IR-01-23-11239

13 June 2023

J A Harris
fyi-request-22454-fda0b19d@requests.fyi.org.nz

Dear J A Harris

Thank you for your Official Information Act 1982 (OIA) request dated 14 April 2023, in which you requested information about the posting of infringement notices.

I have answered each part of your request below.

> *Please provide all information and documentation relating to the transition to issuing infringements without printing a ticket at the roadside.*
>
> *Please ensure all documents relating to benefits and concerns and risks of this are included. This might include business cases, project risk registers, privacy impact assessments, operational assessments, requests for decisions from stakeholders, legal or professional advice received.*

On 27 April 2023, we reached out to you and advised we had located over 2,500 files associated with this project and were considering refusing this part of your request due to the substantial collation required. We then asked if you would be willing to narrow the scope to four key documents that were identified as likely to be of most interest. You confirmed you were happy to do this.

Please find included with my response a copy of the following documents:

- SMART Replacement Print Options (13 June 2014)
- Road Policing Printing Business Case Options (2 July 2015)*
- Road Policing Printing Solution Business Case (16 September 2015)
- s78B SLT Briefing Paper (8 October 2015).

*This is a more complete version of the document that was previously identified in our clarification email titled ‘Road Policing Printing Options analysis (18 June 2015)’.

You also added to your request:

> *Please provide any information which forms a post implementation review, project lessons learned, or project completion report in relation to the transition to paperless infringements, SMART/ RP Printing.*

Please find included with my response a copy of an independent review completed by KPMG in 2018. This review incorporated the project evaluation review and the post

implementation benefits review, both of which were outlined as deliverables in the Business Case.

Please note that some contact details and specific infringement notice numbers have been withheld from this document related pursuant to section 9(2)(a) of the OIA to protect the privacy of natural persons.

Please also answer the following questions:

1. *what consideration has been given to issuing infringements to people who do not have a postal address*
2. *what alternative options are in place for police to issue an infringement in these situations*

Where a notice recipient claims to have no address, other appropriate address options will be explored, such as an address associated with a bank account; a 'care of' address (for example that of a friend, family member, or temporary accommodation), the address on their driver licence, or the address any vehicle that may be involved in the offence is registered to (if the notice recipient is the registered owner).

Police believes there exists only a very small number of individuals who would have no address to which an infringement notice could be sent. Where this occurs, consideration may be given to the notice recipient being summonsed to appear in court for the offence. In this circumstance, the costs and resources associated in doing so must be carefully weighed against the seriousness of the offence and the public interest considerations.

Note that changing to posting infringement notices has meant little change to the situation concerning those who have no postal address. From a legal perspective, to enable enforcement of an infringement offence that is not resolved within the first 28 days a Reminder Notice has to be served by post. Accordingly, regardless of a paper infringement notice being handed to someone of no fixed abode at the time, the same challenges existed concerning posting the Reminder Notice.

3. *the number of infringements issued by month since the change to sending tickets in the mail with no postal address*

4. *the number of infringements since the change with no postal address where the infringement remains unpaid, by the outcome of that infringment (court fine, defended hearing, etc)*

Please refer to Table 1 below for a breakdown of the number of infringement notices issued where an address was recorded as "No Fixed Abode" or similar.

Table 1: Number of infringement notices issued with 'No Fixed Abode' or similar recorded as the address, by calendar year

	2017	2018	2019	2020	2021	2022	2023
Cancelled				1	1	1	
Fee paid	4		2	2	1	2	
Issued							2
Refer to Court unpaid	19	18	15	21	16	12	4
Waived - Compliance	1		1				
Waived - Gone No Address			16	7			
Sum:	**24**	**18**	**34**	**31**	**18**	**15**	**6**

Please note this information was drawn from a dynamic operational database on 28 April 2023 and is subject to change as new information is recorded or recoded.

I trust this information is satisfactory in answering your request. If you are not satisfied, you have the right under section 28(3) of the OIA to seek an investigation and review by the Ombudsman of our decisions. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Yours sincerely

Superintendent Steve Greally
Director: National Road Policing Centre
New Zealand Police

NM DC Group

REFERENCE :

TOPIC : SMART Replacement Printing Options

PRESENTER : Superintendent Carey Griffiths, National Manager: Road Policing

13 June 2014

Purpose

1. The purposes of this paper are to inform the NM DC Group on options for printing notices issued from Mobility devices, as part of the SMART Replacement Project, and to obtain endorsement of the preferred approach.

Background

2. The Mobility SMART Replacement Project will migrate existing SMART applications onto a Mobility platform. This will enable all Police staff to issue traffic infringement notices (IONs) and written traffic warnings (WTWs) from a Mobility device, as well as migrating across the electronic Commercial Vehicle Inspection Report (CVIR) for CVIU.

3. The platform will later enable additional notice types to be processed from a Mobility device, such as Alcohol and Psychoactive Substances related infringements and notices for any other legislation that may become infringement offences in the future, such as minor drug and behaviour offences.

4. The platform could also enable documents that relate to infringements and other incidents and require printing to be generated, for example Driver Licence Suspension forms, Vehicle Impound forms, Police Safety Orders pursuant to the Domestic Violence Act and Complaint Acknowledgement Forms.

5. Benefits of enabling these applications on a Mobility device include officers only having to search or obtain information once for an incident and apply that information to a number of related documents, and officers not having to carry around and maintain version currency of a bag full of different forms.

Options for Printing Notices

6. In summary, the print options are no roadside printing, roadside printing for all users and roadside printing partially supported by other print options.

7. More work will be conducted on detailed costs and other requirements, such as RFI testing and vehicle fit out implications for printers, following agreement on option preferences.

No Notice Printing

8. It is recognised that an ideal future state is no printing at all of infringement notices; however analysis shows that there is a lack of overall public readiness to receive notices electronically. Further, there is no current legal requirement for notice recipients to provide Police with a mobile phone number (specifically) or an email address to enable this option.

No Roadside Printing / Bulk Print and Post

9. The no roadside printing could be managed by sending notice data to a print/post provider for printing and post. It would save on the cost of printer set up and maintenance in Police vehicles. Off-setting this, there would be both print and post costs through the post/print provider.

10. Risks include no evidence of delivery of the notice leading to an increase in successful applications to MoJ pursuant to Section 78B of the Summary Proceedings Act. This is likely to be utilised by high risk offenders to delay or avoid sanctions for unsafe behaviours on the roads, with them remaining a risk to other road users. This also has added cost impact for Police processing these applications.

11. International research indicates that handing a notice to an offender at the time of an offence has a greater impact on improving behaviour than the person receiving a notice some time after the event. This applies to WTWs and well as IONs.

