



TRANSPORT MALTA  
**Annual Report**  
2024

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It is with both gratitude and enthusiasm that I address all stakeholders at the close of another landmark year for Transport Malta. From major infrastructural strides to the steady evolution of our digital platforms, we have propelled our mission forward, ensuring a modern, efficient, and resilient transport framework that serves every community and industry across Malta and Gozo.

Over the past 12 months, our journey has been shaped by collaboration. The unity of purpose shared by our dedicated team, public authorities, private entities, and individual citizens has been critical to achieving our objectives. Whether we look to advancements in public transport routes, the energising of maritime facilities, or the enhanced oversight in aviation, these achievements reaffirm our commitment to continuous improvement.



## CEO's Foreword

Chief Executive Officer  
**Mr Kurt Farrugia**



At the heart of our work is the unwavering promise of safety and quality. We recognise that real progress demands not only upgraded technology and stronger infrastructure, but also clear communication of standards and respect for accountability. As we look to the future, we will continue modernising our processes, investing in data-driven tools and digital solutions that streamline services and empower users. In doing so, we create a more inclusive environment that meets the evolving demands of a dynamic, globally connected economy.

Moreover, this forward-looking approach extends to our broader sustainability agenda. By supporting emission reductions, encouraging the uptake of greener vehicles, and rationalising transport routes, we stand poised to reduce our environmental footprint. Our success here reflects both local necessity and our global responsibility, ensuring Malta remains a model in balancing growth with stewardship of the natural environment.

These advances, while significant, are stepping stones to an even more ambitious vision. In the coming year, Transport Malta will broaden its consultation with communities, heighten engagement with regional and international partners, and champion fresh programmes that drive social, economic, and environmental value. By embracing cutting-edge research, harnessing digital innovation, and nurturing top-tier talent, we position ourselves to address the challenges of tomorrow.

I extend my sincere appreciation to the Board of Directors, our Minister, our management teams, and above all, the dedicated workforce behind every success story featured in this report. Their resilience and devotion have established



a solid foundation from which we can launch the next phase of development. I also wish to acknowledge the citizens and businesses for their trust, feedback, and cooperation, whose collective spirit continues to energise Malta's transport ecosystem.

Together, let us remain committed to professionalism, transparency, and service excellence. This annual report underscores how far we have come, while reminding us of the potential still waiting to be realised. In unity and with renewed conviction, Transport Malta will continue to chart a sustainable, safe, and successful course for all who rely upon, invest in, and benefit from our country's transport networks.

Thank you for your ongoing support. I invite everyone to explore this report, celebrate our collective achievements, and look ahead with optimism to the milestones on our horizon.

It is my privilege, as Chairman of Transport Malta's Board, to present the 2024 Annual Report. In a year marked by substantial progress across all transport modes, Transport Malta has demonstrated an unwavering commitment to safety, sustainability, and service excellence.

Our achievements, from record-breaking passenger journeys and landmark maritime infrastructure projects to pioneering digital initiatives, reflect the dedication of a truly collaborative team. Public and private stakeholders, frontline staff, and partner agencies have worked in unison to deliver a modern, resilient transport framework that serves every citizen and visitor in Malta and Gozo.

## Chairman's Foreword

Board Chairman  
**Mr Michael Callus**



Underpinning these successes has been a clear strategic vision: to place safety at the heart of every decision, champion sustainable mobility, and harness innovation to enhance operational efficiency. The year 2024 saw our marketing and communications gain unprecedented digital reach, the Civil Aviation Directorate expand the Maltese aircraft register to nearly one thousand entries, and the Ports and Yachting Directorate introduce onshore power supply for greener ports. Meanwhile, our Land Enforcement, Technical Consultancy, and Road Work Permits units enabled safer, more fluid travel through rigorous planning and real-time traffic management.

Equally important were the strides in corporate services: the launch of Oracle ERP marked a significant milestone in streamlining our finance and procurement functions, while new collective agreements and HR initiatives strengthened our workforce. Furthermore, the ICT Directorate's enhancements in cybersecurity and network infrastructure have laid the groundwork for future digital transformation.

As we look ahead, Transport Malta will continue to build on this strong foundation, guided by strategic priorities and stakeholder engagement. The Board remains fully committed to supporting the management team in pursuing excellence, ensuring regulatory compliance, and delivering innovative solutions that meet the evolving needs of our island nation.

I extend my heartfelt thanks to the Minister, the Board, senior management, and every individual who has contributed to our progress. Together, we will navigate the challenges and opportunities of tomorrow, driving transport innovation and safeguarding the mobility of all Maltese and Gozo Gozitan communities.





# Marketing and Communications Department

## Overview

The year 2024 was a pivotal and record-breaking year for the Marketing and Communications Department within Transport Malta. Through strategic planning, dynamic teamwork, and a clear commitment to the Authority's mission, the department delivered a wide-ranging portfolio of campaigns, events, and outreach initiatives that enhanced Transport Malta's visibility, strengthened stakeholder engagement, and reaffirmed its leadership role within Malta's transport sector.

The Marketing and Communications Department's work spanned multiple platforms, from digital to traditional media and from national to international stages, consistently demonstrating the ability to adapt, innovate, and communicate effectively across diverse audiences. This report captures the full breadth and success of the work during the past year.

## Key Achievements

### Exceptional Growth in Public Engagement

- Achieved a record of 4.7 million Facebook views, demonstrating unprecedented digital reach and public engagement.
- Delivered daily visibility for Transport Malta across national television, radio, print, and digital media.
- Consistently positioned Transport Malta as a central authority for transport education, innovation, and sustainability through targeted messaging.

### Major National Campaigns

Our campaigns in 2024 were diverse, extensive, and highly impactful, each addressing core transport priorities:

### Free Public Transport Campaign

In promoting the government's free public transport scheme, the department orchestrated a national awareness campaign showcasing the benefits of public transport for sustainability, accessibility, and community life. The campaign involved:

- multiple social media waves explaining eligibility and benefits;
- collaboration with influencers and local councils;
- traditional advertising in national newspapers and radio, ensuring a wide demographic reach; and
- key slogans emphasising cost savings, reduced traffic, and environmental impact.

### Electric Vehicle Incentives Campaign

The campaign on electric vehicle (EV) grants and sustainable transport incentives promoted various government schemes, including:

- grants for new and second-hand EVs;
- funding for e-Kick scooters and LPG conversions;
- educational content on retrofitting existing vehicles for better environmental compliance; and
- regular social media updates and explainer videos simplifying complex grant mechanisms for public understanding.

### TM Alert Application Launch

The launch of TM Alert – Malta's real-time traffic notification app – was supported by a full branding and awareness campaign involving:

- a press conference and media event with direct media coverage;
- a video tutorial series explaining how to install and use the app; and
- a strong push across Facebook, Instagram, and YouTube, resulting in thousands of downloads within the first two months.

### Shore-to-Ship Campaign

To promote Malta's efforts towards greener ports, a national campaign focused on the benefits of onshore power supply (OPS) was launched. It included:

- media interviews with maritime stakeholders;
- infographics explaining OPS systems and environmental gains; and
- event banners at maritime locations promoting the message of port decarbonisation.

### Road Safety Campaigns

The department remained deeply committed to road safety through various high-profile initiatives:

- Don't Drink and Drive Campaign – Innovative "crashed car" guerrilla marketing installations at nightlife hubs during summer.
- Summer Road Safety Campaign – Featuring brand ambassadors at large-scale music events to engage youths.
- Carpooling and shared transport – Campaigns promoting more sustainable commuting habits.

### European Mobility Week 2024

Transport Malta participated prominently in this European initiative, launching the [futuremobility.gov.mt](http://futuremobility.gov.mt) portal, which helped with:

- showcasing national investments in public transport, cycling infrastructure, and shared mobility projects; and
- organising media partnerships and public events in Valletta, encouraging alternative, eco-friendly transport methods.

### Safety at Sea Campaign

During summer, Transport Malta rolled out a dedicated campaign entitled "Meta Tkun Traskurat Taf Tkisser Hajja – Kun Prudenti fil-Baħar", with a focus on:

- promoting safe boating practices for skippers;
- raising awareness among swimmers and divers; and
- ensuring strong presence on beaches, marinas, and social media.

### Presence at Summer Music Festivals

During Malta's busiest festival season, Transport Malta ensured road safety messages were present at:

- the Ed Sheeran concert;
- Isle of MTV;
- SummerDaze Festival;
- Glitch Festival; and
- Club Series nightlife events.

Collaborative branding with major event organisers ensured these messages reached thousands of youths.

### Innovative Outreach Methods

- Guerrilla installations: Summer crashed-car exhibits raising drink-driving awareness at prime nightlife locations.
- Branded merchandise: Distribution of reusable bags, keychains, and reflective bands promoting safe and

green mobility.

- Digital innovation: Leveraging Instagram reels and TikTok to reach younger demographics.

### Events and Conferences

The department organised, co-hosted, and participated in key national and international events:

- Transport Malta's national open day:
  - » Engaging families with sailing rides, bike obstacle courses, and traffic enforcement demonstrations.
- Beyond the Horizon Maritime Symposium:
  - » Discussing maritime competitiveness and decarbonisation efforts.
- Decarbonisation Future Leadership Conference:
  - » Hosting over 200 international delegates to discuss environmental best practices in transport.
- Participation in global events:
  - » EBACE (Business Aviation Conference), Monaco Boat Show, SMM Hamburg.

- Startup Festival and Freshers' Week 2024:
  - » Introducing Malta's youth to sustainable transport and career opportunities.

### Corporate Social Responsibility Initiatives

Corporate social responsibility (CSR) initiatives were revitalised, supporting both internal and external communities. These included:

- the Women's Day campaign;

- the summer staff networking event;

- the winter Christmas gathering;

- a Pizza Day for charity in support of Puttinu Cares Foundation; and

- the launch of the employee discount programme with corporate partners.

### Media Performance

- Record online performance:

- » 4.7 million Facebook views (highest ever for Transport Malta).

- » Over 3 million views for the "Am I OK to Drive?" summer campaign alone.

- Traditional media presence:

- » Regular radio slots, TV interviews, print media features, and advertorials.

- Media relations:

- » Proactive relationship management with media houses.

- » Over 150 press releases issued in 2024 alone.

### Community and Educational Engagement

- Public transport promotions – Highlighting new bus routes (over 400 new journeys daily) through clear, accessible public information.

- School campaigns – Promoting road safety and sustainable commuting habits.

- Direct stakeholder outreach – Close engagement with councils, NGOs, and business groups to align messaging.

### Conclusion

The year 2024 marked extraordinary growth, visibility, and innovation for the Marketing and Communications Department. Every campaign, event, and initiative reaffirmed our central role in not just promoting Transport Malta's work but actively shaping a national dialogue about sustainable, safe, and efficient mobility.

We close 2024 proud of the collective achievements made possible by a committed, creative, and professional team, ready to drive even greater success and visibility for Transport Malta in the years ahead.



# Road Work Permits Unit

## Overview

The Road Work Permits Unit plays a critical role in ensuring Malta's roads remain safe, accessible, and resilient in the face of ever-increasing public and private infrastructure activity. By acting as the central coordinator for all requests involving road works on public roads, the unit guarantees a robust permitting process grounded in traffic safety, minimal public disruption, and regulatory compliance.

## Key Functions

- Vetting, processing, and issuing all categories of road work permits, including those for major infrastructure projects, emergency repairs, maintenance operations, and private interventions.
- Coordinating with entities such as Infrastructure Malta, utility providers, local councils, and private contractors to assess permit applications for feasibility and compliance.
- Enforcing related legislation and guidelines to safeguard Malta's road users while supporting vital upgrades to the national transport network.
- Monitoring compliance throughout the life of the permit, including pre-work assessment, inspection during execution, and post-work audits, to ensure that restoration and safety standards are met.
- Liaising with the Traffic Management Division

and relevant enforcement units to implement temporary signage, diversions, and other mitigation measures as needed.

## Achievements in 2024

Successfully managed and issued a total of **16,782** permits for road works of all types, reflecting the growing complexity and demand on Malta's road infrastructure.

Prioritised efficiency by streamlining permit processing times, introducing digital tracking systems, and expanding online permit application capabilities.

Ensured extensive data collection and reporting, which informed improvements in scheduling, resource allocation, and inter-agency communication.

## Permit Statistics

Closure Type	Major Road Works	Emergency Road Works	Maintenance Road Works	Grand Total
Partial Road Closure	1,149	405	4,974	6,528
No Road Closure	645	31	8,321	8,997
Full Road Closure	575	198	484	1,257
Grand Total	2,369	634	13,779	16,782

## Analysis and Impact

- Over half of 2024's road work permits were issued for activities that did not require any road closure, underscoring a strong emphasis on minimising disruption for commuters and businesses.
- Partial closures accounted for roughly 39% of issued permits, while full closures remained a last resort reserved for major or emergency interventions.

The high volume of maintenance-related permits demonstrates a proactive commitment to ongoing infrastructure investment, supporting the country's long-term road safety and service reliability.

## Collaboration and Stakeholder Engagement

Throughout 2024, the unit strengthened coordination with local councils, utility providers, law enforcement, and infrastructure agencies, resulting in:

- better synchronisation of work to avoid overlapping projects and bottlenecks;

- enhanced public communication and signage to improve awareness and safeguarding for road users; and
- support for sustainable mobility initiatives by facilitating active travel route upgrades, the installation of EV charging points, and cycling infrastructure projects.

## Conclusion

The Road Work Permits Unit's work in 2024 was pivotal in balancing Malta's infrastructure development with the needs of communities, commuters, and the broader economy. By enforcing rigorous standards, prioritising safety and accessibility, and maximising operational transparency, the unit ensures that all road works are conducted efficiently, safely, and with minimal disruption, thus contributing directly to Malta's transport resilience and quality of life for all road users.

## Technical Consultancy Unit

### Key Highlights

- Acted as consultee for major infrastructure and heritage-sensitive road projects, ensuring traffic safety and full compliance with established policies and regulations.
- Contributed to noteworthy projects, such as the Vjal Kulħadd and C-SAM (Sustainable Active Mobility) initiatives.
- Provided sustained technical coordination for the Kalkara (Smart City)-Żabbar link road project, a strategic 1.6-km artery set to improve connectivity, road safety, and access in high-density regions.
- Spearheaded, in partnership with the Climate Action Authority and the University of Malta, the planning and coordination of the solar carports project—a forward-looking initiative integrating EV charging and solar carport infrastructure to promote clean transport and transform underutilised parking spaces.

