IR-01-22-37527

8 February 2023

J A Harris
fyi-request-21322-143fe59e@requests.fyi.org.nz

Tēnā koe J A Harris

Request for information

Thank you for your Official Information Act 1982 (OIA) request of 3 December 2022, in which you asked for information regarding the Police app (the app).

You requested the following:

> *Please provide information on the full cost of developing, maintaining, and operating the NZ Police app available to the public via Google Play and App Store.*
>
> *Please provide information on usage of the app since it was made available including any statistics on number of downloads, number of registrations, number of active users, or any other statistics relating to uptake and usage of the app.*
>
> *Please provide any business cases, proposals, RFPs, tenders, post implementation reviews, monitoring reports, or other similar documents which form the justification for investment into/development/ operation of the app, or review or assess its performance since launch.*

The app was launched in January 2020 as a new channel for the public to report a non-emergency, access police services and information, news and alerts. The development of the app was part of a wider programme that included a refresh of the Police website. Attached for your information is a copy of the End Project Report – Website refresh.

Based on the time and resource effort committed to the app, the development cost was approximately $150,000. Costs to create the app included design, development and testing, enhancements to ensure integration between the Police website and the new app and security testing of the app.

The annual estimated maintenance cost of $33,312 allows for support, maintenance, and small enhancements to the app and since its launch in January 2020 there have been 116,000 total users.
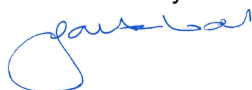
An update to the app is in testing and due for release next month.

Police National Headquarters

180 Molesworth Street. PO Box 3017, Wellington 6140, New Zealand.
Telephone: 04 474 9499. Fax: 04 498 7400. www.police.govt.nz

I hope you find this information of use to you.

Yours sincerely

Jane Archibald
Executive Director: Media and Communications
New Zealand Police

End Project Report (Light)

Website Refresh

Document history

Release	Status	Date	Author	Description of release
V0.1	Draft	29/01/2020	Michelle Soper	Initial draft
V0.2	Draft	10/02/2020	Michelle Soper	
V0.3	completed	13/02/2020	Michelle Soper	Revised after review by Penny Clevely
V1.0	Submitted to board	14/02/2020	Michelle Soper	To be approved by Project Board
V1.1		06/03/2020	Michelle Soper	Incorporated suggestions from Project Board

The source of this document can be found at: file:///O:\PNHQ%20-%20445\Media%20and%20Communications\Website%20redesign%202019\16.%20Project%20Management%20Website%20Refresh\12.%20Project%20Reports\12z.%20Project%20Closure%20Report

Approval

This document requires approval from the Chair of the project's governing group:

Web Refresh Project Board

Name	Title	Signature	Approved	Version
Jane Archibald	DCE Media and Communications			1.1

Distribution

This document has been distributed to the following people:

Name	Title	Issued	Version
Jevon McSkimming	A- DCE Strategy and Partnerships	14/02/2020	1.0
A-Supt Brian Moyle	A-Director Mobility and Digital	14/02/2020	1.0
Rachael Bambery	National Manager, Service	14/02/2020	1.0
Penny Clevely	Manager: Internal/Online Communications	14/02/2020	1.0
Jane Goodall	Manager: Application & Info Development	14/02/2020	1.0
Martin Smit	Director: Investment Portfolio Office	06/03/2020	1.1
Phil Hanlon	Director Transformation and Change	06/03/2020	1.1

Table of contents

Executive summary

1. The project has delivered the refreshed public Website, and Android and iOS versions of a NZ Police App.

2. The project has been delivered to a slightly delayed timeline (within one month of original targets) and within $30k of original project CAPEX budget.

3. The uptake of the Police App (as @ 10 February 2020) is ~50000 downloads (including on 11200 Police iDevices). Public feedback and ratings in the App stores have been favourable.

4. Recruitment of two new full-time roles (in Media and Communications) to support the refreshed Police website and additional content development is still in progress as part of business-as-usual.

