work Act (HSWA) oversight of ports from 1 July 2024), its successful bids in Budget 2023 relate to cost pressures on existing activity.

Until revenue from maritime and oil pollution levies have recovered, MNZ will continue to rely on Crown funding for its core functions through the liquidity facility until completion of the funding review.

s 9(2)(f)(iv)

MNZ will continue to support work in the maritime sector through 2023/24 and remains committed to Government priorities.

Expectations

Te Manatū Waka is broadly comfortable that the draft SPE incorporates MNZ's strategic objectives and is aligned with the Transport Outcomes Framework, the Government's objectives, and the transport sector's objectives. Te Manatū Waka notes MNZ's commitment to delivering its core regulatory and compliance functions for which we would expect to see improved performance during the year.

s 9(2)(f)(iv)

Performance

Te Manatū Waka notes areas in which progress has been made with MNZ's performance measures. A few measures have been reworded to better demonstrate areas over which MNZ has control. MNZ

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has also allowed for additional context to be added alongside certain performances measures to provide a more fulsome performance story.

s 9(2)(f)(iv)

Financial Performance

The total amount of Crown funding available through MNZ's liquidity facility has been adjusted by $16.1 million through Budget 2023. However, the amount that it will be able to draw down needs to be specified by the Minister of Transport and the Associate Minister of Transport once MNZ has provided details of its revenue and expenditure.

Without detailed financial information, it is difficult to ascertain MNZ's ability to undertake the activities outlined in the non-financial section of its SPE.

In-depth feedback on this section, including a 'specified amount' that MNZ will be able to draw down from the liquidity facility will be provided once MNZ has provided a complete version of its draft SPE.

Key Risks

s 9(2)(f)(iv)

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CIVIL AVIATION AUTHORITY OF NEW ZEALAND

Review
Draft Statement of Performance Expectations 2023/24
Draft 2023 – 2028 Statement of Intent

Strategic Context

The Authority continues to operate under its pre-COVID-19 funding model, which sustained 89 percent of the CAA's funding and 99 percent of Avsec funding through charges, fees, and levies before the pandemic. As a result of significantly reduced passenger activity, the Authority's finances have been constrained since 2020 and it has become dependent on Crown funding to support delivery of its core functions.

It will take time for trends in international air travel to crystalise after a sustained period of uncertainty and change. Presently, domestic passenger volumes are at 90 percent of pre-COVID-19 levels, but it is unlikely that international passenger volumes will return to pre-COVID levels until at least December 2024.

However, because current rates for the Authority's fees, levies and charges were set in 2016 and 2019 (for CAA and AvSec respectively), the return of pre-COVID-19 passenger levels will not sustain the current cost of the Authority's services, or its increases in expenditure and inflation since 2020. Until such time as the Authority's funding settings are revised through its funding review, the Authority will be reliant on Crown funds to support delivery of its operations.

Since 2020, the Authority has been required to respond to changes to its operational / regulatory environment and Government priorities, including emerging technologies, the enactment of the Civil Aviation Act and responding to changing risks in the aviation system that were not contemplated by its previous funding reviews. s 9(2)(g)(i)

Expectations

The Authority has not received a Letter of Expectations for 2023/24, but has worked closely with officials to ensure the content of its draft SPE and SoI align with known Government priorities, and adequately address changes in its operational environment. In response to this, Te Manatū Waka notes the Authority's commitment to:

- becoming a modern regulator, by focusing on changing its regulatory approach to become more intelligence-led and risk-based
- enabling the Civil Aviation Act to come into force within two years
- meeting New Zealand's international obligations including achieving ICAO's audit requirements
- regulating emerging technology developments in a timely manner while maintaining aviation safety and security outcomes.

The draft SPE also responds to the Minister of Transport's request last year, to measure the Authority's performance against Government's climate change commitments.

Performance

Overall, Te Manatū Waka is comfortable with the draft SPE and SoI and supports the Authority's focus on becoming a modern regulator. However, there are two areas which require further development in 2023/24:

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- The **Enabling Drone Integration (EDI)** work programme has not been included (specifically) in either documen s 9(2)(f)(iv) work to progress [redacted]
- s 9(2)(g)(i) [redacted]

Both documents commit the Authority to regulating emerging technology developments while maintaining aviation safety and security outcomes. We note that there is pressure from the aerospace sector to approve emerging technologies quickly, but effective regulation takes considerable time to ensure the safety of the system and its users.

Financial Performance

Cabinet has approved the continuation of the "*Protection of Transport Sector Agency Core Functions Multi-Year Appropriation*" (known as the 'liquidity facility') to protect the Authority's core functions in 2023/24, providing $34.600 million to effectively purchase core services from the Authority that are no longer able to be cost recovered from third parties.

The SPE's draft financial statements reflect Budget 2023 outcomes. However, two cost pressures have emerged since the Authority's Budget bid was prepared in December 2022:

- The Civil Aviation Act was enacted in March 2023, giving the Authority and Te Manatū Waka two years for implementation, a timeframe not anticipated in the bid;
- the Authority is returning to market for the fitout of its offices at Asteron House, delaying the reoccupation of its head office and leading to an increased lease costs for its temporary offices.

In line with the financial recommendations for Budget 2023, Te Manatū Waka is working with MNZ and CAA to ascertain what the 'specified amount' of liquidity facility funding should be in 2023/24. We will provide you with advice on a recommended amount by 31 May 2023 which will consider the emergence of these cost pressures.

Key Risks

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

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Appendix Two: Draft letters to Crown Entities providing comment on SPEs for 2023/24

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Hon Kiri Allan

MP for East Coast
Minister of Justice
Minister for Regional Development
Associate Minister of Transport

Jo Brosnahan
s 9(2)(a)

Dear Jo

Statement of Performance Expectations for 2023/24

Thank you for submitting the draft of the Maritime New Zealand (MNZ) Statement of Performance Expectations (SPE) for 2023/24 for my review.

I appreciate the difficulties of providing a draft SPE when Budget 2023 outcomes are not known until late in the process. However, I would like an opportunity to see the prospective financial statements prior to the finalisation of the SPE. In particular, the 'specified amount' which MNZ will be able to draw down from the liquidity facility during the year, needs to be based on its forecast revenue and expenditure.

With that in mind, this letter outlines my response to the partial SPE that I have seen, In particular, the way that the non-financial section addresses the Government priorities.

Ministerial comment

I have some specific comments on the SPE, including:

- I understand that draft financial statements will be updated to reflect Budget 2023 outcomes and confirmed by your board on 22 May 2023. I expect to receive these statements by 24 May 2023 so that I can review and provide feedback if necessary, and that you will consider this feedback before the report is finalised. This feedback will include clarification of the 'specified amount' that you are able to draw down from your liquidity facility. I expect you to work closely with officials from Te Manatū Waka as you finalise your SPE.

s 9(2)(f)(iv)

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Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand
+64 4 817 8732 | k.allan@ministers.govt.nz | beehive.govt.nz

s 9(2)(f)(iv)

[redacted]

Next steps

Once you have provided the draft financials for your SPE, Ministers and Te Manatū Waka will be able to appropriately consider this information and set a 'specified amount' before your Board signs off on the final version. I ask that you consider my feedback and provide final documents by 30 June 2023 for me to table the SPE in the House of Representatives.