### Notable Initiatives

- Launched a restructured application process for planning consultations and local council traffic management, in collaboration with the Transport Research Lab (TRL) UK, improving turnaround

times and enhancing technical consistency across all stakeholders.

- Developed a workforce proposal to meet growing demands in planning and traffic-related functions, establishing the basis for capacity development in the upcoming business plan.
- Initiated the revision of traffic management policy frameworks to align with evolving operational needs, national priorities, and feedback from broad stakeholder engagement.
- Continued to manage and oversee the licensing process for billboards to ensure regulatory compliance, especially in sensitive or high-traffic areas.

### Achievements

- Strengthened regulatory oversight on billboard placements, initiating the regularisation process for over 200 previously unlicensed sites and implementing improved documentation standards.
- Delivered technical assessments and recommendations for approximately 3,000 planning and traffic management applications, supporting informed decisions by the Planning Authority (PA) and local councils.

- Provided technical guidance and solutions for a wide array of internal directorate and stakeholder needs, resolving complex issues related to traffic management and infrastructure.
- Conducted comprehensive reviews of approximately 20 major road and infrastructure projects, providing input to optimise traffic management and safety.
- Collaborated on the design and implementation of road projects, ensuring the robust integration of traffic and road safety measures.
- Partnered with the Beverage Container Refund Scheme (BCRS) to identify, assess, and authorise reverse vending machine (RVM) infrastructure, supporting national sustainability efforts.
- Successfully authorised numerous installations of EV

charging infrastructure in conjunction with the Energy and Water Agency's national rollout, driving Malta's progress toward 1,200 charging points by 2026.

### Relevant Statistics (January–December 2024)

Metric	Value
PA applications assessed (incl. traffic)	~800
Billboard applications reviewed	120
Billboard licensing cases managed	>200
Local council traffic applications reviewed	~1,900
Authorisations granted (traffic)	1,242
Charging pillar sites authorised	>300

### Conclusion

The Technical Consultancy Unit's work in 2024 exemplified a commitment to rigorous technical standards, innovative sustainable mobility solutions, and effective regulatory practice. By delivering comprehensive support for planning and major infrastructure, shaping policy development, and driving the implementation of critical transport initiatives, the unit has been pivotal in securing safe, efficient, and future-proof transport networks. This foundation positions Transport Malta for ongoing progress in connectivity, environmental stewardship, and operational excellence.



## Strategy and Policy Department

### Main Objectives and Policy

In March 2024, the Authority recognised the need to establish a directorate dedicated to developing a corporate strategy. This directorate will act as a think tank for future planning, ensuring adaptability to evolving challenges and shifts in transport modes that have become integral to daily life.

#### The directorate's responsibilities include:

- developing strategies and policies aligned with government direction and national objectives;
- setting strategic objectives and engaging key stakeholders;
- designing implementation plans with defined resources and time frames;
- establishing measurable targets for effective strategy monitoring;
- ensuring business plans align with legal frameworks and operational needs;
- advising management on legislative changes, resource requirements, and stakeholder impact;
- conducting research and data analysis to anticipate

strategic implications;

- monitoring industry trends and maintaining strong stakeholder relations;
- coordinating EU affairs, monitoring policy developments, and providing strategic feedback;
- identifying best practices to refine transport strategies and policies; and
- supporting decision-making with reliable data analysis.

### Functions and Initiatives

#### Strategic Pillars

In April 2024, an anonymous questionnaire was sent to Transport Malta staff (Manager B and above) to identify key strategic pillars, namely:

- reputation and integrity;
- governance;
- stakeholder engagement;
- customer experience;
- investing in human resources (HR);
- digitisation; and
- sustainability.



Further discussions aimed to refine key performance indicators (KPIs) and ensure full ownership of Transport Malta's strategic objectives.

participation in high-profile events, such as *Notte Bianca* (80,000 attendees) and prime-time TV advertisements (160,000 viewers), resulting in significant engagement.

#### Sustainable Mobility

August 2024 saw the launch of [futuremobility.gov.mt](http://futuremobility.gov.mt), an initiative informing stakeholders about grants supporting the 2024 theme of Shared Public Space. The website showcases national sustainable mobility campaigns, European Mobility Week initiatives, and collaborations promoting mobility sustainability.

In Q4 2024, a nationwide sustainable mobility campaign targeting all age groups highlighted diverse mobility options tailored to different demographics and business sectors. The outreach included TV and radio interviews, articles, and

#### Education in Industry

In collaboration with the Foundation for Educational Services, a new education campaign was launched in 2024, aligning with school learning outcomes. The programme, combining theoretical lessons, practical simulations, and multiple-choice assessments, aimed to teach road safety and transport behaviour effectively.

The initiative delivered nearly 40 sessions across 17 localities, reaching approximately 1,500 school children. Additionally, Transport Malta is spearheading a national education campaign on active mobility, creating demand for bicycle racks and repair kits in schools and councils.

The government is working on a national cycling strategy, investing in cycle paths and safer routes within Sustainable Urban Mobility Plan (SUMP) areas. To complement these efforts, Transport Malta is supporting the Ministry for Finance in promoting the **Bike Rack Scheme**, encouraging local councils, schools, and businesses to enhance cycling infrastructure. Partnerships with the National Skills Council, HSBC Foundation, Ekoskola, NGOs, and research institutions will further strengthen 2025 initiatives.

#### EU Affairs and International Policy

In 2024, the **Integrated Smart Sustainable Mobility** project, funded by the EU via the Technical Support Instrument, was finalised. The project led to the adoption of Malta's SUMP and Sustainable Urban Logistics Plan (SULP), following a participatory and data-driven approach.

Since July 2024, Malta has actively engaged in EU fora and the **Expert Group on Urban Mobility**, contributing to the development of urban mobility policies. The 2023-2024 work programme focused on:

- sustainable urban mobility planning and implementation;

- shared mobility;
- urban logistics; and
- active mobility and safety.

Malta also participates in working groups preparing an implementing act on urban mobility indicators, defining methodologies for data collection and submission timelines.

#### Capacity Building

Ensuring adequate capacity and resources to meet objectives and challenges remains a priority. Continuous specialisation and training enhance efficiency, while system improvements drive further progress. Capacity-building efforts will be ongoing to match evolving demands and optimise performance.



## Sustainability Unit

In 2024, Transport Malta continued strengthening

sustainability as a practical direction for reshaping mobility, moving beyond concepts and focusing on the real shifts needed in how people and goods move around Malta.

The Authority's work centred on encouraging cleaner choices, supporting a gradual reduction in transport-related emissions, and helping create the conditions that make sustainable mobility more accessible and realistic for everyone.

This direction was reinforced through nationwide engagement and initiatives that promoted a stronger culture of sustainability in mobility, supporting behaviour change, improving awareness, and keeping sustainability present as a shared responsibility across communities, operators, and stakeholders. In parallel, Transport Malta sustained its contribution to European level cooperation and technical work linked to longer-term mobility planning, ensuring sustainability remains embedded in how transport evolves and modernises over time.

On the delivery side, Transport Malta supported the transition through a combination of practical measures and incentives aimed at accelerating cleaner transport choices.

Throughout 2024, schemes and initiatives continued to encourage uptake of more sustainable alternatives, alongside ongoing efforts to facilitate the infrastructure and operational conditions required for cleaner mobility solutions to scale.

Looking ahead, Transport Malta will keep building on this momentum by driving sustainability as a real-world transformation, supporting the shift to cleaner mobility, strengthening enabling conditions, and delivering outcomes that improve quality of life while reducing environmental impact.

## Integrated Transport Strategy Directorate

02



### Main Duties and Responsibilities

The Integrated Transport Strategy Directorate (ITSD), which operates in alignment with the Authority for Transport in Malta Act (Cap. 499), is primarily tasked with:

- **transport research and infrastructure planning;**
- **the development and coordination of transport policies;**
- **the educational aspects of transport within the Authority;**
- **standards development; and**
- **the coordination of European Union affairs.**

Additionally, the directorate oversees road safety within the context of the Road Infrastructure Safety Management (RISM) Directive.

### Integration of Transport Research and Infrastructure Planning

#### Transport and Land Use Planning

As a statutory consultee, Transport Malta evaluates all planning applications sent by the PA. During 2024:

- **8,500** requests for consultation were received;
- **3,500** warranted further internal assessment on transport-specific matters;
- **103** planning control (PC) applications addressed changes to schemed road alignments;
- **102** development notification orders (DNO) and pre-DNO applications were technically assessed; and

- **18** Transport Coordinating Committee (TraCC) meetings were convened with Infrastructure Malta and the PA to discuss complex cases.

The directorate also processed infrastructure and service fee waivers in consultation with Infrastructure Malta, ensuring cohesive decision-making for development projects.

### Speed Management and Road User Behaviour

**Fixed speed camera requests** originate from various stakeholders (i.e. LESA, local councils, parliamentary questions, and collision data analysis). In 2024:

- speed surveys were carried out at **7** different locations; and
- **11** analytical reports were completed, detailing recommended actions.

Following requests to expand certain speed camera zones, the ITSD examined the effect of **repeater cameras** within **200 m** and **300 m** of existing units. Research suggests personal injury collisions may drop by **21.4%** and **13.2%**, respectively, mitigating the so-called "kangaroo effect" (abrupt braking before a camera and quick acceleration after passing).

### Geospatial Accident Analysis

In partnership with the National Statistics Office (NSO), the ITSD encodes the annual police traffic accident reports

into **CADaS**, enabling their integration with the EU's CARE database. This fosters policy and knowledge exchange among EU member states.

#### Key Accident Statistics for 2024

- In all, 1,631 injuries from traffic collisions were reported:
  - » 707 involved vehicle occupants (43.3% of total)
  - » 619 involved motorcyclists (37.9%)
  - » 252 involved pedestrians (15.44%)
  - » 34 involved cyclists (2.08%)
  - » 19 involved "other" road users.
- A total of 12 fatalities were reported, down from 14 in 2023 (a 14.3% decrease).
- Grievous injuries declined by 10.9%.

To further encourage active mobility and ensure pedestrian safety, the directorate developed a toolbox of measures aimed at protecting vulnerable road users, complemented by an educational campaign focused on safe walking and cycling behaviours.

#### Development and Coordination of Transport Policies

##### National Transport Model and Transport Master Plan

The **consultation draft** for the Transport Master Plan (TMP), covering the period 2025–2030, was finalised in 2024 and will be opened for public consultation by **February 2025**.

This draft builds on stakeholder dialogue and data collection

from the previous year. Key tasks involved:

- updating the programming for the **2025 TMP** and extending it to **2030**; and
- refining the **National Transport Model (NTM)** to finalise a "do-something scenario", including a cost-benefit assessment of recommended measures.

These efforts align with conditions for accessing ERDF and Cohesion Funds (2021–2027), ensuring targeted infrastructure investments. Two model outputs, illustrating **business-as-usual peak-hour congestion** and an **enhanced public transport network** scenario, guided policymaking.

#### Development of Standards

##### RISM Directive Application

Directive 2008/96/EC, as amended by Directive (EU) 2019/1936, mandates the integration of road safety at all stages for TEN-T networks. The directorate updated checklists for safety inspections at road works, emphasising the needs of vulnerable road users.

##### Highway Code Update

The ITSD revised the Highway Code to include new standards for **powered wheelchairs, pedelecs, e-kick scooters**, and other modern modes of transport. Additional traffic-calming measures and up-to-date design standards for arterial and distributor roads were also introduced.

#### Coordination of EU Affairs

##### Legislative Proposals

Throughout 2024, the ITSD contributed to discussions at the **European Council's Working Parties on Land Transport**. Following the implementation of the new **TEN-T Regulation** (effective July 2024), Malta began preparing exemption requests due to geographical constraints. The application will be submitted in **Q1 2025**.

##### Bilateral Meetings

Representatives engaged in bilateral dialogues, both physical and virtual, with the European Commission regarding TEN-T network progression and infrastructure funding. The directorate also hosted the **European Coordinator of the Scandinavian–Mediterranean Core Network Corridor**, underscoring Malta's impending priority projects.

##### EU-Funded Project: TENtec

The ITSD is digitising national GIS data for the TEN-T network under the **Connecting Europe Facility (2021–2025)**:

- **Phase 2 (2024)** integrated roads, ports, and airport data using ArcGIS Pro and Python scripting.
- Enhanced geospatial analysis resolved data integration bottlenecks and laid the foundation for **Phase 3**.

#### International Policy Engagement (Non-EU)

During 2024, the directorate conveyed statistical data and

Malta's policy perspectives to:

- the **OECD International Transport Forum (ITF)**;
- the **Inland Transport Committee (ITC) of the UN-ECE**;
- the **European Transport Safety Council**; and
- the **World Bank**.

#### Road Safety Infrastructure Management

##### Key Actions in 2024

- Initiated the revision of Malta's **Road Safety Strategy** (safe system approach) to meet international commitments by **2030**.
- Strengthened the **technical checklists** for road works (RISM-driven) to incorporate thorough auditing.
- Designed a targeted **road safety campaign** derived from collision data.
- Deployed a structured **road safety programme** with multi-level teaching aids, addressing various age demographics. Published brochures and conducted cycling proficiency training in schools.
- Conducted specialised research on **road work sites** and developed a new programme focused on safe operations, which was rolled out via an **International Road Federation** webinar.

#### Targeted Road Safety Inspections

The **RISM Directive** ensures attention to high-risk locations, particularly for vulnerable road users. In **2024**:

- three final reports addressed sections of **Triq Kennedy Drive** (San Pawl il-Baħar), **Tul il-Kosta** (Naxxar), **Triq**

Mikiel Anton Vassalli (San Ĝwann/San Giljan), and Dawret San Pawl il-Baħar (San Pawl il-Baħar); and

- Triq l-Imġarr (Għajnsielem) underwent a newly initiated targeted inspection.

#### Road Safety Audits

Requests for road safety audits primarily arrived from Infrastructure Malta and the Ministry for Gozo, aligning with RISM requirements. Notable audits included:

- Triq Manuel Dimech and Triq l-Imdina (Qormi);
- Mtarfa bypass;
- Triq il-Marfa (Mellieħha);
- Luqa interchange;
- Kirkop tunnel interchange;
- Triq il-Power Station (Marsaxlokk);
- Triq Sant'Andrija (Pembroke);
- Mrieħel bypass;
- SmartCity link road;
- Triq l-Imdina (Haż-Żebbuġ); and
- Nadur.

