

Briefing for Incoming Minister

July 2009



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Note: Changes from the November Briefing to the Minister of Transport are highlighted in grey

EXECUTIVE SUMMARY

Organisational Profile

Established in 1993 as the Maritime Safety Authority, the organisation was renamed Maritime New Zealand in July 2005 to better reflect its wider role of protection of the marine environment and maritime security, alongside its focus on safety.

MNZ has an established staff complement of 151.6 full time employees (FTEs) who work throughout New Zealand, with most based at its national office in Wellington. Two large teams are also based at the Marine Pollution Response Service (MPRS) in Auckland (funded by the Oil Pollution Fund – OPF) and at the Rescue Coordination Centre New Zealand (RCCNZ) in Lower Hutt.

Statutory role and responsibility

MNZ is a statutory entity established under the Maritime Transport Act 1994 (MTA). The objective of MNZ as described in the MTA Section 430 is:

“To undertake its safety, security, marine protection, and other functions in a way that contributes to the aim of achieving an integrated, safe, responsive, and sustainable transport system”.

Corporate vision and business philosophy

MNZ’s corporate vision and business philosophy is based upon the statutory objective stated in section 430 of the MTA.

Vision

Safe secure and clean seas

Mission statement

To lead and support the maritime community to take responsibility for ensuring safe, secure and clean seas.

Legislation

Along with the Maritime Rules and the Marine Protection Rules, MNZ exercises its statutory functions and powers under the following legislation:

- Maritime Transport Act 1994
- Ship Registration Act 1992
- Maritime Security Act 2004
- Health and Safety in Employment Act 1992

FUNDING ISSUES

For a number of years MNZ has incurred funding deficits for two reasons:

- declining third party revenue as a result of the change of foreign going vessel activity on the New Zealand coast
- variable search and rescue costs (the costs of utilising helicopters and other assets to search for missing persons) exceeding budget.

There has been some progress made recently in addressing the second issue with an additional one-off appropriation of \$0.900M to reimburse the deficits for 2007/08 and 2008/09. This funding has been allocated using section 9(1) of the Land Transport Management Act.

An increase in the Marine Safety Charge, effective 1 December 2008 has also assisted in addressing the decline in third party revenue, although a further reduction in vessels operating on the New Zealand coast, as a result of global economic conditions, means that the forecast increases in revenue may not eventuate.

MNZ considers that the current funding levels are unsustainable and will continue to impact on MNZ's ability to deliver an appropriate level of services as required under its statutory objectives.

The Ministers of Transport and Transport Safety were sufficiently concerned about MNZ's funding in 2005 that they commissioned an independent review by PricewaterhouseCoopers. This review reported that the levels of funding were not sustainable. Since that review the Crown has provided an injection of \$1M in funding to assist with the additional operational costs that have been incurred by MNZ.

The key issue MNZ is currently facing is ensuring that core operational activities are appropriately funded. To this extent MNZ prepared, but did not submit budget bids for the following - Recreational Boating Awareness, Health & Safety, Search & Rescue Variable and Operational costs and Safety Services for Recreational Boating.

MARITIME NEW ZEALAND

The Authority



Susie Staley is the Chairman of the Authority. Susie is a barrister and solicitor, and a partner in the Dunedin law firm, Staley Cardoza. Susie's area of practice covers a wide range of commercial, company and property work. Susie is also a director of Global Technologies (NZ) Ltd, Tower Ltd and a trustee of The University of Otago Foundation Trust. Susie has previously held positions as a director of PGG Wrightson Limited and Dunedin International Airport Limited. Susie became a member of the Authority in July 1999 and was appointed Chairman in December 2002.



Dave Morgan, is Deputy Chairman of the Authority. Dave was formerly President of the New Zealand Seafarers Union. Dave served on the Marine Council and the New Zealand Shipping Industry Training Board, and was a member of the Shipping Industry Review Team that made strategic recommendations to the Minister of Transport in 2000. Dave is currently the New Zealand representative on the Board of the Pacific Forum Line and trustee of the Seafarers Scholarship Trust. Dave became a member of the Authority in July 2001 being appointed Deputy Chairman in June 2004.