12. Another disadvantage with this option is overseas visitors and others travelling away from home for a period of time not having the opportunity to pay or otherwise respond to a notice within legal timeframes, seeing an increase in matters falling into MoJ jurisdiction unnecessarily for fines enforcement action. Notices in this category are also eligible for successful Section 78B applications.

13. Further, having no roadside print function limits options around being able to print other notices and documents which Police are required to serve, many of which could be completed using information already obtained from Police systems or dealing with the incident attended. This includes driver licence suspension notices, vehicle impound forms, vehicle offload orders (CVIU), Police Safety Orders pursuant to the Domestic Violence Act, receipts and complaint acknowledgement forms for victims.

14. The bulk print and post option would have additional set up costs with the provider that are yet to be confirmed.

15. There would also have to be alternative print options for notices that have to be sent out with covering letters and attachments, such as those for excess blood alcohol following receipt of analysis results, those arising from S118 letters to ascertain the driver or those following investigations.

Roadside Printing for All Users

16. This option will enable all Police staff to issue printed notices at roadside, including IONs and WTWs, in addition to other notice types in the future.

17. Offenders receiving notices at the time of the offence enables more timely response to notices issued, leading to more notices being resolved early, with cost savings to Police if they are resolved prior to reminder notices being issued.

18. This option would provide printers to enable other documents required for delivery for enforcement, victim support and other purposes to be maintained in current version format on the Mobility platform and printed for service or delivery as required.

19. Alternative printing support would be required for this option to cater for circumstances where a notice cannot be issued at the time of the incident, such as excess blood alcohol infringements that can't be issued until after blood analysis results are known and notices issued following Section 118 letters to ascertain driver details.

Roadside Printing which is Partially Supported by Other Print Capability

20. This option combines both roadside printing for all with the ability to print and post where roadside printing at the time of the incident is no possible.

21. This may include circumstances such as excess blood alcohol infringements or infringements detected when a vehicle based printer is not immediately available.

22. Benefits of this solution include flexibility around printing and delivery depending on circumstances.

Preferred Option

23. The preferred option is roadside printing for all users partially supported by options of later print and post.

Recommendations

That the NM DC Group:

(i) Note the contents of this paper.

(ii) Endorse the approach of project team in further investigating the preferred option of roadside printing which is partially supported by other print and post capability.

Superintendent Carey Griffiths
National Manager: Road Policing

Road Policing Printing
Business Case Options

Steering Group

New Zealand POLICE
Nga Pirihimana O Aotearoa

Differences between Roadside vs Bulk Printing

	Roadside Printing	Bulk Printing
Definition	Portable printers will be accessible at the roadside for either all Frontline vehicles or Road Policing	The ability to print and post IONs, WTWs via NZ Post
Process	This will allow the officer to… • issue an ION or WTW and CVIR from their mobility device AND • the recipient will receive the infringement at the roadside	This will allow the officer to… • issue an ION or WTW from their mobility device AND • the recipient will receive the infringement in the post

Old Future State Options

Option 0: Current State (Baseline)

Roadside Printing for Road Policing staff AND manual paper based forms for all constabulary staff

Costs will include:

- Replacement Costs for 2 x Printers
- Consumables
- Costs for paper forms
- Processing costs
- ICT costs

Option 1: Roadside Printing for all Frontline vehicles + Bulk Print

Roadside Printing for ALL Frontline staff AND Road Policing AND Bulk Print for non operational staff

Costs will include:

- Procurements costs for 2 x Printers (as a service)
  - 2,222 Portable printers for vehicles
  - 120 A4 printers for CVIU
  - consumables
- Bulk Print costs
- Processing Costs
- ICT costs

Option 2: Roadside Printing for Road Policing + Bulk Print

Roadside Printing for ALL Road Policing staff AND Bulk Print for all operational and non operational staff

Costs will include:

- Procurement costs for 2 x Printers (as a service)
  - 1,500 Portable printers for vehicles
  - 120 A4 printers for CVIU
  - consumables
- Bulk Print costs
- Processing Costs
- ICT Costs

Option 3: Roadside Printing for CVIRs + Bulk Print

Roadside Printing for CVIRs ALL Bulk Print for all operational and non operational staff

Costs will include:

- Procurement costs for 1 x Printer (as a service)
  - 120 A4 printers for CVIU
  - consumables
- Bulk Print costs
- Processing Costs
- ICT Costs

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  - 2,222 Portable printers for vehicles
  - 120 A4 printers for CVIU
  - consumables
- Bulk Print costs
- Processing Costs
- ICT costs

Option 2: Roadside Printing for CVIRs + Bulk Print

Roadside Printing for CVIRs ALL Bulk Print for all operational and non operational staff

Costs will include:

- Procurement costs for 1 x Printer (as a service)
- 120 A4 printers for CVIU
- consumables
- Bulk Print costs
- Processing Costs
- ICT Costs

Option 3: Bulk Print

Bulk Print for ALL operational and non operational staff

Costs will include:

- Bulk Print costs
- Processing Costs
- ICT Costs

Key Features of the new options

✔ = the user can use this method to issue IONs and WTWs and CVIRs (unless specified)

X = the user cannot use this method to issue IONs and WTWs and CVIRs (unless specified)

Impacted Staff/Groups	Option 0 Printing for Road Policing + Forms for other constabulary staff		Option 1 Printing for all Frontline vehicles +Bulk Print		Option 2 Printing for CVIR + Bulk Print		Option 3 Bulk Print	
	Roadside Printing	Infringement Forms	Roadside Printing	Bulk Print	Roadside Printing	Bulk Print	Roadside Printing	Bulk Print
Frontline staff	X	✔	✔	✔	X	✔	X	✔
Road Policing staff	✔	✔	✔	✔	X	✔	X	✔
Non-operational constabulary staff	X	✔	X	✔	X	✔	X	✔
CVIU	✔ (CVIRs, IONs, WTWs)		✔ (CVIRs, IONs, WTWs)		✔ (CVIRs, IONs, WTWs)		X	✔ (IONs, WTWs, CVIRs)