#### Other Initiatives

##### Public Service Expo 2024

The ITSD showcased its innovations at expos organised by the Principal Permanent Secretary and Department for Local Councils, where it:

- displayed **speed survey detection radars**, data-logging tubes, and software used in targeted road safety inspections; and
- demonstrated educational tools, such as handheld speed guns, drunk simulators, and other apparatus used in road safety education.

Engagement was broad, facilitating knowledge exchange with peers and the public while reinforcing an evidence-based approach to transport policy.

#### Conclusion

In 2024, the ITSD made notable progress in harmonising infrastructure planning, policy formation, and EU collaboration to advance Malta's transport sector. Through robust geospatial analysis, updated legislative tools, direct stakeholder engagement, and road safety enhancements, the ITSD consistently championed efficiency, sustainability, and public well-being in national transport development.



## Ports and Yachting Directorate

03



### Overview and Responsibilities

During 2024, the Ports and Yachting Directorate (PYD) continued its key regulatory role of overseeing maritime activities within Malta's ports, territorial waters, and internal waterways. The PYD managed port facilities, mooring, and berthing allocations; supervised maritime events; and ensured compliance with both national and international maritime legislation. This balanced approach safeguarded Malta's waters for both commercial and leisure operations.

### Key Functions

- Promoting and administering port services.
- Preserving safety and good order in internal and territorial waters.
- Ensuring compliance with EU and international maritime regulations.
- Preventing pollution, including providing reception facilities for ship-generated waste.
- Managing maritime transport systems, including ferry landings.
- Overseeing yachting, mooring, and berthing facilities.
- Gathering and reporting maritime statistics.
- Organising swimmers' zones and annual Safety at Sea campaigns.

### Ports and Major Projects

- The **fast ferry** service between Valletta and Mgarr (Gozo), introduced in July 2022, continued to adjust

its schedules to demand in 2024.

- Collaborations with **Infrastructure Malta** on infrastructure works included:
  - » completing the **Qrejten Breakwater**;
  - » adding new ferry landing places at Sliema and Bormla;
  - » upgrading the **Mġarr fishing port** in Gozo;
  - » implementing additional pontoons at **il-Magħluq, Marsaxlokk**; and
  - » conducting slipway reconstructions and quay enhancements at Pinto Wharves and Deep Water Quay.

### Moorings and Berthing

The PYD ensured:

- fair berth allocation for local fishermen and small craft;
- quick resolutions for mooring complaints; and
- routine maintenance to keep mooring infrastructure safe and environmentally compliant.

### Key 2024 Maritime Statistics

- **Cruise passengers:** 978,011 (a rise from 900,337 in 2023) via 396 cruise calls
- **Vessel arrivals:** 12,968 (down by 576 from 13,544)
- **RO-RO/Catamaran passengers:** 217,859 (down from 220,268)
- **Trailers in Valletta:** 110,585 (up from 107,257)
- **Malta Freeport Cargo:** 2,857,339 TEUs/tonnes (increased from 2,800,147).

### Marine Operations and Incident Response Unit

The Marine Operations and Incident Response Unit (MOIRU) addressed 107 maritime incidents (oil spills, fires, collisions, groundings) and carried out 24 inspections at port facilities to verify compliance with bunkering and PRF regulations. The unit participated in 22 Tier-1 pollution response exercises, as well as 1 tri-party drill, while also handling 210 CleanSeaNet alerts from EMSA regarding possible illegal discharges.

#### EU Projects:

- IMAROS 2 – Studying low-sulphur fuel oil spill behaviour and mechanical recovery processes.
- TREASURE – Testing environmental quality improvements in and around Euro-MED ports.

### Onshore Power Supply (OPS/HVSC)

- Launched commercially in **July 2024**, delivering up to **64 MVA** to multiple cruise vessels.
- 18 ships connected; 5 commissioned in Malta.
- Partnerships with **EOPSA**, recognised by EMSA-FRONTEX for the Greening Award Initiative.
- Ongoing Phase 2 expansions to meet AFIR, IMO, and EMSA guidelines.

### Port Operations Department

A slight decrease in port calls (12,968 vs 13,544) was registered. However, the department made significant strides in:

- enhancing the **tmSW** system for data harmonisation among shipping agents, customs, immigration, and port health; and
- strengthening compliance with the European Maritime Single Window (EMSWe) Regulation.

### Port Inspectorate Unit

- Conducted routine checks on waste management, IMDG cargo, bunkering, and commercial vessel compliance.
- Oversaw major maritime events (Malta International Fireworks Festival, Rolex Middle Sea Race, etc.).

### Vessel Traffic Services

- Commissioned a **state-of-the-art vessel traffic services (VTS) system**, combining coastal VTS (AFM) and national VTS (Transport Malta).
- Operated **seven** radar sites plus **three** control centres (i.e. Marsa, Luqa, Mgarr [Gozo]) with integrated AIS/radar coverage.
- Segmented into **Valletta VTS (Ch. 12)**, **Marsaxlokk VTS (Ch. 14)**, and **Mgarr LPS (Ch. 10)**.

### Hydrography

- Published **173** local notices to mariners, **31** coastal notices, and **32** navigational warnings.
- Introduced updated ENCs for Xlendi and Mgarr ix-Xini.
- Installed additional tide gauges, aimed at mitigating issues from sea-level changes.

### Maritime Enforcement Department

Conducted **786** inspections, resulting in **252** contraventions. The department collaborated with the AFM, local law enforcement, and other Transport Malta sectors on:

- security for large-scale events;
- mooring dispute resolution; and
- the enforcement of vessel registration and licensing regulations.

### Maritime Training and Certification

- Oversight for small craft operators under 24 m (as per S.L. 499.52) and commercial vessel training (as per S.L. 499.23).
- Assisted **5,000+** clients, expanding digital portals for license applications.
- The Commercial Vessels Unit (CVU) oversaw licensing/certification of over **2,000** vessels/operators.



## Ports Commercial

As Transport Malta's maritime commercial/advisory arm, Ports Commercial oversees concession agreements, service level contracts, and property administration across Malta's port network.

### Port Concessions Unit

- Maintained 75 active agreements covering port concessions, marina operations, and berthing rights.
- Finalised 21 new pacts in 2024 (5 berthing, 13 filming, 1 transport, 2 service-level).

### Commercial and Administration Unit

- Conducted market research to boost maritime revenue streams.
- Partnered with Yachting Malta, marinas, and service agencies, underscoring Malta's niche in superyacht tourism.

### Asset Management Unit

- Administered 12 quays, wharves, and facilities (Boiler Wharf, Church Wharf, Lighters Wharf, etc.).

- Monitored real estate usage in coordination with the port facilities security officer, Infrastructure Malta, and Transport Malta Maintenance.
- Managed expansions such as the **Marsamxetto Lift**, the **Senglea Lift**, the commercial usage of **Buġibba Breakwater**, and enhancements to the **fast ferry** landing areas at Mġarr.

### Mission and Scope

The Merchant Shipping Directorate (MSD) implements the Merchant Shipping Act, focusing on:

- ship/yacht registration under the Maltese flag;
- seafarer certification and employment oversight;
- maritime radio licensing; and
- enforcement of maritime conventions (IMO, ILO) and EU maritime legislation.

### Ship Registry Growth

- A total of **895** new registrations (13,026,057 GT) and **432** cancellations (4,886,143 GT) from January to December 2024.
- Net total: **10,008** vessels (~89.90 million GT) by end-2024.

## Merchant Shipping Directorate

04



- Average new registry age: **10.19** years ( $\geq 100$  GT: 8.47).  
Deregistrations average 16.76 years.
- The superyacht register rose by **8.8%**, topping **1,209** vessels over 24 m.

#### Conclusion

In 2024, Malta's maritime ecosystem advanced significantly under the collective oversight of the PYD (including Moorings and Berthing), Ports Commercial, and the MSD.

Key successes include:

- **PYD:** Enhanced mooring management, robust event supervision, new maritime infrastructure, and targeted synergy in maritime enforcement.
- **Ports Commercial:** Strengthened revenue and property management through 21 new agreements, expansions in ferry services, and the commercialisation of strategic assets.
- **Merchant Shipping:** Digital register modernisation, high-level safety oversight, and sustained growth in yacht and vessel registrations.

#### Flag State and Port State Control

- **1,197** worldwide inspections and **16** detentions (~3.23% detention rate), under the Paris MoU, reaffirming the white list status.
- **41** pre-registration checks for older or high-risk ships.
- **175** PSC checks on foreign vessels and **7** detentions.

#### Safety, Environmental, and Regulatory Compliance

- CORSIA compliance and GHG reduction (IMO LTAG alignment) remain priorities.
- Completed over **386,269** seafarer endorsement processes historically, including **24,485** in 2024 alone.
- Monitored recognised organisations through repeated audits and oversaw the transition of European Union Aviation Safety Agency (EASA) Part-145 approvals.
- Conducted 21 exam sessions for ~294 CoC candidates across multiple ranks.

With an unwavering focus on international compliance, advanced technology adoption, and environmental stewardship, Malta's maritime sector remains a global leader, supporting economic progress, safe shipping, and progressive maritime policy.

## Land Transport Directorate

05



### Overview

The Land Transport Directorate (LTD) continued its activities as the regulator of land transport throughout 2024.

In 2024, Transport Malta launched several incentive packages, including financial grants, to promote the uptake of EVs.

Six financial schemes for more sustainable private transportation options were launched, with an investment of over **€39 million**.

The total government revenue collected included €34 million from vehicle registration tax, €41.4 million in VAT, and €91.5 million from annual circulation licence fees, leading to a total revenue of €167 million.

A total of 21,369 practical driving tests for various categories were processed and carried out, along with hundreds of other, more specialised tests. Moreover, 613 light passenger transport vehicle (LPTV) exams, 1,314 initial Certificate of Professional Competence (CPC) tests, and 1,854 CPC periodic certifications were conducted. In all, 6,676 new driving licences were issued, whilst 22,384 were renewed. Another 18,925 licences were subject to changes, withdrawals, and/or exchanges.

During 2024, the number of passenger trips recorded

exceeded 75.7 million. This figure was the highest ever recorded, representing an increase of 12.7% over the previous year and an average of just over 23,000 passenger trips daily when compared to 2023.

Additionally, 82.7% of all trips made benefitted from the free public transport measure.

### Functions and Duties

The LTD is responsible for the provision of a properly integrated, safe, economical, and efficient public transport system, and for the licensing and regulation of vehicles and their drivers, as well as those of commercial road transport operators. In order to meet these responsibilities, the LTD strives to provide an efficient, integrated, and sustainable scheduled public transport service that meets travellers' needs and expectations, together with an effective regulatory framework for land transport, keeping road safety a top priority whilst simultaneously promoting socio-economic development and environmental protection.

The LTD's functions and duties therefore include the regulation of all areas related to land transport, namely the training and testing of private and professional drivers and operators; the issuing of driving licences, driver permits, and operator licences; the registration and licensing of private and commercial motor vehicles; and the regulation of all forms of land transport services, including the scheduled

public transport service, taxi services, light passenger transport (LPT) and vehicle hire services, animal-drawn vehicle services, coach and minivan services, as well as services concerning the carriage of goods and dangerous goods by road. Other land transport operators, such as VRT operators and testers, car park attendants, and the controlled vehicle access (CVA) system in Valletta, are also regulated by the LTD.

#### Financial Incentives in the Form of Grants to Promote Greener, More Sustainable Transport

Budget 2024 focused on advancing sustainable transport through investments in people, voluntary organisations, and enterprises. It placed significant emphasis on addressing transportation challenges within our country. Last year's speech outlined various initiatives that the government planned to implement for a more sustainable transport system. These included financial grant schemes, such as a scrapping initiative, aimed at encouraging the purchase of EVs and motorcycles, including new pedelecs, for individuals, voluntary organisations, and enterprises.

#### The following were the initiatives and grants announced for 2024:

1. The extension of the new EV purchase scheme, entitling buyers to various grants based on the vehicle type. Individuals purchasing new EVs, including motorcycles, will receive grants ranging

from €500 for each new pedelec (bicycles assisted by an electric motor) to €2,000–€6,000 for electric motorcycles, tricycles, and quadricycles. Additionally, grants of €11,000 will be provided for cars and vans, with larger amounts allocated for large vehicles used for transporting passengers or goods. The specific amounts for electric vans will be determined on a case-by-case basis.

2. In conjunction with the extension of the purchase scheme, a scrapping initiative will be implemented.

Financial incentives for scrapping will vary, with amounts such as €500 for motorcycles, €1,000 for cars, €30,000 for minivans, and up to €50,000 for coaches that are more than 10 years old. The scheme will also maintain an additional financial grant of €1,000 for scrapping old vehicles registered in Gozo.

3. Similar to the approach taken in the previous year,

the scheme is designed to assist Maltese voluntary companies and associations interested in investing in EV fleets, including those operating with large vehicles.

To accommodate diverse applicant needs, incentives are offered under two existing state aid regulations:

De minimis, limiting state aid to €300,000 (increased from €200,000 to €300,000) every 3 years, and GBER, which has no set limits but entails more conditions. The GBER is applied only in cases where the de minimis rules are not suitable for the concerned applicant.

The Authority is confident that these incentives will aid

the transition of Malta and Gozo's transport sector towards clean and sustainable mobility. EVs and plug-in hybrids with an electric autonomy of 50 km or more will remain exempt from registration tax and annual road license fees for 5 years from the date of first registration.

The success of these sustainable transport initiatives is evident, with a total of 19,463 vehicles, including 14,712 EVs and 4,751 plug-in hybrid vehicles, recorded by the end of December 2024. This positive response indicates a strong endorsement of these initiatives.