Recommendations

5. It is recommended that the Website Refresh Project Board:

    a. Agree that the project can be closed.

    b. Note that the Benefit Realisation Plan is currently being finalised in conjunction with the Investment Portfolio Office and is expected to be completed and approved by SRO Jane Archibald by end of February 2020.

    c. Note that financial journaling of known costs already incurred to incorrect cost centres are still to be completed by Finance, and this is expected to be completed and project cost centres closed by end of February 2020.   All costs have been included in the total project costs reported in this document.

Review of the Business Case

6. This project was funded from the Mobility Programme for the technical workstream (CAPEX $230k), and from a Light Business Case for the business and design workstream (CAPEX $200k + $20k contingency draw-down through change request, OPEX $165k).

7. The overall scope of the project was:

    i.   Introduction of a public-facing mobile Police app to further extend the reach of Police services (e.g. 105 reporting and news content) to the NZ public, our media partners, and international visitors; both an Android and iOS version of the app were implemented. **COMPLETE**

    ii. Implementation of business-led brand and design to enhance user experience of our website and new App. **COMPLETE**

    iii. Creation of two new full-time roles (in Media and Communications) to support the refreshed Police website via implementation of new processes and enhanced online content.   The recruitment for these roles is a Business-As-Usual task, and recruitment is still **IN PROGRESS.**

Deviations from the approved Business Case

8. The opex components have not yet been fully spent – see final Financial position table.

Review of project objectives

9. TIME: the project timeline was achieved, with some minor delays to the launch of the public App by a few weeks. Contributing factors were:

    a. Whakaari-White Island incident

    b. additional security testing of App added in the late stages

    c. minor challenges with establishing the NZ Police Google Play store account.

10. COST: the project was delivered within the original budget including $20k of contingency drawn down via change control process, with a small overspend on technology workstream ($8k) absorbed

11. QUALITY: the project achieved all quality objectives as outlined in original business case.

12. SCOPE: the scope of the design of the refreshed website was still slightly fluid at the outset of the project, and pragmatic decisions have been made throughout to defer some features and objectives to 'Phase 2'.

13. BENEFITS: the project has followed the Police Benefit Management Framework – with the Benefit Management Plan expected to be approved and signed off in February 2020, and the project is on track to deliver benefits in full. See Benefits section for further detail.

14. RISK: the project followed the Police Organisational Risk approach, as outlined in the original business case.

Benefits achieved to date

15. See the following page for the full Benefits Logic Map, including what has already been completely delivered, what is on track for delivery, and what is still yet to be delivered (with some dependencies on factors external to this project).

16. There were 3 explicit 'outputs' from this project that have all been delivered in full:

    a. NZ Police App (Android and iOS versions)

    b. Refreshed Website

    c. 12 Cameras for Districts.

