

23 December 2019

Phil Pennington  
Journalist  
Radio NZ  
[phil.pennington@rnz.co.nz](mailto:phil.pennington@rnz.co.nz)

Ref: OIA-6029, OIA-6074 & OIA-6075

Dear Phil

**Request made under the Official Information Act 1982**

Thank you for your emails of 31 October, 1, 5 and 8 November and 12 December 2019 regarding Waka Kotahi NZ Transport Agency's response to your previous requests for information under the Official Information Act 1982 (the Act) concerning NIEMS. (Ref: OIA-5611 & OIA-5694, OIA-5670 and OIA-6047). Your emails are attached as Appendix 1 for ease of reference.

I have divided your questions into several broad themes and will respond regarding each of them in turn.

***NIEMS contract and financial questions***

The Transport Agency's Highway Value Assurance Committee (VAC) approved the NIEMS business case in 2016 (VAC resolution of 4 Aug 2016). VAC also approved the release of \$6 million funding from the 2016/17 Highways and Network capital budget for the duration of the project.

The projected costs for this implementation were as follows:

<b>Element</b>	<b>COST (\$M)</b>
Initial licence cost plus vendor implementation costs	<b>3.0</b>
Hardware/network costs	<b>0.2</b>
Internal project costs	<b>1.8</b>
<b>TOTAL</b>	<b>5.0</b>
Contingency @ 20%	<b>1.0</b>
<b>TOTAL INCLUSIVE OF CONTINGENCY</b>	<b>6.0</b>

Ongoing operational costs associated with this investment were estimated as \$1.45 million.

Of the \$6 million, \$4.5 million was reserved for NIEMS within the 2016/17 capital budget. As you are already aware from our previous responses, this figure then was incorrectly entered into our contracts register.

NIEMS was procured through an open RFP process, which was advertised on GETS. The NIEMS Procurement Plan estimated that the cost of this procurement would be \$2.5 million in 2016/17 with a proposed contingency amount of \$500,000.

A contract between the Transport Agency and Castle Rock Associates was signed on 23 September 2016 for \$1.5 million. This contract was for 12 months (Phase 1 was to be delivered in five "drops" by the end of September 2017).

The Annual Review of 2016/17 reported that the estimated budget for the first 13 months was \$2.24 million. "Estimate cost at completion" was for the completion of the initial stage only (13 months). To the best of our knowledge, \$2.24 million was budgeted for NIEMS to cover the Castle Rock contract of \$1.5 million as well as other costs associated with NIEMS, such as the Transport Agency's project team costs.

Subsequently, the contract with Castle Rock was terminated in July 2017 after the JCT Governance Group made a decision to deliver one national incident and event management system and integrate with MyWorksite.

The spend on NIEMS by financial year is outlined below:

Year	COST\$
2016/17	3.58
2017/18	2.05
2018/19	1.29
<b>Total</b>	<b>6.92</b>

As evident from the above, the total project spend was over by approximately \$900,000.

You also have a question regarding "another project" in the following sentence from page 4 of the Independent Quality Assurance (IQA) Report (March 2017):

*The project was funding resources working on another project with the intention that the NIEMS project be re-paid when funding for the other project work was approved. This contravenes financial controls.*

"Another project" or "projects" refers to several projects in the overall Transport OS programme and the cost was transferred from this programme back into the NIEMS project as stated.

### ***NIEMS delivery and benefits***

All components of the NIEMS project that were scheduled for delivery were delivered. In January 2019, the NIEMS user interface was implemented and integrated with the Traffic Road Incident Event System (TREIS).

This deployment is a significant and important step towards an interoperable incident and event management system for all New Zealand. It is aligned to the current NZTA IT Security standards, has significantly improved outages for this mission critical system and provided the foundations for a safer and more efficient management of the road network.

NIEMS was first rolled out to the Wellington Transport Operations Centre (WTOC), which covers the geographical area from the middle of the North Island (roughly from Lake Taupo) to the bottom of the South Island. Christchurch TOC (covering local roads in the Christchurch region) started using NIEMS in September 2019. The Transport Agency is making NIEMS available to any city in New Zealand looking to use the platform. We are currently in discussion with Auckland Transport with regards to using NIEMS in the Auckland TOC.

The Transport Agency is not aware of any publicly available documents currently regarding the progress of NIEMS.