Ken Gilligan was formerly General Manager and Managing Director of the Port of Napier. Prior to this, Ken was CEO of the New Zealand Ports Authority and had a 20-year career working in a variety of government departments. Ken is currently Chairman of the Hawke's Bay Power Consumers' Trust and the Energy Trusts of New Zealand (Inc), a Director of City Medical Ltd and a trustee of the Napier Family Centre Financial Trust. Ken is a fellow of the Chartered Institute of Logistics and Transport and became a member of the Authority in June 2003.



Adrienne Young Cooper is director and principal of Hill Young Cooper Ltd, a consultancy providing resource management and public policy consulting services. Adrienne is a director of Solid Energy New Zealand Limited, Auckland City Property Enterprise Board, Auckland Regional Transport Authority and a trustee for Cornwall Park Trust and Sir John Logan Campbell Residuary Estate. Adrienne has special interests in environmental, safety and transport governance and became a member of the Authority in July 2004.



Michael Ludbrook is a management consultant specialising in assisting clients with major strategic change and performance improvement initiatives. Michael, a member of the New Zealand Institute of Chartered Accountants, has over 30 years experience in most business disciplines. This experience has been gained in Australia and New Zealand working in the automotive, electricity and health sectors and Michael also holds a number of directorships. Michael was appointed to the Authority in October 2006.



Catherine Taylor, Director of Maritime New Zealand

A chartered accountant, Catherine became Director in December 2006. Catherine has held senior management positions in the transport sector since 1990 when she took on the role of General Manager Operations at Wellington Airport. Concurrent with that role, Catherine was also a Member (Director) of the Civil Aviation Authority (CAA) for five years. Subsequently, Catherine was appointed to General Manager Personnel Licensing and Aeronautical Services at the CAA before joining MNZ as Deputy Director Development and Business Services in 2004.

ORGANISATIONAL PROFILE

MNZ takes a strong leadership role, in partnership with the maritime industry, to ensure the marine environment remains safe, secure and clean for all users. These three key principles form the basis of MNZ's vision, defining our work across many different sectors of the maritime community and with a range of partner organisations.

Established in 1993 as the Maritime Safety Authority, the organisation was renamed Maritime New Zealand in July 2005 to better reflect its wider role of protection of the marine environment and maritime security, alongside its focus on safety.

MNZ has an established staff complement of 151.6 full time employees (FTEs) who work throughout New Zealand, with most based at its national office in Wellington. Two large teams are also based at the Marine Pollution Response Service (MPRS) in Auckland (funded by the Oil Pollution Fund – OPF) and at the Rescue Coordination Centre New Zealand (RCCNZ) in Lower Hutt.

The financials for the three entities and related staffing numbers are detailed below. Further financial information on these entities can be found in our 2009/12 Statement of Intent.

2009/10 Budget and Staffing				
	MNZ \$(000)	RCCNZ \$(000)	OPF \$(000)	Total \$(000)
Revenue	22,560	4,499	3,317	30,376
Expenditure	22,546	5,162	4,757	32,465
Surplus/(deficit)	14	(663)	(1,440)	(2,089)
Established staff complement	123.6	20	8	151.6

MNZ's consolidated revenue position for the 2009/10 financial year is estimated to be \$30.4M, two-thirds of which is generated from the commercial maritime sector and the remainder is from government.

MNZ is committed to minimising the costs it imposes on the maritime sector, while continuing to deliver effective services and ensure that high standards of safety, security and environmental protection are maintained. Currently MNZ is undertaking an organisational review to ensure correct alignment of activities and people, and to identify where possible, opportunities to operate smarter and more efficiently.

RCCNZ is expected to incur a \$0.7M deficit for 2009/10, a direct result of an increase in the number and cost of search and rescue operations currently being undertaken. MNZ has a mechanism in place (through its Output Agreement) for the reimbursement of these costs should they exceed the funding allocated for these activities. Due to a timing difference in the reimbursement process, there is likely to be a deficit in the short term.

The OPF is also expected to incur an operating deficit in 2009/10 of \$1.4M. Oil pollution levies have not been updated for a number of years and a review of the levy will be undertaken in 2009/10. There are sufficient cash reserves to fund this deficit in the short term.

OPERATING ENVIRONMENT

New Zealand's maritime sector is very diverse, resulting in significant challenges and opportunities for MNZ as the regulatory body responsible for the safety, security and protection of the maritime environment.

