

**Note for the reader:** This version of the Output Plan 2022/23 has been prepared in line with the Ministry's Estimates Reporting 2022/23. It does not include information relating to the 2023/24 deliverables.

# Output Plan 2022/23

June 2023

## Contents

Page

The Output Plan 2022/23	3
The Ministry's Business as Usual (BAU) programmes	3
Key programmes to develop capability and improve the quality of the Ministry's policy advice	4
How we contribute to major cross-government initiatives	4
What we expect to deliver to meet the Minister of Transport's priorities	5

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## The Output Plan 2022/23

The Output Plan 2022/23 is an agreement between the Minister of Transport and the Chief Executive of the Ministry of Transport on:

- specific initiatives that the Ministry will strive to achieve to support the Minister to deliver on the Government's priorities.

### The Output Plan provides clarity on what the Ministry intends to deliver

The purpose of the Output Plan is to provide clarity on what is expected of the Ministry throughout the year. This provides the Minister, as the Responsible Minister, with a deeper understanding of the work that the Ministry will undertake and the ongoing trade-off decisions that have to be made.

### We will strive to deliver the Output Plan

The Ministry will strive to complete the initiatives and deliverables in this plan.

But we know from experience that circumstances will change and that this will impact on when deliverables can be achieved.

### Regular reviews of the Output Plan will make it a living plan

Regular reviews of this plan will keep it up-to-date and enable the Ministry to make resource reallocations, if needed.

The review process will also facilitate trade-off discussions as new work is contemplated during the year.

## The Ministry's Business as Usual (BAU) programmes

The Ministry has a large volume of BAU work that either forms part of our wider policy and operational programme or provides support for those wider programmes. Some of this work we are required to do by statute. Examples of BAU work includes

- Crash data analysis and reporting
- Crown entity monitoring
- Major investment programme monitoring
- Ministerial correspondence – draft replies to approximately 400 items of Ministerial correspondence
- OIAs – respond to approximately 200 OIA requests
- Six monthly National Land Transport Fund revenue forecasting
- Regulatory stewardship work programme
- Transport Rules Programme

## **Key programmes to develop capability and improve the quality of the Ministry's policy advice**

Our key programmes include:

- Hei Arataki/The Ministry's Māori Strategy: This has been developed to improve transport outcomes for Māori.
- Improving policy quality: This is our broader work programme to strengthen policy capability and quality across the Ministry.
- Transport Evidence Base Strategy: The Strategy ensures that the transport sector has the necessary data and information to support evidence-based policy decisions, and the sector is investing in the right research to support this.

## **How we contribute to major cross-government initiatives**

The transport system contributes to New Zealand's economic development and social wellbeing, and it interacts with most parts of the economy and society on a daily basis. This means that the Ministry is engaged in several government-wide initiatives to ensure that the role of transport is appropriately taken into account through other agencies' policy development processes. Key examples of our cross-government engagement are:

- Climate change
- Resource Management Act reforms
- Auckland Transport Alignment Project
- Engagement with local government.

## MINISTER OF TRANSPORT RESPONSIBILITIES

This section of the Output Plan sets out what the Ministry expects to deliver to meet the Minister of Transport's priorities. This section allows the Minister to track progress during the year and make trade-offs if new higher priority initiatives need to be added to the Output Plan during the year.

### Programme 1: Decarbonising Transport

SRO Bryn Gandy

Sep – Dec 22

Jan – Mar 23

Apr – Jun 23

**Project 1B ERP Action Plan:** Produce an action plan that more clearly articulates roles, responsibilities, and timeframes for transport actions in the ERP

Manager: Ewan Delany- Environment, Emissions and Adaptation

Resourcing: This project is identified as needing a **medium** level of resourcing (2-3 FTE)

Draft action plan completed in September

Finalised action plan in December

**Project 1C: ERP Decarbonising Transport Monitoring Framework:** To develop a high-level and flexible monitoring framework that support agencies to monitor a variety of ERP transport interventions

Manager: Joanne Leung- Research, Economics and Evaluation

Resourcing: This project is identified as needing a **low** level of resourcing (<2 FTE)