Costs

	Option 1	Option 2	Option 3
	Roadside Print for all Frontline Vehicles Bulk Print	**Roadside print for CVIR Bulk Print**	**Bulk Print**
Portable Printer			
Device (excludes GST) per month	$30		
Quantity	2222		
Per year	$799,920		
Paper Costs per year	$455,000		
Total Per Year	**$1,254,920**		
Over 5 years	**$6,274,600**		
CVIU			
Device (excludes GST) per month	$24	$24	
Quantity	120	120	
Per year	$34,560	$34,560	
Paper Costs	$90,000	$90,000	
Per year	**$124,560**	**$124,560**	
Over 5 years	**$622,800**	**$622,800**	
Bulk Print Costs			
Project Costs	$6,815	$6,815	$6,815
ION print costs	$68,500	$136,000	$136,000
WTW print costs	$1,370	$2,720	$2,720
Per year	**$76,685**	**$145,535**	**$145,535**
Over 5 years	**$383,425**	**$727,675**	**$727,675**
Total Annual Cost	**$1,456,165**	**$270,095**	**$145,535**
Total over 5 years	**$7,280,825**	**$1,350,475**	**$727,675**

ASSUMPTIONS

Excludes GST

Excludes Police ICT project costs

Bulk Printing costs vary in Option 1 and 2. Volumes are based on 500,000 IONs per year for Option 1 and 1,000,000 IONs per year for Option 2

Impacts

The key impacts for Roadside and Bulk Printing are listed

	Roadside Printing	Bulk Print
PIB	There will be no impact	• PIB will notice an increase in batch processing , however they are prepared for the increase due to the Static Camera Expansion Programme • Potentially an increase in granted 78B* applications from MOJ where PIB will need to assist MoJ with their validation process to confirm that the recipient did in fact receive the ticket
Public	The public will receive a printed ION, WTW & CVIR at the roadside	The public will receive a printed ION, WTW & CVIR through the mail
ICT - Support	ICT Support effort will be required to sustain portable printers	ICT support effort will be significantly reduced with Bulk Printing
Ministry of Justice	There will be no impact on 78B applications	Potential increase in granted 78B applications due to not having sufficient evidence of proof of service to negate S78B applications to Courts, with Police and MoJ cost and resource impacts.
CVIR	No change	More investigation needs to occur on whether CVIRs can be bulk printed

*78B applications (as prescribed within the Summary Proceedings Act) is a procedure available to the recipient to dispute the infringement once an infringement is filed with the court as unpaid. An application maybe granted or declined by MOJ. MOJ factor in if the notice was issued at roadside to determine if the 78B application is granted or declined. At present, 75% of applications are declined because the notice was served at the roadside.

Appendix – Bulk Print costs

NZ Post Bulk Print Costs (excludes Police ICT costs)

Project Set up costs for NZ Post	16,815
Less NZ Post investment	- 10,000
Total after NZ Post Investment	6,815

	Per Unit	Approx IONs 1,000,000	Approx WTWs 20,000	Total
Operations Create Output	0.005	5,000	100	5,100
Endpoint Address Cleansing	0.015	15,000	300	15,300
Inkjet Colour Printing	0.0585	58,500	1,170	59,670
Supply Roll Fed white paper	0.015	15,000	300	15,300
Machine Fold and Insert	0.025	25,000	500	25,500
Machine Insert Extra Items	0.005	5,000	100	5,100
Postcode Sort	0.005	5,000	100	5,100
Smartmail Processing	0.0075	7,500	150	7,650
	0.136	136,000	2,720	138,720

	Per Unit	Approx IONs 500,000	Approx WTWs 10,000	Total
Operations Create Output	0.005	2,500	50	2,550
Endpoint Address Cleansing	0.015	7,500	150	7,650
Inkjet Colour Printing	0.0595	29,750	595	30,345
Supply Roll Fed white paper	0.015	7,500	150	7,650
Machine Fold and Insert	0.025	12,500	250	12,750
Machine Insert Extra Items	0.005	2,500	50	2,550
Postcode Sort	0.005	2,500	50	2,550
Smartmail Processing	0.0075	3,750	75	3,825
	0.137	68,500	1,370	69,870

Note Bulk Printing costs vary in price for colour printing dependent on volumes.

Project Business Case

Road Policing Printing

Information for Finance

Cost centre	82600
Sentient ID:	5223
Asset type	Software to enable Bulk Printing and emailing.

Document approval and history

Approval of this project business case indicates an understanding of the purpose and content described in this document. By signing this document, each individual agrees work should be initiated on this project and necessary resources should be committed as described.

Approver role	Name	Signature	Date
Delegated Financial Authority D/C Resource Management	Glenn Dunbier		
Delegated Financial Authority Deputy Chief Executive Finance	John Bole		

The Police Capability Investment Board (PCIB) considered this business case on 16 September 2015 and has agreed with the business case's recommendations.

Assistant Commissioner Road Policing	Dave Trappitt	Approved	03/09/15
Investment Sponsor (Sub-portfolio Board Chair)	Mark Evans		
Deputy Chief Executive: Finance	John Bole		
Acting Executive Director: Information Technology and Systems (For ICT-enabled projects only)	Anne Speden	Approved	11/09/15

Endorsements

Endorsing role	Name	Signature	Date
Senior User (Mobility)	Supt Jevon McSkimming	Endorsed	10/09/15
Senior User (Road Policing)	Supt Steve Greally	Endorsed	09/09/15
Senior Supplier	Lynda Burch	Endorsed	09/09/15
Project Manager	Katrina Lash	Endorsed	09/09/15

Project Business Case

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Endorsements

Endorsing role	Name	Signature	Date
Senior User (Mobility)	Supt Jevon McSkimming	Endorsed	10/09/15
Senior User (Road Policing)	Supt Steve Greally	Endorsed	09/09/15
Senior Supplier	Lynda Burch	Endorsed	09/09/15
Project Manager	Katrina Lash	Endorsed	09/09/15

Endorsing role	Name	Signature	Date
Member Road Policing Sub Portfolio Investment Board	Sharon Hart	Endorsed	10/09/15

Consultation

The following business groups have been consulted in the development of this Business Case:

Organisation consulted	Name	Date
Enterprise Portfolio Management Office (EPMO)	Carl Nixon	11/09/15
Road Policing	Insp Pete McKennie	11/09/15
Finance	Jeff Matthews	09/09/15
Training	Deirdre Watson	09/09/15
Procurement	Keith Thompson	11/09/15
ICT Strategic Sourcing	Deborah Braithwaite	09/09/15
ICT consultation (for projects with an ICT component)		
ICT Business Portfolio Manager	Alan Edmonds	10/09/15
Technical Owner	Ian Smith	10/09/15
Support Owner	Keith Buckley	10/09/15
ICT Programme Manager	Lynda Burch	09/09/15