#### Plates Workshop at Lija

In September 2024, we started offering plate-related services at the Driver and Vehicle Licensing Unit (DVLU) in Lija, catering for clients from Central and North locations. These services mainly include over-the-counter transactions, such

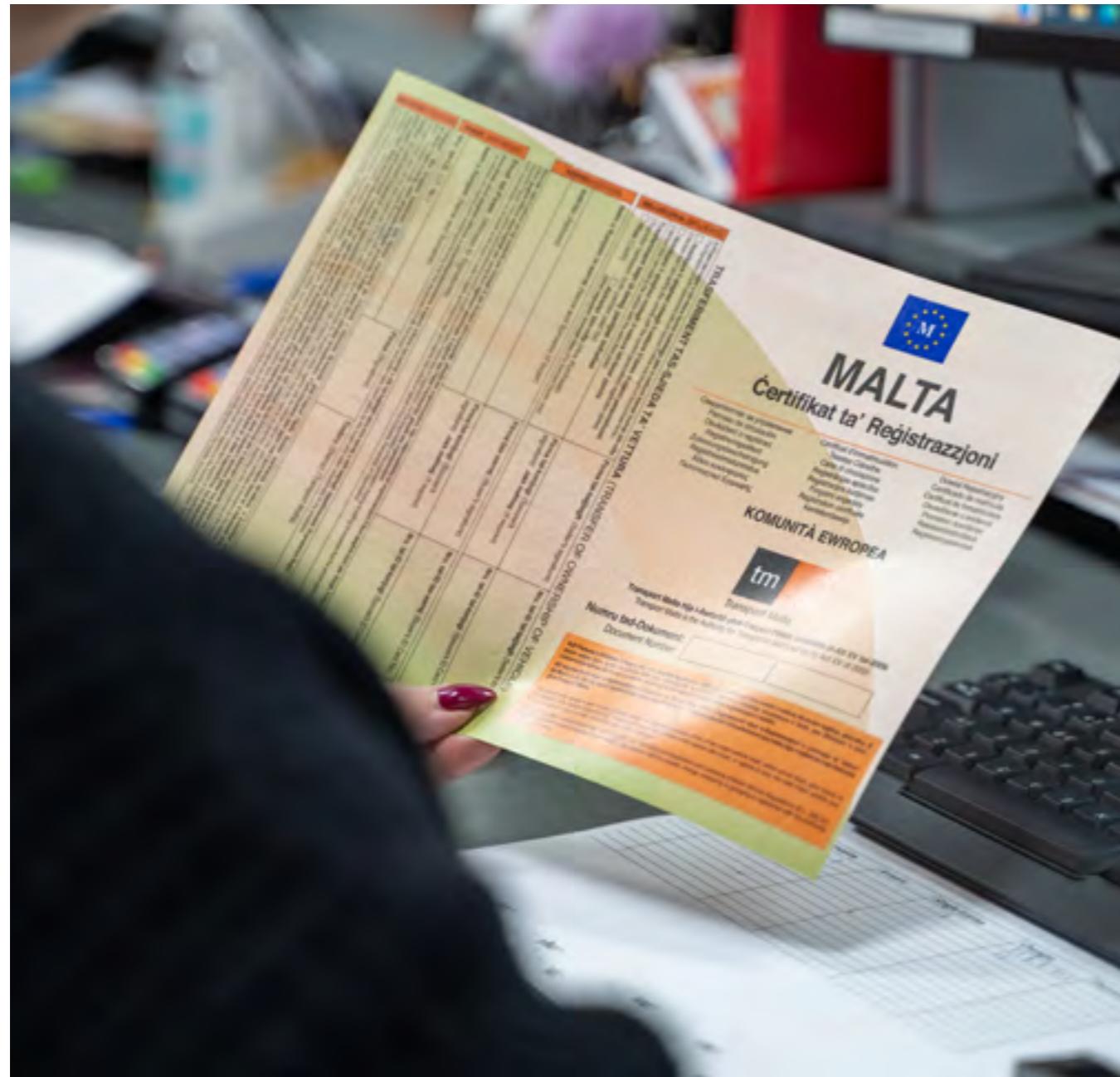
**Below is a list of all financial incentives launched in 2024, including their take-up:**

Grant	Description	Amount	Beneficiaries
1	Scrapage scheme for the purchase of new EVs, including new motorcycles	€34,439,788.16	4,355
2	Scrapage scheme for the purchase of new and used plug-in EVs and used EVs	€2,818,800	316
3	Grant to incentivise the retrofitting of dual fuel systems on heavy-duty vehicles with diesel engines and auto gas-powered vehicles	€83,300	106
4	Scrapage schemes on the purchase of new Category L vehicles running on petrol, including bicycles	€842,700	644
5	Scrapage schemes on the purchase of environment-friendly petrol and diesel vehicles	€282,831.32	192
6	Scrapage scheme on the purchase of wheelchair-accessible vehicles to be used for the transport of passengers for hire or reward	€30,000	3
7	Used EVs	€150,000	51

as replacing damaged plates, changing vehicle registration numbers, and declaring lost plates.

### eTransfers

Transport Malta encouraged and assisted insurance agencies and brokers in processing vehicle ownership transfers through an online system. In all, 1,300 transfers were affected via this e-service during the year under review. Moreover, in 2024, Transport Malta launched a new platform with a secure login system for eTransfers using the e-ID, which resolved the issues found in the older version.



The table below lists the main transactions carried out at the operational DVLUs in 2024, compared to the previous year.

Vehicles	Number of Transactions		
	2023	2024	% Change
Newly registered vehicles	24,067	22,635	-6%
Change of owner (transfers)	58,280	58,908	1%
Other changes to vehicles	9,896	10,746	6%
De-garaged vehicles	7,810	9,082	16%
Exported vehicles	279	220	-21%
Garaged vehicles	10,862	12,429	14%
Scrapped vehicles	6,001	6,955	16%
Road licences renewed	420,143	431,043	3%
Number plates issued	67,770	67,770	7%
Pre-registration vehicle inspections	10,068	10,068	529%*

\*As of 2023, Transport Malta extended vehicle inspections and evaluations to non EU vehicles, most of which are Japanese imports.

Licensing Service	Number of Transactions		
	2023	2024	% Change
Learner permits issued	17,722	19,056	7%
New driving licences issued	6,380	6,676	4.5%
Renewed driving licences	23,837	22,384	-6%
Driving practical tests	16,530	19,378	16%
Driving licences exchanged	1,159	1,116	-3%
International driving permits	1,459	1,841	23%
Withdrawn driving licences	1,755	2,074	16.5%
Changes to driving licences	18,024	18,925	5%

## Driving Licences

In 2024, a total of 6,678 driving licences were issued to additional licence holders. Meanwhile, a total of 2,074 driving licences were withdrawn or given up for various reasons, such as the holder's death, the holder deciding to discontinue holding a driving licence, withdrawal due to penalty points, or withdrawal following a court ruling.

A total of 18,925 driving licences were reissued with changes as requested by clients. Such changes included address modifications, name updates, and/or the addition of new licence categories.

By the end of December 2024, a total of 3,195 driving licenses were revoked, of which 461 were held by individuals with a probationary licence and 2,104 by individuals with a full licence (first-time revocation). Another 394 individuals were subject to a second revocation, meaning their driving licence was permanently revoked, and a practical test must be retaken.

The first phase of the Driving Licenses SMS notification system was finalised and deployed in the previous year, and further consolidated in 2024. As a result, SMS notifications are now being used to confirm the completion of basic transactions. Additional notifications related to driving licence arrears and penalty points are currently under development, subject to the Authority's information and communication technology (ICT) resources.

## Regularisation of Unreturned, Revoked, or Disqualified Driving Licences

The penalty points system in place within the driver licensing system (DLS) has also been improved substantially during 2024, wherein the following enhancements and issues were introduced or addressed accordingly:

- The original 2017 penalty points system requirements were fully revised and amended, addressing all past technical shortcomings and reintroducing the framework as per the original agreement.
- The DLS had been initially implemented to support first and second revocations for full licences, due to the fact that at the time, it was understood that after a second revocation, a licence is reset back to a probation status.
- It has since been clarified, from both a legislative and operational point of view, that after a second revocation, the individual must reapply for a learner's permit and, upon successfully passing the test, is reissued a full licence rather than a probationary one.
- Further changes have been introduced to manage an individual's penalty points window, including logic to check current licence status and generate revocation letters.
- The interpretation and concept of third and fourth revocations, as described by law, have been rectified, with the necessary amendments/enhancements to the DLS being gradually and fully introduced to support these further stages of revocation.
- The system now fully supports third revocations, including all logic for managing and generating letters or notifications to the public.

- Final considerations and discussions are underway for fourth revocations, which are expected to be operational by the first quarter of 2025.

Further to this, the process of populating the DLS with all available mobile contact numbers is still ongoing. This is a precursor to what will follow in 2025, when individuals who need to renew their driving licence, have arrears, have accumulated penalty points, or face a revocation will be informed via SMS. This system will work seamlessly in conjunction with the new platforms we have launched and all the related integrated services.

The DVLU is also in the process of drafting requirements for a system that will send SMS notifications to inform drivers of their penalty points and licence status. This initiative will ensure that drivers are aware of their obligations to adhere to regulations and of whether they can or cannot drive, ultimately also serving to renew and refresh the public's awareness of the penalty point system.

The same principle will be applied in the long run to driving licence arrears, as part of a broader plan to further boost all related service provision. Notifications for all types of driving licence-related updates, such as medical requirements, court notifications, sentences, etc., are also in the pipeline. They are currently at the first stage of development and will be introduced in the near future.

## Exchange of Driving Licences

On a regular basis, the unit receives requests from foreign driving licence holders to have their licence exchanged for a Maltese licence. Once the necessary vetting is done through RESPER (a common register within EU member states), the exchange to a local licence is carried out. To this effect, a total of 1,114 driving licences were exchanged in 2024.

## DLS Portal Enhancements

The year 2024 also saw the implementation and launch of additional services through the existing DLS Portal, with the primary focus of this platform being not only a way to keep bolstering the Authority and government's commitment to improving the quality of its online services and facilities, but also to elevate and promote the DLS Portal as the primary electronic hub for all driving licence-related transactions and services.

An online feature for international driving permits was introduced in the previous year. This has seen a major uptake, demonstrating the effectiveness of the portal.

Learner permit applications have also been fully integrated into the portal, through which both the application and processing procedure can be fully carried out and finalised. The DVLU also plans to introduce other primary services that are often requested by its clients, such as document

reissues, the inclusion of categories, and other related changes. Through this enhanced service, clients will be able to access all other driving licence-related services via the same portal, whether these involve applying for new learner permits for first-time drivers, adding new categories to existing licences, or checking personal penalty points.

### International Driving Licences

A total of 1,459 Maltese licence holders applied to be able to drive in another country outside the European Union.

### 125cc Motorcycle Policy

Holders of a Category B Maltese driving licence may ride a motorcycle with a cylinder capacity not exceeding 125cc if powered by an internal combustion engine, or with a power rating not exceeding 11 kW and a power-to-weight ratio not exceeding 0.1 kW per kg if powered by an electric motor. In 2024, the number of persons who benefitted from this scheme amounted to 1,594.

### Seat Belt Exemptions

Throughout 2024, Transport Malta received a total of 200 applications from vehicle owners requesting exemptions from wearing a seatbelt whilst driving, due to medical conditions. Applications for seatbelt exemptions are verified by the Authority's medical consultant prior to their grant.

### Scheduled Public Transport

As of 2025, the concession for providing scheduled public transport services in Malta and Gozo enters its 10th year.

### Passenger Trip Figures

The number of passenger trips conducted continued to register record numbers during 2024, with a 12.7% increase over 2023. The number of passenger trips exceeded 75.7 million, averaging 207,000 daily passenger trips. All passenger categories experienced an increase.

### Network Improvements

During 2024, a number of network changes were introduced to further improve accessibility in certain localities and industrial zones.

These included areas within Mellieħa, Birżebbuġa, Haż-Żebbuġ, and the Burmarrad Industrial Zone. Furthermore, routes 47 (Mosta Santa Margerita to Valletta) and 90 (Żabbar to Valletta via Fgura and Paola) were made more frequent.

### Scheduled Public Transport Bus Fleet

During 2024, the scheduled public transport bus fleet continued to be augmented with the introduction of a further 59 buses, bringing the total number of vehicles in service to 517.

The average age of the fleet at year end stood at 7.71 years.

### Free Public Transport

The number of trips benefiting from free public transport increased by a further 15.3% when compared to 2023. The number of passengers making use of the service also increased by over 12.4% when compared to 2023.

As at year end, this measure cost just under €31 million.

### Route Reliability and Punctuality

Route reliability and punctuality measurements are based on information gathered through GPS data from onboard buses.

Average route reliability for 2024, as measured across the whole network, was recorded at 99%.

Average route punctuality across the whole network was measured at 83.3%.

### Compliance

A total of 20,780 unique inspections were carried out by public transport officers onboard buses, as well as among bus operator employees, focusing on drivers, safety, and infrastructure. The inspections carried out included the following:

- Safety – 5,926 inspections
- Buses – 6,892 inspections
- Drivers/Employees – 6,647 inspections

- Infrastructure – 1,315 inspections

### Road Transport Licensing Unit Sustainable Passenger Transport Services

#### Taxi Services

Throughout 2024, the unit maintained its full support of the taxi sector and held regular meetings with the taxi owners' association (MTLA) on operational and enforcement matters. As a result, the unit initiated court action against a number of LPTV operators for breaching certain provisions of the Taxi Services Regulations.

Additionally, the following operations were carried out during the year:

- 25 taxi vehicles were replaced with new models.
- 37 temporary taxi licences were issued to allow taxi owners to operate even when their actual taxi vehicle could not be used following accidents or faults.
- 13 new taxi drivers were licensed following the completion of the relevant training programmes and tests.

#### Animals and Animal-Drawn Vehicles

The unit continued its administration of the regulations concerning the use of animals and animal-drawn vehicles on the road. Maintenance of karozzini stands and shelters was also carried out through the support of Transport



Malta's maintenance unit and staff.

The following are the main operational results for this sector throughout 2024:

Number of horse-drawn vehicle licences (Licence B) renewed	14
Number of karruzzin operator licences issued	1
Number of karruzzin practical tests	5
Number of karruzzin driver certificates issued	5
Number of licence modifications for karruzzini	40
Number of Licence B modifications	8
Number of horse-drawn vehicle licences (Licence D) issued	64
Number of horse-drawn vehicle licences (Licence D) renewed	238
Number of horse licences (Licence E) issued	3
Number of horse licences (Licence E) renewed	49
Number of ADV inspections	92
Modification of ADV licences	74
Number of karruzzini driver licences (Licence X) issued	14
Number of karruzzini driver licences (Licence X) renewed	16
Number of horse-drawn vehicle driver licences (Licence Y) issued	85
Number of horse-drawn vehicle driver licences (Licence Y) renewed	13
Number of horse rider licences (Licence Z) issued	78
Number of horse rider licences (Licence Z) renewed	12

### Road Haulage

Throughout 2024, the unit continued to provide its full support to the sector through regular consultation. Moreover, the unit upheld Malta's ongoing legal challenge before the ECJ against certain provisions of the EU Mobility Package. Following a favourable opinion delivered last year by the EU Attorney General, the ECJ has this year delivered its final decision in Malta's favour.