I recognise the financial and resourcing pressures facing MNZ and that these may have an impact on the delivery of activities outlined in the 2023/24 SPE. I expect MNZ to continue to work with Te Manatū Waka on implementing these. I would like to be updated on your progress at our next meeting.

I look forward to our continued engagements and work to improve transport outcomes for New Zealanders and wish you the best for 2023/24.

Kind regards,

Hon Kiri Allan
Associate Minister of Transport

Copy to: Kirstie Hewlett, Chief Executive, Maritime New Zealand
Audrey Sonerson, Chief Executive, Te Manatū Waka

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Hon Kiri Allan

MP for East Coast
Minister of Justice
Minister for Regional Development
Associate Minister of Transport

Janice Fredric
s 9(2)(a)

Dear Janice

Draft 2023/24 Statement of Performance Expectations and draft 2023 – 2028 Statement of Intent

Thank you for submitting both the Civil Aviation Authority's (the Authority's) draft 2023/24 Statement of Performance Expectations (SPE) and draft 2023 – 2028 Statement of Intent (SoI) for my review and feedback.

I appreciate the time and effort that has gone into preparing these documents. In particular, I would like to thank the Authority for taking a proactive approach to its SoI, which reflects significant changes in its operational context since the 2021 document was finalised.

Ministerial comment

While I am broadly comfortable with the direction, and strategic objectives, set out in both documents, I note that the Authority's work on
s 9(2)(f)(iv)

I note the Authority's ambition to become a modern regulator by implementing an intelligence-led and risk-based approach. However, I recognise that it may be challenging to fully deliver on this objective in the short-term, while operating in a financially constrained environment. It is important that the Authority continues its work to address emerging regulatory risks, and the changing regulatory requirements of the sector, but until a sustainable funding model is implemented, I request that the Authority engages with Te Manatū Waka to identify any barriers that could prevent its progress in this area, and to collaborate on potential mitigations. Any issues that have the potential to impact the safety of the system and its users, if left unaddressed, should be reported to Ministers on a 'no surprises basis.'

Next steps

- Ministers and Te Manatū Waka will work to ascertain a 'specified amount' that you can access through the liquidity facility. I ask that you consider my feedback and provide final documents by 30 June 2023 for me to table the SPE in the House of Representatives.

- I recognise the financial and resourcing pressures facing the Authority and that these may have an impact on the delivery of activities outlined in the 2023/24 SPE. I expect the Authority to continue to work with Te Manatū Waka on implementing these. I would like to be updated on your progress at our next meeting.

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I look forward to our continued engagements and work to improve transport outcomes for New Zealanders and wish you the best for 2023/24.

Kind regards,

Hon Kiri Allan
Associate Minister of Transport

Copy to: Keith Manch, Chief Executive, Civil Aviation Authority
Audrey Sonerson, Chief Executive, Te Manatū Waka | Ministry of Transport

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TE MANATŪ WAKA
MINISTRY OF TRANSPORT

Document 10

19 May 2023

OC230374

Hon Michael Wood

Minister of Transport

Action required by:

Monday, 22 May 2023

WAKA KOTAHI DRAFT 2023/24 STATEMENT OF PERFORMANCE EXPECTATIONS

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Purpose

This briefing will support you to comment on Waka Kotahi NZ Transport Agency's (Waka Kotahi) draft 2023/24 Statement of Performance Expectations (SPE).

Key points

- As Responsible Minister for Waka Kotahi, you have an important role to play in setting expectations and influencing its public accountability documents. The SPE enables you, and the House of Representatives, to participate in the process of setting annual performance expectations for the entity and provides a basis to assess performance against.

- You received the Waka Kotahi draft 2023/24 SPE on 1 May 2023. You are required to provide comments on this no later than 15 working days after receipt, i.e. by 22 May 2023. Due to the complexity and the level of detail in the draft SPE, the Ministry has required additional time to appropriately review the draft SPE.

- The Ministry of Transport (the Ministry) has reviewed the draft SPE to ensure that it meets statutory requirements, follows good practice, and adequately reflects your expectations and priorities. The Ministry's assessment in **Appendix One** provides you with a summary to better understand Waka Kotahi's strategic context, alignment to your expectations, basis to assess performance, financial performance, and key risks.

- The Ministry notes that Waka Kotahi continues to face challenging operating conditions. The land transport network is growing, and so is its complexity. Severe weather events are becoming increasingly common and highlight the challenge of balancing the needs of the current land transport system with the need to prepare for the future.

- Ensuring adequate long-term funding sustainability to meet increased demand for new and expanded programmes of work and increasing costs remains a critical concern for the Agency. The Ministry understands the Agency's breadth and scale of work programme has evolved over recent years, creating pressures on funding. This adds additional pressure on the Board to make trade-offs and prioritise its work programme.

- Revenue is finite and will never be sufficient to address all demands placed on the land transport system at any one time. The Ministry recommends Waka Kotahi prioritises delivery that will add the most value to the land transport system within available funding. Clarifying key priorities and outlining trade-offs within the SPE will ensure the public can clearly understand what is expected to be delivered in 2023/24.

- The Ministry has identified four themes which will strengthen alignment around your expectations and Government priorities, improve clarity and transparency around priorities, and ensure the SPE provides a good basis to assess performance against. The themes are:

    - Being clear around priorities for the year ahead
    - Helping the public understand the Agency's organisational health
    - Ensure the Agency's performance measurement framework continues to be fit for purpose
    - Building resilience in the land transport system.

- The Ministry has drafted a letter for your consideration encompassing the themes outlined above. Please refer to **Appendix Two** for the draft letter.

- Waka Kotahi must consider your comments before finalising the 2023/24 SPE by 30 June 2023. Waka Kotahi must then publish the SPE on its website as soon as practicable.

- You have flexibility as to when you table the 2023/24 SPE in the House of Representatives. Section 149L of the Crown Entities Act allows responsible Ministers to table final SPEs upon receipt, or at the same time as the Waka Kotahi 2022/23 Annual Report (thereby providing Parliament with a backward- and forward-looking view of the Agency).

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Recommendations

We recommend you:

- **agree** to sign the attached letter providing feedback on the Waka Kotahi draft 2023/24 SPE (subject to any changes you wish to make). Yes / No

Harriet Shelton
Manager Governance
19 / 05 / 2023

Hon Michael Wood
Minister of Transport
..... / ..... / .....

Minister's office to complete: ☐ Approved ☐ Declined

☐ Seen by Minister ☐ Not seen by Minister

☐ Overtaken by events

Comments

Contacts

Name	Telephone	First contact
Harriet Shelton, Manager, Governance	s 9(2)(a)	✓
Brett Thomson, Principal Adviser, Governance		
Emma Petrenas, Adviser, Governance		

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APPENDIX ONE: MINISTRY ASSESSMENT OF WAKA KOTAHI DRAFT SPE FOR 2023/24

WAKA KOTAHI NZ TRANSPORT AGENCY	**Review Statement of Performance Expectations 2023/24**

Strategic Context

Waka Kotahi NZ Transport Agency (Waka Kotahi) continues to face challenging operating conditions. The land transport network is growing and becoming increasingly complex and affected more frequently by extreme weather events – the latter of which has highlighted the challenge of balancing the needs of the current land transport system with the need to prepare for the future.

