

OC240728

19 July 2024

Tēnā koe

I refer to your email dated 27 June 2024, requesting the following briefings under the Official Information Act 1982 (the Act):

*“Doocey OC240316 2/05/2024 Transport Accident Investigation Commission Half-Year Report from 1 July 2023 to 31 December 2023*

*Brown OC240474 3/05/2024 Changes to Budget 2024 Public Transport Decisions*

*Brown OC240446 7/05/2024 Lower North Island Rail Integrated Mobility Programme - Advice to Support your Meeting with Greater Wellington Regional Council And Horizons Regional Council*

*Brown OC240451 10/05/2024 Meeting Briefing for Meeting with Chris Bishop and Thabit Shams (GHD)*

*Brown OC240496 13/05/2024 Meeting with PWC Brown OC240496 13/05/2024 Meeting with PWC*

*Brown OC240517 15/05/2024 Setting of Speed Limits Rule Package for Public Consultation*

*Doocey/ cc Brown OC240470 17/05/2024 Meeting with the Maritime NZ Chair – 21 May 2024*

*Brown OC240571 28/05/2024 Improving Conditions for Bus Drivers*

*Brown OC240407 29/05/2024 Cook Strait Resilience Phase One Report*

*Brown OC240526 29/05/2024 Auckland Transport’s Electric Ferry Programme”*

Of the ten briefings requested, five are released with some information withheld or refused, three are withheld and two are refused.

The document schedule at Annex 1 outlines how the documents you requested have been treated under the Act. Certain information is withheld or refused under the following sections of the Act:

- |             |  |
|-------------|--|
| 9(2)(a)     | to protect the privacy of natural persons  |
| 9(2)(b)(ii) | to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information |
| 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
- 9(2)(h) to maintain legal professional privilege
- 9(2)(i) to enable a Minister of the Crown or any public service agency or organisation holding the information to carry out, without prejudice or disadvantage, commercial activities
- 18(d) the information requested is or will soon be publicly 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](http://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, Accountability and Correspondence**

## Annex 1: Document Schedule

Doc #	Reference number	Title of Document	Decision on request
1	OC240316	Transport Accident Investigation Commission Half-Year Report from 1 July 2023 to 31 December 2023	Released with some information withheld under Section 9(2)(a).
2	OC240474	Changes to Budget 2024 Public Transport Decisions	Withheld in full under Section 9(2)(f)(iv).
3	OC240446	Lower North Island Rail Integrated Mobility Programme - Advice to Support your Meeting with Greater Wellington Regional Council and Horizons Regional Council	Withheld in full under Sections 9(2)(b)(ii) and 9(2)(i).
4	OC240451	Meeting Briefing for Meeting with Chris Bishop and Thabit Shams (GHD)	Released with some information withheld under Section 9(2)(a).
5	OC240496	Meeting with PWC Brown OC240496 13/05/2024 Meeting with PWC	Released with some information withheld under Sections 9(2)(a) and 9(2)(f)(iv).
6	OC240517	Setting of Speed Limits Rule Package for Public Consultation	Refused under Section 18(d). Once published, it will be available here: <a href="https://www.transport.govt.nz/about-us/what-we-do/proactive-releases/SearchForm">https://www.transport.govt.nz/about-us/what-we-do/proactive-releases/SearchForm</a> Attachments are refused under Section 18(d) as they are or soon will be available here <a href="https://consult.transport.govt.nz/policy/setting-of-speed-limits-2024-consultation/">https://consult.transport.govt.nz/policy/setting-of-speed-limits-2024-consultation/</a>
7	OC240470	Meeting with the Maritime NZ Chair – 21 May 2024	Released with some information withheld under Section 9(2)(a).
8	OC240571	Improving Conditions for Bus Drivers	Refused under Section 18(d). Once published, it will be available here: <a href="https://www.transport.govt.nz/about-us/what-we-do/proactive-releases/SearchForm">https://www.transport.govt.nz/about-us/what-we-do/proactive-releases/SearchForm</a>
9	OC240407	Cook Strait Resilience Phase One Report	Withheld in full under Section 9(2)(f)(iv).
10	OC240526	Auckland Transport's Electric Ferry Programme	Released with some information withheld under Sections 9(2)(a) and 9(2)(b)(ii).

2 May 2024

OC240316

**Hon Matt Doocey**  
**Associate Minister of Transport**

## **TRANSPORT ACCIDENT INVESTIGATION COMMISSION HALF-YEAR REPORT FROM 1 JULY 2023 TO 31 DECEMBER 2023**

### **Purpose**

This briefing provides you with supporting information and advice about the Transport Accident Investigation Commission's (TAIC) Half-Year Report from 1 July 2023 to 31 December 2023. A copy of the report is attached with this briefing.

### **Key points**

- You have received a copy of TAIC's Half-Year Report (the Report). The Report outlines TAIC's progress against measures set out in its Statement of Intent (SOI) 2021-25 and Statement of Performance Expectations (SPE) 2023-24.
- TAIC's output measures generally relate to the timeliness, volume, and average cost of inquiries it responds to, reflecting its statutory functions under the Transport Accident Investigation Commission Act 1990 (the TAIC Act).
- TAIC reports that it is making good progress against its performance targets. For example, during the reporting period:
  - TAIC published reports into 11 domestic inquiries. They estimate that they will publish 15 - 25 reports per annum. The average age of inquiries in progress also decreased during the reporting period.
  - TAIC completed 80 per cent of inquiries within two years, above its target of 70 percent.
  - TAIC has a financial performance measure for the average cost of an inquiry to be \$400,000 to \$450,000. The average cost of enquiries for the six months to 31 December 2023 was \$572,000. This is higher than the target average cost of \$400,000 to \$500,000 but average costs have been driven up by some long running, complex aviation inquiries.
- The primary risk for TAIC's ability to meet performance targets for 2023/24 is funding and resourcing. TAIC has put on hold recruitment of four additional investigators until Government saving targets are known. [Budget Sensitive] The current intention of Budget 2024 is to maintain TAIC's funding as is, due to the disproportionate impact the funding decreases would have on TAIC's operations.

- You have set your expectations as responsible Minister for TAIC through the Letter of Expectations (LOE) for 2024/25. You may want to discuss with TAIC and officials your priorities and focus for TAIC reporting going forward.

**Recommendations**

We recommend you:

1 **advise** officials if you require further information about the TAIC Half-Year Report Yes / No



David Wood  
**Deputy Chief Executive, Investment & Monitoring**

Hon Matt Dooney  
**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
Harriet Shelton, Manager, Crown Entity Monitoring	s 9(2)(a)	
Alan Collins, Senior Advisor Crown Entity & Monitoring		✓

## TRANSPORT ACCIDENT INVESTIGATION COMMISSION HALF-YEAR REPORT FROM 1 JULY 2023 TO 31 DECEMBER 2023

### Purpose of the Half Year Report and your role as Responsible Minister

- 1 The purpose of TAIC's half-year report is to measure TAIC's work and progress against its obligations under the TAIC Act and its expectations as set out in its SOI and SPE. The TAIC Board (who are also the Commissioners) are expected to be fully engaged in these outputs and this is reflected in the requirement for these accountability documents to be signed by members of the Board.
- 2 The current half-year report reflects the expectations for 2023/24 that were set by the previous Minister of Transport. Due to TAIC's narrow legislative mandate, these previous expectations are similar to your expectations for 2024/25. For example, TAIC is expected to continue to complete inquiries to a high standard, to continue to ensure there are appropriate plans and procedures for responding to 'shocks' such as a major accident or natural disaster, and the Board is expected to continue to provide strong and effective governance of TAIC.
- 3 You have received the half-year report as Associate Minister of Transport for you to note TAIC's progress against its expectations and any emerging risks.

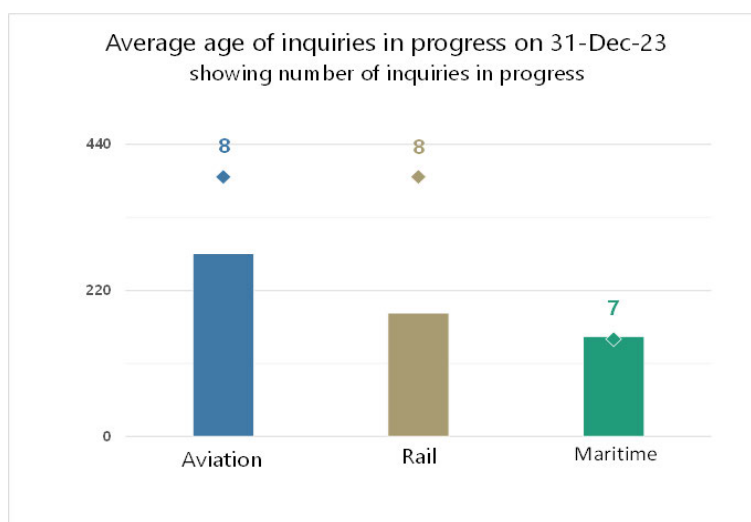
### Analysis of TAIC's performance

- 4 TAIC continues to deliver its core statutory function of determining the circumstances and causes of accidents and incidents with a view to avoiding similar occurrences in the future, rather than to ascribe blame to any person.
- 5 TAIC's output measures generally relate to the timeliness, volume and average cost of inquiries they respond to. Performance against those measures can be variable due to the unpredictability of accidents, and the associated complexities of each inquiry. Therefore, TAIC's output measures are broad and performance should be measured against the context of TAIC's work and organisational context.
- 6 Table 1 on page 29 of the Report summarises TAIC's performance against its expectations and is set out below for your reference.

Table 1: Performance against Statement of Performance Expectations (SPE) measures

	2023/24 SPE		Six months to Dec-23	Six months to Dec-22
<b>Financial</b>				
Average cost of domestic inquiries completed	Target	Jul to Dec	<b>\$572k</b>	\$474k
	\$400-450K	Year to date	<b>\$572k</b>	\$474k
<b>Volume</b>				
Number of reports published for domestic inquiries (incl. interim reports)	Expected	Jul to Dec	<b>10</b>	5
	17-27	Year to date	<b>10</b>	5
Number of inquiries by overseas jurisdictions assisted	Expected	Jul to Dec	<b>7</b>	8
	4-8	Year to date	<b>7</b>	8
Number of domestic inquiries in progress at each month's end (12 month rolling average, as at 30 Jun)	Expected	Rolling average	<b>26.6</b>	25.1
	30	Open 31-Dec	<b>23</b>	25
<b>Timeliness</b>				
Proportion of completed domestic inquiries completed within 440 working days	Target	Jul to Dec	<b>80%</b>	80%
	70%	Year to date	<b>80%</b>	80%

- 7 As noted in the Report, the number of inquiry reports published for the six months to 31 December 2023 is ten, with one report covering two inquiries. This is an unusually high number. Over the ten years 2014 to 2023, the average number of reports published in the first half of the year was 7.4, and the average number of recommendations per report was 1.3. Over the six months to 31 December 2023, ten reports were published with an average of 3.0 recommendations per report.
- 8 The high number of reports published for this period partly reflects that TAIC completed two aviation enquiries that were over two years old when completed and the number of inquiries that were opened two years ago.
- 9 The completion of these two aviation inquiries has helped push down the average age of inquiries by 11 per cent compared with the same time last year. Last year TAIC had five inquiries that were older than 440 working days, four of which have since been completed. TAIC now only has two inquiries in progress older than 440 working days and a higher-than-usual proportion of inquiries less than 220 working days, demonstrating TAIC's unpredictable workload.
- 10 The graph below shows the average age of inquiries by mode. The graph shows that on average aviation inquiries take longer than either rail or maritime.



- 11 Aviation inquiries are usually more complex, costly and take longer than rail or maritime inquiries and this flows through to the average costs of inquiries. Overall, inquiries are increasing in cost and complexity, also pushing up average costs. As a result, the average cost of inquiries completed in the reporting period is \$572,000, \$98,000 more than for the same period last year and is above the target range.
- 12 As at 31 December 2023, two inquiries in progress were older than 440 working days (two years); these being:
- 12.1 AO-2018-009: Hughes 369D, ZK-HOJ, impact with terrain, Wanaka, 18 October
- 12.2 RO-2021-104: Passenger train, derailment, Waikanae to Wellington 'Kāpiti' line, 17 August 2021
- 13 Officials also note that there were an almost an equal number of aviation, rail and maritime inquiries in progress. Aviation has usually been the majority of TAIC's workload. TAIC's budget was increased last year from approximately \$7.4 million to \$8.725 million which is partly due to the increase in these other types of cases besides aviation. Some of this funding is to enable TAIC to recruit specialist Rail Investigators and other specialist staff who will support inquiries across all modes.

### Key themes and inquiries by sector

- 14 TAIC tracks commonalities across inquiries and across modes, which are referred to as 'themes'. This helps TAIC identify underlying system issues and contributes to decision-making about launching inquiries.

#### *Aviation*

- 15 Three of the eight inquiries relate to close proximity events (that is, two aircraft passed closer to each other than regulations or good practice permits). TAIC is investigating these incidents and whether they are one-off events or the result of systemic issues.
- 16 TAIC issued five safety recommendations to the aviation sector, two relating to glider pilot competency, two about night Visual Flight Rules and one that the Civil Aviation



Authority (CAA) review the hook and loop restraints for securing emergency locator beacons to airframes.

### *Rail*

- 17 Of the eight rail inquiries in progress on 31 December 2023, three of the inquiries relate to derailments; three are collisions or involved circumstances in which a collision could have occurred.
- 18 TAIC issued eight safety recommendations for rail. Two recommendations related to near collisions at level crossings. TAIC issued one recommendation to KiwiRail to install fire and smoke detection systems in auxiliary wagons and another four recommendations about training and technology following a derailment. This incident also resulted in a recommendation to The New Zealand Transport Authority to review the operation of long-hood leading locomotives.

### *Maritime*

- 19 Seven maritime inquiries were in progress on 31 December 2023. Three of the occurrences involved passenger or charter vessels – in one of these a recreational vessel was also involved.
- 20 Following the capsizing of a chartered vessel in Goose Bay, Kaikōura in which tragically five people died, TAIC issued three urgent recommendations in relation to Maritime NZ's survey rules to ensure the integrity of fuel systems on vessels.<sup>1</sup>
- 21 TAIC issued another nine recommendations as a result of another fatal capsizing incident. Five of these recommendations were to the Ministry of Transport to improve Search and Rescue capabilities and four were to Maritime NZ to improve maritime surveyor and operator rules.
- 22 In addition, TAIC published a report into two fatal accidents during port operations at Potts of Auckland and Lyttelton Port. These accidents were outside TAIC's mandate and required the then Minister's direction to investigate.
- 23 The Commission identified broad safety issues for the whole stevedoring sector in three areas: regulatory activity, cohesion in the stevedoring sector, and individual employers' management of safety.

### **Financial overview**

- 24 TAIC reports a net surplus of \$652,000 against a forecast of \$200,000 as of 31 December 2024. A \$498,000 full year surplus is forecast for the year ending 30 June 2024 against a full year breakeven budget.
- 25 Much of the current surplus (approximately \$238,000) is due to TAIC delaying recruitment until it has certainty as to its baseline funding in this year's Budget. In last year's Budget, TAIC received additional funding for four new investigators.

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<sup>1</sup> MO-2022-206: Capsizing of charter vessel, Goose Bay, Kaikōura, 10 September 2022

- 26 [Budget Sensitive] It is expected that Budget 2024 will not make cuts to TAIC's baseline funding and TAIC should be able to proceed with hiring additional staff and resources.

## Business Updates

### *TAIC continues to progress its Knowledge Transfer System Programme*

- 27 Delivery of its Knowledge Transfer System (KTS) Programme has been one of TAIC's core strategic objectives over the last three years.
- 28 The KTS Programme involves updating the IT systems, people, and processes needed to achieve TAIC's strategic intentions. These changes overall have included switching to a new case management system that allows for better data analytics across modes, and improving internal policies and procedures to better support the inquiry process.
- 29 TAIC has reported that it achieved a significant milestone over the reporting period with investigators now using Hubstream as the standard case management tool. Full implementation of the KTS is on schedule to be completed by 30 June 2024.

## Emerging Risks

### *Funding and resourcing pressures may impact TAIC's ability to fulfil its duties*

- 30 For TAIC the primary risk is to their baseline funding and how this will impact its ability to meet the expected output levels that are set out in its 2023/24 SPE. As noted above, TAIC received an increase to its baseline funding in Budget 2023 but has held off recruitment while it awaits confirmation of its funding in Budget 2024. As a result, there is a risk that TAIC may be unable to achieve its performance targets due to a lack of capability.
- 31 Officials expect that once TAIC's funding is confirmed, TAIC will start recruitment and improve capabilities, enabling TAIC to continue to achieve its performance targets. TAIC's performance targets around inquiry publications are yet to be adjusted as they phased the changes to targets to reflect timing of staff recruitment.
- 32 TAIC reports that its capacity in cross-modal specialist roles (human factors and forensic data analysis) and in rail investigation is stretched. If TAIC is required to find cost savings and cannot recruit the additional investigators provided for in Budget 2023, TAIC would be limited in its ability to open new inquiries and this may result in key safety lessons being missed.