17. See the Benefits Logic Map on the following page for an overview of how these outputs contributed to capability, outcomes and benefits.
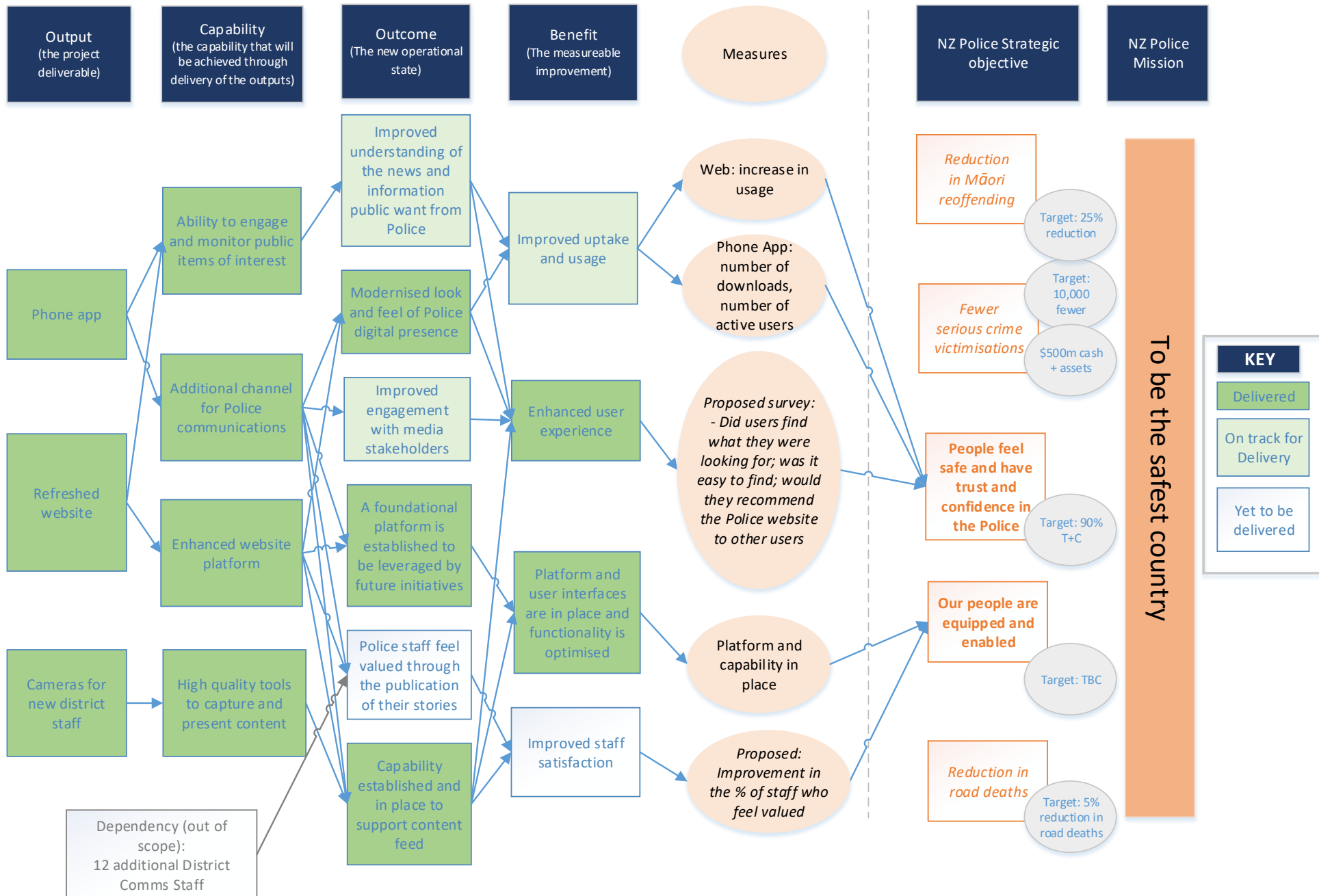
Residual benefits expected

18. The following 'outcomes' are still yet to be completely delivered/flow on:

    a. Improved understanding of the news and information public want from Police (this will be derived from analysing the usage statistics over time)

    b. Improved engagement with Media Stakeholders

    c. Police staff feel valued through the publication of their stories (dependent on 12 additional District Communications staff being in place – external to project), non-quantifiable benefit.

19. The following 'benefits' are still yet to be completely delivered/flow on:

    a. Improved uptake and usage (partially delivered)

    b. Improved staff satisfaction.

Expected net benefits

20. Ultimately, the benefits that are expected to be fully achieved within 6-12 months are:

    a. Improved uptake and usage of the Website

    b. Good usage of the App (50000 downloads)

    c. Enhanced user experience of website

    d. Improved staff satisfaction (dependent on additional District Comms staff being in place to tell District stories).

21. The full Benefits Realisation Plan is currently being finalised in conjunction with the Investment Portfolio Office, and is expected to be completed in February 2020 with approval to be sought from SRO Jane Archibald before the end of February 2020.

Benefits logic map – Website Refresh v0.3, January 2020

| Output (the project deliverable) | Capability (the capability that will be achieved through delivery of the outputs) | Outcome (The new operational state) | Benefit (The measureable improvement) | Measures | NZ Police Strategic objective | NZ Police Mission |

Output
- Phone app
- Refreshed website
- Cameras for new district staff

Capability
- Ability to engage and monitor public items of interest
- Additional channel for Police communications
- Enhanced website platform
- High quality tools to capture and present content

Outcome
- Improved understanding of the news and information public want from Police
- Modernised look and feel of Police digital presence
- Improved engagement with media stakeholders
- A foundational platform is established to be leveraged by future initiatives
- Police staff feel valued through the publication of their stories
- Capability established and in place to support content feed