NIEMS replaces the previous incident systems and improves operator efficiency by removing double entry in the locations where it is deployed. For example, WTOC can now use one system rather than two to log and manage incidents and events on their road network. (All of the NIEMS system originally deployed at WTOC is still in regular or primary use).

The new system provides a more robust platform and allows operators to create, manage and close an incident in one place, saving time, avoiding duplication and reducing the possibility of errors as a result. We now can identify events that fall outside of acceptable timeframes and evaluate where the failing occurred and what can be done to improve this for future events.

Current functions of NIEMS that improve on the previous system include:

- Creating or locating an event using a map feature, by using several referencing systems, addresses or features.
- Identification of cameras located close to an incident.
- Capturing detailed information for an event, such as incident type, severity, injury status and so on.
- The ability to build an incident timeline including multiple parties involved (such as police) and contractor response and attendance times and road closure times.
- Reports on incident data identify trends and areas for performance improvement through a simple visual interface.

Before the implementation of NIEMS, WTOC and the Transport Agency had limited to no visibility of true incident event durations in the system. Therefore, comparative information on incident response times across the last few years cannot be provided.

The incident response times information is not publicly available. The data is kept in the NIEMS system data store and is used for chain of evidence if required.

At present, NIEMS is not integrated with !EMS used by Auckland Transport. However, as previously mentioned the Transport Agency and Auckland Transport is discussing using NIEMS in the Auckland TOC.

There are no plans to integrate NIEMS with MyWorkSites and Forward Works Viewer, but the Transport Agency may use some common underpinning components over time.

No Castle Rock technology or input of any kind is still in use with regards to NIEMS.

Also, no MZ product or service were used in NIEMS, and no MZ components were included in the WTOC trial of NIEMS.

The Transport Agency is not aware of any publicly available documents currently regarding the progress of NIEMS.

### ***Availability of further information about NIEMS***

The Transport Agency's responses to your questions about NIEMS were not limited to State Highways. It encompassed all roads where NIEMS was envisaged to play a key role.

Similarly, your questions about the 'shut down of the NIEMS project' were interpreted broadly taking into account that the project was not shut down but was redirected and rescoped.

We have provided all reports and briefings we had regarding NIEMS when responding to your questions. There are no further documents that would fall within scope of your requests.

As the Deloitte report highlighted, the former CJS group did not always follow the Transport Agency's standard corporate policy and processes, which resulted in poor record-keeping practices. We have answered your questions based on the information we have been able to locate.

You may find the following documents helpful in better understanding the NIEMS system:

- NIEMS KPI Reporting - TTech Presentation - 7 May 2019
- WTOC Visitors Presentation 2019.

Under section 28 of the Act, you have the right to ask the Ombudsman to review my response to your request for information. You can find the contact details for the Ombudsman at [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz).

If you would like to discuss this reply with the NZ Transport Agency, please contact Andy Knackstedt, Senior Media Manager, by email to [andrew.knackstedt@nzta.govt.nz](mailto:andrew.knackstedt@nzta.govt.nz) or by phone on 04 894 6285.

Yours sincerely



**Giles Southwell**

General Manager Workplace & Technology

## Appendix 1

**From:** Phil Pennington <Phil.Pennington@rnz.co.nz>  
**Sent:** Thursday, 31 October 2019 10:05 AM  
**To:** Official Correspondence <Official.Correspondence@nzta.govt.nz>  
**Subject:** RE: OIA-5611 and 5694 RESPONSE

Thanks for this information

Pls respond re this query: The intent of these OIAs was to get accurate and full information to give a public accounting re decisions around NIEMS and Castle Rock that have cost public money, and to test the benefits of these decisions, made in the context of an NZTA unit that flouted public sector controls

This intent would be clear to NZTA

However, I am concerned my use of the word "write-off" re Castle Rock may have led TA to limit the info it has provided.

I seek your assurance today that it has not done this

Crucially, where I ask for any "reviews, reports or briefings including to the Minister and/or NZTA board and/or NZTA chief executive about this write-off" and you say these do not exist; pls provide an assurance that there are not in existence, other documents about the termination

It is my mistake not to have added the terms "termination of the contract" and "discontinuation of the work" with Castle Rock, in the OIA; it would be I suggest NZTA's mistake to disregard the intent of this OIA, and the public interest in this, in favour of a literal interpretation.