Version release history

Release	Status	Date	Author	Description of release
V0.1	Draft	4 Jun 15	Bea Makwana Eleni Kanelos	Initial draft
V0.2	Draft	8 Jun 15	Bea Makwana Eleni Kanelos	Updated with benefits
V0.3	Draft	9 Jun 15	Eleni Kanelos	Updated with Eleanor Aitken feedback
V0.4	Draft	18 Jun 15	Eleni Kanelos	Updated with Katrina Lash feedback
V0.5	Draft	30 Jun 15	Eleni Kanelos	Updated by Bea Makwana
V0.6	Draft	2 Jul 15	Bea Makwana	Updated with Katrina Lash feedback
V0.7	Draft	16 Jul 15	Katrina Lash	Updated after further project team feedback
V0. 8	Draft	20 Jul 15	Bea Makwana	Updated after further project team feedback
V0. 9	Draft	27 Jul 15	Eleni Kanelos	Updated after further project team feedback
V0.10	Draft	29 July 15	Bea Makwana	Updated after further project team feedback
V0.11	Draft	30 July	Bea Makwana	Updated after further project team

Release	Status	Date	Author	Description of release
				feedback
V0.12	Draft	3 Aug 15	Katrina Lash	Updated after feedback from Lynda Burch
V0.13	Draft	4 Aug 15	Bea Makwana	Updated after further project team feedback
V0.14	Draft	6 Aug 15	Bea Makwana	Updated after EPMO feedback
V0.15	Draft	18 Aug 15	Bea Makwana	Updated with Katrina Lash feedback
V0.16	Draft	19 Aug 15	Bea Makwana	Updated with Katrina Lash feedback
V0.17	Draft	20 Aug 2015	Eleanor Aitken	Updated with feedback from Road Policing
V0.18	Draft	20 Aug 2015	Bea Makwana Eleni Kanelos	Updated with feedback from Mobility
V0.19	Draft	28 Aug 2015	Eleanor Aitken	Updated with feedback from Finance
V0.20	Draft	4 Sept 2015	Eleanor Aitken	Updated with feedback from Lynda Burch
V0.21	Draft	4 Sept 2015	Eleanor Aitken	Updated with feedback from Jeff Matthews
V0.22	Draft	7 Sep 2015	Eleanor Aitken	Updated with feedback from Katrina lash
V0.23	Draft	8 Sept 2015	Eleanor Aitken	Updated with feedback from EPMO (Carl Nixon)
V0.24	Draft	10 Sept 2015	Eleanor Aitken	Updated with feedback from Keith Thompson (Procurement).
V1.0	Approved			

References and standards

Document name	Date of issue	Version
Project Mandate (Investment Proposal)[1]	17/3/2015	V 1.0
Project Brief[2]	17/3/2015	V1.0

Points of contact

	Name/Title/Organisation	Phone	Email
Business Case author	Eleanor Aitken	41083	eleanor.aitken@police.govt.nz
Alternative Contact	Insp Pete McKennie	44429	peter.mckennie@police.govt.nz

[1] **Project Mandate (Investment Proposal)**: Concept Paper Version 1: Printing in Vehicles: Approved by the Mobility Board 24 November 2014. The Mandate (Investment proposal) replaces the current Concept Paper as of 1 July. The Concept paper was approved by the Mobility Governance Groups (NM and DC Board endorsed and the Mobility Board approved on 24 November 2014).

[2] **Project Brief: Road Policing Printing Solution**: Version 1: Approved: 10 February. SAP code set up 17 February 2015.

Table of contents

Tables

Executive summary

Recommendations

1. It is recommended that the Police Capability Investment Board ("PCIB"):
    a. **Note** this business case seeks investment to fund continuity of Road Policing enforcement activity across all of Police. A printing solution is required for the delivery of Infringement Offence Notices (IONs), Written Traffic Warnings (WTWs) and Commercial Vehicle Inspection Reports (CVIRs) via an iPhone. The SMART Replacement project (currently underway) requires this solution in order to fully achieve the benefits of these enhancements.
    b. **Note** the printers currently used by Road Policing are end of life and are not iOS compatible; therefore a new print solution is required to allow all frontline staff (hereafter referred to as 'officers'), not just Road Policing staff, to issue IONs, WTWs and CVIRs from their Mobility devices.
    c. **Note** that putting these tools in the hands of all frontline Police has the potential to significantly improve Road Safety enforcement activity, accuracy and reporting. Enabling a seamless process for printing notices (bulk printing) is critical to achieving this potential.
    d. **Agree** that the preferred option is Option 4: Email CVIRs and Bulk Print IONs and WTWs.
    e. **Note** that legislative changes are required to deliver completely electronic transactions (e.g. recipients would receive all tickets and warnings via text or email). The timeframes preclude this being delivered for the Infringement (SMART replacement and TCR) project. Therefore we are recommending Bulk Printing through a postal services provider as an interim solution.
    f. **Note** that the required goods or services fall within the scope of an existing Police supply agreement which will need a contract variation to accommodate new services (printing and posting of IONs, WTWs).
    g. **Note** that the capital and operating requirements for the preferred option requires new funding from the organisation.
    h. **Note** that this initiative will be managed under the Mobility ICT Roadmap via the SMART and TCR Steering Group, which reports through to the Mobility Governance Board.
    i. **Agree** to commit project capital funding of $754,971 and project operational funding of $159,000 to support the development of bulk printing of IONs and WTWs and emailing of CVIRs, to be fully realised by the Infringements (SMART replacement and TCR) project.
    j. **Endorse** incorporation of ongoing operational costs (up to $600k per annum) into the next update of 4 Year Plan.

Strategic case

2. Providing bulk print and post to issue an infringement is the first step to enable officers to transact with the public electronically. It will leverage off our existing mobile capability and enhance this to support electronic issuing of infringements eventually. It also supports the following key strategies within Police:
    a. 'Better Public Services' Result 10,
    b. Prevention First,
    c. Policing Excellence the Future,
    d. Mobility Strategy,
    e. Road Policing Strategy,

    More detail about how this solution supports these strategies is in the Strategic Case section of this business case.

Economic case

3. The preferred option is **Option 4: Emailing CVIRs and Bulk Print Infringements (IONs) and Written Traffic Warnings (WTWs)[3].**
4. It is preferred as it clearly meets the dependency with the Infringements (SMART replacement and TCR) project, has a close strategic alignment to key Policing initiatives and is a relatively affordable solution with the most benefits.
5. It moves Police from owning and managing printers, to a bulk print and post option that is initially an increase in investment, but over time reduces Police's Total Cost of Ownership (TCO). In this way the preferred option, while needing initial investment, provides the most benefits.

Commercial case

6. The required goods and services fall within the scope of existing Police supply agreement with NZ Post. It will leverage existing procurement arrangements between Police and NZ Post for a Bulk print and post option.