Ensuring there is adequate funding to meet increased demand for new and expanded programmes of work and higher costs remains an overriding concern for Waka Kotahi. Revenue shortfalls combined with emergency events, poor delivery in isolated areas, and rising inflation has resulted in reduced outputs from the National Land Transport Programme (NLTP) 2021-24. The delay and deferral of many projects will have a knock-on effect of increasing pressure on the upcoming NLTP period.

The Ministry encourages you to remind Waka Kotahi for the need to prioritise within available funding as revenue is finite and will never be sufficient to address all demands placed on the land transport system at any one time. Clarifying key priorities and outlining trade-offs within the SPE will ensure the public can clearly understand what is expected to be delivered in 2023/24.

Waka Kotahi will be operating in its final year of the existing National Land Transport Programme (NLTP) 2021-24. It will be developing a new Statement of Intent (SOI) and NLTP through this period. The Ministry continues to update you on the development of the next Government Policy Statement for Land Transport (refer to briefing OC230424).

Consistent with a shift in Government priorities and your Letter of Expectation for 2023/24, Waka Kotahi will need to place greater emphasis on the rebuild and building resilience through the land transport system, including its own practices and processes.

Waka Kotahi will be implementing changes to land transport regulatory charges and fees, along with building its capability to improve regulatory performance of the land transport system.

Expectations

The Waka Kotahi draft Statement of Performance Expectations (SPE) responds in part to your Letter of Expectations. There is good information in the introductory section of the SPE which is informative however the Ministry believes more could be done to integrate your expectations throughout the document. This could include a separate section clarifying priorities for the year ahead, and a section on Waka Kotahi's capability and capacity development which has been a big focus in recent years.

The SPE could align more closely to your Letter of Expectations and reflect Government priorities. The Ministry would like to see more emphasis on the rebuild, building resilience in the land transport system, and understanding what steps Waka Kotahi will take towards being a leader in cost and asset management. The Ministry recommends Waka Kotahi be clearer around its key priorities and intentions for the 2023/24 year with expectations better reflected.

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The Board of Waka Kotahi is planning to undertake a value-for-money review of the Waka Kotahi operational budget for 2023/24. This is a good step and aligns well with your expectations.

Waka Kotahi's next SOI and SPE will need to give consideration to the next Government Policy Statement on Land Transport (GPS 2024).

Performance

The Waka Kotahi draft SPE provides a substantial number of performance measures, good information around its operating context, and useful information around significant capital milestones it plans to achieve.

Waka Kotahi has been managing a broader work programme and difficult operating conditions over recent years, with areas of performance below its own expectations. The Ministry notes the draft SPE is an important opportunity for Waka Kotahi to clarify its priorities to help the public better understand how it plans to improve performance in key areas. The Ministry recommends Waka Kotahi considers creating a separate section to clarify its priorities in 2023/24. The creation of a separate section outlining its organisational health and capability development will provide transparency as to how it plans to improve performance in key areas.

Waka Kotahi performance measures reflect the breadth and scope of its work programme, with measures supporting system outcomes aligned to the current GPS.

The Ministry notes several performance measures can be improved to help the public better understand performance in key areas. For example, the Ministry has noted some measures are circular in nature (for example *VSC1 - Proportion of non-compliance actions for vehicle inspecting organisations, vehicle certifiers and vehicle inspectors that are progressed within acceptable timeframes*) and as a result provides little transparency for the public to understand performance.

Further several performance measures have targets already achieved (for example*, ENV2 - Proportion of the light vehicle fleet that are zero-emissions vehicles* states a target more than 0.59% however the latest data indicates 1.51%) and therefore the targets do not appear to be informed by latest information or provide a stretch for Waka Kotahi.

Due to the size and complexity of Waka Kotahi, changes to performance measures need to be considered carefully. However, the Ministry recommends Waka Kotahi consider its performance measurement framework to ensure it remains fit for purpose. This would ensure measures are relevant, of high quality, and support readability for the public to better understand how Waka Kotahi is performing.

Waka Kotahi has selected a set of performance measures to provide greater visibility of regulatory performance. This is timely given the changes to the land transport regulatory charges and fees. The Ministry will work with the Agency to review the measures included associated with Waka Kotahi's Regulatory Performance Framework to ensure the most appropriate measures to illustrate performance are included for future SPEs.

Waka Kotahi has noted 17 significant capital projects aligned to the NLTP and New Zealand Upgrade Programme that it expects to progress in 2023/24.

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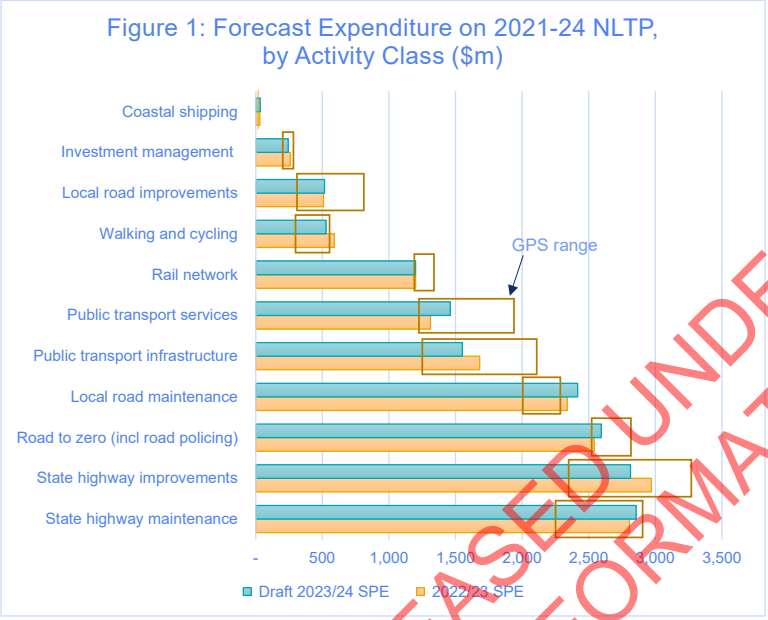
Financial Performance

Waka Kotahi prospective financial statements indicate it is expecting to spend approximately $5.5 billion in 2023/24, this equates to an increase of 11% compared to projected expenditure in 2022/23 of $4.9 billion.

Waka Kotahi expects to spend within the respective GPS ranges for all activity classes except for local road maintenance, due to the costs of emergency works including the recent extreme North Island weather events.

Figure 1 illustrates forecast expenditure on the 2021-24 NLTP by activity class, compared with respective GPS ranges for the NLTP period.



Note that expenditure on state highway and local road maintenance in 2023/24 will increase further once Budget 2023 decisions have been factored into forecasts.

Waka Kotahi expects to drawdown the remainder of the $2 billion borrowing facility in 2023/24 to deliver the 2021-24 NLTP. This is expected to increase total debt to approximately $3.4 billion by 30 June 2024. The increase in debt is placing further pressure on future budgets as repayments and interest expenditure increases (forecasted to be $234 million in 2023/24).

Agency operating costs continue to increase significantly

s 9(2)(f)(iv) [redacted] The Board is conscious of your interest in ensuring that Waka Kotahi grows in a financially responsible manner and delivers value-for-money from all expenditure. In his cover letter to you, the Chair notes that the Board *"…is undertaking a value-for-money review of the Waka Kotahi operational budget for 2023/24."*

Waka Kotahi continues to indicate concerns over pressure on the National Land Transport Fund

Waka Kotahi notes that the current draft Government Policy Statement on land transport 2024 (GPS 2024) indicates a level of funding from 2024 that would prevent it and its co-investment partners from delivering a future work programme that aligns to the investment needs of the system and the Government's policy ambitions. Further, Waka Kotahi states that unless there is significant revision to the draft GPS to substantially increase available

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revenue from 2024, it will no longer be able to approve the majority of new funding decisions in order to prudently manage its future funding commitments.

