

of the work of the department responsible. Moreover, even so far as the real planning work of the committee is concerned, a number of the members are brought into the discussions at a stage at which they cannot contribute effectively.

73. We note that within the Civil Aviation Branch a Radio Navigational Aids Committee has been set up, consisting of officers of the Civil Aviation Branch, but that a representative of the National Airways Corporation is invited to attend. The purpose of this committee is to make recommendations for the development of radio navigational aids, but it has been charged with examining the anticipated extension of air services and aerodromes, and its functions have been extended to cover air traffic control. There is undoubtedly a need for a radio communications and navigational aids committee, on which the operators as well as the Telecommunications Branch should be represented; but this is an example of planning in reverse. The Telecommunications Branch of the Civil Aviation Directorate and the committee concerned should work within the limits of a plan of air service development and aerodrome construction, handed down from the head of the Department or any committees of wider scope concerned.

74. In Part I of this Report (paragraph 47) we have stated our view that planning is not a task for special detached officers or committees. Planning involves a very great deal of detailed investigation, which can only be done by the staff of the departments and the operating agencies concerned. Proper planning flows from a right structure in the organisation of a department and co-ordination by the officers concerned at different levels. It requires a proper appreciation of the different phases of planning and of the authorities who are concerned or who can contribute at each stage. Thirdly, it requires review at different levels at different stages of the planning to ensure that all factors bearing on the plan and all interests affected have been considered. The place of committees, which we suggest should be *ad hoc* and not standing committees, is to review the proposals emerging from the detailed work performed in the departments and operating agencies. The committees themselves cannot greatly assist until that work has been done. Hence we make the following suggestions to ensure orderly and therefore efficient planning.

Air service planning

75. The planning of the air services of a country must be based on economic studies of the movements of traffic and the potential demand for transport in relation to the convenience, speed, and economy of surface and air transport. While the Corporation and Tasman Empire Airways have been established for the purpose of providing the internal and external air transport of New Zealand, the approval of the