Financial case

7. Option 4 requires project capex funding of $754,971 to support the bulk printing of IONs and WTW and emailing of CVIRs. There is opex project funding of $159,000 also requested. The project capital and operating costs are currently on ICT's delivery plan for prioritisation by the PCIB.
8. The net ongoing operational costs (opex) are expected to come from the Road Policing budget. The project costs and ongoing operational costs give rise to a total cost of this initiative of $3.847m over the period of five years as this is an interim solution (until emailing and texting of infringements can be achieved).

Management case

9. This initiative will be managed under the Mobility ICT Roadmap via the SMART and TCR Steering Group, which reports through to the Mobility Governance Board.

[3] Endorsed by the SMART/TCR Steering Group on 22 July

Introduction

Purpose

10. This business case seeks investment to fund continuity and improvement of Road Policing enforcement activity across whole of Police. A printing solution is required for the delivery of IONs, WTWs and CVIRs via an iPhone. The SMART Replacement project (currently underway) requires this solution in order to fully achieve the benefits of these enhancements.
11. Putting these tools in the hands of all frontline Police, not just Road Policing, has the potential to significantly improve Road Safety enforcement activity, accuracy and reporting. Enabling a seamless process for printing notices is critical to achieving on this potential.
12. In the Police Infringement Bureau ("PIB") the efficiency benefits of receiving electronic (rather than hand written) infringement notices will help the team to process the additional volumes expected from the Static Camera Expansion Project (SCEP).

Strategic case

Making a case for change

Business need and objectives

Background

13. The Infringements (SMART replacement and TCR) Project is due to replace the Road Police (RP) Motorola devices with an iOS solution. It will deliver the capability for all frontline officers, not just road policing, to issue an ION and a WTW from their mobile device from March 2016. The current printers are not compatible with iPhones. This business case (Road Policing Printing Business Case) details the options, costs and benefits available to give Police enhanced Mobility capability.

Note that:

a. Currently the SMART device (Road Police's Motorola PDA and application) supports the only form of roadside printing available to the Police. It enables Road Policing Officers (including CVIU), to issue and provide a printed paper copy of; IONs, WTWs, and CVIRs, to drivers at the roadside. The technology used (SMART) requires replacement by 2015 alongside the printers currently used that are not iOS compatible.

b. The Infringement (SMART replacement and TCR) Project, currently in progress and closely related to this project, will migrate the existing the SMART application onto the latest refreshed mobility devices (iPhone 6 or iPhone 6 Plus). This will enable all frontline Police to issue ION's and WTWs roadside from their iPhone 6 or iPhone 6 Plus instead of using a paper based ticket.

c. Part of Policing Excellence and the Mobility workstream was to issue all frontline officers with a mobility device. We now have an opportunity to leverage our Mobility investment and move to a bulk print and post solution. Bulk print and post is currently a service provided by New Zealand Post (NZ Post) and is used for speed camera notices. Police send a file to NZ Post which contain infringement and written warning data. These are then printed in a standard format provided by Police and mailed out by NZ Post.

d. This will lay the foundation for new innovation to deliver services in a digital environment. This project is the first step to enable all frontline officers to transact with the public completely electronically at the roadside. This will move away from the physical ticket being the focus of the interaction, to the conversation at the roadside between the officer and the driver providing the deterrence.

e. A move to Bulk print and post (for IONs and WTWs and email for CVIRs) allows Police to build capability for the future in an electronic space and also achieves cost effectiveness and efficiencies as it does not rely on hardware (printers) or consumables (paper and toner) costs.

Change in Mindset

14. This project requires a change of behaviour by the frontline officer to ensure the quality of the conversation with the recipient at the roadside conveys all the information that is needed, rather than relying on issuing a physical infringement notice at the roadside.

15. As a result, this process may present a risk in terms of offenders having the ability to dispute the receipt of a ticket, resulting in an increase of s78B claims, in particular by recidivist drivers.

Strategic context

16. This business case asks the PCIB to invest in a new solution to improve the way Police are doing business in the road policing space. Bulk print and post supporting infringements on a mobile phone will enable all frontline officers to easily engage in road policing. It also lays the foundation for infrastructure and process change in order for police to start transacting with the public electronically in a mobile environment. It supports the following key Policing strategies:

a. **'Better Public Services' Result 10**

By delivering IONs, WTWs and CVIRs electronically to the public, this project will support the 'better public services' Result 10 vision whereby government agencies have been challenged to make it easier for the public to transact with them in a digital environment.

b. Prevention First

This supports frontline officers to continue to work from the street, be more visible, and to mobilise resources quickly to stay on top of demand.

c. Policing Excellence the Future

This will expand the use of mobile technology to make officers 'more street than station'.

d. Mobility Strategy

This supports a mobility enabled workforce, with officers using a more integrated electronic workflow, improving officer safety, making them more visible and building safer communities.

e. Road Policing Strategy

Enabling all officers to easily engage in routine road policing activity, by creating an easy solution for infringements, will support Government's Safer Journeys strategy and vision of a safe road system increasingly free of death and serious injury. It also supports Police's key strategic goal to reduce fatalities from road crashes by extending Road Policing activities to the whole of Police.

Current state

17. There are three ways to issue IONs and WTWs:
    a. Road Policing officers use Secure Mobile Access and Reporting Technology (SMART) devices. They complete basic checks via NIA and issue a printed ION and WTW from the handheld device that is paired to a portable Bluetooth printer. If there is printer failure they return to the station to download the notice and post it.
    b. Non-Road Policing officers (those officers who are not in the Road Policing workgroup) issue paper-based IONs and WTWs that they complete manually at the roadside.
18. Commercial Vehicle Inspection Unit (CVIU) use the SMART devices to complete basic checks via NIA. They issue CVIRs and IONs and WTWs from an A4 portable printer.

Problem or opportunity statement

19. The problems are:
    a. the current portable printers are not compatible with Mobility fleet and are at end-of-life. Therefore, Police have an immediate need to replace printers at the roadside so the full benefits of the Infringements (SMART replacement and TCR) project can be realised. This will allow staff to issue IONs, WTWs and CVIRs from the current Mobility devices.
    b. significant lead-time is required to ensure legislative changes are made to move towards electronic issuing of infringements (email/text infringements) which is the desired strategic direction. Due to the time constraints, alternative print solutions need to be explored to support the printing capability for the Infringements (SMART replacement and TCR) project.
    c. the following issues relate to frontline officers who complete 46%[4] of paper-based IONs and WTWs:
        i. errors in IONs submitted which are time-consuming for the PIB to resolve
        ii. time inefficiencies completing paper-based forms at the scene
        iii. continual overheads to store and maintain large numbers of paper-based forms. Some forms will still be required for Business Continuity Planning (BCP) and dealing with non-residents and those of no fixed abode
        iv. continual overheads to re-print large numbers of paper-based forms due to legislative changes.