### *The Civil Aviation Authority will no longer undertake Annex 13 safety investigations*

- 33 In February 2023, Michael Heron KC was commissioned by the Director of Civil Aviation to review the CAA investigation and enforcement functions (the Heron Review). This followed prosecution actions (ultimately withdrawn) by the CAA to the employers of one of the pilots involved in a mid-air collision at Hood Aerodrome in Masterton.

- 34 The Heron Review is a thorough examination of the investigation functions informed by the background of the Hood case, aimed at strengthening the operation of the investigative and enforcement functions and producing optimal outcomes for the Director, the Authority, and the sector. Its findings were accepted by the Director of Civil Aviation.
- 35 One of the items identified in the Heron Report was that the CAA was undertaking safety investigations into some aviation accidents and incidents under what is known as Annex 13 for the which the Commission declined to launch an inquiry.<sup>2</sup> Mr Heron noted that TAIC performs the role of the required independent investigation body and that the CAA should not be undertaking this work. In some of these cases, the Commission would have launched an inquiry under its discretionary powers if it had the resources to do so.
- 36 Following the Heron report, the CAA advised it will no longer undertake no-fault Annex 13 safety investigations. TAIC supports the decision. However, without further funding, TAIC will not be able to undertake as many Annex 13 investigations as the CAA had done previously. This creates a risk that New Zealand is limited in its opportunities to identify key safety issues, and the changes needed to prevent similar accidents and incidents from happening may be missed. Alternatively, TAIC may have to do more investigations with less resources, meaning they take longer to complete, risking relevancy of findings and affecting TAIC's performance outputs.

### Next steps

- 37 You may wish to refer to TAIC's half-year report at your next meeting with TAIC and talk through TAIC's progress against its performance measures.
- 38 You may also want to discuss with TAIC your priorities and what your expectations are for future reporting at a future meeting with the Chief Commissioner and Chief Executive of TAIC.

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<sup>2</sup> Annex 13 of the International Civil Aviation (ICAO) Convention requires signatory States to undertake independent safety-focused accident investigations. Such investigations are focused on identifying systemic causes of accidents and incidents and what can be done to prevent repeat similar occurrences. They do not ascribe blame.



Transport Accident  
Investigation  
Commission

# Half-year Report Ripoata Ā-hawhe tau

*1 July 2023 to 31 December 2023*

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# Half-year overview

## Ripoata ā-hawhe tau

### Key achievements and events

We published several major inquiry reports in the six months to December 2023.

- A preliminary report into the capsizing of a chartered vessel in which five people died. We issued urgent recommendations in relation to Maritime NZ's survey system.
- Our report into another capsizing, which also resulted in five deaths, made extensive recommendations, including changes to search and rescue operations in New Zealand.
- Our report of inquiries into two fatal accidents during port operations identified broad safety issues for the stevedoring sector in three areas: regulatory activity, cohesion in the stevedoring sector, and individual employers' management of safety.

### Performance

We published ten reports over the reporting period, including one that covered two completed inquiries and one preliminary report. In the same period in 2022, we had published five. Eighty per cent of inquiries were completed within two years, the same as last year. The target is 70 per cent. The average age of inquiries in progress on 31 December 2023 (12-month rolling average) was 237 working days, 11 per cent lower than on 31 December 2022 (267 working days).

### Emerging issues and risks

Transport sector resourcing decisions may affect our ability to meet expected output levels for 2023/24. Recruitment for four vacancies is on hold until TAIC's contribution to Government savings targets is known.

Following an independent review of its investigation and enforcement function, the CAA no longer undertakes 'Annex 13' no-fault safety investigations. The Commission was formed to be New Zealand's independent investigation body to undertake these types of investigations, which aim to identify key safety issues and help prevent similar occurrences. Such investigations are obligatory for signatory States to the ICAO Convention. The Commission is not funded to pick up the safety investigations that had been undertaken by the CAA. New Zealand therefore risks missed opportunities to improve safety.

### Finance

For the period ended 31 December 2023, we had a year-to-date net surplus of \$625k. A full year net surplus of \$498k is forecast. The surplus is due to the hold on recruitment of four positions. If TAIC's baseline is reduced, these positions will be unaffordable. The year-to-date budget includes the salaries, recruitment costs and training for these positions.

### Management activity

The main organisational focus continues to be the 'Knowledge Transfer System' – the IT systems, people, and processes needed to achieve strategic intentions. We achieved a significant milestone over the reporting period with investigators now using Hubstream, our new case management system, as the standard case management tool. Some fine-tuning from the project team will continue over the first half of calendar 2024, as well as additional training. From then, any further development or training becomes part of day-to-day management.

**Jane Meares**  
Chief Commissioner

# Domestic inquiries completed and launched six months to 31 December 2023

Ngā patapatai nō te kāinga  
ono marama ki te mutunga o Hakihea 2023

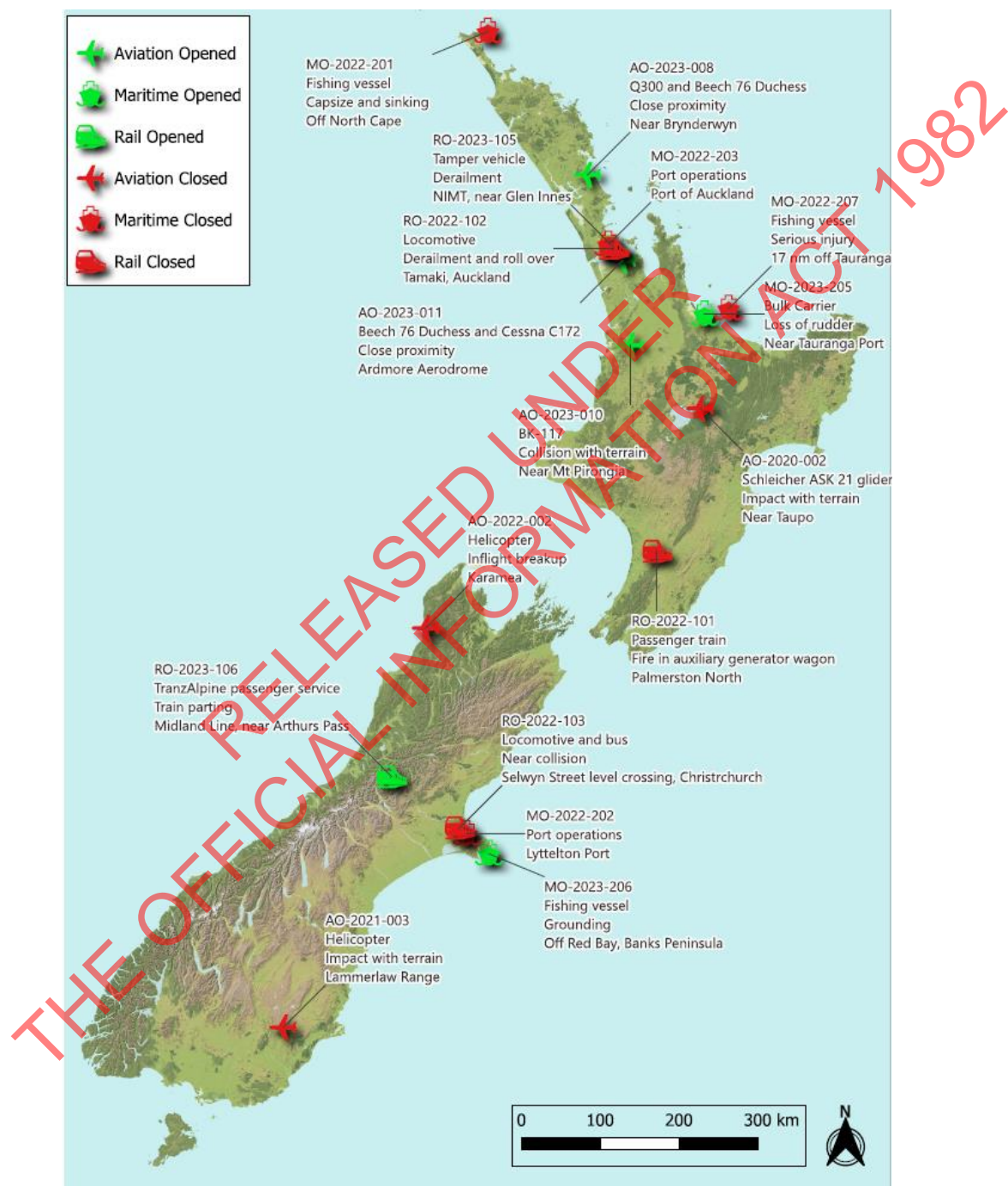


Figure 1: Domestic inquiries completed and launched during the six months to December 2023

# Overseas inquiries assisted six months to 31 December 2023

## Ngā patapatai nō tāwāhi i tautokohia ono marama ki te mutunga o Hakihea 2023



Figure 2: Overseas inquiries assisted during the six months to December 2023

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# Inquiry activity

## Ngā mahi patapatai

### ***Inquiries completed and launched over the reporting period***

**The Commission completed ten domestic inquiries and launched seven**

Between 1 July and 31 December 2023, the Commission:

- completed ten domestic inquiries (compared with five for the same period last year)
- launched seven domestic inquiries (compared with four for the same period last year).

The completed and launched inquiries are shown on the map on page 2.

Performance measures are in table 1 on page 8.

**Commission staff assisted seven overseas inquiries**

Commission staff assisted seven overseas inquiries over the reporting period (compared with eight for the same period last year), closing one (one) and opening two (one).

All the international assist inquiries were in the aviation mode.

The inquiries are shown on the map on page 3.

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## Key inquiries and inquiry events

**We made urgent recommendations as part of our inquiry into a tragic maritime accident in which five people died**

In September 2022, the Commission opened an inquiry into the capsizing of a chartered vessel in Goose Bay, Kaikōura.<sup>1</sup> Six people were rescued from the water but, five people died. The bodies of the five deceased passengers were found in an air pocket of the upturned vessel.

In August 2023, we published a preliminary report under section 9 of the Transport Accident Investigation Commission Act 1990. Section 9 allows us to make preliminary reports and recommendations to transport regulators as may be necessary for transport safety.

We issued the report after finding that flaws in the vessel's fuel system almost certainly allowed fuel to leak into the air pocket and very likely reduced the survivability of the accident.

The urgent recommendations related to Maritime NZ's survey system. Maritime Rules allow surveyors discretion regarding the extent of their surveys, and do not require an inspection of a vessel's complete fuel system. We were unable to get assurance from surveys about the condition of fuel systems for other vessels in New Zealand's domestic fleet.

We therefore made three recommendations to Maritime NZ to:

- ensure the integrity and safety of fuel systems are being maintained and monitored through the survey system
- alert Recognised Surveyors:
  - to the importance of conducting and documenting inspections of a vessel's complete fuel system during surveys
  - to check vessels they are surveying have undergone a recent complete inspection of the fuel system
- alert industry stakeholders to the importance of inspecting a vessel's complete fuel system to assure its integrity and safety.

**We published a report into our inquiries into fatalities during port operations**

In October 2023, we published a report of our inquiries into two fatal accidents during port operations. One accident was at Ports of Auckland on 19 April 2022. A stevedore reportedly fell from height during loading operations for a container ship.<sup>2</sup> The other accident was at Lyttelton Port on 25 April and occurred during loading operations aboard a vessel while it was berthed.<sup>3</sup>

<sup>1</sup> MO-2022-206: Capsizing of charter vessel, Goose Bay, Kaikōura, 10 September 2022

<sup>2</sup> MO-2022-203 Port operations accident, Port of Auckland, 19 April 2022

<sup>3</sup> MO-2022-202 Port operations accident, Lyttelton Port, 25 April 2022

The Minister of Transport at the time directed TAIC to investigate the circumstances and causes of the two accidents and determine any potential system-wide lessons.<sup>4</sup> Without the Minister's direction, these accidents would have been outside our mandate. Such direction is rare.

The Commission identified broad safety issues for the whole stevedoring sector in three areas: regulatory activity, cohesion in the stevedoring sector, and individual employers' management of safety. The report contained five recommendations – see 'Impact measures' for completed inquiries beginning on page 10.

**We reviewed the Watchlist, due for publication in February 2024**

The Commission maintains a Watchlist – a tool to communicate information about safety issues of greatest concern to us. It is reviewed at least every two years.

We reviewed the Watchlist over 2023. We intend to publish the refreshed list of topics in March 2024.

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<sup>4</sup> The direction was made under section 13(2) of the Transport Accident Investigation Commission Act 1990.

## Themes by sector for inquiries in progress on 31 December 2023

### Ongoing tracking of themes across inquiries and across modes

The Commission's inquiry reports contain findings and recommendations in relation to individual accidents. We also track commonalities across inquiries and across modes, which we refer to as 'themes'. This helps us identify underlying system issues and contributes to decision-making about launching inquiries. Features contained in our new case management system (see 'Business management activity' beginning on page 17) allow us to do this tracking more systematically.

Areas of greatest concern to the Commission are contained in our Watchlist (described on the preceding page). In this section we report common circumstances in open inquiries. We have yet to complete our inquiries into these occurrences, so have made no formal findings as to circumstance or cause.

### Three of eight aviation inquiries relate to close proximity events

Eight of the 23 domestic inquiries in progress on 31 December 2023 were in the aviation mode.

Three of the eight inquiries relate to close proximity events (that is, two aircraft passed closer to each other than regulations or good practice permits). Our investigations are continuing.

### Three of eight rail inquiries relate to derailments

Eight rail inquiries were in progress on 31 December 2023. Three of the inquiries relate to derailments; three are collisions or involved circumstances in which a collision could have occurred.

### Maritime inquiries are varied in topic

Seven maritime inquiries were in progress on 31 December 2023. Three of the occurrences involved passenger or charter vessels – in one of these a recreational vessel was also involved.

## Notifications

The recording of notifications has changed and is now more detailed

The way we record notifications changed from 1 July 2023 because of the introduction of TAIC's new case management system, Hubstream (refer 'Business management activity' on page 17).

Previously we reported the number of notifications received by occurrence type (accident or incident). We also analysed the data by type of event using a high-level categorisation system (for example, derailment, capsized, etc). We were unable to easily distinguish between the number of notifications we received from the number of occurrences we were notified about (that is, some occurrences were notified to us more than once, from different sources).

The new system records information in more detail, including a more granular categorisation of occurrences; that is, more detailed information about the events reported to us. The categorisation system is close to, although not the same as, the ATSB's system. This similarity means that we have the potential to compare trends in New Zealand and Australia for many occurrence types.

Hubstream also contains an ability to create links between entities such as notifications of occurrences, safety issues, recommendations, and themes. Over time, this will improve our ability to track trends in safety issues and identify themes.

Tools for extracting, analysing and reporting on notifications, occurrences, and themes is near completion. The recent introduction into service of Hubstream means that an analysis is unavailable for this report, but will be included in the six-monthly report for the period ended 30 June 2024.

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## Impact measures for completed inquiries

Inquiry reports contain the actual and potential impacts of an inquiry, and are key to how we tell the public and transport sector about safety issues

It is possible to assess the actual or potential impacts of an individual inquiry's progress or output by assessing key features of the final inquiry report. These features of the report are essential attributes to the Commission's approach to knowledge transfer.

- Findings are the key factors, drawn from the analysis of the facts, that contributed to the occurrence.
- Key lessons distil the main points about the conditions that contributed to or led to the occurrence. People can use the key lessons relevant to them to help avoid similar situations.
- Safety issues are events or conditions that have the potential to reduce safety in future operations. They are characteristic of an organisation, a system, or an operational environment at a given time.
- Recommendations highlight serious safety issues identified in an inquiry where more could be done to reduce risk.

The annual report on the status of recommendations made to regulators was published

TAIC's legislation places no obligation on the recipients of recommendations to report if, how, or when they intend to implement them. As a matter of good practice, the transport sector regulators and KiwiRail voluntarily report to you their response to TAIC recommendations and progress in implementing those they have accepted. Each year, TAIC collates this information on your behalf and publishes it on the TAIC website.

The report for the year ended 30 June 2023 was published over the reporting period.

The ten inquiry reports published over this reporting period contained 30 safety recommendations

The ten inquiry reports published over the reporting period contained 36 key lessons, mainly for operators. The reports noted 18 safety actions taken by operators (7), industry bodies (9), and regulators (2).

The ten reports contained 30 recommendations. This is an unusually high number of recommendations to be made over a six-month period.<sup>5</sup>

The recommendations are **summarised** below. **The published inquiry reports are the definitive records.**

<sup>5</sup> Over the ten years 2014 to 2023, the average number of reports published in the first half of the year was 7.4, and the average number of recommendations per report was 1.3. Over the six months to 31 December 2023, 10 reports were published with an average of 3.0 recommendations per report.

**Five safety recommendations were issued to the aviation sector**

Five safety recommendations were in the aviation mode. As the result of a glider accident in which two people died,<sup>6</sup> we recommended that:

- the gliding club concerned develop and implement a system to ensure instructors can verify that pilots have an appropriate level of competency and safely conduct training flights
- Gliding New Zealand review instructor training to ensure new instructors meet the standards set out in the Manual of Approved Procedures.

Inquiries into two fatal helicopter crashes resulted in recommendations to the Civil Aviation Authority (CAA). From one of these inquiries,<sup>7</sup> we recommended that, in consultation with stakeholders, the CAA:

- resolve ambiguity in night Visual Flight Rules and guidance
- establish and clarify instrument currency requirements for flying under night Visual Flight Rules.

