

## MINISTERIAL BRIEFING NOTE

|                        |   |
|------------------------|---|
| <b>Subject</b>         | New Zealand Transport Agency staffing and costs |
| <b>Date</b>            | 27 November 2024                                |
| <b>Briefing number</b> | BRI-3197  |

| Contact(s) for telephone discussion (if required) |   |             |            |                         |
|---|---|-------------|------------|-------------------------|
| Name  | Position                                | Direct line | Cell phone | 1 <sup>st</sup> contact |
| Caz Jackson                                       | Group General Manager People and Safety | s 9(2)(a)   |            | ✓                       |

### Action taken by Office of the Minister

- ☐ Noted
- ☐ Seen by Minister
- ☐ Agreed
- ☐ Feedback provided
- ☐ Forwarded to
- ☐ Needs change [please specify]
- ☐ Withdrawn
- ☐ Overtaken by events

27 November 2024

**Hon Simeon Brown – Minister of Transport**

# NEW ZEALAND TRANSPORT AGENCY STAFFING AND COSTS

## Purpose

1. This briefing provides you with data about New Zealand Transport Agency Waka Kotahi (NZTA) staffing levels in response to your recent information requests relating to Full Time Equivalents (FTE's), contractors/consultants and other costs.
2. Information on operational costs of NZTA offices, advertising expenditure, and digital asset investment can be found in Appendix 2.

## Contractors & Consultants

3. Contractors and consultants are employed to ensure NZTA has the key technical capabilities needed to deliver Government priorities. Minimal contractors are employed to backfill existing positions.
4. The calculation of contractor and consultant spend by NZTA is based on the Public Service Commission (PSC) criteria which is provided quarterly. This means that expenditure on contractors and consultants relating to infrastructure delivery is excluded.
5. As at June 2024, NZTA employed 296 Contractor FTEs. This compares to 437 in 2022/23. The level of expenditure on contractors between 2019/20 and 2024/25 has been in the range of 0.7% to 1.2% of total NZTA expenditure (refer Table 1).
6. Expenditure on contractors and consultants has been decreasing since December 2023 (refer Figure 1). A component of the forecast decreases from 2025/26 onwards represent the delivery of major initiatives such as Safety Cameras and National Ticketing Solution (NTS) which will see a reduction in requirements for contractors.
7. Fifty percent of current contractors are deployed on two key programmes: Safety Cameras and NTS. A large proportion of the remainder of contractors and consultants are deployed in digital initiatives, including cyber protection & security, tolling, Intelligent Transport Systems (ITS) and aspects of the Asset Management Data Standard (AMDS).
8. The NZTA business groups (Regulatory Services, Customer & Service, Digital) that are delivering these initiatives account for 70% of NZTA contractor & consultant spend.
9. The forward NZTA work programme will affect the levels of contractors & consultants. Priorities such as the organisational support functions for the Roads of National Significance (RONS), the introduction of fleetwide Road User Charging (RUC), additional tolling of sections of the network, progressing time of use charging, the transition to the Integrated Delivery Model (IDM) and the development of a Digital Driver's License will impact the level of contractors and consultants used.

*Table 1: Numbers of contractors & consultants and spend as a percentage of total spend from 2017 to a forecasted 2028 spend.*

|  | 2019/<br>20 | 2020/<br>21 | 2021/<br>22 | 2022/<br>23 | 2023/<br>24 | 2024/<br>25 | 2025/<br>26 | 2026/<br>27 | 2027/<br>28 |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>Contractor spend (\$m)</b>                      | 59          | 34.4        | 42.6        | 76.3        | 85.7        | 56.9        | 42.4        | 33.9        | 30.9        |
| <b>Contractor % of Total Spend</b>                 | 1.2%        | 0.7%        | 0.9%        | 1.2%        | 1.1%        | 0.7%        | 0.5%        | 0.4%        | 0.3%        |
| <b>Consultant spend (\$m)</b>                      | 48.8        | 41.2        | 31.6        | 35.7        | 45.4        | 47          | 35          | 30          | 30          |
| <b>Consultant % of Total Spend</b>                 | 1.0%        | 0.9%        | 0.6%        | 0.6%        | 0.6%        | 0.6%        | 0.4%        | 0.3%        | 0.3%        |
| <b>Total contractor and consultant spend (\$m)</b> | 107.8       | 75.6        | 74.2        | 112         | 131.1       | 103.9       | 77.4        | 63.9        | 60.9        |