You are working with officials and Ministers to address the National Land Transport Fund (NLTF) funding gap beyond 2023/24, before the draft GPS 2024 is released for public consultation (briefing OC230341 refers).

Budget 2023 decisions to be reflected

Waka Kotahi needs to reflect Budget 2023 decisions in its final SPE.

Key Risks

Waka Kotahi will continue to face a difficult and challenging operating environment in 2023/24, with public interest and media scrutiny likely to continue to increase, in line with expectations around delivery – particularly in those areas hit hardest by Cyclone Gabrielle.

The key risks for the Agency over the coming year are noted below:

- Long-term funding sustainability – in particular, the adaptation of the land transport system to support climate change priorities. This has the potential to constrain the Agency's primary source of revenue (the NLTF) whilst at the same time, place increasing pressure on its expenditure.
- Ability to deliver on budget and within timeframes – due to workforce constraints, key programmes of work may be deferred, or require additional funding to address cost escalations.
- The need for Waka Kotahi to ensure that its stakeholder engagement response is keeping pace with increased levels of public concern in key areas of performance and delivery.
- Increasing costs and risks associated with climate change and the increase in the severity and frequency of ongoing weather events and the resultant impacts on emergency works, and state highway and local road improvements and maintenance.

The Ministry will continue to update you on risks and provide advice accordingly.

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APPENDIX TWO: DRAFT LETTER TO WAKA KOTAHI CHAIR

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Hon Michael Wood
MP for Mt Roskill
Minister of Immigration
Minister of Transport
Minister for Workplace Relations and Safety

26 May 2023

Dr Paul Reynolds
Chair
Waka Kotahi NZ Transport Agency
s 9(2)(a)

Dear Paul

Draft Statement of Performance Expectations for 2023/24

Thank you for providing the Waka Kotahi NZ Transport Agency's (the Agency) draft 2023/24 Statement of Performance Expectations (SPE) for my comment.

I recognise the effort that has gone into preparing this document and the hard work undertaken by the Agency in responding to numerous devastating weather events this year. The draft SPE provides useful context around the operating environment and the challenges that the Agency continues to manage. I would also like to commend its work on proposed changes to land transport regulatory charges and fees – I look forward to seeing these changes successfully implemented later this year.

As communicated in my Letter of Expectations dated 22 March 2023, I would like the Agency to focus on the rebuild, continue to work towards being a leader in cost and asset management, exemplify value for money, look to the future state of the land transport system, ensure the public is well informed and information is accessible, and be a good employer. I would like the SPE to further consider each of these expectations by outlining what work will be undertaken to reflect a good level of alignment with each of the themes noted in the letter.

The Government has provided significant levels of funding to address cost pressures and support new priorities within the land transport system over consecutive Budget cycles.
s 9(2)(f)(iv)

I appreciate the immediate pressure on the National Land Transport Fund, particularly as New Zealand moves to a land transport system that is more resilient to climate change. Budget 2023 will support the emergency response and improve network resilience to help communities impacted by severe weather events. Whilst I am working to ensure there is adequate funding in the land transport system, I would like Waka Kotahi to improve prioritisation of available funding, as revenue is finite and will never be sufficient to address all demands placed on the land transport system at any one time.

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In addition, I would like the Board to take this opportunity to consider how the Agency's SPE can clarify and rationalise its key priorities and intended work programme to ensure the public can clearly understand what is expected to be delivered in 2023/24. To enable this, I have grouped my comments around four themes within this letter.

Being clear around priorities for the year ahead

I would like the SPE to be clear on the key priorities for the Agency in 2023/24. This will improve transparency around the Agency's work programme and provide a basis to assess performance.

In addition, I would like you to reflect how the Agency's priorities will help the public better understand your contribution to the rebuild and recovery of roading assets, outline how Budget 2023 initiatives will successfully be implemented and performance assessed, and set out the steps that are being taken to address areas where performance has been below expectations, including safety (in particular improving performance within the Road to Zero programme) and achievement of significant capital milestones.

Helping the public understand the Agency's organisational health

I would like the SPE to outline the Agency's objectives for the development of the organisation and investment in capability for the year ahead. This will help the public better understand how the Agency's resources will be efficiently and effectively utilised to improve services.

I am pleased to see that the Board intends to undertake a value for money review of the Agency's operational budget. I encourage the Agency to work with the Ministry of Transport on developing the terms of reference and completing the review, and I look forward to receiving a briefing on the conclusions reached.

Consistent with my Letter of Expectations, I would like you to provide information on the steps you plan on taking to ensure the Agency works toward being a leader in cost and asset management, and what steps it will take to lift regulatory performance after changes to land transport charges and fees are implemented.

Ensure the Agency's performance measurement framework continues to be fit-for-purpose

I understand the Agency has increasingly managed a broader work programme over recent years, Because of this, developing a performance framework supported by relevant and informative performance measures can be a challenging task. Consistent with the Government's priorities and my Letter of Expectations, I would like you to consolidate your performance framework and strengthen performance measures so they can easily be understood by the public and are outcomes focused.

To enable a fit-for-purpose performance framework, I would like the Agency to update targets that have already been achieved and reflect in the SPE what steps it will take to improve performance for targets which have not been achieved in recent years.

Generally, I would like the Agency to make its SPE more concise, consolidating its performance measures and presenting information simply. I encourage the Board to continue to refine its public accountability measures and ensure the associated targets provide appropriate stretch to the Agency (particularly where system outcome measures are already being achieved or exceeded).

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Building resilience in the land transport system

Resilience and security have been the dominant area of focus for several years now, with extreme weather events just one example of disruptive events faced by communities throughout the country. It is imperative that resilience of the land transport system continues to be strengthened against disruptive events of all types - including not only natural hazards, but also security and other threats.

Resilience is becoming increasingly important as it helps people, communities, and systems to thrive in the face of adversity, and to manage stress and uncertainty. Resilience goes to the heart of culture and organisational capability, assets and taonga, and an Agency's response to a range of events. I would like the Agency to better communicate in its SPE how it plans to improve its governance and organisational resilience processes and practices, and what steps it will take to improve resilience in the land transport system.

The Agency has made good progress delivering on its resilience and security obligations, including establishing a recent Security Team to address vulnerabilities in the land transport network. The success in delivering *Tiro Rangi* Climate Adaptation Plan should also be recognised as a critical step in strengthening the land transport system against climate change. I would like the Agency to continue embedding these achievements by developing a mature assessment of the network's key security risks and delivering on its commitments in the National Adaptation Plan, including integrating adaptation into its decision-making frameworks.

Next steps

Please consider these comments when finalising your SPE. Once finalised, the Agency is required to provide a final SPE to me and publish on its website as soon as practicable, ideally before the start of the financial year. I will then table the SPE in the House of Representatives.

I wish the Agency the best for the upcoming year. As the responsible Minister, I want the Agency to be clear on its priorities and how it will achieve them, so that the public can be confident the Agency is well placed to meet future challenges. I look forward to a successful year ahead.