Draft complete for internal review

Draft monitoring provided to Minister in December

Monitoring framework finalised and published

**Project 1D: National Freight and Supply Strategy:** To produce a shared view of the supply chain system and develop a future direction for the supply chain

Manager: Harriet Shelton- Supply Chain

Resourcing: This project is identified as needing a **high** level of resourcing (>4 FTE)

Supply chain Ministers conversation

Draft strategy document to Minister

CERF/Budget funding bid

Strategy produced in March

Drafting of implementation plans and research programme underway

**Project 1E: Freight Decarbonisation Programme:** Development of a range of initiatives to accelerate zero-emission heavy vehicle uptake and progress other emissions reduction measures, in particular the development of the Clean Truck Discount and Standard

Manager: Harriet Shelton- Supply Chain

Resourcing: This project is identified as needing a **high** level of resourcing (>4 FTE)

ZEHV (clean truck discount/standard) cab paper, RIS & consultation document lodged for DEV

Public consultation commences by March

Final policy decisions and Budget announcement

# Programme 1: Decarbonising Transport

SRO Bryn Gandy

Sep – Dec 22

Jan - Mar 23

Apr – Jun 23

**Project 1F: Public Transport Operating Model:** Review the framework for operating and contracting public transport services

Manager: Helen White- Mobility and Safety

Resourcing: This project is identified as needing a **high level** of resourcing (4 FTE)

Provide a draft Cabinet paper seeking approval to introduce legislation

**Project 1G: Support initiatives to increase the uptake of e-bikes:** To identify initiatives to support uptake of e-bikes.

Manager: Ewan Delany- Environment, Emissions and Adaptation

Resourcing: This project is identified as needing a **low level** of resourcing (<1 FTE)

Advice to Minister on potential CERF/Budget 23 bid

CERF/Budget bid prepared, if appropriate

**Project 1H VKT reduction targets:** Set sub-national VKT reduction targets for Aotearoa New Zealand's major urban areas (Tiers 1 and 2) by the end of 2022

Manager: Holly Walker- Environment & Emissions Strategy

Resourcing: This project is identified as needing a **medium** level of resourcing (2-3 FTE)

Draft sub-national VKT targets consulted on with councils and Minister briefed.

Targets agreed in-principle by Cabinet by December 2022

Engagement with local / regional councillors completed

Sub-national VKT targets inform the development of RLTPs (ongoing)

**Project 1I: ICE Vehicles:** Consider further measures needed – from 2027 – to increase the fuel efficiency of the imported fleet and avoid high-emitting vehicles being dumped onto our market. This will help avoid Aotearoa being a dumping ground for high-emitting vehicles

Manager: Matt Skinner, Environment & Emissions Policy Design

Resourcing: This project is identified as needing a **low** level of resourcing (<1 FTE)

Advice to Minister on options and Cabinet report back scheduled for October

# Programme 1: Decarbonising Transport

SRO Bryn Gandy

Sep – Dec 22

Jan – Mar 23

Apr – Jun 23

**Project 1M Decarbonising Aviation Leadership Body:** Establish a public-private leadership body focussed on decarbonising aviation, including operational efficiencies, infrastructure improvements, and frameworks to encourage research, development and innovation in sustainable aviation

Manager: Holly Walker, Environment & Emissions Strategy

Resourcing: This project is identified as needing a **low** level of resourcing (<2 FTE)

Advice on design and membership of public-private leadership body, Budget 23 bid

First meeting of the leadership body (subject to Ministers decisions)

**Project 1N: Sustainable Aviation Fuel Mandate:** Implement a sustainable aviation fuel (SAF) mandate

Manager: Holly Walker, Environment & Emissions Strategy

Resourcing: This project is identified as needing a **low level** of resourcing (<1 FTE)

Briefing and Cabinet paper on proposed high-level policy settings, (subject to Ministers decisions on timing of biofuels work)

**Project 1O Euro 6/VI:** Implement Euro 6/VI standards

Manager: Matt Skinner- Environment & Emissions Policy Design

Resourcing: This project is identified as needing a **low** level of resourcing (<2 FTE)

Cabinet paper seeking approval to consult on rule change

Public consultation undertaken and Cabinet decision on rule change

**Project 1P: International Work:** International aviation and maritime emissions work

Manager: Holly Walker, Environment & Emissions Strategy

Resourcing: This project is identified as needing a **medium** level of resourcing (2-3 FTE)