*Figure 1: Relationship between total NZTA operating budget (\$m), permanent staff salaries and contractor and consultant spend.*



## Full Time Equivalents (FTE)

10. Table 2 provides information relating to changes in FTE levels by NZTA business group from 2017/18 to 2027/28.
11. There have been several organisational restructures within NZTA over this period which has seen both the movement of responsibilities for some functions and the renaming of some business groups. For comparative purposes the changes have been categorised using the current NZTA business group titles which has meant some estimates have had to be made.
12. FTE forecasts for 2025/26 to 2027/28 are based on the current work programme and will be dependent on NZTA's future work programme.

Table 2: Changes in FTE by business group from 2017/18 and forecasted to 2027/28

| Business Group                     | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24           | 2024/25 | 2025/26 | 2026/27 | 2027/28 |
|------------------------------------|---------|---------|---------|---------|---------|---------|-------------------|---------|---------|---------|---------|
| Regulatory and Customer & Services | 483     | 453     | 569     | 594     | 614     | 669     | 747               | 899     | 912     | 906     | 906     |
| Transport Services                 | 304     | 312     | 527     | 628     | 717     | 772     | 781               | 921     | 1028    | 1073    | 1073    |
| Engagement & Partnerships          | 77      | 84      | 138     | 167     | 178     | 216     | 221               | 190     | 190     | 190     | 190     |
| Digital                            | 135     | 246     | 204     | 231     | 244     | 300     | 310               | 354     | 354     | 354     | 354     |
| People & Safety                    | 53      | 57      | 77      | 109     | 128     | 103     | 111               | 104     | 104     | 104     | 104     |
| Commercial & Corporate             | 237     | 223     | 288     | 345     | 358     | 395     | 420               | 394     | 394     | 394     | 394     |
| System Leadership                  | 84      | 90      | 78      | 101     | 106     | 195     | 198               | 180     | 180     | 180     | 180     |
| Total FTEs                         | 1372    | 1467    | 1881    | 2174    | 2346    | 2651    | 2787 <sup>1</sup> | 3000    | 3100    | 3200    | 3200    |

13. Table 3 provides an overview of the drivers of FTE growth by business group for the period 2017/18 to 2024/25.
14. More detailed information on the breakdown of NZTA's FTE count is provided in Appendix 1.

<sup>1</sup> Represents figure submitted for the Transport Performance Plan (October 2024). FTE totals for 2023/24 in Tables 4, 5 and 6 (2877) are to June 2024.

Table 3: Drivers of FTE growth by business group 2017/18 to 2024/25

| NZTA business group                  | Drivers of FTE growth   |
|--------------------------------------|---|
| <b>Regulatory Services</b>           | Addressing regulatory failure (completed in two phases)   |
| <b>Customer &amp; Services</b>       | Response improvement in call centre, Clean Car Standard   |
| <b>System Leadership</b>             | Policy requirements for Government initiatives, amendments/ changes to Land Transport rules   |
| <b>People &amp; Safety</b>           | Converting out-sourced functions to in-house (recruitment), Learning & Development function, implementation of a new payroll and HR information system, placement of Health and Safety functions post organisational changes.   |
| <b>Digital</b>                       | Cyber & Security, Internal system improvements, Digital initiatives   |
| <b>Commercial &amp; Corporate</b>    | Support for increased infrastructure activity (Legal, property, consenting requirements), increase in litigation and requirements (Judicial reviews, Court hearings), capacity for Risk & Assurance, Enterprise Programme Management functions, and increased reporting requirements. |
| <b>Engagement &amp; Partnerships</b> | Support for increased infrastructure activity (stakeholder engagement) and nationwide Government initiatives. Increased volumes of statutory requests (e.g. OIA's) to manage.   |
| <b>Transport Services</b>            | Government infrastructure priorities (NLTP and Crown funded)  |

#### Managing FTE growth and meeting Government expectations

15. In alignment with Government cost savings initiatives in 2024, NZTA has reduced operational budgets by 7.5%. This has seen several change processes across NZTA over the last 6 months that has resulted in 60 redundancies and a further 22 FTE's that have been moved to fixed term roles that will cease later in the financial year.
16. Managing overall FTE costs and continuing to deliver Government expectations is a challenge. Known additional FTE requirements include up to 68 FTE for the first phase of RONS and 80 FTE for the change from the current Network Outcome Contract (NOC) model to the IDM.
17. NZTA is also establishing two new functions that sees 115 FTE required for the Safety Camera programme (some of which will be FTE transferred from NZ Police) through to 2027, and up to 59 FTE for the NTS programme up to 2026.
18. There are also other initiatives in early development that will have some form of FTE requirement. These include the proposed fleetwide transition to RUC, additional tolling of the network, phase two of RONS and progressing the time of use charging initiative.