From the other helicopter crash inquiry,<sup>8</sup> we recommended that the CAA:

- review the suitability of hook and loop retaining straps for securing emergency locator transmitters to airframes.

**Eight safety recommendations were issued in the rail mode**

In the rail mode, eight recommendations were issued, seven to KiwiRail. Two arose from near-collisions at a level crossing.<sup>9</sup> They were to:

- address the risk posed by disconnecting level-crossing protections, whether planned or unplanned.
- work with road controlling authorities to develop processes for notification, risk assessment and traffic management for unplanned level-crossing disconnections

Our report into a fire in an auxiliary wagon<sup>10</sup> contained a recommendation to KiwiRail to:

<sup>6</sup> AO-2020-002: Glider, Schleicher ASK21, ZK-GTG, Impact with Terrain, Mount Tauhara, Taupō, 31 May 2020  
[AO-2020-002 | TAIC](#)

<sup>7</sup> AO-2021-003: Airbus Helicopters AS350 B3e, ZK-ITD, loss of control in flight, Lammerlaw Range, 40 km northwest of Dunedin Aerodrome, 16 September 2021  
[AO-2021-003 | TAIC](#)

<sup>8</sup> AO-2022-002: Robinson R22, ZK-HEQ, loss of control in flight, Karamea, West Coast, 2 January 2022  
[AO-2022-002 | TAIC](#)

<sup>9</sup> RO-2022-103: KiwiRail W6 shunt and Metro (Go Bus) Route 60 bus, near miss at Selwyn Street level crossing, 8 August 2022  
[RO-2022-103 | TAIC](#)

<sup>10</sup> RO-2022-101: Passenger train, Fire in auxiliary generator wagon, Palmerston North, 11 May 2022  
[RO-2022-101 | TAIC](#)

- install smoke and fire detection systems in all auxiliary generator wagons in service.

Four of the recommendations to KiwiRail arose from a derailment and rollover. They were to:<sup>11</sup>

- undertake a review of its non-technical skills training
- review its second person training approach to ensure adequate training materials and on-the-job training supervision
- integrate fully with the technology on the Auckland Metro network to ensure the safe operation of rail within a complex system
- provide first aid training and evacuation training to all rail personnel who work in rail vehicles.

The same derailment also resulted in a recommendation to Waka Kotahi NZ Transport Agency to:

- review the operation of long-hood leading locomotives<sup>12</sup> by all rail participants to ensure sufficient risk controls are in place.

**We made 17 recommendations in the maritime mode: three urgent recommendations following a fatal capsizes, and nine recommendations following another fatal capsizes...**

We made 17 recommendations in the maritime mode. Three were urgent recommendations related to a capsizes of a chartered vessel that resulted in five fatalities. This is discussed in the section on key inquiries (page 6)

Nine of the recommendations arose from another fatal capsizes, this time of a chartered fishing vessel, and also resulting in the death of five people<sup>13</sup>

Five of the nine recommendations were to the Ministry of Transport to:

- arrange for one or more entities to be responsible for setting standards for search and rescue (SAR) assets and the training of their crews, and providing other agencies and operators with search and rescue assets
- identify and source air and maritime assets that are appropriately designed, equipped and crewed to meet New Zealand's full SAR requirements

<sup>11</sup> RO-2022-102: L71 Mainline Shunt, derailment and subsequent rollover, Tamaki, 1 June 2022  
[RO-2022-102 | TAIC](#)

<sup>12</sup> Long hood operations are when the locomotive's rear engine compartment (known as the long hood) is driven in the leading direction of travel. This places the cab of the locomotive at the rear of the train and restricts operator view lines compared to short-hood leading operation.

<sup>13</sup> MO-2022-201: Charter fishing vessel Enchanter, Capsizes, North Cape, New Zealand, 20 March 2022  
[MO-2022-201 | TAIC](#)



- identify opportunities for the supply and, if necessary, the storage of fuel for extended SAR operations in remote areas, and maintain a database of identified stored fuel and fuel supply logistics
- ensure SAR coordination entities have procedures for prompting the operator of air assets about the maximum range of operation and refuelling opportunities for sustained SAR operations
- develop a joint training programme for SAR assets that are likely to be routinely called on to act as on-scene coordinators.

The above recommendations require working across government agencies, SAR co-ordinators and providers of SAR assets.

Four of the nine recommendations from the fishing charter capsized were to Maritime NZ to:

- implement a formal system that:
  - notifies surveyors of current and emerging changes to maritime rules for the construction, maintenance and surveying of vessels
  - clarifies, where needed, the intent and application of maritime rules and other relevant standards
- adequately monitor the performance of marine surveyors
- provide rules and/or guidance to marine surveyors and vessel operators about the risk of having all life jackets stowed in one place that might not be accessible during foreseeable events
- require commercial vessels to be fitted with automatic identification system (AIS) or equivalent when carrying passengers outside inshore limits.

...and five from our inquiries into port operations

Five recommendations in the maritime mode arose from two inquiries into fatal accidents during port operations.<sup>14</sup> As noted earlier, we opened this inquiry under direction from the Minister of Transport at the time the accidents happened.

We recommended Maritime NZ to:

- work with industry stakeholders to improve safety standards for stevedoring operations through:

<sup>14</sup> MO-2022-203 Port operations accident, Port of Auckland, 19 April 2022 and MO-2022-202 Port operations accident, Lyttelton Port, 25 April 2022

- implementing an Approved Code of Practice for managing health and safety risks associated with stevedoring activity
- establishing minimum training standards for stevedores
- establishing a programme to facilitate continuous improvement of stevedoring safety standards, including the sharing of safety information amongst industry stakeholders.

We recommended that Maritime NZ and WorkSafe (until 1 July 2024):

- ensure that their regulatory activity includes a proactive role (such as monitoring and assessment) in the safety of the stevedoring industry.

We recommended that the independent stevedoring company at one of the ports:

- prioritise a review of their safety management system related to stevedoring activities

We made two recommendations to one of the port companies to:

- review the medical screening of stevedores to ensure it provides adequate assurance of medical fitness for their duties and responsibilities
- review its safety management system.

Case studies provide examples of identified safety issues we have identified and actions that have been taken

Sometimes recommendations are issued to operators to take actions related to their operating systems to help avoid similar occurrences in the future. Often, recommendations are made to transport sector regulators to make systemic improvements to safety.

The following are examples of inquiries where the Commission made system-level recommendations. **They are summaries only. The published inquiry reports are the definitive records.**

The two case studies in this report demonstrate how our inquiries can have immediate or much longer-term influence on safety. The first case study included here had an almost immediate impact; the second shows that our work can continue to have value well after publication. Our body of knowledge, contained in our library of reports, informs the national and international safety community about what we have learned about systemic and enduring safety issues.

## Case study

### Improved search and rescue facilities for the far north

#### Maritime inquiry

MO-2022-201: Charter fishing vessel *Enchanter*, capsized, North Cape, New Zealand, 20 March 2022

#### What happened

The charter fishing vessel *Enchanter* was on a five-day fishing trip. On the day of the accident, it was heading from the Three Kings Islands towards Murimotu Island off North Cape, where the skipper intended to anchor for the night.

When the vessel was broadly east of Murimotu Island, it was struck by a large steep wave and capsized.

The New Zealand Rescue Coordination Centre (the RCC), alerted by the crew's Emergency Position-Indicating Radio Beacon (EPIRB), initiated a search and rescue response.

Only five of the ten people survived the accident. Survivors were retrieved from the upturned hull and other floating debris by the first rescue helicopter to arrive at the scene.

#### The safety issue

The Commission made extensive findings and recommendations as a result of our inquiry into this accident (see the section on 'Impact measures for completed inquiries' beginning on page 10). One of these findings was that there was a period of 4 hours and 36 minutes when the lack of available fuel prevented helicopters searching for the remaining five people in the water, which was attributable in part to fuel supply being based on air ambulance services and not on extended SAR operations in remote areas.

The safety issue we identified is that the national availability of fuel for helicopters likely to be engaged in extended SAR operations in remote areas is not well documented and understood by SAR coordinating authorities.

#### What we said

We recommended that Maritime NZ work with SAR coordinators and providers of SAR air assets across New Zealand to identify opportunities for the supply and, if necessary, the storage of fuel for extended SAR operations in remote areas, and maintain a database of identified stored fuel and fuel supply logistics.

#### What changed

Our report was published in August 2023, influencing improvements to re-fuelling facilities in the far north. In October 2023, the then Government approved funds for urgent maintenance and upgrade work at Kaitiāia Airport. As part of the extensive upgrade, aircraft refuelling facilities are to be re-installed.

We are pleased that this action has been taken because it reduces the risk of delays to search and rescue operations in the area around Northland.

We look forward to the national level response to our recommendation.

## Case study

### International consideration of Commission findings on the safety of lifeboat slings

<b>Maritime inquiry</b>	MO-2014-202: Lifting sling failure on freefall lifeboat, general cargo ship <i>Da Dan Xia</i> , Wellington, 14 April 2014
<b>What happened</b>	<p>On the day of the incident, the general cargo vessel <i>Da Dan Xia</i> was berthed at the port of Wellington, preparing to load a cargo of logs. The crew were conducting a launch-and-retrieval drill for the vessel's freefall lifeboat (which slides down a ramp when the securing hook is disengaged). The exercise used the 'alternative' launching and retrieval davit (a steel fitting on the vessel to which hoisting tackle is attached). When the crew came to connect the lifeboat to the retrieval davit, they used a purpose-built lifting sling made up of four wire rope pennants. The lifeboat, with four crew on board, had been hoisted to about deck level when first one and then the remaining three wire pennants parted and the lifeboat fell several metres back into the sea.</p> <p>One of the crew was injured, requiring hospitalisation.</p>
<b>The safety issue</b>	<p>The Commission found that the wire pennants parted under tensile overload because they had all been significantly weakened by severe corrosion. Corrosion had gone undetected inside a plastic sheathing that the manufacturer of the lifting sling had placed around the wire pennants. We identified a safety issue that encasing wire rope in plastic sheathing prevents the wire being lubricated, maintained and inspected, and can accelerate the onset of corrosion through the retention of salt water within the core of the wire rope.</p>
<b>What we said</b>	<p>The Commission recommended that the Director of Maritime New Zealand submit this report to the International Maritime Organization and raise the implications that plastic-sheathed wire ropes have for maritime safety through the appropriate International Maritime Organization (IMO) safety committee for its consideration.</p>
<b>What changed</b>	<p>Maritime NZ implemented the recommendation. At the time the issue was raised, IMO did not consider the issue sufficiently widespread to require action. However, at an IMO meeting in July 2023, China again raised the safety issue, submitting a paper on the matter. The paper referred to the Commission's inquiry and used our findings to support a recommendation to revise the International Convention for the Safety of Life at Sea, chapter III, and the international Life-Saving Appliance Code.</p>

# Business management activity

## Ngā mahi rōpū whakahaere pakihi

### Key events

The project to implement the Knowledge Transfer System (KTS) continues

Over the period of our current *Statement of Intent 2021-2025*, the main organisational focus for TAIC has been the project to implement a 'Knowledge Transfer System' (KTS). The KTS is made up of the IT systems (including Hubstream), people, and processes that support our strategic intentions.

An increase in baseline funding from 2020/21 enabled us to replace end-of-life IT systems; and to recruit additional staff, including an applications developer and a researcher, to help fully realise the benefits of the new systems. Ongoing work to document and enhance investigation processes is also part of the project.

The overall objective of the KTS is digital transformation of the organisation. Specific objectives include:

- Data and information systems support our work, including data scaling demands (for example, to help us respond effectively to a major accident).
- We can manage and interrogate technology and digital data used in aircraft, trains, vessels, and transport infrastructure.
- We can undertake system risk trends analysis to target our case selection to the highest safety risks.
- We have the capability to respond to legal challenges to evidence and access to third-party held technology and data.

A significant milestone has been achieved with the implementation of our new case management system

The first year of the project was a period of recruitment and detailed planning. The main KTS activity for the last two years has been the acquisition and implementation of a new case management system. This has been a large piece of work for the organisation drawing heavily on resources, including the need for training.

In past reports we have acknowledged the generous assistance of the Australian Transport Safety Bureau (ATSB) in acquiring and implementing Hubstream. We have been fortunate in the considerable support and advice they have provided; it has added significantly to the value we can realise from the investment. This is a good example of how maintaining international relationships, and especially the close relationship with our Australian colleagues, benefits us and New Zealand's transport system. The ATSB continues to provide valuable advice and guidance.

We achieved a significant milestone over the reporting period with investigators now using Hubstream as the standard case management tool. Some fine-tuning from the project team will continue over the first half of calendar 2024, as well as additional training. From then, any further development or training becomes part of day-to-day management.

**Over the reporting period we received the final report of an independent health and safety audit...**

In August 2023, we received the final report of an independent audit we had commissioned into our health and safety systems.

The audit identified that there is a high level of engagement in health, safety and wellbeing (HSW) across the organisation. But further work is required to improve the health and safety system maturity; build health, safety and wellbeing capability; and improve health, safety and wellbeing risk management practices to ensure resiliency and continuous improvement.

**...and in response we have developed a programme of work, which needs extra resource**

The audit resulted in a large number of recommendations, which we have developed into a programme of work to ensure our systems and processes are best practice

Higher priority recommendations are scheduled for completion by the end of the financial year (30 June 2024). They include developing a strategy and work plan, training, reviewing current health and safety management structures, and developing and establishing an Emergency Preparedness and Response Framework.

Completing this work requires expertise TAIC does not currently have. We are therefore recruiting a senior health and safety officer on a full-time, fixed term for two years. The fixed term nature of the appointment will allow us to determine if permanent support is required. The health and safety officer will also provide SME expertise on health and safety matters as part of our investigations.

Resource for funding this position will be diverted from the planned recruitment of a publications officer.

## National and international engagement and collaboration

**We are planning for furthering our relationship with Waiwhetu Marae**

In August 2023, the Chief Executive met with a representative of Waiwhetu Marae. The purpose of the meeting was to introduce TAIC and plan for future hui and wānanga to further develop our relationship.

We have scheduled a wānanga for staff at the marae in the first half of calendar 2024. The focus will be on investigation tikanga and ensuring culturally appropriate processes where serious accidents and deaths have occurred. A visit to Bell Road, our wreckage storage facility, involving Commissioners is also proposed.

**TAIC staff maintained relationships in the national transport sector...**

The Commission regularly meets with national transport sector organisations such as regulators and industry bodies. Although we scrupulously maintain our independence, we consider it important to engage with the sector to maintain positive working relationships and to understand our operating environment.

Over the reporting period, national engagement at Chief Executive level included the Transport Sector Leaders Group and individual regulators; industry groups such as Aviation New Zealand, Institute of Marine Engineering, Services and Technology, New Zealand Helicopter Association, and the Honourable Company of Air Pilots; and KiwiRail.

Other staff attended, and in some cases presented to, national meetings of relevant sector groups, for example, the Level Crossing hui in Dunedin (hosted by KiwiRail and Tracksafe), the National Rail Industry Advisory Forum, and the Aviation NZ conference.

In July 2023, the Manager, Air Investigations was elected the president of the New Zealand Society of Air Safety Investigators.

**...participated in an IMO meeting...**

Engagement with our international peers supports investigation standards, offers professional development opportunities, and enhances our reputation and credibility. It enables inter-agency collaboration and helps build resilience against the significant pressures we would face should a major accident happen in New Zealand. In such a situation, the Commission would have to draw on the assistance of international colleagues. Inter-operability with other nations would be critical to a rapid and effective response.

We have close ties with the ATSB in particular, with similarities in investigation processes and practices. Meetings occur regularly through various channels. In September 2023, Commissioners and senior managers travelled to Australia to meet in person with our counterparts at the ATSB.

Over the reporting period, the Chief Investigator of Accidents (CIA) attended (remotely) an International Maritime Organization (IMO)

meeting together with two other New Zealand representatives from Maritime NZ.

The CIA participated in a casualty working group. The group aims to improve the standards of accident reports member States submit to the IMO, extract lessons from them to disseminate to the global maritime industry, and to identify safety issues of a global nature or issues that are serious enough to warrant a change in international regulations.

One of the safety issues discussed, raised in a paper from China, related to lifeboat slings. The paper referred to the Commission's inquiry into the failure of a lifeboat sling and used our findings to support a recommendation to revise international rules (specifically, Safety of Life at Sea, chapter III, and the international Life-Saving Appliance Code). This is described in more detail in the case study on page 16.

#### ...and other international forums

Other international meetings attended by TAIC staff included the International Society of Air Safety Investigators. The Society is a technical safety focused aviation investigation forum with accident investigation authorities, aviation manufacturers, operators, regulators, and other safety-based organisations, such as NASA attending.

TAIC's forensics data specialist attended the Accident Investigation Recorder meeting hosted by our peer organisation in the UK, the Air Accident Investigation Branch. She presented three papers including one on 'Low Cost Solutions' for 3D scanning/modelling and graphical representations, which was especially well received and engendered much interest. She made a similar presentation to a regional meeting in Japan.



## Emerging issues and risks

Ability to meet expected output levels may be affected by funding decisions

Transport sector resourcing decisions may affect our ability to meet the expected output levels that are set out on our 2023/24 Statement of Performance Expectations. On 31 December 2023, four vacant positions were on hold pending decisions about how TAIC is to contribute to the Government's savings targets.