Regular meetings of the EU Solidarity Lanes Network were held to facilitate Ukraine's agricultural export and bilateral trade with the EU in response to Russia's war of aggression. The unit also maintained its participation in the Group on Road Transport of the ITF (OECD) and continued to chair the sub-group tasked with developing the current multilateral licence system into a paperless one.

In 2024, the unit also coordinated a total redrafting of the legal framework that regulates the national and international carriage of goods by road. This exercise intended to update, consolidate, and remove outdated provisions and to transpose and implement EU directives and regulations that form part of the EU Mobility Package.

In terms of operations, in 2024, 16 community operator licences were renewed, and 3 new ones were issued. A total of 85 vehicles were added to the licensed fleet, while 46 were removed, and 45 driver attestations were issued

during the same period. One ECMT licence was issued.

### Carriage of Dangerous Goods

Throughout 2024, 185 drivers were issued certificates for operating vehicles used to carry dangerous goods following the successful completion of the related training programme.

In all, 16 dangerous goods vehicles were approved for registration, 27 ADR certificates were renewed, and 8 new ADR certificates were issued.

The unit maintained its participation in the EU's Expert Group on the Transport of Dangerous Goods and in the UNECE's Working Party on the development of the ADR.

### Carriage of Perishable Goods

The unit also continued to issue ATP certificates in line with the respective UNECE agreement. In all, 43 ATP certificates were issued.

### Car Park Attendants

A total of 22 car park attendant permits were renewed.

### Vehicle Roadworthiness

Throughout 2024, the unit ensured full implementation of the Motor Vehicle Roadworthiness Test Regulations (S.L. 65.15), including the requirements emanating from the EU

Roadworthiness Directive (Directive 2014/45/EU).

The VRT sector was fully supported and guided in upgrading its test equipment.

The unit also approved the opening of two new VRT stations.

Initial and refresher training courses for VRT testers were also organised by training providers approved by Transport Malta.

#### Quality Control on VRT Stations

The Road Transport Licensing Unit maintained its regulatory control over VRT stations to ensure safer and cleaner vehicles on our roads. To this effect, a series of quality control measures was carried out on VRT station operators and testers using a risk-based assessment, yielding the following outcomes:

- One tester was issued 25 penalty points and did not appeal the Authority's decision.
- Two testers had their licences revoked and did not appeal the Authority's decision.
- Three testers had their licences revoked, but appealed the Authority's decision. Their appeals are still pending.
- One operator was fined €11,000 and did not appeal the Authority's decision.
- One operator was fined €22,000 and had his licence revoked. He did not appeal the Authority's decision.
- One operator was fined €22,000 and had his licence revoked, but appealed the Authority's decision. His

appeal is still pending.

- One tester lost his appeal on a case dating back to 2023 and had his licence revoked for one year.

The following quality control measures were also implemented:

- High-risk vehicles were called to the Technical Services Unit for further inspection. In all, 610 post-VRT checks were conducted on such vehicles.
- Eight unannounced inspections were carried out at various VRT stations to ensure that correct and full test procedures were being observed.
- All VRT stations were required to photograph all vehicles undergoing a test for further checking. The unit verified 10,676 photos for correct photo-taking and reporting procedures and checked the date and time when the vehicle was tested.

#### Other Vehicle Inspections

The Road Transport Licensing Unit was also tasked with carrying out various other technical vehicle inspections, both before and after these were registered in Malta, to ensure that the required technical and safety standards are upheld. The following additional inspections were carried out during 2024:

Vehicle Inspection Type	Number
Foreign country vehicles (Transport Malta Paola)	1,964
Foreign country vehicles (Customs)	6,278
Foreign country engine inspections	197
Modifications to vehicles	730
E-bikes and e-kick scooters	943
Motoring school vehicles	88
Reported vehicles	3

#### Controlled Vehicle Access System in Valletta

The unit maintained its regulatory oversight on the operations of the CVA system in Valletta, the Board that administers the CVA system, and the Contestation Board, both set up in terms of the Vehicle Access Zones (Control) Regulations (S.L. 65.31).

Throughout 2024, a total of 1,846 applications for short-term exemptions from CVA-related charges were vetted and processed. The Board also approved 114 applications for yearly exemptions from CVA charges after confirming that the eligibility criteria and related conditions laid down in S.L. 65.31 were satisfied.

A total of 39 contestations were presented to the Contestation Board, and all were approved.

#### Policy Development and Amendments to Regulatory Frameworks

Throughout 2024, the Road Transport Licensing Unit carried out regulatory reviews and compiled new policies, which led to the publication of a number of amendments to transport-related regulations. These included the following:

- Drafted and implemented amendments to the Motor Vehicle Roadworthiness Test Regulations (S.L. 65.15) to further transpose Directives 2014/45/EU and 2014/47/EU in line with the EU Commission's request.
- Drafted and implemented amendments to the Passenger Transport Services Regulations (S.L. 499.56) to allow new PTVs that have been registered in another country for a single instance before being imported or brought over to Malta to still be registered in Malta as new.
- Drafted and implemented amendments to the Motor Vehicles Registration and Licensing Act (Cap. 368) in line with DG TAXUD recommendations and to close an infringement procedure.
- Drafted a policy document to amend the Light Passenger Transport Services and Vehicle Hire Services Regulations (S.L. 499.68) in order to:
  - » distinguish between the LPT services provided by traditional pre-booked chauffeur-driven vehicles and those offered through intermediary booking service platforms; and
  - » extend the distance from the taxi stand at the Malta International Airport (MIA) within which LPT vehicles (Y-plate vehicles) are not authorised to park while in use.
- Drafted a policy document proposing the introduction

of a Single Vehicle Approval (SVA) certificate for the registration of all used third-country vehicles in categories M1, N1, and L; an EU Certificate of Conformity (COC) for the registration of used N2, N3, and T category third-country vehicles; and an EU Declaration of Conformity (DOC) for the registration of used third-country machinery.

#### The Driver Permits, Testing, and Training Unit in Floriana

Candidates undergoing driver training prior to being licensed are tested for their driving skills and behaviour through a practical driving test performed by the unit's driving examiners. Within the period under review, the Driver Permits, Testing, and Training Unit processed and carried out 17,997 practical driving tests for Categories A, B, C, and D and their respective sub-categories.

There were instances where the unit faced postponed practical driving tests; however, these cases were dealt with effectively and efficiently. Such situations generally arise when driving examiners are absent or undergoing

training, or when a motoring school reports vehicle damage or a candidate's absence.

In addition, the unit conducted 1,314 initial CPC practical demonstration tests, 9 taxi tests, as well as 48 driving ability and 29 instructional ability tests for prospective driving instructors. Meanwhile, operations at the theory testing centre were subject to a waiting list, hence the drastic reduction in the number of candidates benefitting from Transport Malta's reading assistance service, which supports those with serious reading difficulties or medical conditions that hinder their ability to read. The unit still managed and carried out 505 assisted theory tests, each supported by 1 or 2 driving examiners.

Besides its core functions, the unit invigilated LPTV examination sessions, which led to the certification of 613 drivers of LPTVs (chauffeur-driven) and horse-drawn cabs. In view of the CPC within the given period, the unit reviewed 1,854 periodic training applications.

2023	2024	% Change	Beneficiaries
Practical driving tests	17,997	21,369	18%
Assisted theory tests	650	505	-22%
LPTV	3,173	613	-80%
CPC periodic certifications	1,868	1,854	-0.74%
Initial CPC practical demonstration tests	1,077	1,314	22%



# Civil Aviation Directorate

06



## Overview

In 2024, the Civil Aviation Directorate (CAD) continued to strengthen Malta's position as a premier aviation hub, ensuring rigorous safety oversight, supporting sustainable growth in the aircraft register, and maintaining global connectivity. Through collaboration across multiple units, ranging from the Air Transport Regulation Unit (ATRU) to the Safety and Compliance Unit (SCU), the CAD upheld its commitment to safeguarding civil aviation operations and promoting excellence in aircraft maintenance, personnel licensing, and international regulatory compliance.

## Aircraft Types (2024)

Aircraft Type	Registered
Airliner	74
Large business jet	16
Medium-sized business jet	8
Small business jet	11
Helicopter	1
Seaplane (amphibious)	1
Light aircraft	4
Very light jet	0
Microlight fixed wing	1
Microlight helicopter	1
<b>TOTAL</b>	<b>117</b>

## Highlights

### The Maltese Aircraft Register: Sustained Growth

#### Expansion of the Aircraft Register

- The Maltese register climbed to **912** aircraft by the end of 2024.
- During the same period, **68** aircraft were deregistered.
- Malta's regulatory framework saw sustained interest from international businesses, particularly in **aircraft leasing engagements**.

### Air Transport Regulation Unit

#### Global Air Connectivity

- Malta has concluded 76 air services agreements to date.
- In 2024, negotiations advanced with **Argentina, Bangladesh, Cameroon, the Republic of Congo, Ecuador, Jamaica, Japan, Kazakhstan, Kenya, Kyrgyzstan, Mexico, Namibia, Niger, Senegal**,

**Seychelles, Tajikistan, Turkmenistan, Uganda, and Uzbekistan.**

- Priority efforts ensured compliance with EU and international standards, consolidating Malta's global network.

#### Environmental Commitments

- CORSIA implementation:** Operators are required to monitor emissions and purchase offsets via ICAO-approved sources.
- ICAO's Long-Term Aspirational Goal (LTAG) for net zero CO<sub>2</sub> by 2050 remains integral to Malta's policy, building on the 2019 baseline.
- The ATRU will continue drafting position papers for the next ICAO Assembly (2025).

#### Economic Oversight

- Provided ongoing support to the National Supervisory Authority for Air Navigation Service Providers, ensuring efficient cost-recovery mechanisms.
- Collaborated in the Single European Sky's Reporting



**Period 4 (RP4; 2025–2029) performance plan, coordinating with the government and airspace users.**

#### Safety and Compliance Unit

##### Occurrence Reporting

- Regulation (EU) 376/2014** mandates proactive occurrence reporting to prevent incidents.
- The SCU strengthened collaboration with stakeholders and the Maltese Bureau of Air Accident Investigation (BAAI), effectively classifying and addressing Mandatory Occurrence Reports (MORs).

##### State Safety Documentation

- The State Safety Programme (SSP)** frames Malta's strategic direction for aviation safety.
- The CAD published the **Malta Civil Aviation Safety Report**, summarising safety data and trends.
- Safety Information and Advisory Notices (SIAN)** continued to be released as an educational tool.

#### Internal Compliance and Audits

- The SCU coordinated the **internal audit programme** for the CAD.
- The unit led standardisation visits by the **EASA** based on a pre-agreed yearly schedule.

#### Air Navigation Services and Aerodromes

##### Accomplishments in 2024

- Hosted the **EASA standardisation visit** in September – a visit that validated the compliance of Malta's air navigation services (ANS) and aerodromes (ADR).
- Conducted ongoing **occurrence investigations, audits, and inspections** at Malta Air Traffic Services (MATS), MIA, and the meteorological provider.
- Extended **Free Route Airspace (FRA)** to FL195, improving aircraft route efficiency and reducing emissions.
- Installed a **new VOR DME** in Gozo, enhancing navigation reliability amid potential GNSS disruptions.
- Monitored **26 operational changes** by MATS and MIA's meteorological office.

#### Airport Development and Safeguarding

- MIA expanded **Apron 8 South**, with ADR focusing on signage and taxi scheme oversight.
- Ongoing wildlife control and structural hazard monitoring for Luqa Airport.

- Offered technical support for a prospective Gozo light aircraft airfield.

#### Personnel Licensing Unit (PEL Unit)

##### Pilot Licensing Overview

- The year 2024 saw **406** pilot validations and **1,866** pilot licences under management.
- Additionally, **266** new pilot licences were issued this year.

Licence Type	Total Licences	New Licences 2024
Part-FCL ATPL(A)	1,004	101
Part-FCL ATPL(H)	18	2
Part-FCL CPL(A)	285	80
Part-FCL CPL(H)	17	3
Part-FCL MPL(A)	3	0
Part-FCL PPL(A)	493	70
Part-FCL LAPL(A)	3	1
Part-FCL PPL(H)	42	9
Part-FCL LAPL(H)	1	0

- In 2024, **2,139** ATPL examinations were conducted, plus **1,351** PPL (aeroplane) and **80** PPL (helicopter) examinations.

#### Training Organisations and Cabin Crew Training Organisations

- 11** Approved Training Organisations (ATOs) under Part-ORA.

- 5 Cabin Crew Training Organisations (CCTOs) maintained oversight, issuing 4,750 attestations to date, including 1,200 in 2024.
- 2 FSTD operators, 4 language-testing/assessment bodies, and audits of MATS as a training organisation.

### Airworthiness Inspectorate

#### Safety Oversight

- Conducted 194 on-site audits, covering Part-CAMO, Part-CAO, Part-145, and Part-147 entities.
- Performed 335+ desktop reviews of manuals, procedures, maintenance programmes, and minimum equipment lists.
- Oversaw the transition of Maltese/EASA Part-145 approvals under new regulations.

#### Aircraft Registration Figures

- National aircraft register: 912 as of the end of 2024.
- A total of 68 aircraft deregistered this year.

#### Registration Certificates Issued

Certificate	2024
Certificate of Airworthiness	116
Noise Certificate	124
Airworthiness Review Certificate (issue/renewal)	189
EASA Permit to Fly	84

National Permit to Fly	9
Export Conformity Statements	27

- Assigned 88 Mode S Addresses and 56 406 MHz ELT codes.

- Inspected 165 aircraft (16% of the total ACAM programme of 1,010 aircraft) in 2024.

#### SAFA/SACA Ramp Inspections

- Conducted 67 SAFA/SACA ramp checks in 2024, in line with Regulation (EU) 965/2012 Part-ARO.RAMP.
- Carried out 8 alcohol tests on flight/cabin crews; all results were negative.