With a wide range of functions, MNZ affects the lives of many New Zealanders and international visitors.

Included in our diverse maritime community are some 450,000 pleasure craft, 3,800 small commercial vessels and 15 New Zealand-registered vessels – including five interisland ferries – and a range of smaller ferries carrying millions of passengers annually. With 99% of New Zealand's trade carried by sea, 800 foreign vessels make 5,800 New Zealand port visits per year. As well, 100 commercial jet boats and 288 white water rafts carry around 450,000 passengers on our inland waterways annually, generating significant tourism revenue.

Operating in the marine environment poses risks, where the consequences of getting things wrong can have a major impact on New Zealand's maritime industry, tourism sector, the marine environment, and its economic well-being long into the future. Our three-year strategic work programme (outlined in Part A of the MNZ 2009/12 Statement of Intent.) is aimed at minimising these risks while effectively and efficiently managing our operations, to improve performance and minimise costs.

Statutory role and responsibility

MNZ is a statutory entity established under the Maritime Transport Act 1994 (MTA). The objective of MNZ as described in the MTA Section 430 is:

"To undertake its safety, security, marine protection, and other functions in a way that contributes to the aim of achieving an integrated, safe, responsive, and sustainable transport system".

Functions of the Authority

The Authority has the following functions:

- To promote maritime safety and security and protection of the marine environment in New Zealand and beyond New Zealand, in accordance with New Zealand's international obligations.
- To ensure the provision of appropriate distress and safety radio communication systems and navigational aids for shipping.
- To ensure New Zealand's preparedness for, and ability to respond to, marine oil pollution spills.
- To license ships, their operation and their crews.
- To provide information and advice with respect to maritime transport and marine protection, and to foster appropriate information education programmes with respect to maritime transport and marine protection that promote its objectives.
- To investigate and review maritime transport accidents and incidents, and maritime security breaches and incidents.
- To maintain the New Zealand Register of Ships.
- To maintain and preserve records and documents relating to the Authority's functions.
- To advise the Minister on technical maritime safety policy.
- To maintain and operate the search and rescue co-ordination centre (RCCNZ) and participate in the co-ordination of any search and rescue operation as required under the Civil Aviation Act.
- To ensure effective implementation of the International Code for the Security of Ships and of Port Facilities, in accordance with the Maritime Security Act.

Other functions/obligations

- To administer the Health and Safety in Employment Act for work on board ships and for ships as places of work.
- To administer the international obligations of the Crown under the treaties, memoranda, and other international maritime and marine environment protection agreements agreed with the Minister of Transport.
- To develop and maintain maritime safety and marine protection rules.

Functions of the Director

The Director has the following functions:

- To exercise control over entry into the maritime transport system through the granting of maritime documents and marine protection documents.
- To take such action as may be appropriate in the public interest to enforce the provisions of the Maritime Security Act, Maritime Transport Act, Health and Safety in Employment Act, and Hazard Substances and New Organisms Act, and of regulations and rules made under these Acts, including the carrying out or requiring of inspections and audits.
- To monitor adherence, within the maritime transport system, to any regulatory requirements.
- To ensure regular reviews of the maritime transport system to promote the improvement and development of its safety and security.
- To grant exemptions from any specified requirement and any maritime rule.
- To promote compliance with safety and marine pollution standards in the maritime transport system.

In performing the first five functions listed above, the Director has statutory independence from both the Minister of Transport and the Authority.

All these functions and obligations both of the Authority and Director are reflected in the outputs that MNZ provides in its Statement of Service Performance (SSP) contained in Part B of the 2009/12 Statement of Intent.

MNZ staff also oversee services provided by organisations under contract or delegated authority, principally in the areas of marine radio services for communicating distress messages and safety information to and from ships at sea, maintenance of aids to navigation and the Safe Ship Management (SSM) system that replaced the traditional survey of ships in 1998.

MNZ develops, on behalf of the MoT, draft maritime and marine protection rules and delegated technical standards legislation provided for under the Maritime Transport Act 1994. Other Ministerial services include technical advice on maritime safety and environmental protection issues, advice on Ministerial correspondence, parliamentary questions and industry liaison.

