

In confidence

Safety Cameras Deep Dive

ELT owner: Kane Patena, Director of Land Transport
Issue owner: Neil Cook, Deputy Director of Land Transport

Whāinga | Purpose: For endorsement

This deep dive provides the Regulatory Committee with an opportunity to endorse a proposed approach to get the Safety Camera System (SCS) programme from its current red status “back to green”.

He kupu whakataurua | Recommendations

Management recommends the Regulatory Committee:

- **Notes** the recent challenges for the Safety Camera System programme.
- **Endorses** the staged approach for the Safety Camera System programme to deliver value and contribute to road safety outcomes.
- **Notes** s 9(2)(g)(i) [redacted]

Take matua | Key points

- A series of challenges leading to schedule delays have recently shifted the SCS programme to a “red” risk status.
- We have identified a staged approach to deliver value early by using new camera assets to begin Waka Kotahi new camera expansion and move to deliver road safety outcomes. This phased approach is intended to get the programme to a green risk status.
- s 9(2)(g)(i) [redacted]

He kōrero mō tēnei kaupapa | Background

In October 2022 the SCS programme signalled a negative shift to “red” driven predominantly by resource levels (capacity) and schedule challenges, including:

- Delays to enabling legislation.
- Design activities taking longer than anticipated, with a flow-on impact to organisation design.
- Technology vendor selection and contract negotiation taking longer than anticipated.
- Understanding interdependencies with the Tolling Replacement project, which shares the same back-office technology platform.

At the time of shifting to “red” the programme had not yet had the opportunity to engage meaningfully with our back-office platform (offence processing system) vendor, SICE. Since then, we have engaged with the Tolling Replacement project and SICE to understand constraints and timeframes.

Kia mōhio mai koe | What you need to know

We have publicly committed to a number of key dates (from our website):

“NZ Police currently own and operate safety cameras in Aotearoa New Zealand. From mid-2023 we will start to stand up the functions that will enable us to start to transfer all safety camera types (including red light, mobile and static speed) and the associated operations to us. Once it starts, we expect the transfer to take 12 months to complete. Police will retain and administer officer-issued infringements.

We are also increasing the number of safety cameras throughout Aotearoa New Zealand. We will complete the first phase of this expansion by the end of 2024. We are still deciding on the number of cameras and mixture of camera types to use, to deliver the most effective outcomes”.

The SCS programme has identified three key underlying drivers to be addressed:

- **DSI benefit through a reduction in speeding** – this is mainly driven by having more cameras on the network, and particularly when they are in enforcement mode, which requires a back-office platform.
- **s 9(2)(g)(i)**
We need to carefully consider how we share information and how/ if we can provide more certainty.
- **Confidence of key stakeholders** – a critical success factor for the programme is retaining the trust and confidence of key stakeholders / decision-makers that progress is being made. **s 9(2)(g)(i)**
If decision-makers lose confidence in the programme then that will have further knock-on implications and will require significant effort to regain that confidence.

We have identified opportunities to mitigate the overall delay and delivery value by utilising new camera assets to begin Waka Kotahi new camera expansion and move towards strategic road safety outcomes.

Ō tātou hononga | Partner, community and stakeholder considerations

s 9(2)(g)(i)

A communications approach is also being agreed, but at this stage we are anticipating a positive response to the new approach.

Ā muri ake nei | Next steps

The Regulatory Executive Sub-Committee (ESC) endorsed the approach on 17 November 2022, and the SCS programme has started to implement the new approach.

While not directly dependent on endorsement of the new approach, the Safety Camera System Detailed Business Case (DBC) Stage 1 will be presented for Board approval at their 14 December 2022 meeting.

Ngā whakapiringa | Attachments

Attachment 1

Regulatory Change Portfolio Deep Dive: Safety Cameras

Released under the Official Information Act 1982

Regulatory Committee meeting |
13 December 2022

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Regulatory Change Portfolio Deep Dive: Safety Cameras

ELT owner: Kane Patena, Director Land Transport

Issue owner: Neil Cook, Deputy Director Land
Transport

Legal reviewer: Iain Feist, General Counsel,
Regulatory



Safety Camera System Programme Approach

We have a staged implementation that is focused on delivering value through new camera technology being activated on a progressively established base of business and technology capability, as part of the new Waka Kotahi safety camera business operation. We are able to iteratively improve our delivery and operations through agile design, build and test, and ensure system stability prior to Transferring Police assets. Note: Network expansion has already begun with 10 additional cameras, to be operated by Police, due to be activated by July 2023.