[4] As at 2014 from Road Policing statistics, see Appendix 4.

20. The opportunities are:

    a. Transform a small part of the business (infringements) to a digital environment, paving the way for future innovations. This will lay the foundation for practice changes within NZ Police - specifically moving towards issuing infringements electronically. This will result in significant long term savings for Police and reduce effort and costs for the PIB.

    b. Increase the use of and leverage our mobility capability for all frontline staff.

    c. Enable IONs and WTWs to be processed and printed (via Bulk print and post) from a Mobility device at the scene by all officers to meet the timeframes for the Infringements (SMART replacement and TCR) project.

    d. Shift the admin task of downloading and posting an electronic ION if a printer fails from the officer to our Bulk print and post provider. This is an estimated savings of 10 minutes per officer per ION.

    e. The processing of electronic infringements will reduce manual entry and correcting errors at the PIB, and processing costs will reduce. As a result this will create time efficiencies for PIB staff, in particular time to focus on other higher priorities, including increasing volume of speed camera notices and increasing transfer of liability applications if demerit points are introduced for camera offences.

Investment objectives/future state

21. Stakeholders have identified and agreed to the following key investment objectives for this project:

    a. provide Police with a print solution for IONs and WTWs to be ready for deployment to end users by February 2016.

    b. provide a print solution for the CVIU for CVIRs to be ready for deployment to end users by April 2016.

    c. support the reduced need for officers having to carry and maintain different versions of paper-based forms and needing to manually complete paper-based forms.

    d. lay the foundation to move towards a digital environment.

Business Requirements

22. The key business requirements are to:

    a. replace the Road Policing technology used (SMART devices and printers) in 2015 because they are end-of- life and not iOS compatible.

    b. enable the delivery of infringements to the public in a digital environment by any frontline officer.

    c. incorporate the current roadside printing capability onto the Mobility platform, to support issuing of IONs, WTWs, CVIRs.

    d. reduce the need for officers to carry paper-based forms for IONs and WTWs and to enhance the interaction at the roadside by easily and quickly completing these at the roadside.

    e. ensure the quality of the conversation with the person at the roadside conveys all the information they need (to change behaviour).

    f. support a limited number of paper based IONs and WTWs to ensure;

        i. non-residents have the opportunity to pay the infringement before they leave New Zealand

        ii. an appropriate delivery of the infringement notices to cater for repeat offenders who avoid paying fines, accumulate demerit points, and are suspended from driving.

Benefits

23. A Benefits Review Plan is being constructed based on benefit profiles created in Sentient.

The following table summarises the benefits expected to be realised from investing in this change.

Table 1: Summary of benefits expected for the preferred option

Benefit name	Monetary benefit? (Y/N)	Benefit owner	Benefit description	Confidence in realising benefits (H/M/L)
Enabling Road Policing Activity	N	Road Policing	Supporting our Safer Journeys strategy. It will enable all frontline officers to engage easily in routine road policing activity and will deliver the capability for all frontline officers, not just road policing, to issue an ION and a WTW from their iOS mobile device.	
Increased time 'on street than station'	Y	Road Policing	Bulk Print will shift officers time to be 'more street than station'. It will relieve the administrative task of returning to the station to complete a paper ION form or download a SMART ION then mailing that form to the recipient. Currently staff return to the station when they: • Do not have access to an infringement book; or • an ION is a product of a 1V attendance; or • there is a printer failure and they need to post the ION. The average transaction is baselined at 10 mins per posted ION. There were approx 154,000 IONs posted in 2014: • 80822 were handwritten • 72717 were electronic SMART IONs. This is an estimated saving of 25,500 hours per year of frontline time that could be used for prevention activities. Commencing: Year 1 Target Achieved: Year 2	H
Creates efficiencies for a future platform in a paperless environment to support Result 10 of government's "Better Public Services" initiative "New Zealanders can complete their transactions with government easily in a digital environment"	N	Road Policing	Lay the foundation for infrastructure and process changes in Police for offences to be dealt with through a paperless environment via email and text Leverage Police's mobility capability Create significant efficiencies for ICT development/support effort by not having to maintain and support portable printers, paper or other consumables. Commencing: Year 1 Target Achieved: Year 10	H
Creates a platform	N	Road Policing	For example infringements under	H – this is a

Benefit name	Monetary benefit? (Y/N)	Benefit owner	Benefit description	Confidence in realising benefits (H/M/L)
for other notices to be dealt with in an electronic environment in the future			the Sale and Supply of Alcohol Act 2012, Psychoactive Substances Act 2013, and others according to the Mobility Roadmap- • HIONs (Heavy Infringement Offence Notice) • PIONs (Parking Infringement Offence Notice) • TONs (Traffic Offence Notice) • PSOs (Police Safety Order)	shared benefit with Infringements (SMART replacement and TCR) Project
Reduce costs to replace infringement books due to legislative changes	Y	Road Policing	The cost to Police to write off ION books due to legislative changes was $168k (July 2012). Commencing: Year 1 Target Achieved: Year 3 A small number of forms will be retained for BCP and issuing notices to non-residents and no fixed abode residents. ***NOT included in the costing.***	M - this is a shared benefit with Infringements (SMART replacement and TCR) Project
Reduce costs to print and store hard copy ION forms	Y	Road Policing	Printing and storing of ION books $162k (2013/2014) Commencing: Year 1 Target Achieved: Year 5 A small number of forms will be retained for BCP and issuing notices to non-residents	M - this is a shared benefit with Infringements (SMART replacement and TCR) Project
Reduction in error fixing at PIB	N	PIB	Enabling officers to validate data at the point of entry will reduce the number of errors made and therefore the follow-up work that needs to be done at PIB to correct the errors. There is also a time saving at PIB from processing electronic IONs as opposed to handwritten IONs (less time spent scanning, uploading and interpreting handwriting). Commencing: Year 1 Target achieved: Year 5.	M - this is a shared benefit with Infringements (SMART replacement and TCR) Project

Key stakeholders

24. A stakeholder management plan has been created. Table 3 below summarises the stakeholder engagement analysis.

25. Notes:

    Impact [1] indicates how much each stakeholder is impacted by the project.

    Influence[2] indicates the stakeholder's level of influence over the project's outcomes.