The professional skills and qualifications of the staff cover a range of disciplines. Uniquely, the number of staff with seagoing backgrounds makes MNZ the biggest New Zealand employer of professionally qualified seafarers outside the shipping industry.

Marine pollution response

This response capability is based on contingency planning, and is developed and maintained through partnerships between MNZ, Regional Councils, unitary authorities, and industry and overseas agencies. The primary aim is to minimise the impact of pollution on the marine environment within New Zealand's area of responsibility.

The response system is comprised of three 'Tiers', each having the ability to escalate in an integrated and efficient manner to the next, depending on the scale of the event.

Each Tier is required to prepare contingency plans and a response capability appropriate to their respective levels of responsibility.

- Tier 1 – Industry (ships and onshore/offshore oil transfer sites)
- Tier 2 – Regional Councils and Unitary Authorities
- Tier 3 – Maritime NZ and International Partners

MNZ maintains a response capability of sufficient size to counter an oil spill of 3,500 tonnes, which is deemed to be a 'one in a hundred year' event. If the scale of an incident is beyond the nation's domestic capability, arrangements are in place to secure overseas assistance. This relationship is reciprocal, as New Zealand will be expected to assist our neighbours if requested.

Rescue Coordination Centre

In New Zealand, the Rescue Coordination Centre New Zealand (RCCNZ) is responsible for coordinating all major aviation and maritime search and rescue missions within the New Zealand Search and Rescue Region. In addition, RCCNZ is responsible for coordinating land-based missions arising from someone activating a distress beacon.

All these RCCNZ-coordinated incidents are termed 'Category II' incidents. Category II missions arise because an aircraft, vessel or person is in distress, and they often require the coordination of national and international civil and military resources.

CORPORATE VISION AND BUSINESS PHILOSOPHY

MNZ's corporate vision and business philosophy is based upon the statutory objective stated in section 430 of the MTA.

Vision

Safe secure and clean seas

Mission statement

To lead and support the maritime community to take responsibility for ensuring safe, secure and clean seas.

Service charter

A service charter is required under Section 437 of the Maritime Transport Act 1994. The charter covers the standard of service which the public can expect to receive a complaints procedure, remedies should the standards of service not be met, and provision for the appointment of an independent person to assist in the resolution of disputes. MNZ's charter can be viewed on MNZ's website.

Guiding principles

MNZ has developed principles that define how the organisation will meet its vision, mission and expectations contained in the service charter. These overarching principles can be broken down to two areas: MNZ's work environment and people.

Work environment

- **Leadership** - provide leadership to promote safety, security and marine protection.
- **Standards** - establish standards that are appropriate to the risk generated by the activity.
- **Monitor** – actively monitor adherence to regulatory requirements to ensure people involved in maritime activities are responsible for their actions.
- **Educate** - inform, educate and promote safe, secure and clean seas.
- **Legal** - work in accordance with MNZ's statutory responsibilities and legal obligations
- **Empower** – provide framework to empower teams to make decisions to ensure timely and effective response efforts.
- **Support** - provide appropriate systems and tools to support the work MNZ does.
- **Compliance** - use appropriate regulatory tools to manage compliance.
- **Partnership** - work with the maritime community to achieve effective outcomes.
- **Investigate** - investigate to learn and not tolerate reckless behaviour.