Capacity in cross-modal specialist roles (human factors and forensic data analysis – currently only one staff member each) and in rail investigation is stretched. Baseline funding was increased in 2023/24 to reduce risks associated with these stretched resources. Any unfilled positions would mean we would be unable to meet demand from the rail sector and/or provide investigations across all three modes with the specialist input they need.

Annex 13 no-fault safety investigations are crucial for improving aviation safety...

The Commission was established so that New Zealand could meet its obligations under the Convention on International Civil Aviation (ICAO Convention), particularly Annex 13. Annex 13 requires signatory States to undertake independent safety-focused accident investigations. Such investigations are focused on identifying systemic causes of accidents and incidents and what can be done to prevent repeat similar occurrences. They do not ascribe blame.

Annex 13 investigations have been crucial in improving civil aviation safety throughout the world, so that aviation accidents are now rare events.

..but in future New Zealand could miss opportunities to identify safety issues in the aviation sector

Historically, the Civil Aviation Authority (CAA) undertook Annex 13 safety investigations into some accidents and incidents for the which the Commission declined to launch an inquiry. In some of these cases, the Commission would have launched an inquiry under our discretionary powers, had we the resource to do so.

Over the reporting period, the CAA released a report from Michael Heron KC, who had reviewed the CAA's investigation and enforcement function. The report ('the Heron report') noted the CAA's role is as a regulator, rather than as a 'no fault' accident investigation agency. Mr Heron noted that the Commission performs the role of the required independent investigation body and that CAA should not be undertaking this work.

Following the Heron report, the CAA advised it will no longer undertake no-fault Annex 13 safety investigations. We welcome this development. It means that the Commission, as New Zealand's independent accident investigation body, undertakes all safety investigations, as required under our international obligations.

Without further funding for TAIC, New Zealand will be undertaking fewer systemic safety investigations. This creates a risk that, as a

country, we miss opportunities to identify key safety issues and the changes needed to prevent similar accidents and incidents from happening. Alternatively, the same number of investigations are undertaken, but they take longer to complete, risking relevancy of findings.

**Expected financial outcome**

For the period ended 31 December 2023 there was a year-to-date net surplus of \$652k against a \$200k budget surplus. A full year net surplus of \$498k is forecast. The surplus is due to the hold on recruitment of four positions pending the outcome of Government savings targets. If TAIC's baseline is reduced, these positions (two investigators, a human factors specialist and a forensic data specialist) will be unaffordable. The year-to-date budget includes the salaries, recruitment costs and training for these new investigator and specialist positions that were planned to be recruited to at the beginning of this financial year.

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# Progress against strategic intentions

## Te tukanga ki ngā whāinga tikanga rautaki

### Strategic direction

Strategic direction is set out in the Statement of Intent 2021-2025

This section reports activity during the period contributing to progress towards achieving the Commission's strategic objectives. The Commission's overarching aspirational goal is for there to be *No repeat accidents – ever!* The Commission pursues this goal by working to ensure that safety issues are properly identified and communicated. The *Statement of Intent 2021-2025* sets out three strategic intentions to ensure the Commission contributes to a safer transport system and meets its statutory obligations:

Because our recommendations are not mandatory, we contribute to safer transport systems by influencing others to act to reduce risk. Influence – our impact on the system – is achieved by having a clear and authoritative voice.

To achieve influence, our strategic intentions are to:

- be accessible by making it easier for people or organisations to access our findings and recommendations – the easier it is for them to find the information they need, the more likely they are to act
- be credible by maintaining the highest standards in investigation process and practice, and in our reporting
- be ready to respond to a large-scale event and enhance our capacity to contribute to national resilience.

All three objectives contribute to the Transport Outcomes Frameworks, specifically healthy and safe people, and resilience and security. The Commission works for systemic improvements in transport safety where users *are* safe, and *feel* safe, supporting community wellbeing now and into the future.

The tables below show the strategic objectives, indicators of success in achieving the objectives and progress to date.

## Performance measures: strategic intentions

Be accessible

<b>Indicator</b>	Stakeholder communications supports knowledge transfer
<b>Target 30-Jun-24</b>	Review Communications Strategy Conduct stakeholder survey
<b>Progress</b>	These two activities are scheduled for the third quarter of the 2023/24 financial year.

<b>Indicator</b>	The Research Strategy supports knowledge transfer
<b>Target 30-Jun-24</b>	Enhance website to improve searchability Develop a classification system for safety issues Establish internal research library Identify and implement options for accessing technical and academic research
<b>Progress</b>	These projects are scheduled for the third and fourth quarters of 2023/24. A project team has been established and planning begun for a review of the website.

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## Be credible

<b>Indicator</b>	Investigation processes are: <ul style="list-style-type: none"><li>• fully documented</li><li>• integrated with TAIC workflows</li><li>• continually improved</li></ul>
<b>Target 30-Jun-24</b>	Implement the recommendations from the 2022/23 external reviews of two inquiries
<b>Progress</b>	Completed. No significant recommendations arose from the 2022/23 external reviews.

<b>Indicator</b>	TAIC can undertake system risk trend analysis and target case selection to the highest safety risks
<b>Target 30-Jun-24</b>	Review the risk-based approach to setting criteria for opening inquiries, which was implemented in 2022/23
<b>Progress</b>	This task is in progress and scheduled for completion by 30 June 2024.

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## Be ready

<b>Indicator</b>	We have plans and processes for responding to a major accident
<b>Target 30-Jun-24</b>	Review Major Accident Readiness Plan Implement recommendations from any desktop exercises
<b>Progress</b>	<p>Reviewing the Major Accident Readiness Plan is scheduled for the third quarter of the 2023/24 financial year.</p> <p>TAIC participated as an observer in the <i>Whakarauora Tangata Nationally Significant Search and Rescue (SAR) Exercise</i>, conducted under the auspices of the NZSAR Council. Its purpose is to evaluate the current cross-agency policies, procedures, capabilities, and capacity, to ensure that New Zealand is adequately prepared for a large-scale SAR event. The exercise is in four phases between July 2023 and May 2024.<sup>15</sup></p> <p>NZSAR invited TAIC to observe the phases to inform how TAIC will run its own internal simulation. Staff attended Phase 1 and 3 over the reporting period and intends to attend Phase 4 in March 2024.</p> <p>Lessons to date have been identified and consequent actions, such as modifications to the Major Accident Readiness Plan, will be made in due course.</p>

<b>Indicator</b>	IT systems are scalable
<b>Target 30-Jun-24</b>	Review Data Strategy
<b>Progress</b>	An initial review of the Data Strategy suggests that, with minor amendments, it remains fit-for-purpose. The Strategy will be reviewed again in the final quarter of the financial year (that is, by 30 June 2024) once the refreshed Statement of Intent, due to be implemented from 1 July 2024) has been completed.

<b>Indicator</b>	The Commission is active in the national community of emergency response agencies and our role and functions are well understood
<b>Target 30-Jun-24</b>	Commission representative attends all meetings of relevant working groups Commission staff participate in all relevant desktop exercises

<sup>15</sup> More information about the exercise can be found here: [Exercise Whakarauora Tangata » NZSAR](#)

## Progress

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The CIA attends the national agencies incident management reference group (IMRG). The IMRG is an information sharing forum for central government agencies that have, in emergency events, an incident management team operating at a national level.

TAIC is discussing with the NZDF to take part in an aviation simulation exercise before the end of the financial year (30 June 2024) The exercise will be an opportunity to test the commissions preparedness plans and processes to respond to a major accident.

As above – TAIC participated in exercise Whakarauora Tangata over the reporting period.

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## Performance measures: organisational health and capability

### Human capital

<b>Indicator</b>	We have the expertise we need
<b>Target 30-Jun-24</b>	Put in place agreements/contracts for backups of specialist roles
<b>Progress</b>	Completed. A contract is in place for a back-up communications specialist. Emergency backups for other roles such as the Senior Information Adviser have been identified.

<b>Indicator</b>	We have an effective investigation team
<b>Target 30-Jun-24</b>	Fully implement competency-based training package
<b>Progress</b>	Completed.

### IT capital

<b>Indicator</b>	Data and information systems support TAIC's work, including data scaling demands
<b>Target 30-Jun-24</b>	Fully implement case management system Successfully complete the change management programme
<b>Progress</b>	The case management system is now the standard for use by investigators. Some development and training will continue for the third quarter of the financial year. Refer to the section on 'Business management activity' beginning on page 17. Full implementation – which includes, for example, the transfer of historical data into the new case management system and updating policies and guidelines – is on schedule to be completed by 30 June 2024.



# Performance measures

## Ngā inenga uara mahi

### Financial, volume, and timeliness measures

Ten reports have been published in the year to 31 December 2023

Table 1 shows performance against the expectations and targets set in the *Statement of Performance Expectations 2023-2024*. (The Statement of Performance Expectations includes further measures that are reported annually.)

**Table 1: Performance against Statement of Performance Expectations (SPE) measures**

	2023/24 SPE		Six months to Dec-23	Six months to Dec-22
<b>Financial</b>				
Average cost of domestic inquiries completed	Target	Jul to Dec	<b>\$572k</b>	\$474k
	\$400-450k	Year to date	<b>\$572k</b>	\$474k
<b>Volume</b>				
Number of reports published for domestic inquiries (incl. interim reports)	Expected	Jul to Dec	<b>10</b>	5
	17-27	Year to date	<b>10</b>	5
Number of inquiries by overseas jurisdictions assisted	Expected	Jul to Dec	<b>7</b>	8
	4-8	Year to date	<b>7</b>	8
Number of domestic inquiries in progress at each month's end (12 month rolling average, as at 30 Jun)	Expected	Rolling average	<b>26.6</b>	25.1
	30	Open 31-Dec	<b>23</b>	25
<b>Timeliness</b>				
Proportion of completed domestic inquiries completed within 440 working days	Target	Jul to Dec	<b>80%</b>	80%
	70%	Year to date	<b>80%</b>	80%

The number of reports published is more than last year

The Commission's work, by virtue of the nature of incidents and accidents, is largely unpredictable, and therefore demand and the volume of our output can be uneven.

The number of inquiry reports published for the six months to 31 December 2023 is ten, an unusually high number (refer to the footnote 5 on page 10). The number includes one interim report and nine reports for ten completed inquiries – one report published over the period covered two related inquiries (these were the port inquiries referred to on page 13). The number of reports published for the six months to 31 December 2022 was five (no interim reports).

Two completed inquiries were older than two years

Two of the ten inquiries completed over the period were older than 440 working days (two years) when completed. Both were in the aviation mode. The resignation of an investigator over the course of these two inquiries affected timeliness. It takes time for another investigator to take over an inquiry and to become familiar with the detail of evidence and the complexities of the analysis.

One of the benefits of our new case management system (refer to 'Business management activity' on page 17) is that, in future, staff turnover is less likely to affect timeliness. In the new system information is transparently and consistently stored, including the logic and rationale underlying of the analysis of evidence. This makes knowledge transfer between staff more efficient and effective.

Table 2: Age of completed inquiries

Inquiries completed 6 months to 31-Dec	2023	2022	2021
Proportion completed within 330 working days	50%	60%*	33%
Average age of completed inquiries (working days)	376	389	431

\*Previously incorrectly reported as 50%

The average cost of completed inquiries is \$572k

The average cost of inquiries completed is \$572k, \$98k more than for the same period last year and is above the target range. The older aviation inquiry has increased the average cost of inquiries above the target range.

The Commission's casebook of open inquiries is 'younger' compared with last year

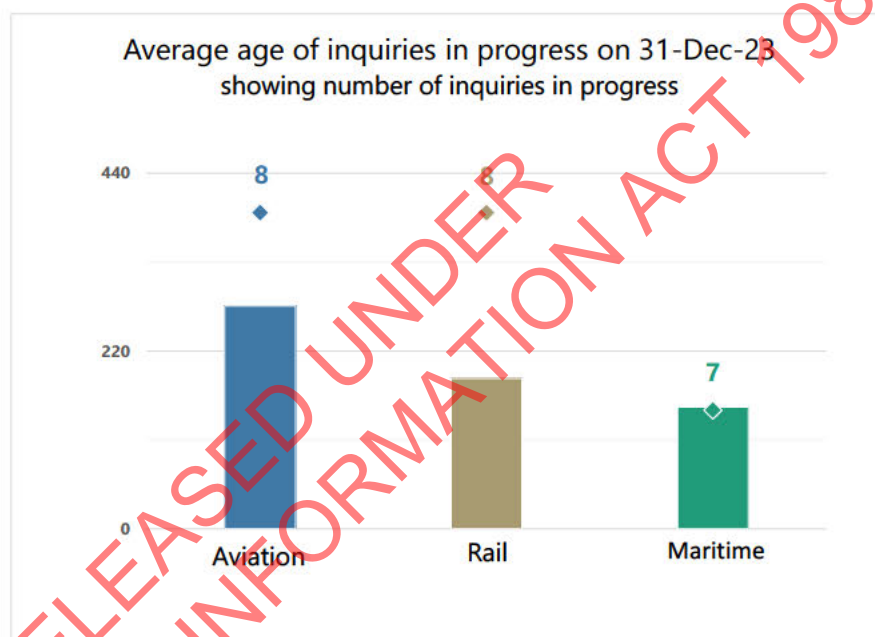
The Commission's casebook on 31 December 2023 shows that the average age of the casebook decreased by 11 per cent compared with the same time last year. This is because on 31 December 2022, we had five inquiries that were than 440 working days, four of which have since been completed. In contrast, on 31 December 2023, we had only two inquiries in progress older than 440 working days; and a higher-than-usual proportion of inquiries less than 220 working days – an illustration of the unpredictable demand we face.

**Table 3: Age of open inquiries**

Inquiries in progress on 31-Dec	2023	2022	2021
Proportion younger than 220 working days (at 31-Dec)	72%	48%	50%
Average age (working days, 12-month rolling average)	237	267	275

Aviation inquiries generally take longer

The graph below shows the average age of inquiries in progress by mode. (The graph shows the average age on 31 December, rather than the rolling average trend shown in the table above.)



**Figure 3: Average age and number of open inquiries by mode**

Two inquiries in progress – one aviation and one rail – are older than two years

On 31 December 2023, two inquiries in progress were older than 440 working days (two years). They were:

- AO-2018-009: Hughes 369D, ZK-HOJ, impact with terrain, Wanaka, 18 October
- RO-2021-104: Passenger train, derailment, Waikanae to Wellington 'Kāpiti' line, 17 August 2021

For complex inquiries both the investigation stage and the Commission's deliberations can require longer than average. This can apply especially (but not solely) to inquiries in the aviation mode for several reasons, including greater technical complexity and usually a wider range of individuals or organisations who have an interest in the outcome of the inquiry.

# Financial overview and statements

## Te tirohanga whānui i ngā pūrongo pūtea

### Financial overview

Our financial result for the six months ending 31 December 2023 shows a year-to-date net surplus of \$652k against a \$200k budget surplus. A \$498k full year surplus is forecast for the year ending 30 June 2024 against a full year breakeven budget. As previously noted, the surplus is due to recruitment into vacant positions being delayed while we await decisions regarding Government funding.

### Variance report

Major departures from budget and variances are outlined in Table 5. Individual line items with variances in excess of \$10k and material based on the value of the item, the causes of those variances and any corrective actions are described in Table 5. In the financial statements, which follow Table 5, these items are marked with an 'X'.

**Table 4: Variance report for the six months ended December 2023**

Item	Variance	Reason and corrective action
Financial performance		
Interest revenue	Favourable variance of \$29k (363%)	This is due to the increasing interest rates on term deposits not anticipated when the budget was set. Also, timing of recruitment to vacancies, pending outcome of TAIC's contribution to Government savings targets has increased cash balances earning interest.
Personnel expenses	Favourable variance of \$238k (9%)	Due to the timing of recruitment to the new budget positions. If TAIC is required to make savings to its baseline funding, some of the new positions will be unaffordable. Recruitment for some of the new positions is on hold, pending outcomes of any baseline funding reductions.
Operating expenses	Favourable variance of \$174k (10%)	Mainly due to savings in the Knowledge Transfer System project. The additional IT resource included in the budget has not yet been required. The current levels of resourcing for the project are sufficient to meet milestones.
Financial position		
Cash	Favourable variance of \$416k (25%)	Mainly due to the favourable underspends in personnel and operating expenses resulting in more cash than budgeted.
Prepayments	Adverse variance of \$50k (15%)	Due to timing of creditor payments.
Provision for employee entitlements	Favourable variance of \$39k (11%)	Due to timing of the final payroll for the calendar year, resulting in no payroll accrual required at 31 December 2023.

Item	Variance	Reason and corrective action
(Current Liability)		

### Capital expenditure

Capital expenditure is \$42k less than budget mainly due to the unit price for the corporate services refresh of computers being less than expected and furniture purchases for new staff are on hold pending timing of recruitment and outcome of possible baseline reductions.