It is recommended that you:

1. **Note** the contents of this briefing

Caz

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**Caz Jackson**

Group General Manager People and Safety

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**Hon Simeon Brown, Minister of Transport**

Date: 2024

Proactively released



## Appendix 1

### FTE changes by role 2018 to 2024

1. Table 4 shows the changes in numbers of roles from 2018 to 2024. This table uses the ANZSCO (Australian and New Zealand Standard Classification of Occupation) Level 2 categories to map the NZTA roles and as such there is not a direct correlation of NZTA role titles with the ANZSCO classification.
2. The classification of the Business, Human Resources and Marketing Professionals' category includes the NZTA roles of accountants, auditors, human resources, ICT trainers, training and development, analysts (management, operations, and policy), advertising and marketing.

*Table 4: Annual distribution of roles within the Agency as of June of the indicated year.*

| Occupational Grouping                                    | 2018          | 2019          | 2020          | 2021          | 2022          | 2023          | 2024          |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>ANZSCO L2</b>   |               |               |               |               |               |               |               |
| Arts and Media Professionals                             | 3.0           | 5.0           | 6.0           | 11.0          | 11.0          | 15.0          | 16.0          |
| Business, Human Resource and Marketing Professionals     | 292.9         | 331.1         | 428.9         | 556.6         | 648.0         | 934.0         | 874.0         |
| Chief Executives, General Managers and Legislators       | 10.0          | 13.0          | 11.0          | 14.0          | 12.0          | 15.0          | 15.0          |
| Design, Engineering, Science and Transport Professionals | 243.4         | 251.1         | 33.4          | 341.5         | 389.6         | 438.0         | 444           |
| Education Professionals                                  | 4.9           | 4.0           | 4.0           | 4.0           | 3.0           | 3.0           | 3.0           |
| Engineering, ICT and Science Technicians                 | 15.0          | 16.0          | 18.0          | 19.0          | 20.0          | 23.0          | 23.0          |
| General Clerical Workers                                 | 69.9          | 92.0          | 99.4          | 112.7         | 110.8         | 108.0         | 139.0         |
| Health Professionals                                     | 4.0           | 8.0           | 4.0           | 11.0          | 12.0          | 7.0           | 11.0          |
| ICT Professionals  | 68.8          | 66.5          | 108.5         | 124.6         | 136.8         | 151.0         | 185.0         |
| Inquiry Clerks and Receptionists                         | 219.0         | 251.7         | 290.4         | 281.4         | 266.4         | 269.0         | 272.0         |
| Legal, Social and Welfare Professionals                  | 14.5          | 15.1          | 22.1          | 26.4          | 32.8          | 35.0          | 36.0          |
| Numerical Clerks   | 38.9          | 32.9          | 23.9          | 23.8          | 21.0          | 38.0          | 42.0          |
| Office Managers and Program Administrators               | 10.8          | 18.4          | 24.4          | 46.2          | 49.6          | 59.0          | 57.0          |
| Other Clerical and Administrative Workers                | 91.6          | 137.4         | 190.2         | 214.2         | 234.1         | 235.0         | 252.0         |
| Personal Assistants and Secretaries                      | 25.8          | 25.8          | 26.8          | 31.8          | 38.4          | 48.0          | 43.0          |
| Specialist Managers                                      | 259.5         | 258.8         | 317.7         | 361.5         | 389.9         | 456.0         | 465.0         |
| <b>Total</b>   | <b>1371.9</b> | <b>1526.6</b> | <b>1878.6</b> | <b>2179.5</b> | <b>2375.3</b> | <b>2734.0</b> | <b>2877.0</b> |

### Front-line and Back Office FTE

3. Table 5 shows the number and percentage of front line and back-office FTE from 2019 to 2024. Front-line and Back-Office FTE at NZTA are defined by business group.
4. The Front-line business groups are Engagement & Partnerships, Regulatory Services, Customer & Services and Transport Services.
5. Back-Office business groups include Digital, Executive Leadership Team, System Leadership, People & Safety, and Commercial & Corporate.