Participation in ICAO negotiations

Participation in IMO negotiations

# Programme 1: Decarbonising Transport

SRO Bryn Gandy

Sep – Dec 22

Jan – Mar 23

Apr – Jun 23

**Project 1Q Clean Vehicle Standard:** Implement the Clean Vehicle Standard to increase the quantity and variety of low and zero emission vehicles supplied to Aotearoa

Manager: Matt Skinner, Environment & Emissions Policy Design

Resourcing: This project is identified as needing a **low** level of resourcing (<2 FTE)

Completed targeted consultation on draft regulations

Regulation approved by Cabinet

**Project 1R Transport Choices:** \$350 million of Budget 2022 funding to support activities, services and infrastructure that reduces reliance on cars and enables the uptake of active and shared travel modes, such as walking, cycling and PT.

Manager: Tim Herbert- Investment

Resourcing: This project is identified as needing a **low** level of resourcing (1-2 FTE)

Report back to joint Ministers on proposed projects within each investment area

Stand up design and delivery model established

**Project 1S Congestion Charging:** Develop a policy framework for congestion charging, and if Cabinet approves, develop, and pass a legislative amendment, to enable congestion charging in New Zealand's cities.

Manager: Marian Willberg- Demand Management and Revenue

Resourcing: This project is identified as needing a **high** level of resourcing (>4 FTE)

Draft Cabinet paper to Minister setting out the policy framework for congestion charging legislative amendments and seeking approval to issue drafting instructions for a Bill

Draft Cabinet paper to Minister seeking approval to introduce the Bill (note: this deliverable is contingent upon Cabinet agreement to proceed with a legislative amendment)

**Project 1T: Community Connect:** Supporting implementation of the Community Connect Scheme

Manager: Helen White – Manager, Mobility & Safety

Resourcing: This project is identified as needing a **low** level of resourcing (<1 FTE)

Provide advice to support Budget bilateral discussions as required

Advice to Minister on immediate implementation decisions



# Programme 2: Transit

SRO Brent Johnston

Sep – Dec 22

Jan – Mar 23

Apr-Jun 23

**Project 1U: Clean Car Discount Review:** This will review the ongoing settings for the Clean Car Discount Scheme  
*Manager: Matt Skinner – Manager, Environment & Emissions Policy Design*      *Resourcing: This project is identified as needing a **low** level of resourcing (<1 FTE)*

Draft Cabinet paper to Minister on review of the scheme

Provide advice to the Minister to give effect to Cabinet's decisions to amend the Clean Car Discount settings

**Project 2A: Auckland Light Rail- Detailed Planning Phase:** This phase of the Auckland Light Rail project will ultimately support Ministers (in consultation with other Sponsors) to make a Final Investment Decisions, whilst making the necessary preparations for delivery and operation.

*Manager: Gareth Fairweather- Auckland Light Rail*

*Resourcing: This project is identified as needing a **high** level of resourcing (>4 FTE)*

Cabinet paper provided to Sponsoring Ministers agreeing to establish a Schedule 2 Crown Entity Company

Advice relating to station locations and route alignment (this depends on timing of the following recommendations by ALR Unit/Company).

Advice to Sponsoring Ministers on a Project Planning Agreement, necessary for the establishment of the Schedule 2 Crown Company

Process initiated to invite nominations for mana whenua sponsors representation

Recommendations provided to Sponsoring Ministers on the second round of appointments to the ALR Board

Advice on legislative pathway for Auckland Light Rail

Draft letter regarding funding principles to guide the ALR Unit/Company work provided to Ministers for agreement

**Project 2B: Rapid Rail – Hamilton to Auckland Corridor:** Business case process investigating faster rail between Hamilton and Auckland to integrate and strengthen the respective labour, housing, and business markets.