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## Financial statement

Table 5: Statement of financial performance for the six months ended 31 December 2023

Current six-month period				Year To date				Full year			
Actual	Budget	Variance		Actual	Budget	Variance		Budget	Forecast	Variance	
\$000	\$000	\$000	%	\$000	\$000	\$000	%	\$000	\$000	\$000	%
4,637	4,637	0	0	4,637	4,637	0	0	9,273	9,273	0	0
29	26	3	12	29	26	3	12	53	56	3	6
37	8	29	363	37	8	29	363	16	80	64	400
<b>4,703</b>	<b>4,671</b>	<b>32</b>	<b>1</b>	<b>4,703</b>	<b>4,671</b>	<b>32</b>	<b>1</b>	<b>9,342</b>	<b>9,409</b>	<b>67</b>	<b>1</b>
2,330	2,568	238	10	2,330	2,568	238	10	5,136	5,089	47	1
1,640	1,814	174	10	1,640	1,814	174	10	4,018	3,655	363	9
81	89	8	9	81	89	8	9	188	167	21	11
<b>4,051</b>	<b>4,471</b>	<b>420</b>	<b>9</b>	<b>4,051</b>	<b>4,471</b>	<b>420</b>	<b>9</b>	<b>9,342</b>	<b>8,911</b>	<b>431</b>	<b>5</b>
652	200	452	226	652	200	452	226	0	498	498	0
0	0	0	0	0	0	0	0	0	0	0	0
<b>652</b>	<b>200</b>	<b>452</b>	<b>226</b>	<b>652</b>	<b>200</b>	<b>452</b>	<b>226</b>	<b>0</b>	<b>498</b>	<b>498</b>	<b>0</b>

Table 6: Statement of financial position as at 31 December 2023

Current six-month period				Year To date				Full year					
Actual	Budget	Variance		Actual	Budget	Variance		Budget	Forecast	Variance			
\$000	\$000	\$000	%	\$000	\$000	\$000	%	\$000	\$000	\$000	%		
2,112	1,696	416	25	X	2,112	1,696	416	25	X	1,796	2,225	429	24
290	340	(50)	(15)	X	290	340	(50)	(15)	X	72	150	78	108
0	0	0	0		0	0	0	0		0	0	0	0
0	3	(3)	(100)		0	3	(3)	(100)		3	0	(3)	(100)
0	0	0	0		0	0	0	0		0	1	1	0
<b>2,402</b>	<b>2,039</b>	<b>363</b>	<b>15</b>		<b>2,402</b>	<b>2,039</b>	<b>363</b>	<b>15</b>		<b>1,871</b>	<b>2,376</b>	<b>505</b>	<b>27</b>
1,178	1,182	(4)	(0)		1,178	1,182	(4)	(0)		1,088	1,046	(42)	(4)
<b>3,580</b>	<b>3,221</b>	<b>359</b>	<b>11</b>		<b>3,580</b>	<b>3,221</b>	<b>559</b>	<b>11</b>		<b>2,959</b>	<b>3,422</b>	<b>463</b>	<b>16</b>
285	290	5	2	X	285	290	5	2	X	245	234	11	4
33	33	0	0		33	33	0	0		33	33	0	0
0	0	0	0		0	0	0	0		0	0	0	0
0	0	0	0		0	0	0	0		0	0	0	0
317	356	39	11	X	317	356	39	11	X	356	380	(24)	(7)
<b>635</b>	<b>679</b>	<b>44</b>	<b>6</b>		<b>635</b>	<b>679</b>	<b>44</b>	<b>6</b>		<b>634</b>	<b>647</b>	<b>(13)</b>	<b>(2)</b>
322	323	(1)	(0)		322	323	(1)	(0)		306	306	0	0
32	32	0	0		32	32	0	0		32	32	0	0
<b>989</b>	<b>1,034</b>	<b>45</b>	<b>4</b>		<b>989</b>	<b>1,034</b>	<b>45</b>	<b>4</b>		<b>972</b>	<b>985</b>	<b>(13)</b>	<b>(1)</b>
1,439	1,497	(48)	(3)		1,439	1,497	(48)	(3)		1,487	1,439	(48)	(3)
500	500	0	0		500	500	0	0		500	500	0	0
652	200	452	226		652	200	452	226		0	498	498	0
<b>2,591</b>	<b>2,187</b>	<b>404</b>	<b>18</b>		<b>2,591</b>	<b>2,187</b>	<b>404</b>	<b>18</b>		<b>1,987</b>	<b>2,437</b>	<b>450</b>	<b>23</b>
<b>3,580</b>	<b>3,221</b>	<b>359</b>	<b>11</b>		<b>3,580</b>	<b>3,221</b>	<b>359</b>	<b>11</b>		<b>2,959</b>	<b>3,422</b>	<b>463</b>	<b>16</b>

Table 7: Cash flow statement for the six months ended 31 December 2023

Current six-month period				Year To date				Full year				
Actual	Budget	Variance			Actual	Budget	Variance		Budget	Forecast	Variance	
\$000	\$000	\$000	%		\$000	\$000	\$000	%	\$000	\$000	\$000	%
4,637	4,637	0	0		4,637	4,637	0	0	9,273	9,273	0	0
29	25	4	16	X	29	25	4	16	51	56	5	10
40	8	32	400		40	8	32	400	16	80	64	400
(4,311)	(4,705)	394	8	X	(4,311)	(4,705)	394	8	(9,275)	(8,859)	416	4
0	0	0	0		0	0	0	0	0	0	0	0
<b>395</b>	<b>(35)</b>	<b>430</b>	<b>1229</b>		<b>395</b>	<b>(35)</b>	<b>430</b>	<b>1229</b>	<b>65</b>	<b>550</b>	<b>485</b>	<b>900</b>
0	0	0	0		0	0	0	0	0	0	0	0
(69)	(111)	42	38	X	(69)	(111)	42	38	(111)	(111)	0	0
<b>(69)</b>	<b>(111)</b>	<b>42</b>	<b>38</b>		<b>(69)</b>	<b>(111)</b>	<b>42</b>	<b>38</b>	<b>(111)</b>	<b>(111)</b>	<b>0</b>	<b>0</b>
500	500	0	0		500	500	0	0	500	500	0	0
<b>500</b>	<b>500</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>500</b>	<b>0</b>	<b>0</b>
826	354	472	133		826	354	472	133	454	939	485	107
1,286	1,342	(56)	(4)		1,286	1,342	(56)	(4)	1,342	1,286	(56)	(4)
<b>2,112</b>	<b>1,696</b>	<b>416</b>	<b>25</b>		<b>2,112</b>	<b>1,696</b>	<b>416</b>	<b>25</b>	<b>1,796</b>	<b>2,225</b>	<b>429</b>	<b>24</b>

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**Table 8: Capital expenditure statement for the six months ended 31 December 2023**

Current six-month period				Year To date				Full year			
Actual	Budget	Variance		Actual	Budget	Variance		Budget	Forecast	Variance	
\$000	\$000	\$000	%	\$000	\$000	\$000	%	\$000	\$000	\$000	%
3	10	7	70	3	10	7	70	10	10	0	0
0	0	0	0	0	0	0	0	0	0	0	0
66	101	35	35	66	101	35	35	101	86	15	15
<b>69</b>	<b>111</b>	<b>42</b>	<b>38</b>	<b>69</b>	<b>111</b>	<b>42</b>	<b>38</b>	<b>111</b>	<b>96</b>	<b>15</b>	<b>14</b>

### Commitments

Property lease commitments are the same as in the annual report. There are no other commitments of a financial nature. The Commission has therefore not updated these for each six-monthly report to the Minister.

**Table 9: Financial performance indicators for the six months ended 31 December 2023**

	Year to date			
	Actual	Budget	Variance	
Working capital (current assets less current liabilities – \$000)	1,767	1,360	407	30
Current ratio (ratio of current assets to current liabilities)	3.8	3.0	0.8	26
Net physical assets as a percentage of total assets	0.33	0.37	(0.04)	(10)
Average age of debtors (days)	30	30	0	0
Average age of creditors (days)	30	30	0	0

## Casebook: all inquiries active in the year ending 30 June 2024 at 31 December 2023

## Puka Rangahau: Ngā patapatai katoa i mahia i te mutunga o te marama o Hakihea i te tau 2024 mō te tau mutu mai i te marama o Pipiri 2023

Table 10 shows all inquiries live at any point in the financial year. Overseas assists are included, but are not taken into account for timeliness calculations. Working days are calculated on a 220-day year. Colour coding of working days to publication is as follows: Green <=220, Yellow 221-330, Orange 331-440, Red 441+.

**Table 10: Casebook**

Type	Inquiry	Mode	Description	Occurred	Launched	Published	Working days to publication	Working days open to 31 December 2023
Domestic	MO-2022-201	Maritime	Fishing vessel Enchanter, sinking off North Cape	20/03/2022	21/03/2022	11/08/2023	306	
Overseas assist	AO-2023-004	Aviation	Boeing 737-838, VH-XZB, engine failure, en-route from Auckland to Sydney	18/01/2023	21/03/2023	22/08/2023		
Domestic	MO-2022-207	Maritime	Fishing vessel Boy Roel, serious injury involving trawl winch gear, 17 nm off Tauranga	12/12/2022	12/12/2022	21/09/2023	171	
Domestic	RO-2022-103	Rail	Near collision incident at Selwyn Street level crossing, Christchurch	8/08/2022	12/08/2022	19/10/2023	261	
Domestic	MO-2022-202	Maritime	Port operations accident, Lyttelton Port	25/04/2022	27/04/2022	20/10/2023	326	
Domestic	MO-2022-203	Maritime	Port operations accident, Port of Auckland	19/04/2022	27/04/2022	20/10/2023	326	

Type	Inquiry	Mode	Description	Occurred	Launched	Published	Working days to publication	Working days open to 31 December 2023
Domestic	AO-2020-002	Aviation	Schleicher ASK 21 glider, impact with terrain, near Taupo	31/05/2020	31/05/2020	9/11/2023	758	
Domestic	AO-2021-003	Aviation	Helicopter, Impact with terrain, Lammerlaw Range	16/09/2021	16/09/2021	17/11/2023	477	
Domestic	RO-2022-101	Rail	Passenger train, fire in auxiliary generator wagon, Palmerston North	11/05/2022	11/05/2022	23/11/2023	338	
Domestic	AO-2022-002	Aviation	Helicopter, Inflight breakup, Karamea	2/01/2022	2/01/2022	7/12/2023	424	
Domestic	RO-2022-102	Rail	Locomotive DC4605, derailment and rollover, Tamaki, Auckland	1/06/2022	1/06/2022	14/12/2023	338	
Overseas assist	AO-2018-003	Aviation	PAC 750 XL Aeroplane, engine abnormality requiring engine shut-down and glide landing, Sentani Airport, Jayapura, Papua, Indonesia	21/05/2018	25/05/2018			
Domestic	AO-2018-009	Aviation	MDHI (Hughes) 369D, registration ZK-HQJ, Wanaka	18/10/2018	18/10/2018			1145
Domestic	RO-2021-104	Rail	Passenger train, derailment, Waikanae to Wellington, Kapiti line	17/08/2021	17/08/2021			522
Domestic	AO-2022-005	Aviation	Boeing 737, ZK-TLL, Incorrect configuration (fuel management), Auckland	8/06/2022	16/06/2022			339
Domestic	MO-2022-206	Maritime	Capsize of charter vessel, Goose Bay, Kaikōura	10/09/2022	10/09/2022			288
Domestic	RO-2022-104	Rail	Collision of shunt train and heavy road vehicle, Fertilizer Road level crossing, Whangarei	7/12/2022	9/12/2022			233
Domestic	RO-2023-101	Rail	Two Hi-Rail vehicles, collision, East Coast Main Trunk Line near Te Puna	10/01/2023	10/01/2023			214

Type	Inquiry	Mode	Description	Occurred	Launched	Published	Working days to publication	Working days open to 31 December 2023
Domestic	AO-2023-001	Aviation	AS350 and EC130 helicopters, Airborne close proximity, Queenstown Airport	27/12/2022	17/01/2023			210
Overseas assist	AO-2023-002	Aviation	Two EC130 helicopters, mid-air collision, near Main Beach, Gold Coast, Queensland	3/01/2023	18/01/2023			
Domestic	AO-2023-003	Aviation	Boeing 777, runway excursion, Auckland International Airport	27/01/2023	27/01/2023			204
Domestic	MO-2023-201	Maritime	Passenger ferry Kaitaki, loss of power, Cook Strait	28/01/2023	28/01/2023			203
Domestic	RO-2023-102	Rail	Freight train, derailment, East Coast Main Trunk, near Te Puke	29/01/2023	29/01/2023			203
Overseas assist	AO-2023-005	Aviation	Robinson R22, VH-LOS, Collision with terrain, 36km south of Ramingining, Northern Territory, Australia	14/11/2022	21/03/2023			
Domestic	MO-2023-202	Maritime	Collision between Passenger Ferry Waitere and a recreational vessel near Paihia, Bay of Islands	13/04/2023	13/04/2023			158
Domestic	RO-2023-103	Rail	Safe Working Irregularity, Johnsonville Line, Wellington	4/05/2023	9/05/2023			142
Domestic	MO-2023-203	Maritime	Container ship Shiling, loss of propulsion and steering, Wellington Harbour	15/04/2023	16/05/2023			138
Overseas assist	AO-2023-006	Aviation	Robinson 22 Beta helicopter, collision with terrain, near Cunderdin Aerodrome, Western Australia, 2 October 2022	2/10/2022	9/06/2023			

Type	Inquiry	Mode	Description	Occurred	Launched	Published	Working days to publication	Working days open to 31 December 2023
Domestic	AO-2023-007	Aviation	Bombardier DHC-8, ZK-NEM, descended below minimum safe altitude, Timaru	13/06/2023	16/06/2023			119
Domestic	RO-2023-104	Rail	Two passenger trains, SPAD and potential conflict, Penrose, Auckland	17/06/2023	21/06/2023			116
Domestic	MO-2023-204	Maritime	Serious injury during crane operations, Poavosa Brave, Tauranga	23/06/2023	24/06/2023			115
Domestic	MO-2023-205	Maritime	Bulk Carrier Achilles Bulker, loss of rudder, near Tauranga Port	24/07/2023	26/07/2023			95
Domestic	AO-2023-008	Aviation	Close proximity incident involving Q300, ZK-NES and Beech 76 Duchess, ZK-JED, near Brynderwyn	28/08/2023	30/08/2023			74
Overseas assist	AO-2023-009	Aviation	Miscellaneous involving Embraer E190-E2, registration VH-IKJ, near Napier Aerodrome	25/05/2023	31/08/2023			
Domestic	AO-2023-010	Aviation	BK-117, ZK-HHJ, collision with terrain, near Mt Pirongia	20/09/2023	20/09/2023			61
Domestic	MO-2023-206	Maritime	Fishing vessel, Austra Carina, grounding, off Red Bay, Banks Peninsula	24/09/2023	25/09/2023			58
Domestic	AO-2023-011	Aviation	Beechcraft Duchess BE76, ZK-JED, and Cessna C172, close proximity, Ardmore Aerodrome	3/10/2023	6/10/2023			52
Domestic	RO-2023-105	Rail	Tamper vehicle, derailment, NIMT, near Glen Innes	9/10/2023	9/10/2023			50
Overseas assist	AO-2023-012	Aviation	Spitfire MK 26B, G-CLHU, impact with terrain, Ernstone, Oxfordshire, UK	22/08/2023	27/11/2023			

Type	Inquiry	Mode	Description	Occurred	Launched	Published	Working days to publication	Working days open to 31 December 2023
Domestic	RO-2023-106	Rail	TranzAlpine, de-coupling near Arthur's Pass, Greymouth to Christchurch	17/12/2023	18/12/2023			8

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# Members of the Commission

## Ngā mema o te Kōmihana

The five members of the Commission on 31 December 2023 were:

**Jane Meares (Chief Commissioner):** Jane is a commercial barrister based at Clifton Chambers, Wellington. 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 has a number of significant governance roles including deputy chair of the Electora 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.

Jane was first appointed a Commissioner in February 2015, and appointed Chief Commissioner in November 2016. Her term expires in November 2026.

**Stephen Davies Howard (Deputy Chief Commissioner):** Stephen is a Wellington-based company director. He flew fighter aircraft for the Royal Air Force and served in the Royal New Zealand Air Force as the Training Group Commander. He attained the rank of Group Captain in both services. His strategic international experience includes being an accredited attaché to the British Embassy to the United States. He retains a commercial pilot licence and a commercially endorsed Ocean Yachtmaster's certificate.

Stephen was first appointed to the Commission in August 2015 and appointed Deputy Chief Commissioner in October 2018. His term expires in June 2028.

**Paula Rose QSO (Commissioner):** Paula is a Canterbury based director. Her career has seen her in roles which focus on reducing harm. She was formerly National Manager, Road Policing with NZ Police, and deputy Chair of the Independent Taskforce on Workplace Health and Safety. Paula holds a number of governance roles including Deputy Chief Commissioner Te Kāhui Tātari Ture | Criminal Cases Review Commission and Authority Member, Electricity Authority. Previous roles include board positions on WorkSafe NZ, Social Workers Registration Board and the Broadcasting Standards Authority.

Paula is a Hato Hone St John volunteer and is currently a member of the Hato Hone St John Priory Trust Board.

Paula was appointed to the Commission in May 2017. Her term expires in June 2024.

**Bernadette Roka Arapere (Commissioner):** He uri tēnei o Ngāti Raukawa te au ki te Tonga, o Ngāti Tūwharetoa, o Ngāti Maniapoto hoki.

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). Bernadette lives in Whanganui with her whānau.

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.

Bernadette was appointed to the Commission in December 2022. Her term expires in November 2025.