#### Maintenance Organisations

- Approved 61 Continuing Airworthiness Management Organisations (CAMO), up by 7 in 2024.
- Approved 18 Part-145 organisations.
- Issued 19 Part-145 variations.
- Revoked 1 Part-145 approval.
- Issued 39 new Part-66 AMLs in 2024, increasing the total valid AMLs to 623.

### Flight Operations Inspectorate

#### Operator Oversight

- Overseeing 53 operators after granting 6 new AOCs

in 2024.

- Carried out 375 audits/inspections with 800+ findings.
- Ongoing EASA oversight for 2 major airlines.

#### Safety Promotion

The issuance of **Operations Advisory Notices** fosters continuous improvement in flight and cabin safety.

#### Drones

- First EASA standardisation audit for UAS in Q4 2024.
- Third Light UAS Operator Certificate (LUC)** awarded to SkyeBase International Ltd.
- Approved first **medical drone** deliveries between hospitals.

- Conducted audits and inspections of three LUC holders, local model flying clubs, and an approved drone training centre.

#### Consolidated Key Statistics (2024)

- Aircraft register:** 912 total, 68 deregistered, 117 new entries by type
- Airworthiness:** 194 onsite audits, 335+ doc reviews, 165 ACAM inspections
- Personnel licences: 1,866 total, 266 new, 2,139 ATPL exams, 1,200 new cabin crew attestations
- Flight operations:** 375 audits, 6 new AOCs, 53 total

operators

- SAFA/SACA:** 67 ramp inspections, 8 negative alcohol tests
- Drone:** 1 new LUC, 1 medical drone delivery project

#### Conclusion

Throughout 2024, the CAD sustained a trajectory of growth and high regulatory standards. Major strides were taken in air transport regulation, safety compliance, airworthiness, flight operations, and emerging drone technologies. The continued expansion of the aircraft register, broadening of international air service agreements, and intensifying oversight on maintenance and operational practices confirm Malta's position as a robust, forward-looking aviation jurisdiction.

By harmonising aviation policies with international obligations, fostering operational efficiency, and reinforcing safety frameworks, the CAD remains committed to ensuring that Malta's civil aviation sector continues to flourish, contribute to the nation's economic development, and maintain exemplary standards recognised by global regulatory bodies.

## Corporate Services Directorate

07

## Operations Unit

### Overview

The Operations Unit was established within the Office of the Chief Operations Officer (COO) during the first quarter of 2024, with the primary objective of streamlining internal operations and supporting the overall efficiency of the COO's Office. Since its formation, the unit has been instrumental in driving operational improvements, infrastructure planning, digital transformation, and interdepartmental coordination across the Authority.

A key initiative in the early months of the unit's establishment was the reorganisation of the Transport Malta offices at Lija. This initiative aimed to optimise space allocation, improve staff workflow, and create a more functional and collaborative environment. In parallel, the unit was tasked with evaluating potential office extensions to accommodate the Authority's future growth. This process included commissioning a detailed comparative analysis report that examined a range of expansion options based on cost, long-term sustainability, and alignment with strategic goals. This is now being reviewed for the necessary action forward.

The Operations Unit also played a leading role in one of the Authority's most critical digital transformation projects: the implementation of the Oracle ERP system. Along with the Finance and Procurement Departments, the unit

coordinated the planning, rollout, and execution of the ERP across departments, ensuring alignment with user needs and business processes. The unit was also responsible for commissioning and producing e-learning videos.

The system went live successfully by the beginning of April 2025. Additionally, the unit facilitated strategic discussions with the MSD on the phased implementation of Oracle Order Management, which is expected to streamline and standardise order processing within the Authority.

Another significant deliverable assigned to the Operations Unit was the consolidation and creation of a unified property register for all Transport Malta properties. This task addressed longstanding fragmentation in property data and provided a centralised, accurate, and up-to-date listing of all assets. This unified property list is expected to greatly enhance property management, reporting, and decision-making for the Authority going forward.

In its cross-functional advisory capacity, the Operations Unit also supported various directorates with project management, procurement, and contract management. By offering operational expertise and standardising best practices, the unit helped improve consistency, efficiency, and compliance in these key areas.



Furthermore, the Operations Unit was in charge of developing and implementing operational dashboards and performance monitoring systems. These dashboards include KPIs tailored to specific functions, allowing for monitoring, greater transparency, and data-driven decision-making.

The unit also collaborated with the HR Directorate on several important fronts, including recruitment support, resolving HR-related operational challenges, and assisting with workforce planning. This support contributed to more streamlined HR operations and helped address emerging staffing needs more effectively. Of particular note is the finalisation of the Senior Management Collective Agreement, which was overdue.

#### Major Projects

The Operations Unit launched the Maritime House refurbishment project, which involved engaging multiple consultants and overseeing the drafting and publication of various tenders. The project is currently ongoing, with the refurbishment expected to be completed by the first quarter of 2026.

The Operations Unit also published and concluded a preliminary market consultation (PMC) for the development and implementation of comprehensive policies, standard operating procedures (SOPs), and a business process re-engineering (BPR) exercise for the Authority for Transport.

This initiative covers multiple directorates within Transport Malta and aims to standardise operations, improve efficiency, and align processes with best practices. The project is currently in the final stages of procurement and is expected to commence shortly.

The unit also reviewed customer care operations and made the strategic decision to transition certain functions to servizz.gov. This transition will include the integration of a customer relationship management (CRM) system and enhanced performance monitoring through expanded use of metrics, thereby improving service delivery and customer experience.

In the coming months, the Operations Unit intends to strengthen the Authority's capabilities by establishing two new sections: a Quantity Surveying Section and a Quality Assurance Section. These additions aim to enhance project cost control, ensure adherence to standards, and further improve operational efficiency across the Authority.

#### Conclusion

Since its inception, the Operations Unit has delivered substantial value to the COO's Office and the wider Authority. Through its involvement in infrastructure reorganisation, systems implementation, strategic advisory services, property asset management, and performance monitoring, the unit has positioned itself as a critical enabler of operational management and future readiness.



## Human Resources and Maintenance Department

### Change in Human Resources Management

For the HR Department, 2024 began as a dynamic year with the appointment of a new Chief Officer (CO) of HR. This transition introduced challenges, including uncertainty and resistance to policy changes and workplace culture. However, the new HR leadership swiftly aligned with the Authority's values, goals, and long-term vision to ensure consistency and stability. Transparent communication was vital in maintaining trust and keeping employees engaged throughout the transition.

Despite initial challenges, this leadership change brought valuable opportunities by introducing fresh perspectives, innovative HR strategies, and modern technologies that enhance efficiency and effectiveness. The HR team has strengthened policies focusing on employee well-being, diversity, equity, and inclusion, thereby fostering a more supportive work environment. In collaboration with the Richmond Foundation, HR has also introduced mental health support for all employees.

HR continues to optimise efficiency and performance by streamlining operations, automating tasks, and improving talent management strategies.

### Collective Agreements

In 2024, the HR department successfully implemented several collective agreements, including the following:

- Generic Agreement
- Managerial and Professional Grades
- Maritime Professionals with Regulatory and Inspectorate Functions
- Architects and Civil Engineers
- CAD Grades
- VTS Officers.



These agreements were negotiated to enhance employee benefits, working conditions, and job satisfaction. Provisions were also made to address outstanding arrears, ensuring fair compensation for employees. Key improvements include:

#### 1. Salary adjustments and increments

- » Revised pay scales aligning with market standards.
- » Salary increments based on tenure and performance.

#### 2. Enhanced benefits and allowances

- » Increased allowances.
- » Improved medical and insurance coverage.

#### 3. Work conditions and employee rights

- » Strengthened policies ensuring fair treatment and inclusivity.

#### 4. Training and career development

- » Upskilling programmes to promote career growth.
- » Career progression frameworks for internal promotions.

#### 5. Backdated salary adjustments

- » Retroactive payments for salary changes.

These agreements mark a significant step towards improving employee welfare and workplace relations. HR remains committed to ensuring smooth

implementation and addressing employee concerns effectively.

### Collaboration with Directorate Chief Officers

HR has actively worked alongside COs from various directorates to refine organisational structures and assess workforce needs. This collaboration ensures that each directorate is optimally structured to support operational efficiency, service delivery, and long-term goals.

### Key objectives:

- Align organograms with strategic priorities.
- Identify workforce gaps and staffing needs.
- Enhance interdepartmental coordination.
- Support growth, development, and succession planning.

### Approach:

- **Consultation sessions:** Regular discussions with COs to address department-specific challenges.
- **Organigram analysis:** Evaluating reporting structures and workforce redundancies.
- **Workforce planning:** Identifying critical positions and recommending staffing adjustments.
- **Strategic recommendations:** Aligning HR solutions with operational requirements, including recruitment and restructuring.

### Telework Provisions for Caregivers

Recognising the diverse needs of the workforce, HR introduced telework provisions for primary caregivers, including parents and those caring for dependents.

This policy promotes work-life balance, enhances employee well-being, and maintains productivity while accommodating personal responsibilities. HR will continuously assess the policy's effectiveness and make necessary adjustments.

### Internal Career Advancements

Following an extensive review of directorate organograms and capacity-building exercises with COs, HR identified key workforce gaps and acted upon them immediately. This process created internal career growth opportunities, allowing employees to take on new challenges within the Authority.

### Enforcement Recruitment and Training

Over the past year, HR successfully recruited 120 enforcement officers to enhance road safety and traffic management. This initiative aligns with Transport Malta's commitment to improving public safety, reducing congestion, and ensuring compliance with traffic regulations.

To support these officers, HR designed and implemented an **induction programme**, covering the following:

- **Roles and responsibilities:** Clear expectations and regulatory guidelines.
- **Compliance and legal awareness:** Understanding laws and procedures.
- **Skill development:** Training in enforcement, conflict resolution, and public engagement.
- **Team integration and ethics:** Promoting teamwork, discipline, and ethical conduct.
- **Physical and mental readiness:** Preparing officers for the challenges of law enforcement.

### Training and Development Initiatives

HR has conducted various training programmes across directorates to support employee development and enhance service quality. Transport Malta maintains a strong training budget to invest in employees' professional growth and continuous learning.

### HR's Key Objectives for 2025

As HR looks ahead to 2025, the focus remains on enhancing employee experience, workforce development, and organisational growth. Key priorities include the following:

1. **Talent acquisition and retention**
  - » Streamlining recruitment processes to attract top talent.
  - » Implementing retention strategies to reduce turnover.
2. **Employee well-being and engagement**
  - » Expanding team-building initiatives and mental health programmes.
  - » Strengthening recognition programmes to appreciate employee contributions.
3. **Workforce diversity and inclusion**
  - » Promoting equitable growth opportunities at all levels.
  - » Enhancing work-life balance with flexible arrangements.
4. **Digital transformation and HR efficiency**
  - » Upgrading HR systems for automation and self-service options.
  - » Leveraging AI for smarter recruitment and performance management.
5. **CSR and Community Engagement**
  - » Increasing employee participation in CSR initiatives.
  - » Expanding student internship and apprenticeship programmes.
6. **Policy and Compliance Enhancement**
  - » Updating HR policies to reflect industry best practices.
  - » Strengthening compliance with labour laws and workplace regulations.
  - » Enhancing grievance resolution mechanisms for a transparent work environment.



## MAINTENANCE

### Property and Facilities Department

#### Overview

The Property and Facilities Department plays a vital role in managing Transport Malta's extensive real estate portfolio and ensuring that all properties and facilities are maintained to the highest operational standards. Through strategic property management, efficient facilities operations, and proactive maintenance planning, the department ensures that Transport Malta's infrastructure supports the Authority's mission to deliver safe, reliable, and efficient transport services across Malta and Gozo.

#### Key Functions

- Managing and administering Transport Malta's property portfolio, including offices, operational sites, warehouses, and maritime facilities.
- Overseeing property leases, concessions, and tenancy agreements with third-party stakeholders.
- Coordinating facilities' management services, including cleaning, security, utilities, and space allocation.
- Ensuring compliance with health, safety, and environmental regulations across all properties.
- Managing property-related contracts and service level agreements with external providers.
- Supporting capital investment projects involving property acquisition, disposal, or redevelopment.

- Maintaining comprehensive property records and asset registers.

#### Achievements in 2024

- Successfully managed all property leases and agreements, ensuring full compliance with contractual obligations and regulatory requirements.
- Coordinated facility services across multiple Transport Malta sites, maintaining high standards of cleanliness, safety, and operational readiness.
- Supported the Operations Department in planning office extensions and space optimisation projects, including the reorganisation of the Transport Malta offices at Lija.
- Contributed to the development of a unified property register consolidating all Transport Malta properties into a single, accurate, and up-to-date database.
- Liaised with Infrastructure Malta and other agencies on property-related infrastructure projects, ensuring seamless coordination and compliance.
- Managed utilities, waste management, and environmental compliance across all Transport Malta properties, supporting sustainability objectives.
- Notable Initiatives
- Enhanced property database management systems to improve transparency, reporting accuracy, and decision-making capabilities.
- Strengthened coordination with the Maintenance and Engineering Department to ensure timely response to facilities-related issues.



- Supported strategic planning for future property needs in line with Transport Malta's growth and operational expansion.
- Implemented improved space allocation strategies to optimise office usage and support flexible working arrangements.

#### Conclusion

The Property and Facilities Department's work throughout 2024 ensured that Transport Malta's infrastructure remained fit for purpose, well-maintained, and aligned with operational needs. By managing properties efficiently, coordinating essential facilities services, and supporting strategic planning initiatives, the department contributed significantly to the Authority's ability to deliver high-quality transport services while maintaining cost-effectiveness and regulatory compliance.

### Maintenance and Engineering Department

#### Overview

The Maintenance and Engineering Department is responsible for the upkeep, repair, and enhancement of Transport Malta's physical infrastructure, ensuring that critical maritime, road, and public facilities remain safe, functional, and accessible. Through proactive maintenance planning, emergency response capabilities, and strategic capital projects, the department plays a crucial role in safeguarding Malta's transport infrastructure and supporting public safety across land and maritime environments.

#### Key Functions

Planning, coordinating, and executing maintenance works on maritime infrastructure, including quays, slipways, jetties, berthing facilities, and navigational aids.