Benefit
- Improved uptake and usage
- Enhanced user experience
- Platform and user interfaces are in place and functionality is optimised
- Improved staff satisfaction

Measures
- Web: increase in usage
- Phone App: number of downloads, number of active users
- Proposed survey: - Did users find what they were looking for; was it easy to find; would they recommend the Police website to other users
- Platform and capability in place
- Proposed: Improvement in the % of staff who feel valued

NZ Police Strategic objective
- Reduction in Māori reoffending — Target: 25% reduction
- Fewer serious crime victimisations — Target: 10,000 fewer — $500m cash + assets
- People feel safe and have trust and confidence in the Police — Target: 90% T+C
- Our people are equipped and enabled — Target: TBC
- Reduction in road deaths — Target: 5% reduction in road deaths

NZ Police Mission
To be the safest country

Dependency (out of scope): 12 additional District Comms Staff

KEY
- Delivered
- On track for Delivery
- Yet to be delivered

6

Final Financial position as at January 2020

Project Code or CC	CAPITAL COSTS	As @ Business Case		As @ 31 January 2020		Notes
Technical Workstream #77589 Web Refresh Project C77589OTH1 CC82820	Mobile App - Smudge and ICT costs for design, dev, test and Pen test of app	118,000		82,933		small $8k overspend absorbed by Mobility Programme
	Website Refresh - Back end ICT costs for dev and test of website and integration to App	109,100	$ 226,358	112,402	$ 234,607	
	Penetration Test of Website	20,000		20,920		
	Mobility Project Mgmt Costs	16,128		18,351		
Business Workstream #80448 Website Refresh Project C80448OTH1 CC90045	Website Refresh - Front end StanleySt costs for UX testing and implementation of design for front-end of website	91,480	$ 203,480	112,380	$ 221,944	Change Request 01: $20k contingency draw-down to fund design and front-end development overspend (Approved Nov 2019)
	Business Project Team (0.5 Project Manager, 0.5 Project Coordinator, 2 x 0.4 Business Analyst)	112,000		109,564		
			$ 429,838		**$ 456,551**	

Media & Comms cc 90000 Website Refresh Project OPEX	OPEX COSTS	As @ Business Case	@ 31 Jan	Est @ 30 June	Notes
	Online Content Editor & Online Content Advisor salary pro-rata	118,000	0	118,000	Salary costs for first half of 2020 and some contractor resourcing until FT resources in place.
	Vendor (Smudge fixes and testing)	23,000	5000	23,000	For fixes and enhancements in first 6 months of App.
	Photography Equipment - Cameras (12 x $2000)	24,000	24,000	24,000	Consistent, high quality cameras for each district.
	Depreciation	72,000	0	72,000	Depreciation will be incurred when project is capitalised as part of project closure
	Total OPEX	**$ 237,000**	**$ 29,000**	**$ 237,000**	

TOTALS	Original	Jan 2020	Est @ June		
CAPEX	$ 429,838	$ 456,551	$ 456,551	-$26,713 deficit funded by $20k contingency drawdown, & remainder absorbed by Mobility Programme	
OPEX	$ 237,000	$ 29,000	$ 237,000	Remaining opex costs still to be incurred by Media and Communications in first half of 2020.	

Review of products

Off-specifications

22. The design was completed by the vendor for a new Districts section for the new website, consisting of District map-based pages with drill-down district statistics and space for local district stories and profiles. However this was descoped from delivery, to be implemented in future once the District Media and Comms staff are recruited and can develop and maintain the content for these sections.

Product handover

23. The Go-No-Go documents summarised the status of all preparation and handover activities and formal approvals. This was completed:

    a. for the Website on 11 November 2020.

    b. for the Apps on 9 December 2020.

24. The Go-No-Go documents are located here: O:\PNHQ - 445\Media and Communications\Website redesign 2019\16. Project Management Website Refresh\7. Implementation and Rollout

Summary of follow-on action recommendations

25. There are a number of outstanding suggestions for improvement and low priority findings from the penetration testing that are being addressed by the ICT Web team as part of BAU, with oversight and monitoring from the Cyber Security Team.