Pls advise today

TKS

Phil P, RNZ

**From:** Phil Pennington <Phil.Pennington@rnz.co.nz>  
**Sent:** Thursday, 31 October 2019 12:53 PM  
**To:** Official Correspondence <Official.Correspondence@nzta.govt.nz>; Andrew Knackstedt <Andrew.Knackstedt@nzta.govt.nz>  
**Subject:** RE: OIA-5670 RESPONSE

Hello

Thks for this information

However, once again I wish to raise issues with its completeness and accuracy

Pls address both the specific concerns outlined below, and also the wider concern that RNZ has received a number of TA OIA responses that we believe are incomplete or inaccurate

Specifically:

This OIA asks for accurate costs re Niems and why there are discrepancies in TA documents:

You reply that the budget was \$2.24 million, which includes \$1.5m for Castle Rock But

OIA response 5611, 5694 on pp2,4,5 says differently:

PS: "Current budget spend not in line with business case. Total \$5M + \$1M contingency. To date [June 2017] expenditure \$3.3M (\$4.5M forecasted to complete) but no account for OPEX (~\$540k)"

This shows the Niems budget was \$6m (including contingency), of which \$3.3m had already been spent in mid 2017 (more than what your 5670 response says is the total budget).

How is that possible?

The latter OIA also refers to that same \$4.5m figure that occurs in the Annual Review as the value of the Castle Rock contract. Is \$4.5m in fact the Castle Rock contract value?

Pls revisit these figures and reply to confirm what the budget was, what the spending was to mid-2017, what the spending has been since, in total. (The above \$3.3m only gets us to mid-2017, and does not take account of the u-turn at that time or what came next).

I note you say in the 5670 response "To the best of our knowledge".

Pls advise if in fact your own records are:

- Incomplete
- or inaccurate, so that TA is unable to give an accurate accounting of this spending. Is this a problem?

I request you provide the above information, as it should be readily publicly available. The above is NOT an OIA.

The following I expect you will want to be an OIA, but pls provide the info promptly as you see fit:

RNZ is reasonably requesting you provide all the info that enables us to accurately report on Niems costs

AND also, on:

What system it has delivered to date, late 2019, in terms of:

- geographic scope (where is it used? - Myworksites is basically a Canterbury/Auck thing as far as I have determined so far);
- effective tools for tracking and responding to incidents that are an improvement on what was there before;
- integration with Myworksites, Forward Works Viewer, and AT's IEMS;
- has IEMS been integrated or are its operators having to deal with 2 systems as the June 2017 document describes as a risk?

- Pls specify what has NOT been delivered, that was scheduled to be delivered by now, and if that is still going to be delivered, and when and at what cost.

Pls provide all information in fully searchable form.

Pls provide all attachments with any docs including emails

THKS

Philp, RNZ

**From:** Phil Pennington <[Phil.Pennington@rnz.co.nz](mailto:Phil.Pennington@rnz.co.nz)>  
**Sent:** Friday, 1 November 2019 10:25 AM  
**To:** Official Correspondence <[Official.Correspondence@nzta.govt.nz](mailto:Official.Correspondence@nzta.govt.nz)>  
**Subject:** RE: RNZ phil p - OIA re NIEMS

Oh OK, it is those 2 that just came through, thanks, I should have realised

But I am surprised that there is only the single document.

Pls let me know soonest if my use in the OIA of the term 'shut down of the NIEMS project' has restricted what you provided

Of course, I now appreciate it wasn't shut down, but was redirected, rescoped

So if my OIA had asked re the rescoping or problems with NIEMS, would other docs, corresp, reports been provided?

Or did you interpret my request liberally?

Whatever the case, the single doc you have released itself says: "The project has encountered several issues causing over the past 10 months, leading to an independent quality assurance report in April 2017 (written by 9 2 a March 2017)."

How come you have released the 'Proposal for early transition' report, and not this quality assurance report?

I request the release of it today (and other relevant reports as noted above etc).