Yours sincerely

Hon Michael Wood
Minister of Transport

cc: Nicole Rosie, Chief Executive, Waka Kotahi New Zealand Transport Agency
Audrey Sonerson, Chief Executive, Te Manatū Waka Ministry of Transport

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TE MANATŪ WAKA
MINISTRY OF TRANSPORT

Document 11

22 May 2023

OC230399

Hon Michael Wood

Minister of Transport

Action required by:

Tuesday, 6 June 2023

QUARTER 3 OUTPUT PLAN REPORT 2023/24

Purpose

Provide a progress report on key initiatives in the Output Plan.

Key points

- The Ministry previously agreed to provide you with quarterly updates against identified initiatives from the Output Plan. The Quarter 3 (Q3) Output Plan Report is attached (Appendix A refers). This briefing includes some additional initiatives to provide a broader picture of our delivery against the Output Plan.
- The Ministry will also be providing you with a briefing on the 'Quarterly report on implementation progress of the ERP Transport actions' (OC230365). These briefings, together, will constitute the Ministry's Q3 reporting to you.
- Three projects are assessed as being 'amber', meaning there is some risk to the Ministry achieving the forecasted September 2023 position. Resourcing is a key issue for these issues, and there are timing challenges for the GPS 2024 initiative. The 'amber' initiatives are:
    - Transit Framework
    - Christchurch Mass Transit
    - GPS 2024.
- The other twelve initiatives are assessed as being 'green', meaning the Ministry expects to achieve the forecasted September 2023 position.

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Recommendations

We recommend you:

1 **Review** the attached Quarter 3 Output Plan Report and discuss any issues that you may have on progress-to-date for individual initiatives with officials. Yes / No

Robyn Smith
Deputy Chief Executive, Corporate Services
.22 / May / 2023.....

Hon Michael Wood
Minister of Transport
..... / ..... / .....

Minister's office to complete: ☐ Approved ☐ Declined

☐ Seen by Minister ☐ Not seen by Minister

☐ Overtaken by events

Comments

Contacts

Name	Telephone	First contact
Robyn Smith	s 9(2)(a)	✓
Hilary Penman, Manager Ministerial Services		
Robert McShane, Principal Adviser, Ministerial Services		

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Appendix A

Quarter 3 2022/23 Output Plan Report to the Minister of Transport

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Programme 1: Decarbonising Transport

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Project 1D: National Freight & Supply Chain Strategy Quarter 3 2022/23

Key Contacts:	DCE: Bryn Gandy s 9(2)(a) *Manager:* Jacob Ennis	Overall Status RAG:
Project Purpose:	To produce a shared view of the supply chain system and develop a future direction for the supply chain.	
Forecasted Sep 2023 Status:	Consultation complete on draft strategy implementation plan.	

Progress against last quarter report

- A draft strategy and implementation plan were provided to the Minister. A Budget bid to support implementation was unsuccessful so we are planning for an implementation programme based on existing funding.

Key focus for next quarter

- We will finalise the draft strategy and implementation plan and seek Cabinet approval for its release. This plan will focus on improving our port system productivity and resilience, road freight decarbonisation, and a data partnership with the sector. There will also be actions on international disruption preparedness and green shipping corridors.
- We will begin public consultation on the implementation plan in June.

Progress against current and future deliverables/milestones

Due date/ Timeframe	Deliverables/milestones	Status (RAG)
February 23	Freight strategy and implementation plan draft for the Minister	
June 23	Strategy to Cabinet to initiate public consultation	

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Project 1E: Freight Decarbonisation Programme Quarter 3 2022/23

Key Contacts:	DCE: Bryn Gandy s 9(2)(a) *Manager:* Jacob Ennis	Overall Status RAG:
Project Purpose:	Development of a range of initiatives to accelerate zero emissions heavy vehicle uptake and progress other emissions reduction measures, in particular the development of the Clean Truck Discount and Standard	
Forecasted Sep 2023 Status:	Clean Truck Grant scheme design and implementation time frames agreed	

Progress against last quarter report

- The Minister has agreed to progress a Clean Truck Grant scheme with EECA as the delivery agency, this has been considered for funding from Budget 23.

s 9(2)(f)(iv)

Key focus for next quarter

- If funding is agreed MBIE and Te Manatū Waka (in consultation with the Energy Efficiency and Conservation Authority) will need to provide advice to the Minister of Transport, Minister of Energy and Resources, and Minister of Finance on the design of a Clean Heavy Vehicle Grant scheme in order to draw down funding.
- Following formal notification of Budget decisions Te Manatū Waka will work with Waka Kotahi to determine what other initiatives should be prioritised for our agencies to progress, while EECA implements the Grant scheme, such as a review into removing regulatory barriers to zero emissions heavy vehicles and developing a Clean Truck Standard (most likely a zero emissions sales mandate).
- Public consultation has opened on the electric vehicle charging strategy, this includes progressing work on heavy vehicle charging as a key focus area. Officials will hold a workshop for freight sector stakeholders with the intention of getting clearer direction on actions for heavy vehicle charging for the final strategy.

Progress against current and future deliverables/milestones

Due date/ Timeframe	Deliverables/milestones	Status (RAG)
Mar 2023	Advice delivered to Minister on Clean Truck Discount	
TBC	Advice on design of Clean Truck Grant scheme	

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Project 1S: Congestion Charging	Quarter 3 2022/23	
Key Contacts:	DCE: Bryn Gandy s 9(2)(a) *Manager:* Marian Willberg	Overall Status RAG:

s 9(2)(f)(iv)

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Programme 2: Transit

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Project 2A: Auckland Light Rail Quarter 3 2022/23

Key Contacts:	*DCE: Brent Johnston* s 9(2)(a) *Manager: Gareth Fairweather*	Overall Status RAG:
Project Purpose:	Stewardship and oversight of the ALR project, with specific responsibilities for governance and funding, review and assurance of ALR Limited's work and deliverables, and developing and implementing a policy work programme	
Forecasted Sep 2023 Status:	s 9(2)(f)(iv)	

Progress against last quarter report

- Significant decisions are approaching on route alignment and station location in April/May.
- Our focus is to ensure sponsors have all the information they need to make these decisions with confidence working with sponsor agencies Mana Whenua and their advises.
- On going work across the ministry and Waka Kotahi and ALRL to align advice across Auckland Light Rail and other Auckland Initiatives
- Continuing to engage Mana Whenua Sponsor representatives including procuring dedicated suppoer and formalising their role in sponsors arena.
- Ongoing policy work in relation to governance, the acquisition of land, funding and finance, future operating arrangements and business case assurance.

Key focus for next quarter

- Supporting Ministers and Sponsors in making decisions on Route and Station in May
- Formalising Mana Whenua's role as Sponsors
- Establishing a working group to develop options and agree advice on final ownership and delivery arrangements.
- Further policy work surrounds the decision making associated with the Final Investment Decision.
- Preparing the Minister of Transport to engage with Cabinet on ALR as part of the update on ALR and the Waitematā Harbour Crossing highlighting the integration needed between these two projects s 9(2)(f)(iv)

Progress against current and future deliverables/milestones

Due date/ Timeframe	Deliverables/milestones	Status (RAG)
Mar 23	Advice on legislative pathway for Auckland Light Rail	
Mar 23	Work alongside the Establishment Unit and other agencies to develop a scoped work programme for remaining policy matters that are required for the delivery of the project	
Jun 23	Advice relating to station locations and route alignment	
s 9(2)(f)(iv)	Advice on Delivery arrangements (options and criteria) including financing arrangements.	