Stage 1

March 2023

New camera technology prototyping

New safety camera assets deployed and connected to our new middle-tier solution, and full system build & test underway.

- Activate core technology (camera management system, architecture etc.) functionality
- Business operations design (e.g. for Advisory Notices, Service support etc.)
- Deploy new cameras (prototype)
- Finalise commercials (e.g. middle-tier solution from RedFlex, cameras etc.)
- Critical decision: Back-office technology systems & approach (Offence Mgmt., Payments etc.).

Stage 2

s 9(2)(g)(i)

A new safety camera network issuing safety notices

New Safety camera network active, issuing safety notices towards our Road to Zero outcome of reducing average network speed.

- In the first 12 months roll out up to new camera installations as per network planning (incl. signage)
- First iteration of core camera management technology stack enabled
- As cameras come on line they begin to issue safety notices
- Safety Camera Business capabilities are wrapped around to support the operation of new camera systems
- Activate prototyping for average speed camera technology
- Data capture & analysis for measuring network speed impacts

Stage 3

November 2023

Waka Kotahi safety camera team issuing infringements

New, scalable, Safety Camera Team can process and manage new network infringement and enforcement activity end-to-end.

- Back-office system implemented and in place to process infringements
- Internal processing team and Road User/ Service support
- Business run incl. Calibrations, Prosecutions, and camera mgmt.
- External processing and support (MoJ, RCAs etc.)
- Payments and finance connectivity
- System hardening

Stage 4

June 2024

Decommissioning process begins for Police systems

Migrate existing Police camera assets, and decommission in-scope Police operations, to the new Waka Kotahi safety network.

- Uplift of Police assets
- Staged migration of cameras to reduce risk and scale operations (i.e. redlight, then fixed, then mobile camera assets)
- Review and uplift of Mobile Camera assets and development of a new Model for Operations
- Accelerate new safety network expansion activities (scaling)

Safety Camera System Programme Approach

The proposed approach has risks and dependencies, some tied to achievement of specific stages and others which endure alongside all stages. The programme is aware that to move back to (and to stay at) green we will need to adjust not only our approach, but also our governance and our delivery management. Work is underway with Tregaskis Brown to consider the Gateway and IQA recommendations about our governance arrangements and is due late November, however we see our chosen approach heavily influencing any changes to our delivery management and governance.

Programme Delivery Considerations

Work to complete in advance of Stage 1, and/ or through ongoing delivery of the four stage approach:

- s 9(2)(g)(i) [Redacted]
- **Education and Awareness** – Strategy refined to align with the staged implementation
- s 9(2)(f)(iv) [Redacted]
- **Detailed Org Design** – Complete definition of staged approach to resource Business scaling of the new Waka Kotahi Safety Camera System
- **Camera infrastructure** - Installation and ramp up of camera sites and supporting safety infrastructure (incl. signage)
- **Channel management** – Clear linkage to Consumer Hub to ensure digital first for road user channel of choice
- **Mobile Camera Operating Model** – Agree future operating model for mobile camera operations
- **Programme Governance and Delivery** - Enable rapid delivery of value through the agreed programme delivery and oversight model
- **New Safety System Research** – Undertake official study to leverage prototype data outputs for network speed reduction
- **Business, vendors and key Partners** - engage and assess staged delivery assumptions and capabilities are achievable and delivery risk be mitigated

Key Risks

The risks identified below will be addressed or mitigated through Programme Delivery in advance of stages:

Stage 1:

- Delivery partner relationship and engagement management
- Commercial agreements being in place
- Dependency on SIP for infrastructure work & contractor mgmt.
- Lag to formalise commercial agreements
- Lag to formalise data sovereignty obligations for a staged approach

Stage 2:

- Market constraints and onboarding lag for new staff
- Lag to hardware arriving due to global shipping and supply constraints

Stage 3:

- The ability to make product direction decisions for sequencing of the BOS build back log requires an empowered team
- Lack of stable partnership management creates lag to new site rollout
- SICE customisation risk
- Third party Integration priority's, (e.g. MOJ)
- Lag to implement selected calibration and prosecution services

Stage 4:

- Mobile Camera Operations, health and safety

Enduring programme risks:

- A lack of enabling governance structure and process, creates lag with decisions and impacts the ability to deliver value rapidly
- s 9(2)(g)(i) [Redacted]
- s 9(2)(g)(i) [Redacted]

Appendices

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Gateway Review - Summary & Recommendations

s 9(2)(g)(i)

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