Project No.	Project Name
1	Installation of safety barriers at Ċirkewwa South Quay
2	Navigational buoys replacement
3	Removal of waste and construction material from the seabed at Ċirkewwa and Ħondoq ir-Rummien
4	Replacement of fenders at Lascaris ferry landing place
5	Maintenance of pedestrian tunnels at Tal-Qroqq and Msida
6	Installation of safety barriers at Kalkara
7	Wied Musa and Ċirkewwa slipway and quay refurbishment
8	Čirkewwa South Quay safety bollards installation
9	Staircase refurbishment at St Publius Street, St Paul's Bay
10	Removal of illegal signs around Malta
11	Red Cross jetty quay maintenance
12	Simenta (San Pawl il-Baħar) quay and slipway works
13	Birżeppu Gorbachev-Bush slipway refurbishment
14	Refurbishment of railings at Ċirkewwa Quay
15	Summer season special marker buoys deployment
16	Replacement of wooden sleepers on fishermen's slipways
17	Maintenance of staircases and other public facilities
18	Bollards installation and refurbishment
19	Refurbishment of reef markers and lighthouses

- Managing emergency repair works to address urgent infrastructure failures and safety hazards.
- Coordinating with external contractors and stakeholders to deliver major refurbishment and capital projects.
- Maintaining pedestrian facilities, staircases, railings, and public access points to ensure safety and accessibility.
- Overseeing navigational buoy systems, reef markers, and lighthouse maintenance to support maritime safety.
- Removing illegal signage and maintaining regulatory compliance across Transport Malta's operational areas.
- Conducting regular inspections and preventive maintenance to minimise infrastructure deterioration.

### Project Portfolio for 2024

The Maintenance and Engineering Department successfully completed 19 major projects in 2024, addressing critical infrastructure needs across Malta and Gozo. Key projects included:

### Achievements

- Completed all scheduled major maintenance projects within planned timelines, ensuring minimal disruption to public services and maritime operations.
- Enhanced maritime safety through the installation of safety barriers, bollards, and navigational aids at

critical coastal locations.

- Improved public accessibility through staircase refurbishments, pedestrian tunnel maintenance, and slipway upgrades.
- Responded swiftly to emergency maintenance requirements, protecting infrastructure integrity and public safety.
- Coordinated effectively with local councils, Infrastructure Malta, and maritime stakeholders to deliver integrated infrastructure solutions.
- Maintained navigational systems including buoys, reef markers, and lighthouses, ensuring adherence to international maritime safety standards.

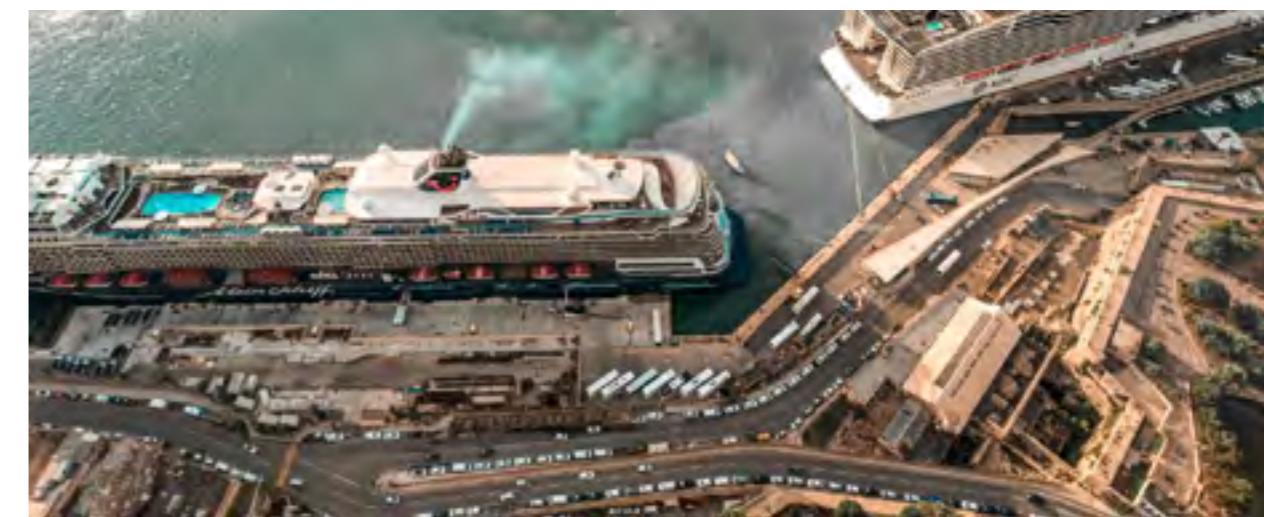
### Notable Initiatives

- Deployed specialised engineering expertise to address complex coastal and maritime infrastructure challenges.
- Implemented environmental remediation works, including seabed waste removal, supporting Malta's commitment to marine conservation.

- Strengthened preventive maintenance programmes to extend infrastructure lifespan and reduce long-term costs.
- Enhanced project documentation and reporting systems to improve transparency and accountability.

### Conclusion

The Maintenance and Engineering Department's work throughout 2024 demonstrated a strong commitment to infrastructure resilience, public safety, and operational excellence. Through the successful delivery of 19 major projects and countless routine maintenance activities, the department ensured that Transport Malta's facilities remained safe, accessible, and fit for purpose. The proactive approach to infrastructure management, combined with rapid emergency response capabilities, positioned the department as a critical enabler of Malta's transport ecosystem and a guardian of public safety across land and maritime domains.



## Procurement Department

### Functions and Duties

The Procurement Department is an operational department responsible for managing all procurement requests and processes for Transport Malta. It also provides support services and advice on procurement requirements to all the directorates across the Authority.

### Change in the Procurement Department's Management

Towards the beginning of the second quarter of 2024, the Procurement Department saw a change in management with the appointment of a new deputy CO under the direct leadership of the COO. This transition was met with various challenges as there were a substantial number of pending procurement processes that had to be brought up to speed. Despite the initial challenges, this leadership change brought valuable expertise to handle all requests in a timely and efficient manner. The Procurement Department does not adopt a one-size-fits-all approach; each request has to be dealt with independently based on various factors.

The Procurement Department's ethos is to continue to focus on transparency, efficiency, and performance by, as much as possible, streamlining operations, automating tasks, and improving awareness by training staff in accordance with internal policies and procedures. All employees involved in the procurement processes are expected to adhere strictly to procedures and regulations and act in accordance with the principles of transparency, fairness, and due diligence.

**Procurement Management**

The Procurement Department acts as the coordinating unit for the Authority's procurement function. Additionally, it provides advice on administrative contractual issues, including negotiating contract addenda whenever necessary. Its major role is to ensure that all relevant procurement processes are adhered to by all directorates of the Authority, in accordance with public procurement regulations.

In this regard, the department is responsible for the management process related to the issuance and adjudication of open calls for tenders; requests for quotations (RFQs); dynamic purchasing systems (DPS) and their related specific contracts; negotiated procedures; PMCs, mostly through the use of the etenders platform; direct orders; and day-to-day procurement requests.

The year 2024 was characterised by re-training activities for Transport Malta staff involved in tender evaluation, as part of our continuous education initiatives in e-tendering procedures, new public call templates, and new procurement policies and directions issued by the Department of Contracts.

### Automated Procurement Requests

The Authority had decided to replace its current (old) procurement system with Oracle ERP, and one of the main functions throughout 2024 was the testing and implementation of the Oracle ERP system. The Procurement Department's staff, including other users, were actively involved in the testing and execution of the procurement module, including the training of staff. In order to assist staff further on using this new procurement system, the Procurement Department recommended the production of e-learning videos so that staff can refer to them when raising procurement requests in case of difficulties. The system went live successfully by the beginning of April 2025.

### Procurement Processes During 2024

The activities of the Procurement Department during 2024 included the processing of about 1,700 procurement requests, including:

- 116 items estimated less than €2,000 exc. VAT;
- 617 items estimated between €2,500 and €10,000 exc. VAT, which were discussed and approved during 15 meetings (from April 2024);
- 694 items estimated over €10,000 exc. VAT, which were discussed and approved by the Tendering Committee\*; and
- 505 calls comprising:
  - » 23 specific DPS contracts;
  - » 57 tenders, out of which 15 were awarded;
  - » 345 quotations;
  - » 11 negotiated procedures, out of which 5 were concluded;
  - » 4 PMCs; and
  - » 65 direct orders.

\* The Tendering Committee is composed of a chairman, secretary, and four members who meet regularly and approve all other procurement and purchase requests that are in excess of €10,000 exc. VAT. During 2024, the Tendering Committee met 17 times and dealt with 694 items.

Land Enforcement  
Directorate

08



## Overview

The Land Enforcement Directorate shoulders responsibility for upholding road safety, operational legality, and efficiency across Malta's land transport sector. This comprehensive role involves traffic management, vehicle inspections, emission monitoring, security services, and the rigorous enforcement of applicable legislation.

## Functions and Duties

- Regulation of licensed providers:** Serving as the regulator for all licensed land transport operators.
- Vehicle safety and compliance:** Ensuring vehicles maintain legal emission levels, remain insured, and satisfy all roadworthiness criteria.
- Traffic oversight:** Managing and monitoring traffic flow on a 24/7 basis.
- Road infrastructure maintenance:** Designing, programming, and sustaining traffic signals, including traffic light junctions.



- Security services:** Securing Transport Malta premises.
- Legislative enforcement:** Imposing legislation on operators and coordinating with courts/tribunals to address defaulters.
- Public engagement:** Handling complaints, managing budgets, and providing customer support.
- Data and reporting:** Collecting and analysing statistical data, following through on tickets, and overseeing EU directives compliance.

## Core legislation and regulations

- Directive 2014/47/EU** on technical roadside inspections.
- Directive 2015/719/EU** on maximum authorised dimensions and weights for certain vehicles.
- Directive 2015/413/EU** on the cross-border exchange of information related to road safety offences.
- Directive 2006/22/EC** on the minimum conditions for implementing social legislation in road transport.
- Directive 2006/1/EC** on the use of hired vehicles without drivers.

- Regulation 165/2014/EU** on tachographs in road transport.
- Regulation 1071/2009/EC** establishing common rules for the occupation of road transport operators.

## Organisational Structure

### 1. Enforcement Unit

- » Traffic management and closures
- » Escorting large or slow-moving vehicles
- » Issuing contraventions and investigating reports
- » Vehicle clamping and removal
- » Roadside vehicle inspections
- » Emission tests and alerts
- » Dedicated enforcement operations
- » Security services at Transport Malta facilities.

### 2. Traffic Control Centre (TCC)

- » Around-the-clock traffic monitoring
- » Rapid response coordination
- » Serves as a central point for traffic management
- » Provides roadside assistance
- » Guides drivers via alternative route notifications.

### 3. Gozo Unit

- » Oversees the above responsibilities within Gozo's jurisdiction.

## Traffic Management

The Enforcement Unit's essential function is designing temporary traffic management solutions that uphold

road safety and optimise flow. Throughout 2024, the unit reinforced resources at key locations. Collaboration with the Malta Police Force and LESA remained vital, particularly during peak periods in the scholastic year.

## Number of Officers Deployed for Traffic Management (2024)

Month	Officers Deployed
January	272
February	518
March	541
April	536
May	760
June	644
July	54
August	235
September	748
October	1,323
November	1,058
December*	715

\* The December figure reflects data collected during the final month of 2024.

## Road Closures

In 2024, Transport Malta enforced 11,014 road closures to manage safety during infrastructural projects, private works, and special events. These structured plans mitigated



traffic disruptions, preserving efficient movement on the road network.

#### Escorting Large or Slow-Moving Vehicles

The motorcycle team provides escort services for heavy or oversized loads. Infrastructure Malta frequently requests these to deliver construction materials to crucial sites. Additionally, escorts support events like bike rides and other specialised road activities.

#### Issuing of Contraventions

A total of 11,480 contraventions were issued in 2024. This reflects the Enforcement Unit's heightened vigilance and dedication to curbing non-compliance.

#### Removal and Clamping of Vehicles

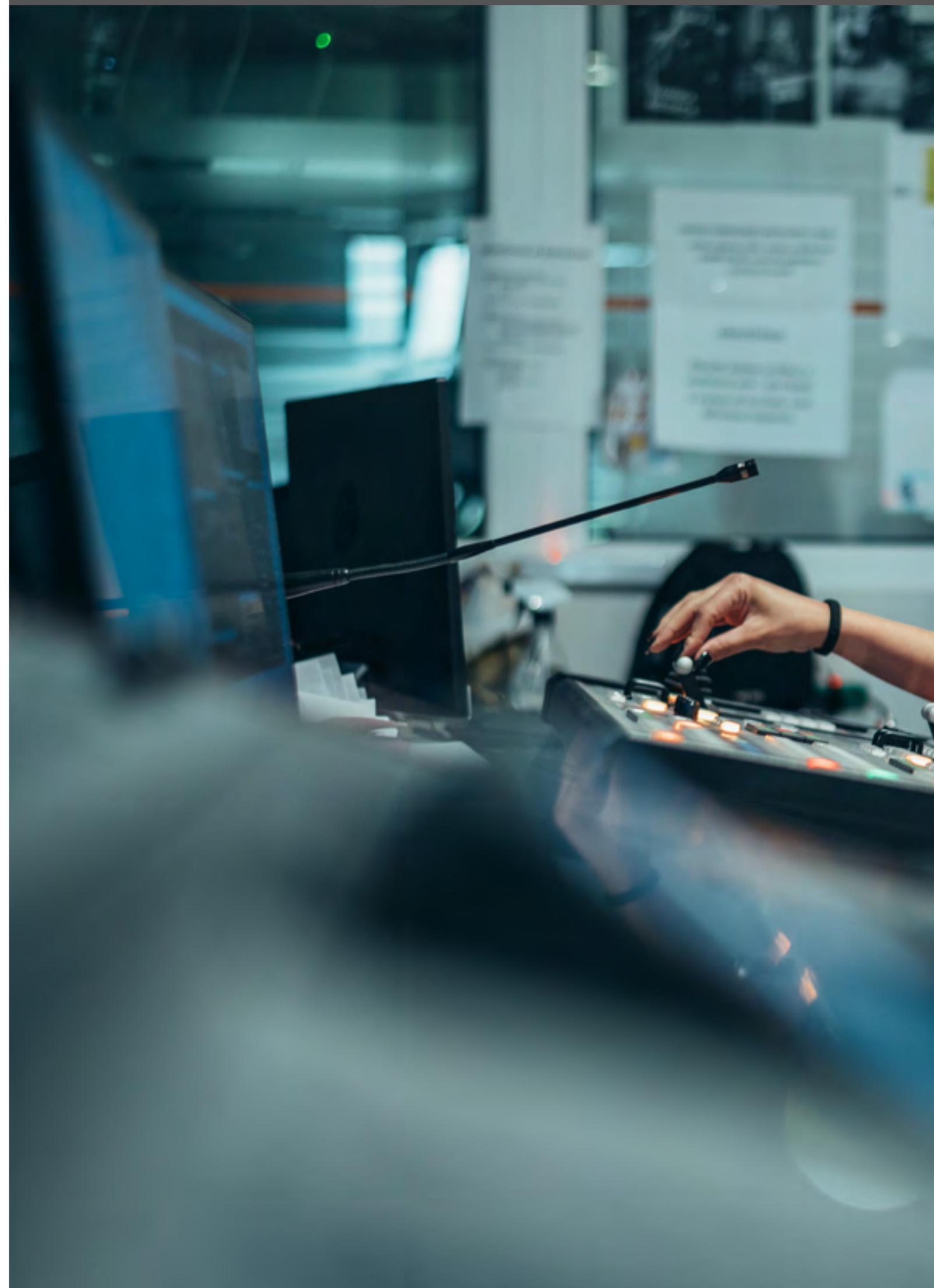
Under S.L. 65.13, enforcement officers clamp and remove vehicles deemed "illegally used", including unlicensed or foreign-registered vehicles without proper authorisation. This year, Transport Malta acquired advanced equipment to enhance these operations. By November 2024, 278 vehicles were confiscated.