**David Clarke (Commissioner):** David brings over 20 years' experience in governance roles in the commercial, public and charitable sectors, including in Chair, finance and audit and risk roles. His 27 years of legal professional experience includes litigation, and corporate and commercial advice for private and listed company boards and public entities.

David was appointed to the Commission in December 2022. His term expires in November 2025.

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**Transport Accident Investigation Commission**

Te Kōmihana Tirotiro Aituā Waka  
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10 May 2024

OC240451

Hon Simeon Brown  
 Minister of Transport

## MEETING BRIEFING FOR MEETING WITH CHRIS BISHOP AND THABIT SHAMS (GHD)

### Snapshot

GHD (a global engineering, architecture, and construction firm) has requested a meeting to discuss infrastructure funding and delivery models, share their understanding of financing transport projects in Canada, and to discuss an invitation to speak with Canadian Ministers.

<b>Time and date</b>	1.00-1.30pm, Tuesday 14 May 2024
<b>Venue</b>	EW6.3
<b>Attendees</b>	Hon Chris Bishop, Minister for Infrastructure Thabit Shams, Wellington Government Lead, GHD
<b>Officials attending</b>	Richard Cross, Director, Investment and Monitoring
<b>Agenda</b>	<ul style="list-style-type: none"> <li>• Effective and existing Infrastructure Agency models</li> <li>• Fast tracked PPP procurement strategies</li> <li>• Canadian Govt and their 30-year pipeline establishment</li> <li>• Introduction for NZ Ministers to Canadian Ministers, potentially a visit to Canada (C2P3 Conference  <a href="https://www.pppcouncil.ca/events/annual-conference">https://www.pppcouncil.ca/events/annual-conference</a>)</li> </ul>
<b>Talking points</b>	Talking points are attached at <b>Annex 1</b>

### Contacts

Name	Telephone	First contact
Tim Herbert, Manager Investment	s 9(2)(a)	✓
Oliver Findlay-Badham, Advisor Investment		

## Meeting briefing for meeting with Chris Bishop and Thabit Shams (GHD)

### Key points

- GHD has global experience in engineering and construction. GHD wish to discuss how Canada has been utilising private financing for transport projects and their governance structure for delivering these.
- Infrastructure Canada recently announced they are launching a new independent body that will develop a National Infrastructure Assessment.
- You may wish to discuss GHD's views on attracting private capital and conversations you have had with the NZ Superannuation Fund or other institutional investors about injecting private capital into infrastructure delivery.

### Annotated agenda

#### *Effective and existing infrastructure agency models*

- 1 The National Infrastructure Agency (NIA) is being created by expanding Crown Infrastructure Partners (CIP) to improve funding, procurement, and delivery of infrastructure. It will coordinate infrastructure funding and connect domestic and offshore investors with infrastructure investment
- 2 The Minister for Infrastructure has indicated he wants the NIA to be operational by 2025. He has commissioned work to define a high performing infrastructure system, current roles in the system, and what might need to change.
- 3 A key action in GPS 2024 is the requirement that NZTA identify opportunities to use private financing and alternative delivery models on major transport projects. You may want to ask whether Infrastructure Canada has views on how private financing and delivery models have been used in transport in Canada.

#### *Fast tracked Public Private Partnership (PPP) procurement strategies*

- 4 The Infrastructure and Investment Ministers Group oversees performance of investments throughout their lifecycle and holds agencies to account for their capital expenditure decisions. Part of this work includes modernising the Crown's policies, models, and contracting frameworks for infrastructure delivery. This is likely to involve tasking the Infrastructure Commission with advising on amendments to the PPP model and working with agencies to agree updates to the PPP standard contract.
- 5 You might want to ask GHD for their views on the use of PPPs and whether they can share any keys for success and lessons learned from Canada's use of these.

#### *Transport tolling revenue and Transit Oriented Developments*

- 6 A Transit Oriented Development (TOD) is a type of urban development that maximises the amount of residential, commercial and social space within close proximity to public transport. For example, retail, commercial and residential space above a train station.

- 7 You may wish to ask how TODs could support transport revenue by increasing patronage on existing routes and enabling opportunities to generate third party revenue, and how TODs may make better use of existing and planned government investments in rapid transport infrastructure (including bus and rail connections).
- 8 GHD may wish to discuss with you the further use of toll roads and TODs along major transit corridors and close to rapid transit stops in urban centres.
- 9 You might want to discuss how tolling might work with models such as Build Own Operate Transfer (BOOT) where private infrastructure investors may utilise tolling as one element of meeting their costs of developing a project through a BOOT model.

*GHD may wish to talk about local government infrastructure funding*

- 10 Through city and regional deals (CRDs), the Government will merge Government policy and regulatory decisions with local government funding and planning processes. This integration will create a platform for joint decision-making, enabling long-term commitments from both the public and private sectors.
- 11 A key aspect of the framework for CRDs is improving existing funding and financing tools, and the development of new arrangements. Tools such as value capture, fast-track consenting, and time of use charging are currently being considered. Each deal will be tailored and may include the use of PPPs for delivery of key infrastructure in the city of region. Further work will be required to ensure that any PPP framework enables the sharing of both benefits and risks.

*GHD may wish to talk about hydrogen*

- 12 You were invited to a hydrogen energy event hosted in February 2024, and recently attended the launch event for Hiringa Energy's new hydrogen refuelling station in Auckland. You may wish to indicate that you intend to finalise a Hydrogen Roadmap by the end of 2024.

*Canadian Govt and their 30-year pipeline establishment*

- 13 The Canadian Government is in the process of establishing an independent advisory body to conduct a National Infrastructure Assessment of all major infrastructure in Canada. This will be updated on a periodic basis, will include a comprehensive inventory of Canada's infrastructure gaps, and in-depth studies into infrastructure needs in Canada.
- 14 GHD will introduce you to relevant Canadian Ministers and may extend an invitation for you to visit Canada to attend the annual Canadian Council for Public-Private Partnerships conference this year.

## Biography



### Thabit Shams

Thabit is the Client Leader for Government at GHD New Zealand. He holds a bachelor's degree in civil engineering and Transport Engineering and has previously worked at several infrastructure agencies and engineering firms prior to GHD, including Infrastructure Ontario, WSP, Opus International and KiwiRail.

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**Annex 1: Talking Points**

**MEETING BRIEFING FOR MEETING WITH CHIS BISHOP AND THABIT SHAMS (GHD)**

- As you will be aware, the Government is open to opportunities for private sector investment to deliver high quality infrastructure for New Zealanders.
- From my perspective, I am interested in ways private investment can be used to deliver transport infrastructure projects.
- I am in the process of finalising the Government Policy Statement on land transport 2024 – this includes proposals to use new funding, financing, and delivery tools for transport infrastructure in New Zealand.
- I've made it clear through GPS 2024 that I expect NZTA to consider different ways of funding and delivering major transport projects. This includes 'Build, Own, Operate, Transfer' models, equity finance schemes, and value capture to generate additional revenue and deliver infrastructure in a more efficient manner.
- I also expect Public Private Partnerships and other opportunities to use private expertise and finance will be considered for all major transport projects in the coming years.
- The Government is also looking to progress legislation to reform tolling and allow time of use charging on the most congested parts of New Zealand's roading network.
- I am interested in ensuring there is long-term planning in place for our infrastructure needs over the coming decades, to ensure we have a strong project pipeline and understand, and can plan for, our future infrastructure needs ahead of time.
- The National Infrastructure Agency will work to align and encourage the use of private sector capital to accelerate and improve the delivery of infrastructure projects across New Zealand.
- I would also be interested in your views on using new funding, financing, and delivery tools for transport infrastructure.
- I am very interested in hearing how the Canadian Government has done long-term planning for infrastructure, and how they are progressing with setting up their infrastructure advisory body.
- I am also interested in progress in standing up an independent infrastructure body and what roles the agency is likely to have beyond conducting the National Infrastructure Assessment? Will they be funded to deliver projects or just identify the pipeline?

13 May 2024

OC240496

**Hon Simeon Brown**  
**Minister of Transport**

## MEETING WITH PWC

### Snapshot

The meeting is to discuss PricewaterhouseCoopers' (PwC) insights on local government reform, transport and infrastructure, and energy policy.

<b>Time and date</b>	2:30–3:00pm, 15 May 2024
<b>Venue</b>	APO
<b>Attendees</b>	Carl Blanchard and Natalie McClew, PwC
<b>Officials attending</b>	TBC
<b>Agenda</b>	Future of local government
<b>Talking points</b>	Annex 1

### Contacts

Name	Telephone	First contact
Matt Skinner, Manager, Revenue	s 9(2)(a)	✓
Qamar Abbas, Adviser, Revenue		

## MEETING WITH PWC

### Key points

- You are speaking to Carl Blanchard and Natalie McClew from PwC about local government reform, transport and infrastructure, and energy policy. We have limited information about specific matters for discussion.
- The Future of Local Government Review (the Review) highlighted some longstanding issues with local government funding and investment certainty. The Government is pursuing City and Regional Deals (CRDs) to fundamentally change the partnership between central and local government.
- CRDs will integrate central government policy and regulatory decisions with local government's funding and planning processes. This will establish a platform for joint decision-making, facilitating long-term commitments from both the public and private sectors.
- The Government Policy Statement on land transport 2024 (GPS) sets out the Government's land transport strategy. This allows local government to receive funding from the National Land Transport Fund for the land transport activities they deliver, such as the construction and maintenance of state highways, local and rural roads, road policing, and public transport.
- Alongside the draft GPS, the Government is signalling several reforms, including shifting to a 10-year National Land Transport Programme to provide more certainty around long-term transport funding commitments. This change will align NZTA transport funding commitments with local councils, which are already required to produce ten-year plans.
- Through initiatives like Going for Housing Growth, the GPS, and the Government's programmes to support infrastructure, councils will be enabled to provide their communities with affordable essential services and critical infrastructure.

### Background information

#### *Future of Local Government Review*

- 1 You have reviewed the work of the Future of Local Government Review (the Review). Some of the Review's recommendations would be a costly distraction for councils. The Government is supporting councils to focus on getting the basics done right by delivering core services for residents and ratepayers, enabling growth and productivity, and providing local solutions for local issues.

2

s 9(2)(f)(iv)

3



*Transport and infrastructure matters*

- 4 The Government is intending to amend the Land Transport Management Act 2003 to require future GPSs to adopt a 10-year investment plan, bringing them into line with local government Long-Term Plans. As part of this direction, NZTA will consider how to adjust its own systems and processes so that it is ready to deliver a 10-year plan as part of GPS 2027.
- 5 The Infrastructure and Investment Ministers Group has been established to oversee the performance of investments throughout their lifecycle and holding agencies to account for their capital expenditure decisions.
- 6 The Minister for Infrastructure is leading work on infrastructure funding and financing including expanding or improving the funding and financing tools available to the Crown and councils. For transport, this includes:
  - 6.1 shifting all vehicles to road user charges, to ensure more sustainable and fairer collection of transport revenue
  - 6.2 strengthening tolling settings, including legislative changes required to enable more tolling, and ensuring more efficient and effective collection of tolls
  - 6.3 ensuring we have the tools we need to maximise the efficiency of our existing network, including time of use charging
  - 6.4 ensuring value capture tools are available so that property owners support the provision of infrastructure that provides direct benefits to their property
  - 6.5 modernising the PPP model to ensure the Crown takes a more strategic approach to funding and financing as part of its procurement processes, including in relation to PPPs, sale and leasebacks and unsolicited proposals.
- 7 On 26 March 2024, the Minister for Infrastructure spoke to the Infrastructure Funding and Financing Conference where he outlined the Government's approach to infrastructure policy including a process for establishing the National Infrastructure Agency, and the key components of the Government's 30-year National Infrastructure Plan.

*The Coalition Government's 30-year National Infrastructure Plan*

- 8 On 26 March 2024, the Minister for Infrastructure outlined the three main components to the Government's 30-year National Infrastructure Plan being prepared by the Infrastructure Commission. These include:
  - 8.1 A National Infrastructure Pipeline: This will provide a national view of infrastructure projects which are planned and being planned. This will provide a look at what is coming up over the next 10 years.
  - 8.2 An Assessment of Infrastructure Priorities: This will be a structured independent review of infrastructure proposals and problems. This is also intended to include initiatives that avoid the need for investment. This will provide a look at what is coming up over the next 5-15 years.

- 8.3 An Infrastructure Needs Assessment: This will be an analysis of long-term infrastructure needs at a sector and/or regional level. This will provide a look at what is coming up over the next 5-30 years.

#### *Energy – Electrify NZ*

- 9 The Electrify NZ programme is working up changes to Resource Management Act (RMA) national direction for renewable electrify generation and transmission and supporting changes to primary legislation to give greater investment certainty. This includes increased timeframes for resource consent lapse and duration, and quicker decision-making on consents.
- 10 The Electrify Authority and Commerce Commission is also looking at network regulation settings – for example addressing high connection costs and long timeframes for connect to networks.
- 11 s 9(2)(f)(iv) [REDACTED] These will significantly shift the RMA landscape to be more enabling of renewable electricity and transmission activities.
- 12 You may wish to ask what the PwC views are on the consenting barriers for major energy infrastructure.

#### *Supercharging Electric Vehicles (EVs)*

- 13 Cabinet recently agreed to a Supercharging EV infrastructure work programme that includes:
- 13.1 Development of a cost benefit framework for Government co-investment in public EV chargers, consistent with the National-Act Coalition Agreement, and transitioning the co-investment model to maximise private investment. Decisions on the model will be confirmed late 2024.
- 13.2 Reducing red tape and regulation, including removing the requirement for a resource consent for the installation of public EV chargers.
- 13.3 Enabling standards to improve consumers capability to shift home EV charging demand away from network “peaks”.
- 13.4 Working with the Electricity Authority on addressing barriers such as connection costs and ensuring consistent approaches to EV charging connections across all 29 electricity distributors in New Zealand.
- 13.5 Establishing a cross-agency taskforce including, the Ministry of Business Innovation and Employment, the Ministry of Transport and the Energy Efficiency and Conservation Authority, and Crown Infrastructure Partners to drive the work programme and engage with industry.

## Biographies

### **Carl Blanchard-Chief Markets Officer and Infrastructure Leader, PwC New Zealand**

Carl Blanchard, a Chartered Accountant, holds a Master of Commerce from Canterbury University. In his role as Chief Markets Officer and Infrastructure Leader, Carl leverages his extensive expertise in transactional and fund management across various domains, including property, infrastructure, government, and utilities.

Before joining PwC, Carl was responsible for direct investment functions at ACC, where he covered non-public market activities such as direct property, direct infrastructure, private equity, and public-private partnerships. Additionally, Carl spent 16 years at First NZ Capital, focusing on utilities, government, and property coverage. He also worked for six years at the New Zealand Treasury, with a later emphasis on privatisations.

### **Natalie McClew-Partner, PwC New Zealand**

Natalie is a Partner in the Infrastructure and Merger and Acquisitions team at PwC. She provides advice and transactional expertise, with a focus on infrastructure and complex situations. With over 15 years of corporate finance, banking, and advisory experience, Natalie is well-versed in advising both Crown and private-sector clients. Her deep understanding of the challenges faced in the infrastructure sector in New Zealand, particularly on pathfinder transactions, sets her apart. Additionally, Natalie has strong international experience in restructuring, turnaround, and structured financing across the leveraged, M&A, and project finance spectrum.

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## Annex 1: Talking Points

### MEETING WITH PWC

#### *City and regional deals*

- The Government is focused on working with councils through City and Regional Deals (CRDs) to address New Zealand's infrastructure deficit.
- CRDs will establish a platform for joint decision-making, facilitating long-term commitments from both the public and private sectors.

#### *Private sector investment in infrastructure*

- As you will be aware, the Government is very open to opportunities for the private sector to invest its capital to deliver high quality infrastructure for New Zealanders.
- Ministers are taking a hands-on approach through the Infrastructure and Investment Ministers Group, of which I'm a member.
- I'd be interested in your views as to the best way to encourage the private sector to invest in our infrastructure programme, as well as any barriers we need to address.
- I recently released our draft Government Policy Statement on land transport.
- I've made it clear that I expect NZTA to consider different ways of funding and delivering major transport projects. This includes 'Build, Own, Operate, Transfer' equity finance schemes, and value capture to generate additional revenue and deliver infrastructure in a more efficient manner.

#### *Transport funding tools*

- We're also progressing time of use charging legislation and looking at how we can use tolling to support funding the building, and ongoing maintenance, of new infrastructure.
- My Ministry and NZTA officials are due to report back to me in early June on changes needed to the revenue system. I'd be interested to hear any views you may have.

#### *Energy*

- I'm also interested to hear any view you may have on consenting or other barriers for major energy infrastructure.

17 May 2024

OC240470

**Hon Matt Doocey**  
**Associate Minister of Transport**

cc Hon Simeon Brown  
Minister of Transport

## MEETING WITH THE MARITIME NZ CHAIR – 21 MAY 2024

### Snapshot

You are meeting with the Maritime New Zealand (Maritime NZ) Chair Dame Jo Brosnahan on 21 May 2024. To support you in your meeting, Te Manatū Waka Ministry of Transport (the Ministry) has provided suggested talking points in **Annex 1**.