Lessons Learnt

26. A lessons learned workshop was held on 18 December 2019 with the project team. The outcomes from this workshop are listed below.

	Lesson	Description	Lesson Learned
Good	Co-location of developers in PNHQ	For critical phase pre go-live.	Repeat process, possibly earlier.
Good	Daily stand-up sessions effective	Video better than audio, issues with Webex multiple teams.	Continue with daily standup sessions for Phase 2 - Ideally video, enable multiple teams.
Good	Cave as a dedicated room for project	Cave booked for project meetings.	Replicate for future projects

	Lesson	Description	Lesson Learned
Good	Michelle as technical PM across all ICT teams.	Having a single point of contact managing ICT groups proved effective.	One single point of contact - programme and team members recommend utilisation of Michelle for ongoing work given her IP and expertise for Mobility.
Good	Vendor presentations	To Exec and Project Board proved effective and enabled timely decisions	Continue vendor presentations, vendor ability to travel to PNHQ
Good	Comms between developers and testers	Communicated well despite not being co-located	More of the same
Good	QualIT responsive to timelines and demands at short notice	Ability to turn tap on and off	Utilise in future. Having business requirements upfront will assist testing.
Good	Good governance	Small and correct group who made timely decisions	Replicate
Good	Media and Comms involved from the beginning	Media and Comms staff across it from the start	Replicate
Good	Excellent commitment from staff	Particularly Penny and Julie	Spread the load, to involve others. Business requirements to assist.
Good	Releasing app to police staff in advance	Widened the test user base and provided early feedback	Replicate
Good	Website refresh looks much more professional	Looks good, good design	
Good	Willingness to problem-solve as a team	The high level of trust in the project team enabled honest conversations and big calls to be made.	Product owner able to make informed decisions with the support of the team.
Not so good	No Business Requirements	There were no documented business requirements completed at the commencement of the project. This proved challenging for testing.	Document requirements at commencement of project.
Not so good	Too many FAQ iterations	Too many people involved in developing FAQs	Hold off till we have final version in place
Not so good	Changes to design		Be clearer with stakeholders of cut off dates Ensure business requirements completed upfront.
Not so good	Security guidance	Evolved due to external influences	
Not so good	App store submission	No control over timing or ability to contact	Have surety of what text in what field. With updates going forward this will be mitigated. But still no control over timings by Apps stores.

	Lesson	**Description**	**Lesson Learned**
Not so good	Security guidance around whitelisting		Clearer guidance and foundation for future public facing apps
Not so good	Clarity for BAU activities as part of handover	Prioritisation	This is for noting purposes only. Will be part of handover. Refer Michelle.
Not so good	Set up of JIRA was problematic	Structure and categorisation evolved over time and JIRAs weren't updated with sufficient information.	Set up and use JIRA effectively. Ensure all project team members communicated on its setup and use.
Not so good	Clarity of App store management going forward	Individual contact point	Generic shared email mailbox
Not so good	24hr on call arrangement not fully in place		Stabilise platform for future requirements as part of BAU.
Not so good	Staffing pressure	The quality of staff was/is amazing but not enough FTE staff on board puts a lot of pressure on.	Be more bold in seeking commitment from the business to invest in areas that are supporting new dev work that we know will become ongoing BAU. Continue to grow the capability within the organisation.
Not so good	Delivery of major piece of work in the same year that 'unprecedented' operational pressure on organisation.	March 15, 105 launch, and Firearms Buy-back put pressure on the same workgroup/staff – who were already quite burnt out.	Need to ensure welfare of staff comes first regarding deadline pressure.
Not so good	A launch close to end of year puts extra pressure on	With the launch (web) close to Christmas and then (app) in the summer break – not all staff back at work to support the product in the New Year.	Harder to keep the momentum going and initiate work on phase two
Not so Good	Some project costs charged to incorrect cost-centres	Business project resources working on multiple projects were charged to a single cost centre in another business unit, resulting in time-consuming process of locating and journaling across relevant costs post-project.	Setup project cost centre at beginning of project, and setup all POs and invoices for all costs so they can be coded and paid appropriately. Possibly get more Finance Advisor assistance during project setup.