Table 2: Summary of stakeholder analysis

Stakeholder	Relationship to the project	Impact[1] (H/M/L)	Influence[2] (H/M/L)	Management strategy
All frontline officers	Users of the print solution	H	H	Training and communications will be prepared for staff as they need to know about the move from manual paper-based forms to the mobile solution with bulk print. With robust change management and communication strategies the officer will: • raise awareness with the public that their infringement will be mailed, • know how to bulk print , • know how to get support for bulk printing.
Road Policing staff	Users/owners of the previous (SMART) system and expectations that it will work as well	H	H	Change management, communications, and training will prepare road policing staff to move from using their current SMART and Bluetooth printers to the mobility device with new bulk print functionality. With robust change management and communication strategies the officer will: • be made aware on how to bulk print , • be made aware on how to get support for bulk printing, • raise awareness with the public that their infringement will be mailed.
CVIU staff	Users/owners of the previous (SMART) system and expectations that it will work as well	M	M	Change management, communications and training will transition staff from current printing functionality to the A4 printer, to emailing a CVIR.
PIB staff	Change in electronic infringement notices processes (bulk printing)	M	L	Change management will prepare PIB staff for a change in process with the move away from handwritten to electronic forms.
Police Executive	Change to frontline business processes Project progress and tracking	M	H	Communications plan that provides regular updates on key areas of interest and concern to the Police Executive. Regular project status/progress reporting through governance committees such as Steering Group, Sub-portfolio group and Strategic Oversight Committee.
Ministers (Transport and Police)	Awareness of project in alignment with SMART infringements development	L	L	Communications plan that allows for regular briefing to Ministers.
Ministry of Justice	Potential change in 78B	M	L	Communications to raise awareness that there

Stakeholder	Relationship to the project	Impact[1] (H/M/L)	Influence[2] (H/M/L)	Management strategy
	applications depending on the print option			may be an increase in granted 78B applications.
ICT	Awareness of support structure for Bulk Printing	L	L	Ensure documentation is complete and process is outlined so that service calls can be managed.
Mobility Team	Strategic overview	L	L	Communications to provide regular updates on the change impact to the districts via the mobility change network.
Preferred Provider	Bulk Printing provider	L	L	Ensure SLAs are agreed between Police and Preferred Provider.

Project constraints

26. Project constraints include:

    a. A Road Policing printing solution must be in place for the Infringements (SMART replacement) and TCR project.

    b. Existing interfaces with PIB must continue to be supported and cannot be modified as part of this project.

Project assumptions

27. The project estimates and plans are based on the following assumptions. If the assumptions change or are proven incorrect, the estimates and plans will be revised.

    a. The project will be appropriately resourced and managed through the usual business processes (this includes Road Policing Support receiving adequate funding from the New Zealand Transport Authority (NZTA) to proceed).

    b. The provision of printers will be part of a managed service contract with our preferred provider Konica Minolta and will include all hardware, paper, and related peripheral items (e.g. ink, chargers) for printing to work at the roadside.

    c. Printers will be available per vehicle not per user so managing printers on shifts and processes around charging etc will be part of change management.

    d. The Bulk Printing option will use the current service provider (NZ Post Ltd) and Police agreed terms, conditions and contracted processes.

    e. The change management effort will be shared with the Infringements (SMART replacement and TCR) project.

    f. The Business case is able to be approved prior to 1 October 2015.

    g. Development workstreams for Police and any other vendors can be run concurrently.

    h. Once the Business Case has been signed off, the project will enter into a design phase, which will determine High Level Requirements and High Level Designs to establish the email functionality for CVIRs. Once these have been completed, a stage review will determine any changes to scope, timeframes and costs to build the email functionality for CVIRs.

    i. Bulk Print and emailing CVIR options can still be completed when out of coverage as the information will be stored locally on the device and will be synced and sent once coverage is restored and the device is back online.

    j. The project will not follow an agile approach however the development phase will leverage the Infringement (SMART replacement and TCR) project agile approach.

Dependencies/interfaces

28. This project has the following dependencies:

a. Infringements (SMART replacement and TCR) project milestones, ICT delivery dates and roll out dates.

b. If the preferred option is print then a dependency is Konica Minolta can deliver the number of printers in the timeline as required (for options 1 and 2 only).

c. HP/PIPs programme of work is already scheduled for late 2015. Therefore any interface or regression tests required for PIPs will be influenced by the timings of the current HP/PIPs change programme.

29. The following projects are related or interface to this project:

a. Infringements (SMART replacement and TCR) project require a print solution for IONs and WTWs by February 2016, and

b. CVIR will require a print solution by the end of April 2016.

Economic case - Determining potential value for money

Table 3: Summary - long list options

DIMENSION	Scope options		Service solution options					Service delivery options			Implementation options	
Description of options (see para 21 "Investment Objectives)	1. Do nothing	2. Deliver the best solution	3. Buy printers	4.Lease printers from preferred provider	5. Bulk printing	6. Email IONs and WTWs	7. Email CVIRs	8. Officer delivery of IONs, WTWs, & CVIRs	9. PIB delivery of IONs, WTWs, & CVIRs	10. External provider delivery of IONs, WTWs, & CVIRs	11. Phased Delivery	12. 'Big Bang' delivery
Investment Objectives:												
Objective 1	No	Yes	Yes	Yes	Yes	Yes	N/A	Yes	Yes	Yes	No	Yes
Objective 2	No	Yes	Yes	Yes	Yes	N/A	Yes	Yes	Yes	Yes	No	Yes
Objective 3	No	Yes	No	No	Yes	Yes	Yes	No	No	Yes	Partial	Yes
Objective 4	No	Yes	No	No	Yes	Yes	Yes	No	No	Yes	Yes	Yes
Critical success factors:												
Potential value for money	No	Yes	No	No	Yes	Yes	Yes	No	No	Yes	Partial	Yes
Meets legislative requirements or supported by legislative opportunities	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes		
Integration with the mobile platform	No	Yes	No	No	Yes	Yes	Yes	No	No	Yes	Yes	Yes
Increase in time available for core policing and higher value admin functions	No	Yes	No	No	Yes	Yes	Yes	No	No	Yes	Partial	Yes
Summary of objectives and critical success factors:												
Overall assessment	Discount	Preferred	Discount	Discount	Preferred	Discount	Preferred	Discount	Discount	Preferred	Discount	Preferred

Short list options assessment

1. Red Amber Green was used to indicate whether the option was aligned or misaligned to investment objectives, or whether the benefits, cost and risk of the option is not of value. Options 5, 7, 10 and 12 were combined into a short list of options for delivery.
2. From the long list of options we identified 5 options based on the investment objectives. The following options were selected for investigation and endorsed by the SMART/TCR Steering group:

Table 4:Summary – short list options assessment

✔ = the user can use this method to issue IONs and WTWs and CVIRs
X = the user cannot use this method to issue IONs and WTWs and CVIRs