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Project 2C: Transit Framework Quarter 3 2022/23

Key Contacts:	*Director: Siobhan Routledge,* s 9(2)(a) *Manager: Jessica Ranger*	Overall Status RAG:
Project Purpose:	Planning for mass rapid transit projects in Auckland, Wellington, and Christchurch is underway, but each has bespoke arrangements and lacks consistent central government guidance on key issues. We are designing a framework for decision-makers that will reduce friction in the system and support more clarity and consistency in decision-making when progressing mass rapid transit.	
Forecasted Sep 2023 Status:	s 9(2)(f)(iv)	

Progress against last quarter report

- We completed all the deliverables due this quarter. We provided you with a draft framework for feedback.

Key focus for next quarter

- The key focus is finalising the framework for Cabinet consideration. This process will provide the opportunity to confirm or clarify government positions and expectations on elements of the framework.
- We will undertake targeted engagement with councils on the draft framework in April. This will enable us to test our thinking and get councils' perspectives and insights. Availability of council staff over the school holidays and ANZAC holiday may be challenging, and impact on engagement timelines.
- Stakeholders across central government are positively engaged with this work. s 9(2)(f)(iv)
-

Progress against current and future deliverables/milestones

Due date/ Timeframe	Deliverables/milestones	Status (RAG)
April 23	Draft framework to Minister	
April 23	Targeted engagement with councils on the draft framework	
s 9(2)(f)(iv)		

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Project 2D: Christchurch Mass Transit Quarter 3 2022/23

Key Contacts:	*Director: Siobhan Routledge,* s 9(2)(a) *Manager: Jessica Ranger*	Overall Status RAG:
Project Purpose:	Better public transport is needed in Greater Christchurch to support future growth. In addition to investing more in the existing public transport network, Waka Kotahi is undertaking an Indicative Business Case exploring a high-frequency, high-capacity mass rapid transit option for Christchurch City.	
Forecasted Sep 2023 Status:	Indicative Business Case (IBC) for Christchurch MRT has been completed and endorsed by the Waka Kotahi Board.	

Progress against last quarter report

- We completed all the deliverables due this quarter. Public feedback on the concept of MRT is being received as part of Huihui Mai Greater Christchurch – a public engagement process seeking views on planning for future growth in the region.

Key focus for next quarter

- The MRT IBC is due for completion in May and will take into account the public feedback.
- The Whakawhanake Kāinga Committee (the Urban Growth Partnership for Greater Christchurch) will be meeting in May to endorse the MRT IBC, as well as the draft Greater Christchurch Spatial Plan for consultation.
- The Waka Kotahi Board will also be asked to endorse the MRT IBC in May.
- The key focus of our work in this quarter is providing advice to you on the preferred way forward, including governance and funding arrangements. This will be important in ensuring the work on Christchurch MRT is well set up for the future.

Progress against current and future deliverables/milestones

Due date/ Timeframe	Deliverables/milestones	Status (RAG)
Feb 23	Public consultation on MRT	
June 23	MRT IBC finalised and reported to the Whakawhanake Kāinga Committee. Advice provided to Minister on preferred way forward.	

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Project 2E: Inter-Regional Passenger Rail Select Committee Inquiry Quarter 3 2022/23

Key Contacts:	*Director: Siobhan Routledge,* s 9(2)(a) *Manager: Jessica Ranger*	Overall Status RAG:
Project Purpose:	The Transport and Infrastructure Committee (the Committee) is holding an inquiry into the future of inter-regional passenger rail in New Zealand. It seeks to gain insights into the viability of passenger rail and investigating potential rail expansions and investments in specific areas. The inquiry will also look at the climate and emissions reduction possibilities of passenger rail.	
Forecasted Sep 2023 Status:	The Inquiry should be completed by September 2023. Any recommendations resulting from the inquiry are not yet known and will be dependent on the Transport and Infrastructure Committee's approach to the inquiry and findings.	

Progress against last quarter report

- We completed all the deliverables due this quarter. We completed submissions analysis and provided the Committee with our departmental report.

Key focus for next quarter

- The key focus of our work will be supporting the Committee as it finalises its report.

Progress against current and future deliverables/milestones

Due date/ Timeframe	Deliverables/milestones	Status (RAG)
March 23	Departmental report completed and submitted to the Committee	

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Programme 3: Revenue and Investment

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Project 3A: GPS 2024 Quarter 3 2022/23

Key Contacts:	*DCE: Bryn Gandy,* s 9(2)(a) *Manager: Tim Herbert*	Overall Status RAG:
Project Purpose:	To develop the Government Policy Statement 2024 on Land Transport. The GPS 2024 will reflect the latest Government priorities for transport. It will ensure available funding from both the National Land Transport Fund and Crown sources are used efficiently and effectively to meet these priorities.	
Forecasted Sep 2023 Status:	The GPS 2024 project will be completed with expected publication of the final draft by mid-2024.	

Progress against last quarter report

- We completed all of the deliverables that were due this quarter.
- The Ministers feedback and further content have been provided for in a consultation draft in March 2023.
- Substantial planning has been undertaken around the roadshows and wider engagement process with the sector as part of the release of the consultation draft – these are now ready to be progressed.
- We provided the Minister with a range of possible options around establishing activity class funding levels and his preferred option has been included in the draft GPS.
- We have provided a range of additional material around costs and the options around Activity Classes
- We have engaged KPMG/ Mott MacDonald to undertake a review of the GPS cost base and the wider industry/ market context in which GPS will be delivered.

Key focus for next quarter

- Provide Ministers with the necessary information to make decisions around funding options and activity lass settings for GPS24;
- Complete the GPS24 Review by KPMG and Mott MacDonald and use the results of this to refine Activity Class settings
- Obtaining Ministerial/ Cabinet consent to release the consultation draft and undertake the roadshow/ engagement process,
- Revise GPS24 based on the engagement and submit the final version for Ministerial/ Cabinet approval and release.

Progress against current and future deliverables/milestones

Due date/ Timeframe	Deliverables/milestones	Status (RAG)
Dec 22	Draft GPS submitted to the Minister for consideration	
May/ June 23	Cabinet approves release of draft GPS for consultation and engagement roadshow occurs	
Sept 23	Release of GPS24	

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Project 3B: Budget 2023	Quarter 3 2022/23		
Key Contacts:	*DCE: Bryn Gandy,* s 9(2)(a) *Manager: Tim Herbert*		Overall Status RAG:
Project Purpose:	Support the Minister of Transport to develop the Budget 2023 Vote Transport package (including the Climate Emergency Response Fund), for the Minister of Finance and Treasury's consideration.		
Forecasted Sep 2023 Status:	Vote Transport Budget 2023 initiatives agreed by Cabinet (in April 2023) will have begun implementation, and strategic planning for Budget 2024 will have commenced.		

Progress against last quarter report

- We completed all of the deliverables that were due this quarter.
- Support the Minister with additional material for Budget bi-laterals, meetings etc.
- Providing clarifications and additional information to Treasury.
- Providing financial recommendations and supporting information.