*Manager: Jess Ranger- Placemaking and Urban Development*

*Resourcing: This project is identified as needing a **low level** of resourcing (<2 FTE)*

Hamilton to Auckland Intercity Connectivity Indicative Business Case completed.  
Land-use and transport integration study completed

**Project 2C: Transit Framework:** A framework for decision-making on mass transit in New Zealand, designed to be a helpful guide for the sector

*Manager: Jess Ranger- Placemaking and Urban Development*

*Resourcing: This project is identified as needing a **medium** level of resourcing (3-4 FTE)*

Scoping note to Minister

Draft framework to Minister

Draft framework to Minister

## Programme 2: Transit

SRO Brent Johnston



**Project 2D: Christchurch Mass Transit:** Investigation by the joint government agency and local authority Whakawhanake Kāinga Committee (Urban Growth Partnership for Greater Christchurch) into the potential of mass rapid transit.

*Manager: Jess Ranger- Placemaking and Urban Development*

*Resourcing: This project is identified as needing a **low** level of resourcing (<2 FTE)*

Stage 2 and 3 of the MRT IBC

Public consultation on MRT

MRT IBC finalised and reported to the Whakawhanake Kāinga Committee. Advice provided to Minister on preferred way forward.

**Project 2E: Inter-regional passenger rail select committee inquiry:** Transport and Infrastructure Committee inquiry into the future of inter-regional passenger rail in New Zealand.

*Manager: Jess Ranger- Placemaking and Urban Development*

*Resourcing: This project is identified as needing a **low** level of resourcing (<2 FTE)*

Public submissions process undertaken.

**Project 2F: Let's Get Wellington Moving:** WCC, GWRC, and Waka Kotahi initiative for investments in mass rapid transit, walking and cycling, public transport, and State highway improvements to develop a transport system that provides greater liveability, enhanced urban amenity and development; efficient and reliable transport access; mode shift carbon emissions reduction vehicles; improves safety for all users; and provides resilience and adaptability to disruptions and unplanned events.

*Manager: Marian Willberg- Demand Management and Revenue*

*Resourcing: This project is identified as needing a **low** level of resourcing (<2 FTE)*

We understand that much of the 3-year programme will commence construction in 2023, and the detailed business case for the transformational components (mass rapid transit and state highway improvements) will be in progress. The Ministry will participate in the 'mega projects' work being led by the Treasury, including (or separately) work on the approach to

# Programme 3: Revenue and Investment

SRO Bryn Gandy

Sep – Dec 22

Jan – Mar 23

Apr – Jun 23

**Project 3A: GPS 2024:** The Government Policy Statement 2024 will set the Government's investment strategy for the land transport system from 2024/25 to 2033/34.

Manager: Tim Herbert- Investment

Resourcing: This project is identified as needing a **high** level of resourcing (>4 FTE)

Draft GPS submitted to the Minister for consideration (December 2022)

Cabinet approves release of draft GPS for consultation (May 2023) and engagement roadshow occurs

**Project 3B: Budget 2023:** The Ministry will support the Minister of Transport to develop the Budget 2023 Vote Transport package (including the Climate Emergency Response Fund), for the Minister of Finance's consideration.

Manager: Tim Herbert- Investment

Resourcing: This project is identified as needing a **high** level of resourcing (>4 FTE)

Vote Transport Budget 2023 Strategy approved by the Minister (late August) Initiatives seeking Minister of Finance consideration submitted by the Minister (late September)

Final Budget 2023 initiatives submitted to the Minister of Finance and Treasury (early December)

Ongoing budget support and provide final Budget briefings and financial recommendations

**Project 3C: Future of the Revenue System:** Design how we will pay for land transport in the future in response to changes in the way New Zealanders will travel and shifting expectations about the purpose and function of the transport system

Manager: Marian Willberg- Demand Management and Revenue

Resourcing: This project is identified as needing a **high** level of resourcing (>4 FTE)

Update to Minister on stakeholder engagement on issues and challenges

Update to Minister on purpose and principles of a future revenue system

Advice to Minister on potential options and pathways for a future revenue system

## Programme 3: Revenue and Investment

SRO Bryn Gandy



**Project 3D: Network Funding and Revenue:** Stewardship of the existing revenue system: ensuring that the rates and settings of the revenue system are effective, efficient, and fit for purpose. Work under this activity includes revenue monitoring, FED and RUC rates, RUC Reforms 2022, Land Transport Revenue Review (joint project), assessing tolling proposals, Regional Fuel Tax, Funding and Financing Toolkit