<b>Time and date</b>	3.15pm, 21 May 2024
<b>Venue</b>	Executive Wing 4.1R
<b>Attendees</b>	Dame Jo Brosnahan, Chair, Maritime NZ Authority Kirstie Hewlett, Chief Executive, Maritime NZ
<b>Officials attending</b>	Harriet Shelton, Manager, Crown Entity Monitoring Johnny Crawford, Senior Advisor, Crown Entity Monitoring
<b>Agenda</b>	1. Introductions 2. Maritime NZ Accountability Documents
<b>Talking points</b>	Suggested talking points are in <b>Annex 1</b>

### Contacts

Name	Telephone	First contact
Richard Cross, Acting Deputy Chief Executive, Investment & Monitoring	s 9(2)(a)	
Harriet Shelton, Manager, Crown Entity Monitoring		✓
Johnny Crawford, Senior Advisor, Crown Entity Monitoring		

## Meeting with the Maritime NZ Chair – 21 May 2024

### Key points

- You are meeting with Dame Jo Brosnahan, Chair and Kirstie Hewlett, Chief Executive of Maritime NZ on 21 May 2024. This will be your second meeting with the Maritime NZ Chair, following your earlier meeting on 28 February 2024.
- The only substantive agenda item they have suggested is **Maritime NZ Accountability Documents**. This relates to its 2024/25 Statement of Performance Expectations (SPE) and 2024 – 2028 Statement of Intent (SOI) which were provided to your office on 1 May 2024. The meeting is an opportunity to discuss items relevant to these documents and Maritime NZ's financial situation going into 2024/25.
- We provided you our initial feedback on these documents earlier in the week (OC240258 refers) including a draft letter to Dame Jo Brosnahan. You are required to provide this within 15 working days of receipt (by 23 May 2024). We suggest you use the timing of this meeting to pre-empt some of the points raised in the letter.
- As noted in this briefing, the draft SPE is not statutorily compliant. According to section 149I(2)(i) of the Crown Entities Act 2004, the draft SPE, including financial statements, should be provided to the responsible Minister "not later than 2 months before the start of the financial year to which the statement of performance expectations relates." This makes it difficult for you and the Ministry to provide considered feedback on the documents as any non-financial information is lacking the figures to back-it-up.
- Maritime NZ sent a letter to the Ministry's Chief Executive on 30 April 2024 outlining its reasons for withholding its draft financial statements. This included uncertainties resulting from 'Section 9' funding requests<sup>1</sup>, Budget 2024 decisions, levies forecasts from the cruise sector and collective bargaining underway at Maritime NZ. The Ministry's Chief Executive sent a response to this letter on 17 May 2024 outlining our concerns about the incomplete SPE.
- We acknowledge that there are challenges involved in updating financial forecasts when working within an uncertain funding environment. However, these are uncertainties that entities regularly deal with as part of their yearly budget cycles and every other entity in Vote Transport have been able to provide financial information accompanying their SPEs.
- It is accepted practice for entities faced with financial uncertainty to continue to amend their financial statements based on feedback from Ministers and Monitoring Entities and as they receive more clarity on their revenue.
- The Ministry has raised its concerns with Maritime NZ, including at the level of our Senior Leadership Team and has reiterated the importance of providing up-to-date financial information.
- Talking points have been attached as **Annex One**.

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<sup>1</sup> These are requests for Fuel Excise Duty (FED) funding under section 9(1) of the Land Transport Management Act 2003. Because FED is paid by recreational boaties, Maritime NZ uses it to fund some activities related to recreational boating safety activities, search and rescue coordination, the provision of navigation aids and maritime distress and safety communications

## Annex One: Talking Points

### Introductions

- This meeting is an opportunity to commend Maritime NZ for its work on its funding review to-date with the paper seeking legislative changes in support of the levies going to the Cabinet Legislative Committee on 23 May 2024.

### Maritime NZ Accountability Documents

- We suggest you outline some of your feedback on Maritime NZ's draft accountability documents ahead of sending your feedback via letter later in the week.
- In the view of the Ministry, the most important message to relay about the draft SPE is that the lack of draft 2024/25 financial statements makes it very difficult to provide considered feedback and it breaches the Crown Entities Act 2004.
- This meeting would be an opportunity to outline your own expectations about this and to gain an understanding of the expected timing that you and the Ministry can expect to receive its financial statements.
- You may also wish to gain a better understanding of the financial uncertainties raised by MNZ such as the likelihood of lower levy revenue than forecast following completion of the funding review.
- While you have the opportunity to amend the draft letter to include any of your own feedback, the version provided by the Ministry focused on the following points that you could relay:
  - The need for a 'plain-English' lens to be applied to the accountability documents
  - The need for continuous improvement of its non-financial performance measures throughout the terms of both accountability documents.
  - A reminder of the specific statutory roles held by organisations like the Ministries of Transport and Business, Innovation and Employment and the need to avoid duplication of work between these organisations.
  - During the period covered by the SOI, Maritime NZ will need to conduct another, full review of its levy funding and this work should be reflected in the document itself.



29 May 2024

**Hon Simeon Brown**

**Minister of Transport**

## **AIDE MEMOIRE: AUCKLAND TRANSPORT'S ELECTRIC FERRY PROGRAMME**

**To:** Hon Simeon Brown

**From:** Karen Lyons, Director Auckland

**Date:** 29 May 2024

**OC Number:** OC240526

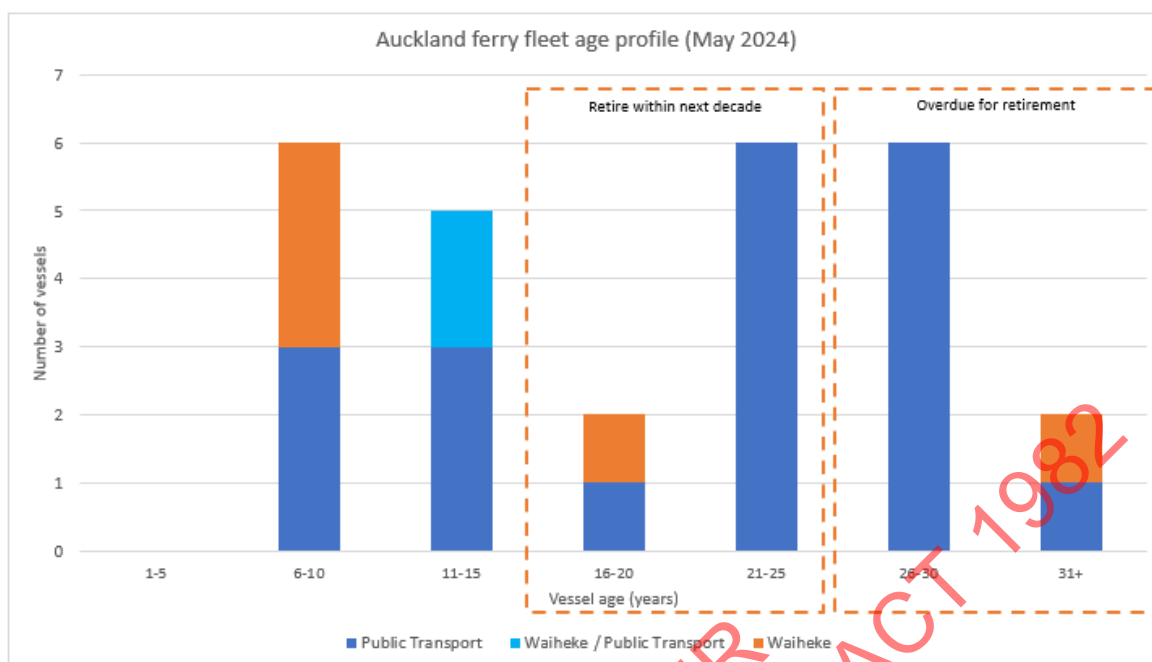
### **Summary/Purpose**

- 1 Following your meeting with Fullers360 on 15 May 2024, you requested an update on the Auckland ferry programme and specifically asked about Government funding.

### **Auckland Transport Ferry Programme Overview**

- 2 Replacement of the Auckland ferry fleet is required due to the age of the existing fleet. Many of the existing fleet are at, or nearing end of life, with the older vessels dating back to the early 1990s, and an average fleet age of around 20 years. If the fleet is not renewed, ferry services would need to reduce.
- 3 The Auckland public transport ferry fleet comprises 22 vessels. The focus is on replacing those oldest and most unreliable vessels first. New ferries have a three-year lead time before they can be in service. There was significant investment in the ferry fleet in the 1990s and early 2000s, and these boats are now approaching retirement. The age of the ferry fleet is shown in the graph below.





- 4 As part of the fleet renewal, Auckland Transport has adopted a public sector ownership model for ferries and terminal infrastructure. Auckland Transport report that this decision was driven by the need to enhance competition, improve efficiency across the network, and increase vessel class standardisation.
- 5 The public sector ferry ownership model is used successfully in several overseas jurisdictions, including Sydney, Melbourne, and San Francisco. Auckland Transport have also drawn on learnings from the competitive franchising of Auckland's rail operation.
- 6 The fleet renewal is being progressed with a mixed fuel model, including life extension of existing diesel ferries, plug-in hybrid (diesel/electric) ferries, and fully electric ferries. By 2027, Auckland Transport aim to deliver up to nine low emission ferries to improve the reliability, capacity, customer experience and emission profile of Auckland's ferry fleet, as well as reducing operational cost. Longer term, Auckland Transport are looking to add up to three more ferries by 2030, as part of Stage 2 of the Decarbonisation of Ferries project.
- 7 Construction of the first four vessels (two EV Maritime vessels and two Devonport hybrid vessels) is underway. Vessels are being updated to meet new international maritime safety guidelines for batteries, released late 2023. Updates have delayed delivery of the first two vessels to Auckland Transport from October - December 2024 to March - May 2025. The following two boats are expected between May 2025 - April 2026.
- 8 The shift in marine safety rules involved increasing the level of waterproofness required, plus ventilation and fire protection improvements. This required a shift from air-cooled to liquid-cooled batteries. This meant a new battery supplier was required for the EV Maritime vessels, and the first battery has now been shipped from the United States. The cost to procure the first four boats is anticipated to increase by approximately s 9(2)(b)(ii) due to the international maritime changes.

- 9 A ferry charging contract was placed in late 2023 for five chargers with the first charger shipping to Auckland in May 2024. Fast charging infrastructure will be constructed and commissioned at Half Moon Bay Ferry Terminal first, in early 2025. Further charging infrastructure is planned for Downtown Ferry Terminal and Hobsonville Point between late 2025 and late 2026. Upfront investment in charging infrastructure is a critical enabler for modern ferries.
- 10 The benefit cost ratio for the first phase of the Auckland Transport programme has been independently established and peer reviewed as 2.9 – 4.0. This includes the cost increases experienced on the first four boats noted above.

### **Government Funding for the Auckland Ferry Programme**

- 11 Government funding for Auckland ferries has come through several government sources. Funding for ferry projects has been provided through the National Land Transport Fund (NLTF) at standard funding assistance rates. This has included funding for ferry vessels and landside and charging infrastructure.
- 12 In addition, the Ferry Basin Redevelopment: Stage 1, and electric ferries, were funded through the previous government's 'Shovel Ready' programme.
- 13 Crown Infrastructure Partners (CIP) oversees the 'Shovel Ready' projects, and due diligence for the electric ferries project was provided by EECA (the Energy Efficiency and Conservation Authority).
- 14 The Ferry Basin Project delivered six new ferry berths on the western side of Queens Wharf to improve accessibility, deliver greater operational flexibility, enhance operational safety, and accommodate increased passenger numbers. It received \$42 million in CIP funding as part of the \$116.5 million total project cost and was completed in 2021.
- 15 The electric ferry project relates to the two electric ferries. Construction began at the end of July 2022. \$27 million of CIP funding was allocated to this project, with just over \$23.9 million of the \$27 million paid to date.

### **Overall Funding and Plans**

- 16 Current approved funding for the Auckland Transport ferry programme includes \$139 million total cost for nine vessels, and \$106 million total cost for landside and charging infrastructure, split between Auckland Council and the NLTF.
- 17 Auckland Transport has provided a funding breakdown for the last three financial years, detailed in table one below. It reflects actual spending to date and does not include funding that was received prior to the 2022 financial year.

**Table One: Expenditure and Funding of the Auckland Ferry programme**

	FY22	FY23	FY24 (YTD Apr)
<b>Capital expenditure (Stage 1)</b>			
Ferries (Stage 1)	8,915,624	26,779,503	19,714,180
Landside infrastructure – Pre-imp	-	2,169,439	6,272,636
Landside infrastructure – Imp – long lead procurement items	-	-	13,409,881
Landside infrastructure – Imp – other items	-	-	-
<b>Capital requirements (Stage 1)</b>	<b>8,915,624</b>	<b>28,948,942</b>	<b>39,396,697</b>
<b>Funding sources</b>			
Auckland Council	1,824,624	5,198,453	1,557,322
RFT	-	-	1,070,462
CATTR	-	4,655,000	7,748,633
NZTA	-	12,060,408	19,653,744
EECA/CIP Grant	7,091,000	7,035,000	9,366,537
<b>Total capital value (Stage 1)</b>	<b>8,915,624</b>	<b>28,948,942</b>	<b>39,396,697</b>

- 18 The Regional Land Transport Plan (refer to Appendix Two) proposes four projects across ferry berths and the decarbonisation of the ferry fleet. All projects would require a mix of NLTF and Auckland Council funding.
- 19 The National Land Transport Programme will confirm what will be funded for 2024-27. Any delay to Auckland Transport's forward work programme in this area will mean further extension of old fleet increasing the risk of reliability issues.

### Monitoring and Reporting

- 20 There is a requirement for all organisations who received CIP funding to provide monthly updates. CIP summarises these reports and provides additional reports to Ministers. The delivery of the charging infrastructure sits outside the CIP funding, and they do not receive any reporting on this.
- 21 The reporting includes what money was received and when, risk analysis, number of people employed, and a summary of progress made. The 30 April 2024 report from Auckland Transport is attached separately.
- 22 As well as monthly reporting requirements, all CIP funding agreements provide the ability to suspend funding if the project cost to complete exceeds the budget. In this instance Auckland Transport have confirmed they have the additional funding to provide for the battery delays.
- 23 As well as reporting to Ministers, CIP provides quarterly public reporting.

### Low Emission Transport Fund

- 24 In addition to providing funding to Auckland Transport, Government also provides funding to the private sector. The Low Emission Transport Fund (LETF) was developed to accelerate decarbonisation of New Zealand's transport sector.
- 25 EECA administers the funding on behalf of the Government. Transport projects have been co-funded by EECA since 2016, including through the predecessor of the LETF, the Low Emission Vehicles Contestable Fund. Overall, 307 projects have been approved, using \$75.9 million of government funding to support \$174.1 million of applicant funding.

- 26 Funding rounds eight and 11 of the LETF had a combined \$6.5 million in funding available for marine transport. Of this, \$2,636,608 was allocated to Auckland-based projects. A summary of these projects is attached in Appendix One. \$1,241,000 was provided to Seachange New Zealand across three separate grants, for projects involving electric hydrofoiling. Seachange is a partner of Fullers 360. This funding is not exclusive to public transport projects, with tourism related vessels also included.