TKS

Phil P, RNZ

**From:** Phil Pennington <[Phil.Pennington@rnz.co.nz](mailto:Phil.Pennington@rnz.co.nz)>  
**Sent:** Tuesday, 5 November 2019 9:12 AM  
**To:** Official Correspondence <[Official.Correspondence@nzta.govt.nz](mailto:Official.Correspondence@nzta.govt.nz)>; Andrew Knackstedt <[Andrew.Knackstedt@nzta.govt.nz](mailto:Andrew.Knackstedt@nzta.govt.nz)>  
**Subject:** RNZ re NIEMS FW: OIA-5611 and 5694 RESPONSE

Hello

Pls respond to the unanswered queries in the emails sent last Thursday, re Niems, to allow RNZ to report accurately on this matter of public spending and interest

NZTA's ICT GG (and board?) agreed to drop a months-old contract - at so far undisclosed cost - to pursue a grand vision of an integrated national platform, and NZTA told the incoming Minister this would happen in 2017-18

Pls provide evidence of any of this being delivered

Pls outline what has not been delivered, including do you now offer:

- Reduced time for incident response?
- An integrated national platform?
- increased efficiency for operators?

Gaps in info from NZTA:

You have provided 3 very different figures for the cost of Niems/Castle Rock. We will report that

You have not made clear how much NZTA paid Castle Rock, both while the contract was in force, and when/after it pulled out of the contract in 2017. Pls do. Pls outline if this was a 3-yr or 5-yr contract. And pls note when, or if, the Board signed off on dropping it.

What did NZTA get for this money? How much Castle Rock technology/input of any kind, is still in use? Is 'none' the correct answer?

What part, if any, of the new Niems system deployed at WTOC in June 2018 is still in regular or primary use? Is it correct that TA after this trial, primarily went with a different system?

Also, was MZ product or service used in any way in Niems? Is it correct the WTOC trial tech included an MZ component?

We request NZTA input and a recorded interview

TKS

Phil P, RNZ

**From:** Phil Pennington <[Phil.Pennington@rnz.co.nz](mailto:Phil.Pennington@rnz.co.nz)>

**Sent:** Friday, 8 November 2019 4:11 PM

**To:** Official Correspondence <[Official.Correspondence@nzta.govt.nz](mailto:Official.Correspondence@nzta.govt.nz)>; Andrew Knackstedt <[Andrew.Knackstedt@nzta.govt.nz](mailto:Andrew.Knackstedt@nzta.govt.nz)>

**Subject:** RNZ RE: OIA-6047 RESPONSE and queries

Thanks for this info

Arising from this, on p4, it says:

'The [Niems] project was funding resources working on another project with the intention that the NIEMS project be re-paid when funding for the other project work was approved' and recommended 'the practice of projects funding work on other projects contravenes financial controls and should cease'. Elsewhere at bottom of p4 it refers to 'projects' (plural).

Pls advise what this project/s in red, is/ was.

Separately (as an OIA if that is necessary\*)

\*NB RNZ is considering NZTA's letter this week re OIAs. In the meantime, I will continue filing **OIAs**.

Note also the below complements my questions about Niems, and evidence of its rollout, its integration with AT's EIMS, myworksites and forward works viewer etc

Niems is aimed to reduce response time, the time it takes to clear hold-up etc, for emergency and other services, with economic benefits, and benefits to those in crashes no doubt

As my earlier emails have noted, it remains unclear where NZTA has got to with Niems. There is an ICT governance group reference in mid-2019 to "progress" but no detail.

Pls refer me to any links in publicly available docs that describe where this is at now. As is clear from OIA 6047 there were big concerns about how it would fit in with AT's EIMS.

It is clear that whatever changes were made in building a Niems - such as dropping Castle Rock - the aim remained to get an improved system to benefit the public. RNZ requests NZTA provide the info to ascertain + report accurately if you have achieved that fully, partially (and how much in part), not at all, or gone backwards

As part of that, RNZ is aware of the Police measuring and reporting back on incident response times (annual report 2018/19 p 50 etc).

Does NZTA also measure incident response times related to Niems and Treis?