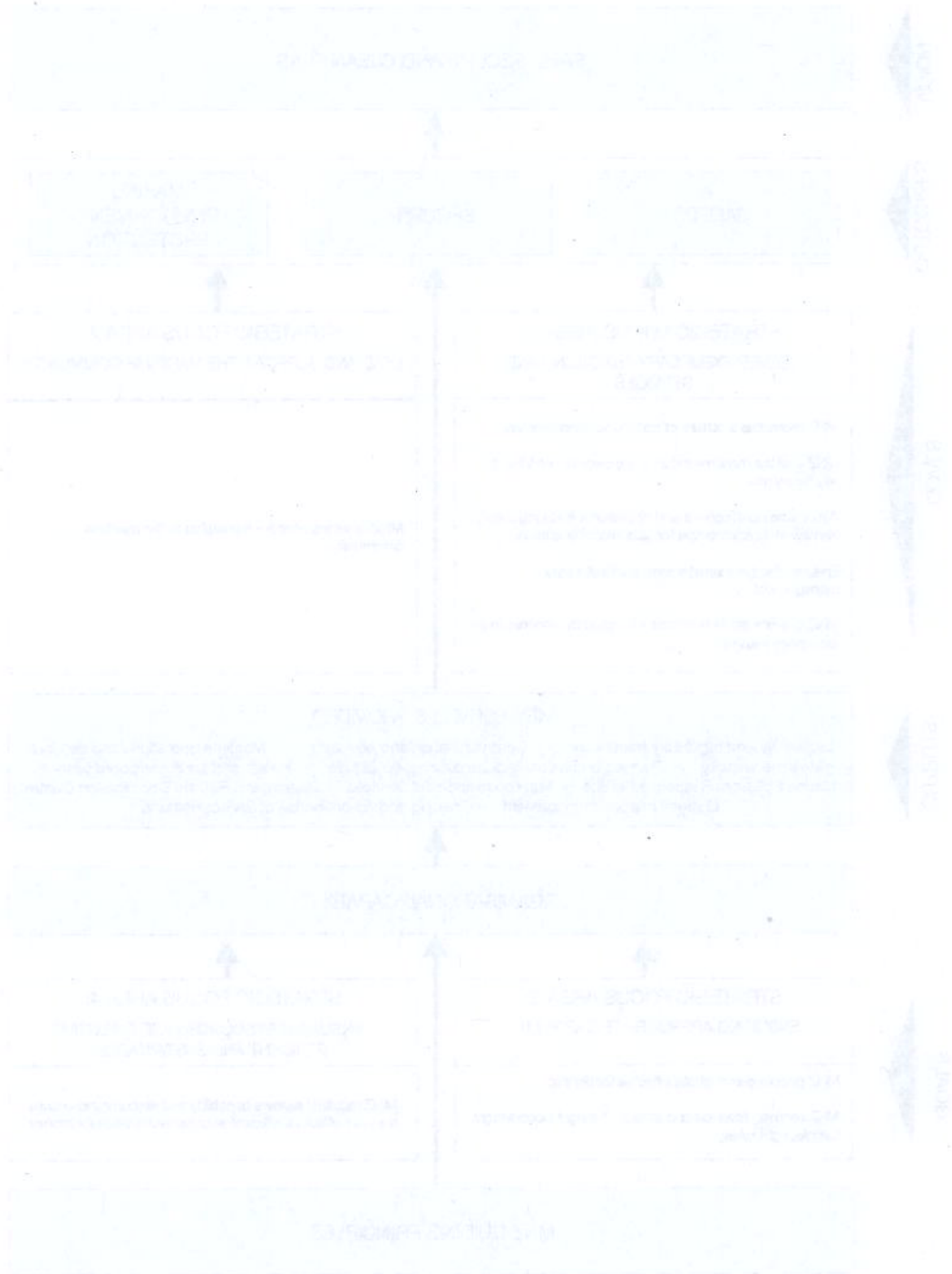
People

- **Ethics** - act with integrity and professionalism.
- **Respect** - treat others with respect and act consistently and fairly.
- **Leadership** - are skilled and trained to provide robust credible leadership and support.
- **Expertise** - are valued and recognised for their skills, expertise and experience.
- **Innovation** - are listened to and ideas for innovation and improvement sought.

Legislation

Along with the Maritime Rules and the Marine Protection Rules, MNZ exercises its statutory functions and powers under the following legislation:

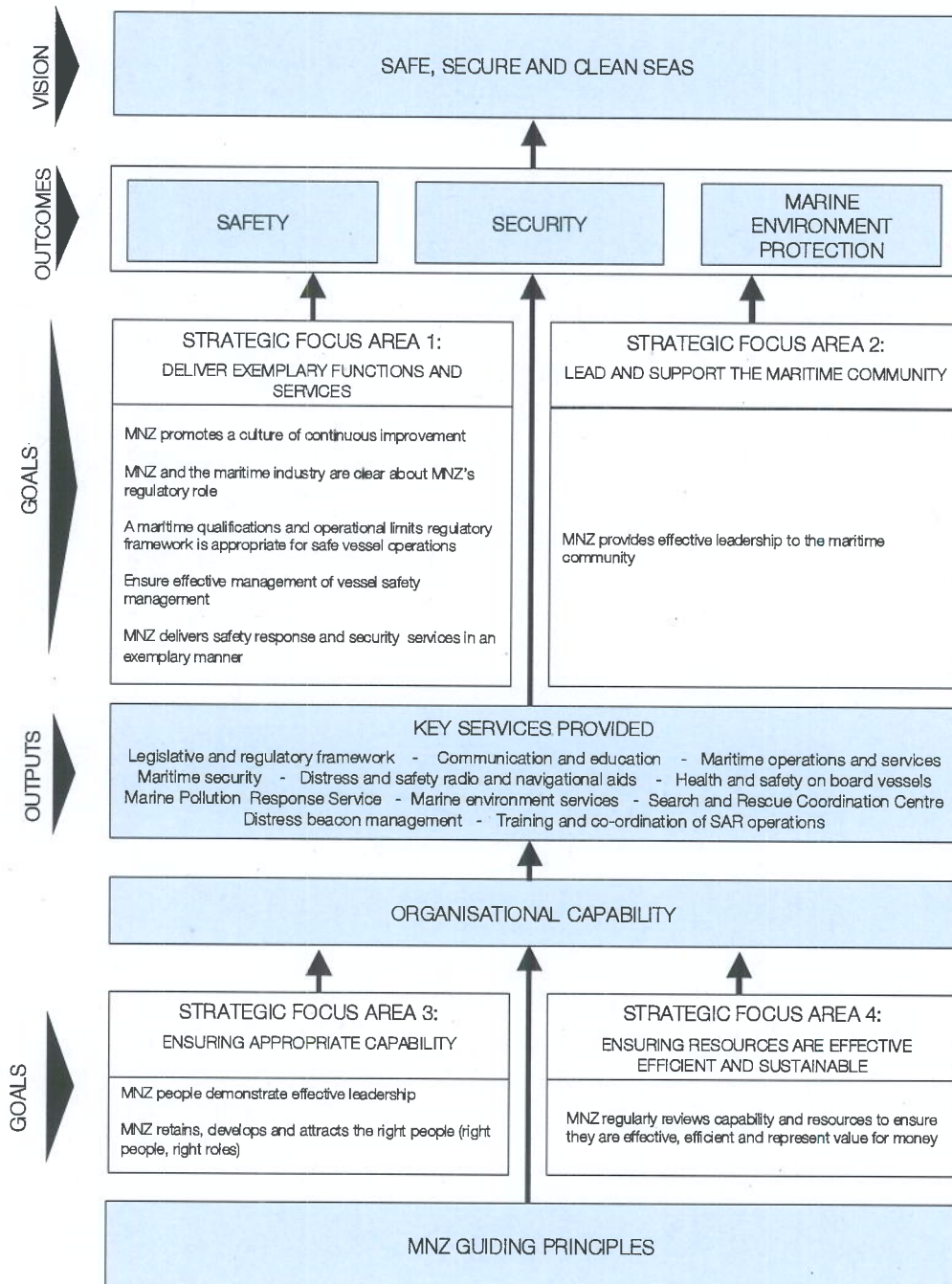
- Maritime Transport Act 1994
- Ship Registration Act 1992
- Maritime Security Act 2004
- Health and Safety in Employment Act 1992



STRATEGIC PLAN 2009 - 2012

MNZ undertakes an annual strategic planning process. The focus of the planning process is to identify, assess and prioritise the strategies required to achieve MNZ's desired outcomes taking into consideration the operating environment, strategic risks and organisational capability. MNZ also takes into account the stated views and priorities of the Minister and MoT, and agreed transport sector outcomes.

The strategic framework below maps how MNZ's activities and strategic initiatives will impact upon these specified outcomes. Further detail on these strategic focus areas are contained in our 2009/12 Statement of Intent.



FUNDING ISSUES

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MNZ considers that the current funding levels are unsustainable and will continue to impact on MNZ's ability to deliver an appropriate level of services as required under its statutory objectives.

The Ministers of Transport and Transport Safety were sufficiently concerned about MNZ's funding in 2005 that they commissioned an independent review by PricewaterhouseCoopers. This review reported that the levels of funding were not sustainable. Since that review the Crown has provided an injection of \$1M in funding to assist with the additional operational costs that have been incurred by MNZ.