*Manager: Marian Willberg- Demand Management and Revenue*

*Resourcing: This project is identified as needing a **high** level of resourcing (4 FTE)*

Advice to Minister on the light EV RUC exemption ending

Report back to Minister on the results of the RUC Review 2022 consultation and potential next steps (including measures that could support decarbonisation)

Joint report to Ministers on the Land Transport Revenue Review – options for supporting the short-medium term sustainability of the NLTF – this will include how mega projects and approach to MRT funding will be progressed

Draft Cabinet paper to Minister on Penlink Tolling Order

**Project 3E: Section 9 Triennial Review:** The review for additional funding under section 9(1) is carried out triennially to ensure adequate financial resources are provided to the search and rescue, recreational boating safety, and safety awareness sectors so they may continue to provide their services.

*Manager: Tim Herbert- Investment*

*Resourcing: This project is identified as needing a **medium** level of resourcing (3-4 FTE)*

Final recommendations submitted to Joint Ministers of Transport and Finance for consideration

# Programme 4: Other Key Initiatives



**Project 4A: Resource Management Reform:** Influencing the design of the new resource management system and supporting the transition into the new system.  
 Manager: Jess Ranger- Placemaking and Urban Development      Resourcing: This project is identified as needing a **medium/high** level of resourcing (>3 FTE)

NBA and SPA introduced to Parliament and referred to select committee

NBA and SPA enacted

**Project 4B Air Navigation System Review:** To undertake a first principles review of the air navigation system, the regulatory and policy, funding, and institutional settings of the system.  
 Manager: Tom Forster- Economic Regulation      Resourcing: This project is identified as needing a **high** level of resourcing (>4 FTE)

Briefing & Cabinet paper to Minister on the principles that should underpin the air navigation system

**Project 4C: Partnership with Ngai Tahu:** Demonstrate the feasibility of new housing developments that incorporate shared transport options to incentivise reduced private vehicle ownership  
 Manager: Donna Provoost-Strategic Policy and Innovation      Resourcing: This project is identified as needing a **low** level of resourcing (<2 FTE)

Feasibility report and model for incorporating shared transport into new housing developments (Nov 22)

Advice to Minister on next steps following consideration of the feasibility study

**Project 4D: Reshaping Streets:** Revisions to the regulatory framework to make it easier for road controlling authorities to make street changes.  
 Manager: Jess Ranger- Placemaking and Urban Development      Resourcing: This project is identified as needing a **high** level of resourcing (<4 FTE)

Cabinet paper seeking agreement to release discussion document to inform public consultation [completed]

Summary of submissions and briefing seeking final policy decisions from Minister

Cabinet paper seeking approval to the Street Layouts Rule and approval to draft Government Roding Powers Bill

**Project 4E: Northland Dry Dock Business Case:** Single stage business case to assess whether Government should invest in a dry dock  
 Manager: Harriet Shelton- Supply Chain      Resourcing: This project is identified as needing a **low** level of resourcing (<2 FTE)

Consultants procured and work commenced

Final study findings and recommendations

**Project 4F: Rail Plan Review:** Monitor, review and updating of the Rail Plan  
 Manager: Harriet Shelton- Supply Chain      Resourcing: This project is identified as needing a **medium** level of resourcing (3-4 FTE)

Scoping completed

Review and updates completed, if required

Public consultation (with GPS) if required

Final publication of updated Rail Plan

## Programme 4: Other Key Initiatives

Sep – Dec 22

Jan – Mar 23

Apr – Jun 23

**Project 4G: Auckland Transport Alignment Project (ATAP) – Strategic Programme:** Deliver a set of outcomes and associated measures endorsed by Cabinet and Auckland Council

Manager: Karen Lyons- Auckland

Resourcing: This project is identified as needing a **low** level of resourcing (>2 FTE)

Deliver the  
Tāmaki Makaurau  
Transport Plan

**Project 4H: Auckland Transport Alignment Project (ATAP) – Implementation Reporting:** To provide a report to the political sponsors on ATAP delivery and wider considerations

Manager: Karen Lyons - Auckland

Resourcing: This project is identified as needing a **low** level of resourcing (<2 FTE)

Implementation report to ATAP political  
sponsors

Implementation report to ATAP political  
sponsors

**Project 4I: Tamaki Makaurau Equity Programme:** Working across Government agencies in Tāmaki Makaurau to provide an equity issues and considerations paper.