If so pls provide a link to this info; or the info itself, both in terms of how this is measured, where the info is kept, and the comparative info itself, in such a way that the public can gauge how response times on highways and major roads is trending over the last few years + influencing factors

RNZ once again questions why NZTA gave us the previous statemt re Niems budget being \$2.4m, when the 6047 doc p11 says it was approved in mid 2016 at \$6m

Pls advise if any of the above will be treated as OIA, and if so pls provide in fully searchable form

Thks

Phil P, RNZ

**From:** Phil Pennington <Phil.Pennington@rnz.co.nz>

**Sent:** Friday, 8 November 2019 4:41 PM

**To:** Official Correspondence <Official.Correspondence@nzta.govt.nz>; Andrew Knackstedt <Andrew.Knackstedt@nzta.govt.nz>

**Subject:** RNZ re Niems

Hello

I have so far I summarised Niems as if it were a tool only or primarily used re highways

I see from other info Niems is about urban roads and other major roads too

I request that if ever previous RNZ questions or OIAs are phrased in a way that is limiting in terms of them referring to info about Niems with respect of highways, pls treat this as also referring to all roads where it is envisaged Niems will play a key role

Tks

Philp, RNZ

**From:** Phil Pennington <Phil.Pennington@rnz.co.nz>  
**Sent:** Wednesday, 27 November 2019 11:37 AM  
**To:** Official Correspondence <Official.Correspondence@nzta.govt.nz>; Andrew Knackstedt <Andrew.Knackstedt@nzta.govt.nz>  
**Subject:** FW: OIA-6074 ACKNOWLEDGEMENT

Hello

Could TA pls clarify where these Niems questions are at

What is in red below is not intended as an OIA, but simply a request for an update on what has been achieved with Niems. RNZ believes this is quite straightforward as we are not asking for reports or emails etc

I suggest the bit in green is an OIA

I note too the original OIA was 6047, but the reply to my email below refers to 6074. If 6074 is a new OIA being opened, pls clarify exactly what parts of my requests are covered by that

Pls get back to me re this

TKS

Phil P, RNZ

**From:** Phil Pennington <Phil.Pennington@rnz.co.nz>  
**Sent:** Friday, 8 November 2019 4:11 PM  
**To:** Official Correspondence <Official.Correspondence@nzta.govt.nz>; Andrew Knackstedt <Andrew.Knackstedt@nzta.govt.nz>  
**Subject:** RNZ RE: OIA-6047 RESPONSE and queries

Thanks for this info

Arising from this, on p4, it says:

'The [Niems] project was funding resources working on another project with the intention that the NIEMS project be re-paid when funding for the other project work was approved' and recommended 'the practice of projects funding work on other projects contravenes financial controls and should cease'. Elsewhere at bottom of p4 it refers to 'projects' (plural).

Separately (as an OIA if that is necessary\*)

\*NB RNZ is considering NZTA's letter this week re OIAs. In the meantime, I will continue filing OIAs.

Note also the below complements my questions about Niems, and evidence of its rollout, its integration with AT's EIMS, myworksites and forward works viewer etc

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As part of that, RNZ is aware of the Police measuring and reporting back on incident response times (annual report 2018/19 p 50 etc).

Does NZTA also measure incident response times related to Niems and Treis?

If so pls provide a link to this info; or the info itself, both in terms of how this is measured, where the info is kept, and the comparative info itself, in such a way that the public can gauge how response times on highways and major roads is trending over the last few years + influencing factors

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Pls advise if any of the above will be treated as OIA, and if so pls provide in fully searchable form

Thks

Phil P, RNZ

**From:** Phil Pennington <Phil.Pennington@rnz.co.nz>  
**Sent:** Thursday, 12 December 2019 3:43 PM  
**To:** Official Correspondence <Official.Correspondence@nzta.govt.nz>  
**Subject:** RNZ re NIEMS - and FW: OIA-6074 ACKNOWLEDGEMENT

Hello

Can u pls advise me

I am concerned that the OIAs (6074, 6029 and 6075) extended by TA on Nov 28, do not seem to cover the questions raised below in red/green - re how NZTA measures incident response times related to Niems and Treis, and the info requests around this

Pls confirm that TA intends to answer these questions in red/green, seen below, as part of this sequence of OIA questions

RNZ's concern is to report as accurately as possible on this matter of public interest about the status of incident and event management systems

TKS

Phil P, RNZ

**From:** Phil Pennington  
**Sent:** Wednesday, 27 November 2019 11:37 a.m.  
**To:** Official Correspondence <[Official.Correspondence@nzta.govt.nz](mailto:Official.Correspondence@nzta.govt.nz)>;  
and [rew.knackstedt@nzta.govt.nz](mailto:rew.knackstedt@nzta.govt.nz)  
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