The key issue MNZ is currently facing is ensuring that core operational activities are appropriately funded. To this extent MNZ prepared, but did not submit budget bids for the following - Recreational Boating Awareness, Health & Safety, Search & Rescue Variable and Operational costs and Safety Services for Recreational Boating.

POLICY ISSUES

Coastal Shipping

The Domestic Sea Freight Strategy, which set out how the Labour Government proposed to meet this target, identifies a number of issues that need to be addressed; including investment, modal equity and the analysis of potential barriers. The addition of new tonnage working on the New Zealand coast, in recent times, has highlighted some of the issues involved.

MNZ needs to review the requirements of the maritime safety and marine protection rules, as they apply to coastal shipping, to establish whether the standards are appropriate to the risks associated by the activities being undertaken.

This review needs to be undertaken to examine industry concerns that the requirements of the maritime rules act as an impediment to the provision of these coastal operations, and if this is found to be the case, recommend areas of rule amendment where it is possible to alleviate these effects.

Qualifications and Operating Limits

A fundamental review of the qualifications framework and operational limits is underway to ensure that it continues to meet the needs of the modern maritime industry. The review will identify the issues with the current approach to qualifications and operating limits which impact the effective operation of a wide range of maritime businesses from small operators through to the larger commercial sector. It will also assess, evaluate and make recommendations for changes and improvements across the various maritime rules which impact on seafarer qualifications and operational limits.

The focus will be on aligning qualifications and operational limits, retaining a trusted and respected qualifications system, avoiding creating barriers to employment and ensuring efficient and effective pathways for obtaining maritime qualifications.

Greenhouse gases

MNZ, which represents New Zealand at the Marine Environment Protection Committee of the International Maritime Organization (IMO), has followed the development of the IMO's deliberations on possible technical, market-based and operational measures to reduce greenhouse gas emissions (GHG) from ships.

MNZ's role to date has been to report on these discussions, including the alignment of various states and NGOs, in order to alert climate change policy agencies in Wellington of the implications of this IMO policy development. These agencies (MoT, MFAT and MfE) are now participating in IMO meetings on this topic.

MNZ would expect to be involved in fulfilling any flag and port state control functions related to any IMO GHG emissions reduction instrument that the Government may eventually embrace.

IMO conventions

MNZ has made a contribution to the development of the policy advice to the Government recommending accession to the following IMO conventions:

- International Convention on Civil Liability for Bunker Oil Pollution Damage, 2001 (Bunkers Convention)
- Protocol of 1996 to amend the International Convention on the Limitation of Liability for Maritime Claims 1976 (LLMC Protocol)

- Protocol Relating to Intervention on the High Seas in Cases of Pollution by Substances other than Oil 1973, as amended (Intervention Protocol)
- Protocol on Preparedness, Response and Co-operation to Pollution Incidents by Hazardous and Noxious Substances 2000 (OPRC-HNS Protocol)
- International Convention for the Control and Management of Ships' Ballast Water and Sediments 2004 (BWM convention).

With the exception of the OPRC-HNS Protocol, all these projects have completed (with positive results) the Cabinet policy process and Parliamentary treaty consideration. MNZ expects to be involved in assisting MoT (and MAF/BNZ, in the case of BWM) in preparing drafting instructions for the amendments to the MTA, and assisting in the preparation of the officials' report on submissions at the select committee stage. (The MTA amendment Bill has priority 5 in the legislative programme.)

The LLMC and HNS Intervention Protocols will not require ongoing administration by MNZ but the Bunkers and BWM Conventions will have direct impacts on MNZ's port and flag state and rules development activities. The BWM Convention is estimated to cost MNZ some \$422,000 to administer each year (proposed to be recovered by levy). In addition, there will be one-off and on-going training and procedure development costs estimated at \$25,000 and \$14,000 respectively. The rules development task has been estimated to require funds of \$460,000 (to be the subject to a MoT budget bid) in addition to current levels of rules contract funding.

The Government has deferred a decision on acceding to the OPRC-HNS protocol at this time pending the development of an HNS response strategy.