Manager: Karen Lyons - Auckland

Resourcing: This project is identified as needing a **low** level of resourcing (<2 FTE)

**Project 4R: Waitematā Harbour Connections (WHC):** Work with Waka Kotahi to provide advice on WHC.

Manager: Karen Lyons – Director, Auckland

Resourcing: This project is identified as needing a **low** level of resourcing (<2 FTE)

Provide support for Cabinet oral item on ALR  
& WHC

## Programme 4: Other Key Initiatives



**Project 4J: Manukau Harbour Feasibility Study:** To assess the engineering feasibility of a potential port in Manukau Harbour  
 Manager: Harriet Shelton- Supply Chain  
 Resourcing: This project is identified as needing a **low** level of resourcing (<2 FTE)

Consultants procured and work commenced.

Interim study findings

**Project 4K: Road to Zero Action Plan 2023-2025:** Develop a public document that sets out the key actions for Government to deliver on the Road to Zero Strategy for the next three years.  
 Manager: Helen White- Mobility and Safety  
 Resourcing: This project is identified as needing a **low** level of resourcing (<1 FTE)

Cabinet paper seeking to publish the final Road to Zero Action Plan 2023-25 to Minister

**Project 4L: Road Safety Penalties Review:** Update the road safety penalties legislation and regulations for restraints, impairment, distraction, and speed offences for the first time in over 20 years  
 Manager: Helen White- Mobility and Safety  
 Resourcing: This project is identified as needing a **high** level of resourcing (4 FTE)

Provide draft Cabinet paper seeking approval of discussion document

**Project 4M: Criminal Activity Intervention Bill (CAI Bill) and possible Road Safety Bill (RS Bill):** Expansion of the power for Police to seize and impound vehicles to respond to offending during gang convoys. Additional work to address fleeing drivers and possibly excess vehicle noise is awaiting Ministerial decisions.  
 Manager: Megan Moffet-Regulatory Policy  
 Resourcing: This project is identified as needing a **high** level of resourcing (4 FTE)

Bill introduced, with a separate Cabinet report back on fleeing drivers to be led by Police and MoT

CAI Bill referred to Select Committee  
 Possible RS Bill drafting and introduction.

Possible RS Bill progressed through the House

CAI Bill progressed through the House and gained Royal Assent

## Programme 4: Other Key Initiatives



**Project 4P: Cyclone Recovery:** Providing advice on the implications of Cyclone Gabrielle on the transport system, including how transport services can be restored and enhanced to provide greater resilience for the future.  
Manager: Richard Cross – Director, System Performance & Governance      Resourcing: This project is identified as needing a **high** level of resourcing (>4 FTE)

Complete the  
Omnibus  
Cyclone Budget  
process

Outline of transport  
work programme for  
Extreme Weather  
Recovery Committee  
included in briefing to  
Minister



# ASSOCIATE MINISTER OR TRANSPORT RESPONSIBILITIES

## Programme 4: Other Key Initiatives



**Project 4N: Regulatory Systems Transport Amendment Bill (2):** Makes several regulatory stewardship changes to transport legislation  
*Manager: Megan Moffet-Regulatory Policy*      *Resourcing: This project is identified as needing a **low/medium** level of resourcing (2 FTE)*

Provide draft Cabinet paper seeking agreement to policy proposals

Drafting instructions provided to PCO

**Project 4Q: Legislative Amendments to enable roadside oral fluid testing:** Amendments to the drug driving regime to address issues identified through the procurement process for oral fluid testing devices. Would enable screening for qualifying drugs using oral fluid (saliva) testing at the roadside, with confirmatory testing undertaken in a lab.  
*Manager: Helen White – Mobility and Safety*      *Resourcing: This project is identified as needing a **medium** level of resourcing (3-4 FTE)*

Provide Associate Minister with draft Cabinet paper and accompanying regulatory impact statement seeking agreement to policy proposals

Drafting instructions provided to PCO (subject to Cabinet agreement of policy proposals)