Table 5: Number and percentage of Front-line and Back-Office FTE from 2019/20 to 2023/24.

| Financial Year | Frontline |                     | Back Office |                     |
|----------------|-----------|---------------------|-------------|---------------------|
|                | Number    | Percentage of total | Number      | Percentage of total |
| 2019/20        | 1,244.1   | 66.2%               | 634.5       | 33.8%               |
| 2020/21        | 1,377.7   | 63.2%               | 801.8       | 36.8%               |
| 2021/22        | 1,513.0   | 63.7%               | 862.4       | 36.3%               |
| 2022/23        | 1,670.0   | 61.1%               | 1,064.0     | 38.9%               |
| 2023/24        | 1,783.0   | 62.0%               | 1,094       | 38.0%               |

### Location of NZTA FTE

6. Table 6 shows NZTA FTE by office location.

Table 6: FTE by office location from 2020/21 to 2023/24

| Office Location  | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|------------------|---------|---------|---------|---------|
| Auckland         | 400     | 455     | 543     | 567     |
| Christchurch     | 139     | 175     | 225     | 246     |
| Dunedin          | 48      | 52      | 60      | 57      |
| Hamilton         | 120     | 155     | 193     | 211     |
| Marlborough      | 23      | 27      | 31      | 33      |
| Napier           | 22      | 26      | 30      | 37      |
| Palmerston North | 499     | 520     | 575     | 631     |
| Tauranga         | 51      | 65      | 84      | 90      |
| Wellington       | 854     | 872     | 956     | 970     |
| Whangārei        | 20      | 25      | 37      | 35      |
| Total            | 2179    | 2375    | 2734    | 2877    |

### FTE relating to COVID-19

7. In 2022/23 the approach for dealing with the effects of COVID-19 changed, seeing the COVID-19 related health and well-being activities absorbed into existing FTE functions which required no additional resourcing.
8. In 2023/24 no additional FTE or contracts were employed because of COVID-19.



## Appendix 2

### Operational costs of NZTA offices

1. Table 7 shows expense increases for NZTA offices between 2018 and 2024.

#### *Building Leases*

2. These are direct lease costs paid to landlords (including operating costs included within gross leases).
3. Variances in building leases through 2019 to 2022 primarily related to the Palmerston North office with an onerous lease provision in 2019 of \$5.1m and increased costs in 2020 relating to the new office space, temporary accommodation, and relocation costs.
4. The 2023 increase related to increased lease costs in Hamilton of \$0.2m and one-off payments in Christchurch to cover building operating costs of \$0.2m. 2024 increases relate primarily to the office relocation in Wellington from Chews Lane to Bowen Street.
5. Table 8 shows NZTA's current corporate office lease costs and floor space for 2024/25.

#### *Building Costs*

6. This cost includes electricity, waste management, cleaning, security, health and safety equipment and supplies, maintenance and repairs, and operating costs paid by NZTA under net leases.
7. Variances in building costs through 2020 to 2022 primarily related to COVID-19 costs with 2020 spend of \$0.7m and 2022 spend of \$0.5m. 2023 increases related to the washup of building operating costs in Palmerston North going back to 2021 of \$0.4m. 2024 increased costs related to the operating costs for Bowen Street. Chews Lane operating costs were included in the lease cost \$1.7m.

#### *Office Costs*

8. This cost includes postage, couriers, stationary, subscriptions, cafeteria consumables, printing and photocopying, offsite records storage, and furniture purchases.
9. Year on year variances to office costs were mainly affected by office equipment and furniture purchases with refits in 2019 and 2020 for Chews Lane.