**Contacts**

Name	Telephone	First contact
Karen Lyons, Director Auckland	s 9(2)(a)	✓
Breanna Hawthorne, Adviser, Auckland		

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## Appendix One: Auckland Marine Low Emission Transport Fund Grants

Fund	Round	Recipient	Project title	Project description	Approved co-funding
LETf	8	Seachange New Zealand Limited	F8 Hydrofoiling Electric Passenger Vessel.	Seachange and Fullers 360 will demonstrate a next-generation, zero emission electric hydrofoiling passenger vessel to transport passengers across the Hauraki Gulf.	\$500,000
LETf	8	Evocean Electric Power & Propulsion	Electric Work Boat.	Evocean Electric Power & Propulsion will design and build an electric vessel for use as marina security and work boat.	\$50,000
LETf	8	EV Maritime Limited	EV Maritime Data Intelligence Platform	EV Maritime will build an intelligence platform to harness insights from data onboard its vessels. It is designed to increase operational efficiency and resilience in electric ferries.	\$200,508
LETf	11	Seachange NZ Limited (Vessel Opti Platform)	Hydrofoiling Vessel Performance & Efficiency Optimisation Platform	Seachange will build a platform to increase the efficiency & performance of hydrofoiling electric vessels. The platform will improve the vessels capability, versatility and enable operators to accelerate the deployment of 6m - 24m hydrofoiling boats in a wider range of marine transport use-cases.	\$249,000
LETf	11	Seachange NZ Limited	Motor Pod - High Efficiency Integrated Electric Marine Propulsion System	Seachange will demonstrate an integrated electric motor pod system on an 8m hydrofoiling boat. The motor pod will provide a cost effective and replicable electric propulsion solution that uses hydrofoiling technology to improve hull efficiency and eliminate fossil fuel emissions.	\$492,000
LETf	11	ZeroJet Limited	Mass Manufacturable, Zero Emission Electric Jet Propulsion System in a Rigid Inflatable Boat	ZeroJet and Highfield Boats will demonstrate a mass producible zero emission electric jet propulsion system on a rigid inflatable boat (RIB).	\$402,000
LETf	11	Sanford Limited	San Enterprise Marine Decarbonisation Project	Sanford will demonstrate a propeller and nozzle as well as adding shore power for the San Enterprise. This will assist reducing Sanford's diesel consumption by up to 3,490,000L over the next 5 years.	\$500,000
LETf	11	Evocean Electric Boats	Water Taxi / Marina support vessel	Evocean will design and build an electric vessel to demonstrate capabilities as a fast water taxi and in general marina duties.	\$243,100

## Appendix Two: Draft Regional Land Transport Plan 2024 - Decarbonisation of Ferries Programme

Project Name	Project Description		Funding Source	Planned Years	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31–2033/34	Total 10-yr cost
Decarbonisation of Ferries Stage1	New ferries (including 2 electric vessels) and supporting upgrades to specific wharves for charging infrastructure and access	1	Local, NLTF, Other	2024/25 to 2029/30	85.2	84.2	63.5	41.0	7.7	0.2	-	281.9
Decarbonisation of Ferries Stage2	Additional new ferries and supporting infrastructures	2	Local, NLTF	2026/27 to 2033/34	-	-	5.4	33.3	40.7	14.5	5.9	99.8
Ferry Terminal and Berths Pine Harbour	New ferry terminal in Pine Harbour to accommodate larger low emission vessels and charging equipment, and to address wharf arrangements in the Marina	2	Local, NLTF	2024/25 to 2027/28	0.5	4.5	13.0	15.5	4.1	-	-	37.6
Ferry Terminal Bayswater	New ferry terminal in Bayswater to accommodate larger low emission vessels and charging equipment, and to address wharf arrangements in the Marina	2	Local, NLTF	2025/26 to 2029/30	-	0.5	1.1	11.1	17.0	10.3	-	39.9

# IRG MONTHLY REPORTING

## April 2024



### Tāmaki Makaurau Auckland Electric Ferries

Q1197

Project owner: <b>Auckland Transport</b>	Active: <b>Yes</b>	
Project sponsor: <b>Project Sponsor Energy Efficiency and Conservation Authority (EECA)</b>	Mobile:	Email:
Project manager: <b>s 9(2)(a)</b>	Mobile:	Email: <b>Mark.laing@at.govt.nz</b>
Total Project Cost: <b>s 9(2)(b)(ii)</b>	Gov't Funded: <b>\$27,000,000</b>	Co-Funded: <b>s 9(2)(b)(ii)</b>
Grant funding value: <b>\$27,000,000</b>	Loan funding value:	Equity value:
Contr. Total FTE: <b>90</b>	FCST Constr. Start Date: <b>31 Jul 2022</b>	FCST Constr. Completion Date: <b>31 May 2025</b>
	Funding Agreement Signed Date: <b>03 May 2021</b>	Construction Required Start Date: <b>03 May 2022</b>
	Contract Completion Date: <b>30 Nov 2024</b>	

### Project Milestones

#	Name	Status	Funding agreement/amendment	Latest estimate/actual	Grant funding drawn \$'m	Loan funding drawn \$'m	Equity funding drawn \$'m	Co funding spend \$'m	Commentary
1	Long Lead Deposit	Completed	31 Mar 2022	30 Nov 2022	s 9(2)(b)(ii)				Claimed and funded through EECA (June 2022) (also referred to as Initial Deposit)
2	Remainder of Deposit	Completed	01 Mar 2022	30 Nov 2022					Claimed and funded through EECA (June 2022)
3	Orders placed (1)	Completed	30 Sep 2022	30 Nov 2022					Completed. Funding claim #2 lodged and being processed by CIP. Project Milestones 3-5 relate to Contract Milestone 3 (which was separated into three as orders were placed at different times), which is equal to the combined total of project milestones 3-5. This milestone was completed in September 2022 and completed in October 2022, relative to an original Project Milestone completion date of November 2022.
4	Hull Plugs	Completed	31 Aug 2022	30 Dec 2022					Completed. Funding milestone 5, Contract milestone 4, part of CIP claim #2
5	Female Moulds	Completed	31 Dec 2022	30 Dec 2022					Works completed. Project milestone #7, contract milestone #5. Claim not submitted, awaiting finalisation of variation to funding agreement.
6	Demihulls (1)	Completed	31 Mar 2022	31 Mar 2023					Works completed. Project milestone 8, contract milestone 6. Claim not submitted, awaiting finalisation of variation to funding agreement.
7	Demihulls (2)	Completed	30 Apr 2023	22 May 2023					Completed. Demihull 2 works have been completed and invoice paid in May 2023. Project milestone 9, contract milestone 7.

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8	Demihulls (3)	Completed	30 Jun 2023	30 Jun 2023	s 9(2)(b)(ii)				Completed. Demihull 3 works have been completed and will be paid in July. Note this is project milestone 10, contract milestone 8.
9	Joins 1	Completed	31 Jul 2023	31 Jul 2023	s 9(2)(b)(ii)				Join 1 completed July 2023.
10	Demihulls (4)	Completed	31 Jul 2023	31 Jul 2023	s 9(2)(b)(ii)				Completed, payment due in August. Project Milestone 9 relates to Contract Milestone 10. The completion date is moved forward from Jan 24 to July 23.
11	Energy Systems 1	Completed	30 Apr 2023	30 Apr 2023	s 9(2)(b)(ii)				Completed in April 2023.
12	Join 2	Completed	31 Oct 2023	31 Oct 2023	s 9(2)(b)(ii)				Completed in October. Co-funding spend internal actuals for August s 9(2)(b)(ii), September s 9(2)(b)(ii) and October s 9(2)(b)(ii)
13	Energy System (2)	Completed	30 Apr 2023	30 Apr 2023	s 9(2)(b)(ii)				Completed in April 2023.
14	Structure (1)	Completed	30 Nov 2023	29 Feb 2024	s 9(2)(b)(ii)				s 9(2)(b)(ii) boat builder costs. s 9(2)(b)(ii) PM costs Nov-Feb incl.
15	Batteries (1)	Underway	28 Feb 2024	31 May 2024	s 9(2)(b)(ii)				Internal/co-funding spend March/April incl. Delayed due to delay in finalising battery variation
16	Exterior (1)	Underway	31 Mar 2024	31 Aug 2024	\$0.00	\$0.00	\$0.00	\$0.00	Delayed due to delay in finalising battery variation
17	Interior (1)	To commence	28 Feb 2024	30 Sep 2024	\$0.00	\$0.00	\$0.00	\$0.00	Delayed due to delay in finalising battery variation
18	Structure (2)	Underway	30 Apr 2023	31 Aug 2024	\$0.00	\$0.00	\$0.00	\$0.00	Delayed due to delay in finalising battery variation
19	Batteries (2)	To commence	31 May 2024	30 Jun 2024	\$0.00	\$0.00	\$0.00	\$0.00	Delayed due to delay in finalising battery variation
20	Launch of Vessel (1)	To commence	30 Sep 2024	28 Dec 2024	\$0.00	\$0.00	\$0.00	\$0.00	Delayed due to delay in finalising battery variation
21	Exterior (2)	To commence	30 Jun 2024	30 Nov 2024	\$0.00	\$0.00	\$0.00	\$0.00	Delayed due to delay in finalising battery variation
22	Handover (1)	To commence	30 Sep 2024	31 Mar 2025	\$0.00	\$0.00	\$0.00	\$0.00	Delayed due to delay in finalising battery variation
23	Interior (2)	To commence	31 Jul 2024	31 Dec 2024	\$0.00	\$0.00	\$0.00	\$0.00	Delayed due to delay in finalising battery variation
24	Launch of Vessel (2)	To commence	31 Oct 2024	31 Mar 2025	\$0.00	\$0.00	\$0.00	\$0.00	Delayed due to delay in finalising battery variation
25	Handover (2) (Practical Completion Milestone)	To commence	30 Nov 2024	31 May 2025	\$0.00	\$0.00	\$0.00	\$0.00	Delayed due to delay in finalising battery variation

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26	Contingency	Underway	30 Nov 2024	31 May 2025	\$0.00	\$0.00	\$0.00	s 9(2)(b)(ii)	n battery change order and minor design changes
				<b>Total</b>	s 9(2)(b)(ii)				

Note: Funding Drawn refers to funding drawn to date for the milestone

## Risks

**Link to the Risk Matrix**  
 Funding Agreement Signed Date: 03 May 2021  
 Construction must start date: 03 May 2022

Requirement of the shovel ready programme is that construction would start within 12 months of the funding agreement being signed.

Questionnaire	Risk After Treatment
<b>1. Will construction start date be within 12 months of the funding agreement being signed?</b> Please provide brief commentary if the answer is no <b>Commentary</b> None	yes
<b>2. What is the risk that the construction start* date will be later than the planned construction start date shown in the funding agreement/the latest amendment to the funding agreement?</b> <b>Commentary</b> None	low
<b>3. What is the risk that the project completion date will be later than the planned completion date shown in the funding agreement/the latest amendment to the funding agreement?</b> <b>Commentary</b> currently forecasting final completion at May 2025.	high
<b>4. What is the risk the project will have a cost over-run?</b> <b>Commentary</b> s 9(2)(b)(ii)	high
<b>5. What is the risk the project scope will have to be changed from what was agreed?</b> <b>Commentary</b> The change of batteries from air to liquid cooled was necessary due to industry changes in safety/design requirements. The change of charging equipment and systems enables high power charging from 2 plugs vs the original contract specification of 6.	high
<b>6. What is the risk the project won't deliver the proposed public benefits?</b> <b>Commentary</b> None	low
<b>7. What is the risk the project will fail to meet the projected FTE target?</b> <b>Commentary</b> labour content will build through project. Delay caused by scope changes may see peak employment lower for longer, but total employment hours expected to be same or higher than forecast	medium
<b>8. What is the risk that contractor resourcing will be an issue for your project?</b> This could be because of the lack of available or suitable contractors, or if there is difficulty obtaining specialist skills that your project requires. Please use the commentary box to briefly explain the issue and effect on your project. <b>Commentary</b> None	low
<b>9. What level of risk are you experiencing in sourcing construction materials for your project?</b> Please use the commentary box to briefly explain what you are experiencing and the effect on your project. <b>Commentary</b> MCS inlets	medium

## Personnel

April 2024 total worker hours <b>6,324</b>	<b>Definition</b> Total number of hours worked in the month.
Non-resident % <b>38%</b>	<b>Definition</b> Percentage of hours that are non-resident/visa holders.

Number of reportable injuries April 2024

0

TRIFR (Total Recordable Injury Frequency Rate based on 1 million hours worked)

Total worker hours

6,324

Working hours in a day

8

Working days last month

20

Implied FTE

39.52

**Definition**

Report:

- Any incident requiring medical treatment, by a qualified medical practitioner to anyone involved – Medical Treatment Injury (MTI);
- Any injury requiring the injured person to perform tasks other than which they were employed to do so - Restricted Work Injury (RWI);
- Any incident where the injury will be classified as a Lost Time Injury (LTI);
- A fatality;

Do not report:

- Injuries where first aid treatment (FAT) only has been administered, do not need to be reported to CIP
- Near misses do not need to be reported to CIP

This number allows for national holidays but not regional holidays

**FTE Calculation**

Total worker hours ÷ 8 ÷ Working in April 2024

**Pework status and Overall Commentary**

Have you completed your internal business case process?

**March 2024**  
Yes

**April 2024**  
Yes

**Commentary**

Completed in Sept 2021 and EVM has completed its own business case process in relation to the project

Have you completed all your designs?

**March 2024**  
No

**April 2024**  
No

**Commentary**

design and production engineering will occur in parallel with manufacture, was largely complete by mid-late 2023. Minor design is ongoing.

It is quite possible that construction has started, but you are still finalising design work for part of the project. Please use the commentary box to briefly explain.

Have you obtained all consents and approvals?

**March 2024**  
Yes

**April 2024**  
Yes

**Commentary**

Design approval will be progressive through 2023

It is quite possible that construction has started, but you are still waiting for some consents/approvals for part of the project. Please use the commentary box to briefly explain.

Is procurement completed?

**March 2024**  
Yes

**April 2024**  
Yes

**Commentary**

Procurement ongoing

Has construction started?

**March 2024**  
Yes  
**Construction start date**

**April 2024**  
Yes  
31 July 2022

The definition of 'construction started' is as follows:

- Contractor has taken possession of the site and hoardings/site security fences are being erected,
- Site set out,
- Early enabling works, such as locating and moving of utilities,
- Demolition of existing structures,
- Strip out of buildings interiors and/or asbestos removal,
- Trenching for new utilities,
- Creation of temporary access routes to site,
- Earthworks.



**Commentary**

Construction started July 2022

Is construction complete? (practical completion)

**March 2024**

**April 2024**

No

No

**Forecast practical completion date**

31 May 2025

**Commentary**

Handover of Boat 1 est. Mar 2025;  
Boat 2 est. May 2025.

**Brief summary of progress (500 character limit)**

s 9(2)(b)(ii)

**Future Media Announcement (up coming media announcements for the following 3 months, include dates if possible, character limit 500 characters.**

EV Maritime and McMullen & Wing participated in the Marine Transport Association annual conference, which included a presentation by EV Maritime summarising the vessels and a tour of the shipyard. Auckland Transport has arranged a media interview on 14 May including Auckland Councillor Richard Hills, Auckland Transport's Nathan Cammock and EV Maritime's Michael Eaglen. EV Maritime will be participating in a webinar on 14 May hosted by Australia's Maritime Emission Reduction Coalition. EV Maritime has partnered with a Nova Scotia Canada shipyard in relation to the RFI for supply of 5 electric fast ferries published by Halifax Regional Municipality.

**Financial information**

**IRG funding spend**

Actual project to date	\$25.50m
Max	\$27.00m

Monthly / project to date spend that comes out of IRG fund. This should never exceed the total IRG funded \$ per the funding agreement

Please note, if reported financials changed in prior periods, these changes should be reflected in the current month (a wash up), so that Actual PTD ties to your own internal reporting numbers.

	Mar 2024	April 2024
Actual IRG spend for month	\$0.00m	\$0.00m
IRG Month Forecast	\$0.00m	\$0.00m
Actual IRG spend project to date	\$25.50m	\$25.50m
IRG Project Forecast	\$1.50m	\$1.50m

**Commentary**

**Co-funding**

Actual project to date	s 9(2)(b)(ii)
Max	

Total monthly contribution to project spend that does not come out of \$ released from IRG. Cofunding to date should include all funds received from other sources, including other sources of govt. and private funding

Please note, if reported financials changed in prior periods, these changes should be reflected in the current month (a wash up), so that Actual PTD ties to your own internal reporting numbers.

	Mar 2024	April 2024
Actual co-funding spend for month	s 9(2)(b)(ii)	
Co-funding Month Forecast		
Actual co-funding spend project to date		
Co-funding Project Forecast		

**Commentary**

s 9(2)(b)(ii) April internal/co-funding costs

**Work placed date**

Actual project to date	\$38.85m
Max	\$39.95m

The total value of construction, labour, material or any other project related contracts entered into this month. If you have not committed to any contracts this month, this should be zero. This should never exceed total project value.

Please note, if reported financials changed in prior periods, these changes should be reflected in the current month (a wash up), so that Actual PTD ties to your own internal reporting numbers.

	March 2024	April 2024
Actual work placed for month	\$0.00m	\$0.00m
Actual work placed project to date	s 9(2)(b)(ii)	

**Commentary**

**Major contracts placed project to date(top 5)**



Monthly Forecast

Month end	Forecast IRG spend	Forecast Co-fund spend	Forecast grant draw	Forecast loan draw	Forecast equity draw	Forecast Co-fund draw	Forecast worker hours
May 2024	\$0.00m	§ 9(2)(b)(ii)	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
June 2024	\$0.00m		\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
July 2024	\$0.00m		\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
August 2024	\$0.00m		\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
September 2024	\$0.00m		\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
October 2024	\$0.00m		\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
November 2024	\$0.00m		\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
December 2024	\$0.00m		\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
January 2025	\$0.00m		\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
February 2025	\$0.00m		\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
March 2025	§ 9(2)(b)(ii)		\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
April 2025	\$0.00m		\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
May 2025	§ 9(2)(b)(ii)	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0	
June 2025	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0	
July 2025	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0	
August 2025	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
September 2025	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
October 2025	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
November 2025	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
December 2025	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
January 2026	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
February 2026	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
March 2026	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
April 2026	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
May 2026	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
June 2026	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
July 2026	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
August 2026	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
September 2026	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
October 2026	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
November 2026	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
December 2026	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
January 2027	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
February 2027	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
March 2027	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
April 2027	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
May 2027	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
June 2027	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
July 2027	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
August 2027	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
September 2027	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
October 2027	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
November 2027	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
December 2027	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
January 2028	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
February 2028	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
March 2028	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
April 2028	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0

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Month end	Forecast IRG spend	Forecast Co-fund spend	Forecast grant draw	Forecast loan draw	Forecast equity draw	Forecast Co-fund draw	Forecast worker hours
May 2028	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
June 2028	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
July 2028	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
August 2028	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
September 2028	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
October 2028	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
November 2028	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
December 2028	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
January 2029	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
February 2029	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
March 2029	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
April 2029	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
May 2029	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
June 2029	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
July 2029	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
August 2029	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
September 2029	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
October 2029	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
November 2029	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	\$0.00m	0
<b>TOTAL</b>	§ 9(2)(b)(ii)		<b>\$0.00m</b>	<b>\$0.00m</b>	<b>\$0.00m</b>	<b>\$0.00m</b>	<b>0</b>
Commentary:							

## Attachments

System version: 2.0-#environment#

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