Key focus for next quarter

- Providing any additional and/ or supporting material as requested by the Minister associated with the public release of Budget 23 in May in relation to any of the specific bids or packages.
- Supporting Agencies and/ or internal Ministry teams around budget initiative implementation and/ or clarifications.
- Lessons learnt from Budget 23 and beginning prep work for Budget 24.

Progress against current and future deliverables/milestones

Due date/ Timeframe	Deliverables/milestones	Status (RAG)
Dec 22	Minister receives advice on full Vote Transport Budget 2023 package (including new spending, CERF, and cost pressure initiatives)	
Feb 23 (	Early Treasury assessment provided and advice provided to Minister	
Mar 23	Budget Economic and Fiscal Update - Specific Fiscal Risks	
March/ May 23	Ongoing budget support and provide final Budget briefings and financial recommendations	

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Project 3C: Future of the Revenue System Quarter 3 2022/23

Key Contacts:	DCE: Bryn Gandy s 9(2)(a) *Manager:* Marian Willberg	Overall Status RAG:
Project Purpose:	To develop and implement a new, or renewed, transport revenue system by 2030 that will be fit for purpose for the next 30 to 50 years. This project is both in response to and in support of the Emissions Reduction Plan to ensure that we can pay for the land transport system we need in the future.	
Forecasted Sep 2023 Status:	By Sep 2023 we will have provided advice to the Minister on options to consider for the future revenue system. We will be in the process of planning the next phase of the project - preparing to test and consult on options from early 2024 in wider public engagement.	

Progress against last quarter report

- We completed 2 of 2 engagement deliverables that were due this quarter.
- The first was the deliberative workshops held with members of the public across four sessions in three different cities. These were led by Koi Tū. The final reporting on this is due in Q4.
- The second deliverable met was engaging with other government departments on the problem definition.

Key focus for next quarter

- Developing contrasting options, which will help us consider different outcomes and impacts that would come from pursuing different approaches to raising revenue.
- Continue stakeholder conversations.
- Developing advice and an update to the minister.

Progress against current and future deliverables/milestones

Due date/ Timeframe	Deliverables/milestones	Status (RAG)
Mar- Apr	Engage with stakeholders to help identify potential options	
Jun 2023	Advice to the Minister on future options, pathways to implementation, and approaches to engagement	

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Programme 4: Other Key Initiatives

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Project 4A: Resource Management Act Reform Quarter 3 2022/23

Key Contacts:	*DCE: Bryn Gandy* s 9(2)(a) *Manager: Jessica Ranger*	Overall Status RAG:
Project Purpose:	Influencing the design of the new resource management system and supporting the transition into the new system.	
Forecasted Sep 2023 Status:	The Natural and Built Environment Act (NBA) and the Spatial Planning Act (SPA) enacted, with the first National Planning Framework (NPF) notified.	

Progress against last quarter report

- We completed all the deliverables due this quarter. We continued to support the progress of the NBA and SPA through the legislative process. We have started preparing guidance notes and case studies for transition and implementation.

Key focus for next quarter

- A key focus for this quarter will be providing input into the content of the first NPF as it is finalised. This will provide an opportunity to ensure the content meets the needs of the transport sector as much as possible.
- We are also providing input into key implementation matters, including funding to support regional spatial strategies, and maintaining momentum on existing transport projects as the new system is rolled out.
- We will continue to liaise with the transport agencies to ensure they have the information and support they need for transition and implementation.

Progress against current and future deliverables/milestones

Due date/ Timeframe	Deliverables/milestones	Status (RAG)
Mar 2023	Developing guidance notes and case studies to support implementation	
Jun 2023	NBA and SPA enacted	

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Project 4D: Reshaping Streets	Quarter 3 2022/23	
Key Contacts:	*DCE: Bryn Gandy* s 9(2)(a) *Manager: Jessica Ranger*	Overall Status RAG:
Project Purpose:	Reducing administrative barriers so it is easier for road controlling authorities to make street changes that support active and public transport, and placemaking.	
Forecasted Sep 2023 Status:	Street Layouts Rule in place and drafting instructions for the Government Roading Powers Amendment Bill issued.	

Progress against last quarter report

- We completed all the deliverables due this quarter. We provided you with a package including the final policy recommendations, a draft Cabinet paper seeking agreement to these recommendations, and the Regulatory Impact Statement.

Key focus for next quarter

- The focus of our work will be finalising the Cabinet paper so it can be considered in May.
- If Cabinet agrees to the final policy recommendations, we will provide you with advice on how to create the new Street Layouts Rule to implement most of the Reshaping Streets proposals. We will also issue drafting instructions to implement the remaining proposals via the Government Roading Powers Amendment Bill.

Progress against current and future deliverables/milestones

Due date/ Timeframe	Deliverables/milestones	Status (RAG)
March 23	Briefing on final policy recommendations	
May 23	Cabinet paper seeking approval to the Street Layouts Rule and approval to draft Government Roading Powers Bill	
June 23	New rule developed and out for consultation	

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Project 4E: Northland Dry Dock Quarter 3 2022/23

Key Contacts:	DCE: Bryn Gandy s 9(2)(a) *Manager:* Jacob Ennis	Overall Status RAG:
Project Purpose:	To undertake a business case examining the feasibility of a Northland Dry Dock (one large enough to cater for our increasingly growing and large fleet, e.g., KiwiRail ferries, Navy vessels, other commercial coastal ships etc).	
Forecasted Sep 2023 Status:	Delivery of the completed business case and policy advice to the Minister with a set of recommendations for next steps.	

Progress against last quarter report

- We have received the draft strategic case which has been shared extensively with agencies for feedback. Two Expert Reference Group meetings have occurred with a wide variety of stakeholders. Feedback has been largely positive, and we have had a good level of buy-in from stakeholders.
- The demand study from Thompson Clarke Shipping has concluded. It appears that demand for a larger dry dock is quite high. The formal stakeholder interview process has also concluded, with stakeholders being overwhelmingly supportive of the project.
- Several hui have taken place with representatives from Patuharakeke, Te Parawhau and Ngātiwai. This is a sensitive topic for iwi/hapū so a lot more work than anticipated with these groups has been needed. Officials are going up to Whangārei on 20 April to meet with them in person for a hui.

Key focus for next quarter

- Delivery of the remaining four cases (economic, financial, commercial and management) are due throughout April and May. The draft business case will be delivered 31 May.
- You are meeting with representatives from the afore mentioned Māori groups on 26 May. Further advice on this visit will be given once we've had the opportunity to meet with them more.

Progress against current and future deliverables/milestones

Due date/ Timeframe	Deliverables/milestones	Status (RAG)
Dec 2022	Consultants procured and work commenced.	
Jan 2023	Regular project advisory meetings with government agencies. We may invite commercial interests to these meetings if required.	
March/April 2023	Formal status update to Minister Wood, potentially with any early findings, if possible	
July 2023	Delivery of business case and policy advice to Ministers, recommending next steps.	