Table 7: Corporate property expense increases between 2018 and 2024.

| Cost Type                   | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|-----------------------------|------|------|------|------|------|------|------|
| Building Leases             | 9.3  | 14.6 | 10.7 | 10.1 | 10.7 | 11.1 | 12.4 |
| Building Costs              | 3.5  | 3.8  | 4.8  | 4.1  | 4.6  | 4.6  | 7.1  |
| Office Costs                | 2.3  | 3.1  | 2.3  | 1.4  | 1.4  | 1.5  | 2.3  |
| Total                       | 15.1 | 21.4 | 17.7 | 15.6 | 16.6 | 17.2 | 21.8 |
| Increase from Previous Year |      | 6.3  | -3.7 | -2.1 | 1.0  | 0.6  | 4.6  |
| % Increase                  |      | 41%  | -17% | -12% | 6%   | 4%   | 27%  |

Table 8: NZTA's current corporate office lease costs and floor space for 2024/25.

| Location         | Site                         | Floor space (m2) | Rent/OPEX 24/25 | Cost per sqm | Comment   |
|------------------|------------------------------|------------------|-----------------|--------------|---|
| Whangārei        | 82 Bank Street (IRD)         | 401.1            | \$139,231       | \$347        | Co-located with Inland Revenue. 300m2 designated to NZTA plus pro rata of shared space. |
| Auckland         | 29 Customs Street West (AON) | 3331.08          | \$2,026,098     | \$608        |   |
| Hamilton         | 24 Anzac Parade              | 1801.70          | \$873,740       | \$484        |   |
| Tauranga         | 32 Harrington Street         | 790              | \$232,930       | \$294        |   |
| Gisborne         | 67 Customhouse Street        | 288              | \$91,800        | \$318        | Includes on-site parking  |
| Napier           | 215 Hastings Street          | 772              | \$182,300       | \$236        | Part sublet to DOC until Nov 24   |
| New Plymouth     | 289 Devon Street East        | 138              | \$78,713        | \$570        | Includes on-site parking  |
| Palmerston North | 56 The Square                | 4548             | \$2,433,045     | \$534        | Lease ending 2026, subject to investment options.                                       |
| Wellington       | 44 Bowen Street              | 8,664            | \$6,847,631     | \$790        | Inclusive of storage  |
|                  | 100 Willis Street (Majestic) | 2,910.10         | \$1,688,511     | \$589        | Includes Wellington Transport Alliance, O2NL, and Riverlink Projects with cost recovery |
| Nelson           | 55 Collingwood Street        | 204              | \$71,806        | \$351        |   |
| Blenheim         | 48 Market Street (The Forum) | 281              | \$65,595        | \$233        | Current premises, due to vacate by April 2025   |
|                  | 28 Alfred Street             | 338              | \$102,180       | \$302        | New site leased and under fit out from October 2024.                                    |
| Christchurch     | 120 Hereford Street          | 1622             | \$1,244,582     | \$767        | Government Hub managed by Stats NZ  |
| Dunedin          | 450 Moray Place              | 952              | \$271,390       | \$285        | Currently reviewing future options.   |

### Expenditure on refurbishment, renovation, redecoration and fit out (including furniture)

10. Table 9 details a summary of spend on refurbishment/renovation/redecoration and fit outs including furniture projects with a cost greater than \$5,000 for the previous three financial years. Future expenditure forecast remains subject to prioritisation, lease negotiations and cost avoidance reviews.

*Table 9: Expenditure on refurbishment/renovation/redecoration and fit out (including furniture)*

| Location  | Description of works  | Project Cost | Completion date |
|---|---|--------------|-----------------|
| Wellington – 149 Taranaki St (National Ticketing Project) | Fit out (make ready for CUBIC as supplier to NZTA) as a testing site for National Ticketing | \$792,247.05 | February 2024   |
| Wellington - 44 Bowen Street                              | Fit out relocation to new premises.   | \$29.095m    | June 2024       |
| Napier  | Renovation  | \$676,780    | June 2023       |
| Auckland AON, part Level 4                                | Refurbishment and fit out of additional space   | \$582,502    | June 2022       |
| New Plymouth  | Refurbishment/Fit Out   | \$306,700    | June 2022       |
| Hamilton  | Refurbishment and additional space minor fit out  | \$246,000    | June 2022       |
| Gisborne  | Renovation  | \$95,900     | December 2021   |
| Nelson  | Refurbishment/Fit Out   | \$390,000    | November 2021   |
| Wellington WTA (Majestic)                                 | Alterations   | \$146,000    | June 2022       |
| Auckland AON  | Additional space alterations  | \$113,400    | August 2021     |

### Advertising expenditure

11. Table 10 provides previous and budgeted advertising expenditure. NZTA's advertising expenditure is for public education and not for advertising NZTA itself.
12. Expenditure on advertising includes the costs to promote road safety through multiple channels, the costs of the programmes that target key driver behaviours and at-risk groups, including impairment (alcohol and drugs), speed, safe vehicles, restraints, young drivers, motorcyclists, distraction and senior drivers.