Kayaking strategy

MNZ is currently consulting on a draft strategy for safety in kayaking (both commercial and recreational). At its core, the draft strategy envisages MNZ recognizing industry/national standards for safety management and qualifications for guides and instructors, and to work with the national bodies to promote their uptake by commercial operators.

Safe Ship Management

The SSM system, administered by MNZ, requires vessel owners and operators to be responsible for the daily safe operation of their vessels. A significant review of the SSM was launched by MNZ last year as part of its commitment to ensuring that the structure and delivery of the system continue to be improved.

The aim of the SSM development project is to continue to improve the structure and delivery of the SSM system, which involves MNZ working closely with the maritime industry and providing strong leadership to ensure that safety standards are not compromised.

During the year MNZ held a series of nationwide workshops with SSM surveyors and MNZ maritime safety inspectors and auditors. The workshops focused on improving understanding of documentation requirements and ensuring rules administered under the system were being consistently delivered.

Feedback requested from the maritime industry and other stakeholders resulted in the identification of a number of SSM service delivery options. A review of these options in consultation with the industry will occur in 2008/09.

The commitment to improving the SSM system reinforces a range of initiatives MNZ is undertaking with the industry's support, such as the FishSAFE programme, which has resulted in a 50% reduction in the number of accident claims from the sector since its introduction.

Port and harbour

The Government has approved policy to incorporate new provisions on port and harbour safety in the upcoming MTA amendment. MNZ was extensively involved in the development of advice on this matter, which will give legislative sanction to certain of the current voluntary provisions found in the MNZ-sponsored *New Zealand Port and Harbour Marine Safety Code*.

Along with the conventions' component, MNZ expects to be involved in assisting MoT to prepare drafting instructions for the amendments to the MTA, and the preparation of the officials' report on submissions at the select committee stage. Once enacted, MNZ will be involved in administering the new port and harbour provisions, and anticipates being contracted to complete any rules-development requirements.

Update on 406 MHz distress beacons

In May 2008 RCCNZ was tasked with undertaking a risk assessment of the 406 MHz Distress Beacon Database backlog. In undertaking this work RCCNZ has widened the scope of the task to cover other risks relating to the database.

RCCNZ took over the 406 MHz Distress Beacon Database from the Civil Aviation Authority (CAA) when RCCNZ was established under the control of MNZ (4 July 2004). Since that time there has been significant growth in the number of 406 MHz beacons being sold and used in New Zealand. This growth has been driven by the introduction of regulations (compelling the carriage and registration of the beacons in both the marine and aviation sectors), by advances in technology (making beacons smaller, more reliable, more accurate and, critically, cheaper) and by the successful advertising of the benefits of distress beacons to the wider public.

A significant driver has also been the future demise of the 121.5/243MHz distress beacons the processing of which will cease in February 2009. Over the past three years the NZ SAR Secretariat has orchestrated an education campaign based on the International Maritime Organisation's timing for the phase out of the 121.5/243 MHz distress beacons. This campaign has been effective and has positively led to a switch to the 406 MHz distress beacon. Interestingly the campaign determined that there are approximately 30,000 121.5/243 MHz distress beacons in NZ. This suggests that there are still a considerable number of replacement 406 MHz distress beacons to be purchased and this figure may be as high as 20,000!

It is doubtful that the longer term implications of the task of maintaining the 406 MHz distress beacon database (size of the task, human and financial resources required) were understood at the time that it was set up.

Health and safety in employment objectives

The Prime Minister, in May 2003, acting pursuant to section 28B of the Health and Safety in Employment Act 1992 and having regard to the specialist knowledge of relevant agencies, designated MNZ (at that time the Maritime Safety Authority) to administer this Act for the maritime sector, specifically for ships. The scope of the designation is for work on board ships and for ships as places of work.

MNZ has entered into a Memorandum of Understanding with the Department of Labour which provides that the Parties work co-operatively to:

- ensure safe and healthy people and workplaces
- co-ordinate the application of health and safety legislation to avoid overlaps and gaps in coverage and to promote efficiency
- provide a seamless, responsive and consistent service; and

- maintain an open relationship to promote and produce optimal results for workplace health and safety in New Zealand.

Withheld under section 9(2)(f)(iv) of the Official Information Act 1982.