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s 9(2)(f)(iv)

Key Contacts:	DCE: Bryn Gandy s 9(2)(a) *Director:* Karen Lyons	Overall Status RAG:

s 9(2)(f)(iv)

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Project 4J: Manukau Harbour Feasibility Study Quarter 3 2022/23

Key Contacts:	DCE: Bryn Gandy s 9(2)(a) *Manager:* Jacob Ennis	Overall Status RAG:
Project Purpose:	To undertake a technical feasibility study exploring whether the Manukau Harbour could serve as a location for a future large-scale port. This is a technical exercise which will lead to a recommendation on whether a large-scale port is technically feasible in the Manukau Harbour.	
Forecasted Sep 2023 Status:	Work by September 2023 will be on-going. The market has so far indicated that work of this nature would take 12 months to complete, as the field studies require data from all seasons to be accurate. We will receive an interim report by the consultants in mid-2023, which we will provide to the Minister.	

Progress against last quarter report

- Tonkin & Taylor have initiated their field work to observe and measure waves, currents, and water levels, and map the contours of the seafloor. This work will occur until around November 2023 and be complemented by desktop analysis and modelling.
- The first reference group Meeting, comprising of Auckland Council, Ministry for the Environment, the Infrastructure Commission, Maritime NZ and other MoT staff occured.

Key focus for next quarter

- Iwi engagement is a key focus for the next couple of months. We are shortly going out to various iwi/hapū to introduce this work where this Kaupapa falls in their rohe. It is difficult to anticipate the level of interest, but we intend to hold the first hui in May.
- The interim report will be delivered late in late July 2023.

Progress against current and future deliverables/milestones

Due date/ Timeframe	Deliverables/milestones	Status (RAG)
Dec 2022	Contract in place	
Jan 2023	Regular project advisory meetings with agencies. A key stakeholder we want to include is Auckland Council.	
June 2023	Delivery of interim report to Minister	
Late 2023 / early 2024	Completion of work and delivery of final work to incumbent Government with policy advice	

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TE MANATŪ WAKA
MINISTRY OF TRANSPORT

Document 13

26 May 2023

OC230454

Hon Kiri Allan
Associate Minister of Transport

MEETING WITH MARITIME NEW ZEALAND DEPUTY CHIEF EXECUTIVES - 1 JUNE 2023

The meeting was later cancelled

Snapshot

You are meeting with the Maritime New Zealand (MNZ) Deputy Chief Executives Deb Despard and Andrew Saunderson on 1 June 2023. To support you in your meeting, Te Manatū Waka has provided suggested talking points in **Annex 1**.

Time and date	**11.30am – 12.00pm, 1 June 2023**
Venue	Executive Wing, 5.3R
Attendees	Deb Despard, Deputy Chief Executive Regulatory Operations, MNZ Andrew Saunderson, Deputy Chief Executive Organisational Strategy and Systems, MNZ
Officials attending	Brent Johnston, Deputy Chief Executive - System Performance & Governance
Agenda	1. MNZ Funding Review 2. Feedback on Statement of Performance Expectations 3. Update on support for vessels out of port areas
Talking points	Suggested talking points are in **Annex 1**

Contacts

Name	Telephone	First contact
Brent Johnston, Deputy Chief Executive - System Performance & Governance	s 9(2)(a)	✓
Harriet Shelton, Manager, Governance		
Johnny Crawford, Senior Advisor, Governance		

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MEETING WITH MARITIME NEW ZEALAND DEPUTY CHIEF EXECUTIVES - 1 JUNE 2023

Key points

- You are meeting with Deb Despard and Andrew Saunderson, Deputy Chief Executives of MNZ on 1 June 2023.
- MNZ has said it will provide its meeting advice to your office on 26 May 2023, which will set out three proposed agenda items: its funding review, feedback on its draft SPE and an update on support for vessels out of port areas. Context for these topics is provided on **pages 3 – 4**.

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Item one: Funding Review

1. Earlier in May, you signalled that you would like MNZ to progress with its funding review. This follows a period in which the review had been paused to allow Te Manatū Waka to explore alternative options and consider cost-of-living challenges.

2. You are currently consulting your Ministerial colleagues on a Cabinet paper (OC230245 refers) being presented to the Cabinet Economic Development Committee (DEV) on 7 June 2023. This paper notes that you have asked MNZ to resume its funding review and seeks Cabinet's agreement to delegate approval of its consultation document to you and the Minister of Finance.

3. We understand that you and the Minister of Finance both support MNZ conducting its funding review as quickly as practicable, allowing it to implement any new levies by 1 July 2024. This will reduce the need for additional Crown funding past this point. To meet this deadline, there is a need to undertake this process more rapidly than usual with minimal contingency built into the timeline.

4. s 9(2)(f)(iv) [redacted]

5. [redacted]

6. Te Manatū Waka supports the implementation of a new funding model for MNZ and agrees with the need to take all steps necessary to reduce the cost to the Crown after June 2024. We intend to provide the necessary oversight to the process and to support MNZ to meet its deadlines where possible. This will include leading steps of the process for which we are responsible, such as assembling a panel to review its cost-recovery impact statement (CRIS) and drafting Cabinet papers.

7. However, for the funding review process to retain its integrity, there needs to be a degree of flexibility. For example, timelines could slip if Ministers need more time to approve consultation documents, if material changes need to be made to MNZ's proposals following consultation, or if the CRIS panel requests significant amendments to its documentation. s 9(2)(f)(iv) [redacted]

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s 9(2)(f)(iv)

[redacted]

8. Te Manatū Waka will continue to brief you throughout the process, including if there are any changes to MNZ's timeline and any risks or implications of changes.

Item two: Feedback on draft Statement of Performance Expectations

9. On 1 May 2023, you received a draft 2023/24 Statement of Performance Expectations (SPE) from MNZ. This did not include any financial information which made it difficult to give an appropriate level of consideration to MNZ's expectations. However, Te Manatū Waka provided some high-level feedback on the document including the need for additional detail about its risk management processes, improvements to performance measures and a greater consideration of how it will work with other stakeholders. You outlined this feedback in a letter to MNZ on 18 May 2023.

10. MNZ provided its draft financial statements to your office and to Te Manatū Waka on 24 May 2024 and is currently compiling feedback to provide you before these are finalised. This feedback will include clarification of the 'specified amount' that it is able to draw down from its liquidity facility. A briefing asking for approval of this 'specified amount' will be provided to you by 2 June 2023 (similar to the briefing you have received for the Civil Aviation Authority).

Item three: Update on support for vessels out of port areas

11. On 29 May 2023, you are meeting with Ms Despard and Shelley Tucker (Chief Advisor Communication and Stakeholder Engagement Group) to discuss support for vessels out of port areas following the breakdown of the Singaporean cargo ship MV Shiling last month. Nadine Taylor, Mayor of Marlborough, Daran Ponter, Chair, Greater Wellington Regional Council and Graeme Campbell, Manager Flood Protection, Greater Wellington Regional Council, will be in attendance.

12. MNZ has requested that it provides a brief update on this item on 1 June 2023, following the meeting earlier in the week.

13. While we don't know what specific issues MNZ will cover during this item, it provides an opportunity to raise any questions arising from the earlier meeting or to reiterate any expectations you communicated at that time.

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Annex 1: Talking Points

Item	Talking Points
Funding Review	You may wish to: • s 9(2)(g)(i) [redacted] • **advise** MNZ if you have any updates on the current Cabinet paper including any feedback resulting from Ministerial consultation; • **indicate** if you have any feedback on MNZ's proposed timeline for its funding review, including: s 9(2)(f)(iv) [redacted]
Statement of Performance Expectations	You may wish to ask MNZ for clarity around how it plans to incorporate your feedback and its timeline for finalising an SPE once it has received comment on its draft financials.

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