*Table 10: Previous and budgeted advertising expenditure in millions (2022 – 2027).*

| Year       | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 |
|------------|------|------|------|------|------|------|
| Cost (\$m) | 22.7 | 21.2 | 15.5 | 15.4 | 15.9 | 16.1 |

## NZTA investment in digital assets and the intended outcomes

13. NZTA has a digital programme to:

- a. Support strategic priorities for NZTA.
- b. Drive efficiency and effectiveness outcomes.
- c. Address critical security and technology resilience risks.

14. The following tables provide the breakdown of the current NZTA digital investments. (Note this excludes ongoing operational activities that keep our platforms running and secure, and the ongoing technology work for infrastructure projects).

### 1. Support strategic priorities for NZTA

| Digital asset                              | Investment (\$m)         | Outcome  |
|--|--------------------------|--|
| Tolling Back Office System Replacement     | 40.6                     | Replaces end of life tolling back-office platform with a modern, more secure system, which supports more toll roads, improved functionality (e.g. weekly caps) and if required, Time of Use Charging.                          |
| Digital Engineering                        | TBC                      | Supports the delivery of RoNS by improving efficiency in delivery of infrastructure projects through better information for ongoing maintenance and operations.  |
| In-Vehicle / Connected Vehicle Technology  | 5.0                      | Develop the ability to source data directly from the vehicle rather than roadside sensors. Capability could be leveraged for RUC, time of use and tolling.   |
| National Ticketing Solution                | 530.0                    | Replaces all public transport ticketing with a single modern payment system that enables bank credit/debit card payments. Enables improved systemwide data and pricing.  |
| Safety Cameras                             | 249.0 (total project)    | Acquiring and implementing the necessary technology to support the transfer of safety cameras and infringement processing from Police to NZTA (camera hardware, camera management platform, infringement processing platform). |
| Commercial Vehicle Safety Centre Programme | 10.5 (Digital cost only) | This technology supports the Commercial Vehicle Safety Centres, which includes identifying and alerting on over-weight vehicles, freight data and RUC compliance information.  |

## 2. Drive efficiency and effectiveness outcomes

| Digital asset                          | Investment (\$m) | Outcome  |
|--|------------------|--|
| Asset Management Data Standard         | 39.0             | Establishes a common data standard for all roading assets across NZ and updates all road asset management registers (NZTA and councils). This is a foundational step for digital engineering and improved infrastructure asset management. |
| Customer Systems Replacement Programme | TBC              | Replaces end-of-life contact centre systems. Will drive operational efficiencies and supports growth expected from Tolling, Time of Use Charging and Safety Cameras.   |
| Enterprise Bulk Communications         | 6.3              | New email and mail management systems that replaces several end-of-life systems. Enables greater use of email and enables standard letters to be updated easily and cheaply.   |
| NZTA App                               | 4.5              | Digitises common interactions to improve ease of compliance, reduce operational costs and improve user experience. Will support a Digital Driver License.  |
| Regulatory Tools                       | 17.0             | Digitises common regulatory operational processes for improved efficiency and user experience.   |

## 3. Address critical security and technology resilience risks

| Digital asset  | Investment (\$m) | Outcome  |
|--|------------------|--|
| Common Payment System  | 5.8              | Updates the services used to process payments for registrations, RUC, tolling and safety cameras to a more secure and robust platform.   |
| ITS Network Replacement  | 37.2             | The ITS network supports all roadside devices and technology. This replacement removes critical security gaps, improves resilience and enables increased demand from RoNS, tolling, and safety cameras.                      |
| Modernisation of Vehicle Certifications (WoF Online Replacement) | 4.0              | Replaces end of life WoF Online tool (used by mechanics to keep WoF data up to date in the Motor Vehicle Register. Over time the new platform will further digitise vehicle certification processes for efficiency outcomes. |
| SharePoint / Enterprise Content Management                       | 4.2              | Improves compliance with public sector security and regulatory requirements. Replaces end of life content management platform.   |