Month	Impounded Vehicles
January	32
February	23
March	15
April	25
May	14
June	17
July	16
August	26
September	26
October	48
November	36
<b>Total</b>	<b>278</b>

#### Emission Alert – SMS and TM Alert

##### To combat excessive vehicle emissions:

- reports are submitted via SMS (50611899); and
- upon receiving three reports, the owner must attend an emission test.



In 2024, 227 vehicles were reported via SMS. Outcomes:

Reported Vehicles by Letter	Called for Test	Passed	Failed	No Show
1,034	516	109	409	

An additional 1,034 vehicles were summoned through letter-based inspection:

Called for Test	Passed	Failed	Scrapped
227	89	29	109

#### Vehicle Inspections

##### Roadside Vehicle Inspections

Officers conduct daily checks on a range of vehicle categories, imposing license restrictions on failing vehicles until re-inspection confirms compliance. The 2024 inspection summary is shown below:

Category (Roadside)	Inspected	Passed	Failed
M1/N1	1,250	1,077	173
N2	1,459	1,230	229
N3	866	686	180
O4	136	111	25
M2*	164	149	15
M3 (route buses)	934	884	50
M3 (coaches)*	74	64	10
T5	2	0	2
<b>Total</b>	<b>4,885</b>	<b>4,201</b>	<b>684</b>

\*M2 and M3 refer to bus classes.

#### Inspection Locations

Venue (or Nearest Location)	Chart Code	RSIs Performed
Bieb is-Sultan, Żabbar	1222	65
Corradino		175
Għar Dalam/Marsaxlokk Rd		219
Gudja		125
Hal Far		24
Valletta Rd, Marsa		45
Hompesch Rd/Dejma		0
Kirkop tunnels & Żurrieq		181
Marsascala bypass		148
Triq ir-Ramla, Kirkop/Kandja		85
Triq I-Industrija, Kirkop		26
Triq San Anard, Tarxien		61
Triq il-Kottonera, Birgu/Fgura		66
Hal Luqa		2
Gozo	5	5
Burmarrad	894	0
Għajnej Tuffieħa Rd, Mgarr		0
John Adye Street, Naxxar		119
Mqabba Rd, Siġġiewi		159
Coast Rd		0
Mgarr Rd, Mgarr		0
Mtarfa bypass		0
Notabile Rd, Attard		162
Independence Ave, Mosta		0
Siġġiewi/Lapsi		0
Triq id-Difiża Ċivili, Mosta		0
Triq il-Ħemsija, Rabat		308
Triq il-Fortizza, Mosta		9
Ta' Qali		8
San ġwann		12
SPB bypass		104
Xemxija		13
City Gate (PSV s)	1125	566
Marsa Park and Ride (PSVs)	248	
Čirkewwa (PSVs)	57	
Rabat Domus	28	
MIA (PSVs)	131	
Others (PSVs)	95	
<b>Total</b>	<b>—</b>	<b>3,246</b>

**Weighbridge and ADR Inspections**

Roadside checks also confirm compliance with weight limits and dangerous goods transport (ADR):

	Inspected	Passed	Failed
<b>Weighbridge Inspections</b>	834	674	160
<b>ADR Inspections</b>	71	68	3

**Consolidated Vehicle Inspection Data**

Charges	Count
Badly maintained (multiple faults)	594
Excessive emissions	35
Lights	297
Worn tyres	155
Overloading of cargo/Protruding load	116
Leaks	22
Other VIU -related	236
Enforcement-related (recorded while on VIU duties)	427
<b>Total</b>	<b>1,882</b>

Inspection Type	Amount
Roadside technical inspections	4,885
SMS alert inspections (VIU garage)	227
ADR inspections	71
Weighbridge inspections	834
MRTU inspections (VIU garage)	1,034
Follow-up inspections (Failures: 2nd & 3rd)	2,358
<b>TOTAL</b>	<b>9,409</b>

**Enforcement Operations****Motoring Schools**

Motoring schools ensure that:

- trainees are 18 or older;
- valid learner's permits are issued by Transport Malta; and
- driving instructors have the correct authorisation.
- Foreign Registered Vehicles

Vehicles are classified into:

1. personal use imports;
2. dealer imports for resale;
3. non-resident worker/student imports; and
4. temporary imports.

Non-compliant vehicles are impounded or moved into private garages, with owners surrendering their logbooks and plates.

**Parkers**

Enforcement officers verify that individuals supervising public parking areas have the necessary authorisation and do not solicit payment.

**Motor Dealers**

Checks ensure the correct usage of trial-run plates and

that vehicles listed as "for resale" are not illegally used on public roads.

**Security at Transport Malta Premises****Enforcement staff also provide security at:**

- the Transport Malta head offices (Hal Lija);
- the LTD offices (Paola);
- the testing centre (Floriana); and
- Ports and Yachting (Marsa).

**Valletta Area**

Vehicle access in Valletta is supervised through bollard controls in key zones.

**Traffic Control Centre**

Operating 24/7, the TCC supervises a network of 140 CCTV cameras in six areas, tracking traffic at major junctions.



### Rapid Intervention

The TCC's real-time data feeds enable the Rapid Traffic Response Team (RTRT) to manage congestion. The RTRT:

- arrives swiftly to manage incidents;
- coordinates with police, emergency services, and the LESA;
- organises traffic diversions;
- minimises secondary incidents; and
- clears disabled vehicles from major roads.

When needed, the RTRT receives assistance from a 4x4 support vehicle outfitted with traffic cones and emergency signage.

### Roadside Assistance

A complimentary towing service, stationed at strategic

points, operates during the scholastic period to swiftly address breakdowns and reduce congestion.

### Driver Guidance

TCC personnel can push alerts and route changes to digital message boards and the TM Alert application, warning drivers of accidents or alternative paths.

### Conclusion

The year 2024 underscored the Land Enforcement Directorate's pivotal role in road safety and the orderly functioning of Malta's land transport infrastructure. With ongoing strategies focused on compliance, rapid intervention, and public service, the directorate effectively met rising challenges, reinforcing public trust and operational efficiency across the sector.



## Information And Communications Technology Department

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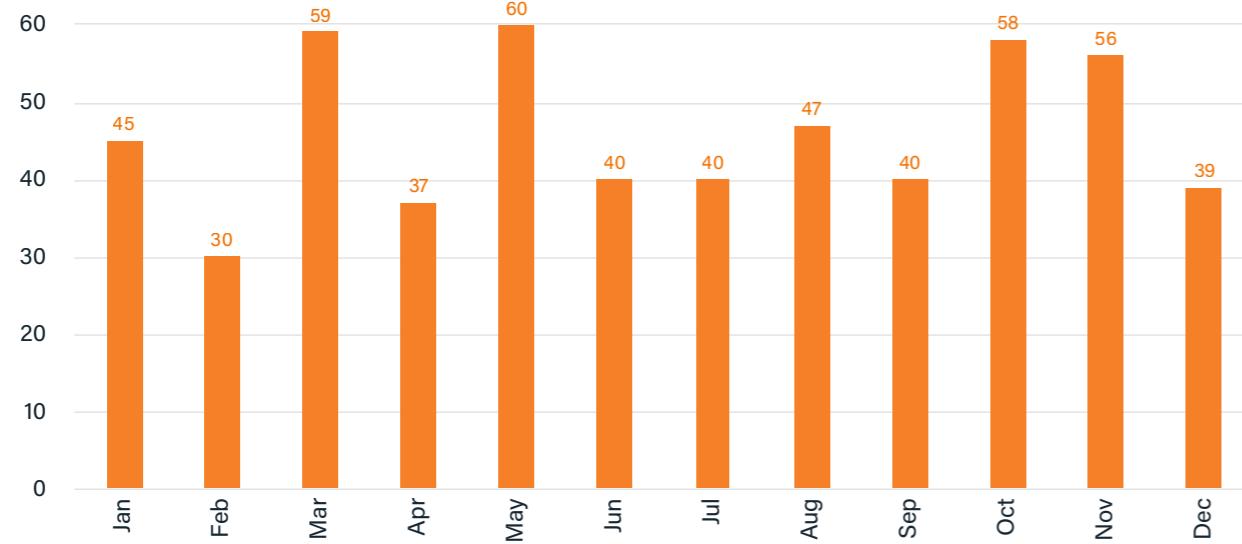
The ICT directorate ensures the seamless, secure, and efficient operation of Transport Malta's technology systems. Beyond providing technical support, it plays a strategic role in enhancing operational efficiency, safeguarding data, and driving the Authority's digital transformation through innovative solutions.

Key responsibilities include network management, cybersecurity, software and hardware maintenance, digital innovation, and business continuity. The directorate comprises the following units:

- Office of the Chief Information Officer (CIO) – Oversees ICT strategy and digital transformation initiatives.
- ICT Business Solutions Unit – Develops and maintains digital services for internal directorates and external stakeholders.
- ICT Operations Unit – Manages infrastructure, network security, and technical support.
- GIS and Policy Coordination Unit – Focuses on geospatial technology integration and policy alignment.
- Administration Unit – Supports ICT functions with procurement, compliance, and documentation.

The figure below shows the total monthly invoices processed by the ICT Directorate in 2024.

Invoices Processed for Payment (2024)



#### Policy Coordination and GIS

**TM Alert app** – Enhances public accessibility by providing real-time traffic updates, accident reports, and road work notifications through geospatial data overlays on Google Maps. The app improves situational awareness and traffic management.

**TM Roads** – A new strategic system improving road permit visibility and coordination, integrating local council permits to prevent conflicts and enhance communication among stakeholders.

**Road accountability and reimbursement platform** – Enables citizens to identify the responsible maintenance agencies for road damages, thereby streamlining assessments, reimbursement processes, and accountability measures.

#### ICT Operations Unit

Responsible for incident support, connectivity across Transport Malta sites, and IT infrastructure security, thus ensuring that all critical systems function efficiently with minimal downtime.

#### Core Responsibilities:

- Incident support – Resolving daily technical issues and minimising disruptions to operations.

- Network administration – Ensuring corporate network stability, security, and optimal performance.
- Site connectivity – Maintaining uninterrupted communication across Transport Malta locations, including remote and maritime sites.

#### Key Projects:

- The VTS project** – Upgraded outdated equipment, resolving technical challenges to align with tender specifications and international maritime requirements.
- The CISE node implementation** – Positioning Malta as a leader in EU maritime surveillance interoperability while enhancing real-time data sharing.
- Qammieħ connectivity upgrades** – Overcame geographical challenges to install fibre optic infrastructure, improving communications and surveillance capabilities.
- Hosting migration** – Transitioned mission-critical applications like Marez to MITA's environment for improved security, scalability, and operational efficiency.
- New helpdesk system** – Launched in October 2024, it features enhanced reporting capabilities, AI-driven ticket prioritisation, and improved response times.
- Security and Infrastructure Enhancements**
  - Upgraded network video recorders (NVRs) and surveillance cameras to enhance monitoring and security across Transport Malta facilities.
  - Implemented smart lock solutions and UHF radio systems for better access control and communication

reliability.

- **Migrated telephony connections to SIP-IAD for better reliability and cost efficiency.**
- **Enhanced the TCC's GIS tracking capabilities,** providing real-time data on road incidents and congestion patterns.

- **EUCARIS** – A cross-border vehicle registration data exchange system that facilitates cooperation between European transport authorities.
- **Digital Services Expansion** – Ongoing efforts to digitise licensing, permit applications, and citizen services for improved accessibility and efficiency.

#### Business Continuity and Risk Management

- **Generator failover tests and preventive maintenance on UPS systems** to ensure uninterrupted operations during power disruptions.
- **Comprehensive cybersecurity audits and vulnerability testing** to protect against cyber threats and ensure compliance with best practices.
- **Collaboration with Infrastructure Malta and the TCC on new projects** to streamline operations and enhance digital service delivery.

#### Risk Assessment and PMC

- **ICT risk assessment** – Identifies and mitigates cybersecurity threats, ensuring compliance with evolving security standards.
- **PMC for server infrastructure** – Explores advanced failover solutions to minimise downtime and guarantee uninterrupted service delivery.
- **AI-driven predictive maintenance** – Investigates machine learning models to proactively identify and resolve potential IT system failures before they occur.

#### ICT Business Solutions Unit

This unit manages digital solutions for internal directorates, public services, and EU-funded projects, ensuring seamless integration with Transport Malta's regulatory and operational framework.

##### Key Systems:

- **VERA (Vehicle Registration System) and DLS** – Continuous updates are conducted to align with legislative changes, improve efficiency, and enhance user experience.

#### Conclusion

Transport Malta's ICT Directorate is at the forefront of the Authority's digital evolution, ensuring technological resilience, operational efficiency, and strategic innovation. Through continuous infrastructure upgrades, risk mitigation, and the adoption of cutting-edge technology, it supports Transport Malta's commitment to modern, secure, and citizen-focused services. The directorate remains dedicated to driving forward digital transformation while reinforcing Malta's position as a leader in smart transport solutions.



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