Impacted Staff/ Groups	Option 0 Printing for Road Policing + Forms for other constabulary staff			Option 1 Printing for all Frontline vehicles +Bulk Print			Option 2 Printing for CVIR + Bulk Print			Option 3 Bulk Print			Option 4 Email CVIR + Bulk Print PREFERRED OPTION		
	Roadside Printing	Forms	Email	Roadside Printing	Bulk Print	Email	Roadside Printing	Bulk Print	Email	Roadside Printing	Bulk Print	Email	Roadside Printing	Bulk Print	Email
Frontline staff	X	✔	X	✔	✔	X	X	✔	X	X	✔	X	X	✔	X
Road Policing staff	✔	✔	X	✔	✔	X	X	✔	X	X	✔	X	X	✔	X
Non-operational constabulary staff	X	✔	X	X	✔	X	X	✔	X	X	✔	X	X	✔	X
CVIU	✔ CVIR ION WTW		X	✔ CVIR	✔ ION WTW	X	✔ CVIR	✔ ION WTW	X	X	✔ ION WTW CVIR	X	X	✔ ION WTW	✔ CVIR

Key Features

3. **Option 0 – Current State (Baseline) -** This option describes current state:
   a. Road Policing staff use Secure Mobile Access and Reporting Technology (SMART) devices, which provides Road Policing staff the ability to complete basic checks via NIA and issue electronic IONs and WTWs from a mobile PDA paired to a portable Bluetooth printer.
   b. All other non-Road Policing officers issue paper based IONs and WTWs forms at the roadside.
   c. The Commercial Vehicle Inspection Unit (CVIU) also use the SMART devices to complete basic checks via NIA and issue CVIRs from an A4 portable printer.
4. This option discounted as the technology (SMART Devices and printers) is end of life, plus they are not compatible with iOS platform.
5. **Option 1 – Printing for Frontline Cars and Road Policing and Bulk Print functionality** - This option will support:
   a. Roadside Printing for all Frontline staff AND Road Policing staff by allocating portable printers to every frontline vehicle (approximately 2222 vehicles); AND
   b. Bulk printing functionality via the Printing Service Provider for the remaining officers who do not have access to a portable printer; AND
   c. CVIRs to be printed at the roadside for the CVIU teams (approximately 120 staff).
6. This option discounted as it is by far the most expensive and would provide an onerous burden on ICT Service hub managing hardware and consumables across all frontline staff. It also does not support the mobility vision of electronic workflow. Enabling a seamless end to end process for printing notices is critical to achieving this potential.
7. **Option 2 – Printing for CVIR and Bulk Print** - This option will support:

a. Bulk printing functionality for IONs and WTWs via the Printing Service Provider for all officers; AND

b. CVIRs to be printed at the roadside for the CVIU teams (approximately 120 staff).

8. Bulk print will:

i. lay the foundation for infrastructure and process change in order for police to start transacting with the public electronically in a mobile environment. This can be extended to other infringement notices, for example Traffic Offence Notices (TONs) and Alcohol Infringement Offence Notices (AIONs) in time.

ii. leverage Police's considerable investment in mobility and support the Policing Excellence the Future goal of being "more street than station" .

iii. move officers away from issuing a physical form (being the focus of the interaction), to the conversation at the roadside to ensure behaviour change.

9. **Option 3 – Bulk Print**

a. Enable bulk print functionality for IONs, WTWs and CVIRs via the Printing Service Provider for all officers.

10. **Option 4 – Email CVIR + Bulk Print (preferred option)**

a. Enable bulk print and post functionality for IONs and WTWs via the Printing Service Provider for all officers.

b. Enable CVIU teams to email CVIRs at the roadside to the driver's organisations.

11. Bulk print and email will:

a. lay the foundation and establishes a solid platform to interact with the public in a mobile and digital way via bulk printing and emailing.

b. move Police away from its traditional thinking and the style of policing to which we have become accustomed.

c. take the first step towards police being able to transact with the public electronically.

Key Impacts and considerations

12. The below table summarises the key impacts and considerations for Roadside Printing, Bulk Printing and emailing CVIRs

Table 5:Key Impacts and considerations for Roadside Printing, Bulk Printing and emailing CVIRs

	Roadside Printing	Bulk Printing	Emailing CVIRs
PIB	There will be no impact	• PIB will notice an increase in batch processing , however they are prepared for the increase due to the Static Camera Expansion Programme • Potentially an increase in granted 78B* applications from MOJ where PIB will need to assist MoJ with their validation process to confirm that the recipient did in fact receive the ticket	There will be no impact
Public	The public will receive a printed ION, WTW & CVIR at the roadside	The public will receive a printed ION and WTW through the mail and an emailed CVIR. They will not be served a physical document at the roadside	Drivers will not receive a CVIR at the roadside. This will be emailed directly to the organisation.
		Lays the foundation for NZ Police to move towards a paperless environment and a fully electronic environment.	
ICT - Support	ICT Support effort will be required to sustain portable printers	ICT support effort will be significantly reduced with Bulk Printing	There will be no impact
Ministry of Justice	There will be no impact on 78B applications	Potential increase in granted 78B applications due to not having sufficient evidence of proof of service to negate S78B applications to Courts, with Police and MoJ cost and resource impacts.	There will be no impact
CVIU	No change	Bulk printing will not give instant notification to a drivers organisation driver has been stopped for an inspection	CVIRs will be emailed to the drivers organisation rather than printed at the roadside

Benefit analyses

13. Stakeholders identified the following benefits for each option at the workshop held on 5 June 2015.

14. The stakeholders agreed that benefits b and c are not mutually exclusive without the functionality of the Infringements (SMART replacement and TCR) project and cannot be fully realised in this project, therefore must be a 'shared' benefit with that project.

Table 6:Summary of benefit analysis

Option	Monetary benefits	Estimates and timing	Non-monetary benefits
Option 0	Due to devices being end-of-life and the printers not supporting iOS this option does not present any benefits.		
Options 1, 2, 3 and 4	Increased time 'on street than station'[5] Roadside and Bulk Printing will shift officers time from 'station to street'. It will deter officers returning to the station to complete an ION form then mailing that form to the recipient. Situations	Ten minutes saved per posted ION (approx 154,000 in 2014): • 80822 were handwritten • 72717 were SMART ION Commencing: Year 1 Target achieved: Year 5	Roadside printing will ensure: No increase to granted 78B applications. Introducing bulk printing as an option will: • lay the foundation for practice changes in Police for offences to be dealt with

[5] Supports the Prevention First strategy and Policing Excellence the Future.

	when this may arise: 1) not having access to an infringement book, or 2) an ION is a product of a 1V attendance , or 3) there is a portable printer failure and they need to post the ION themselves.		through a paperless environment and pave the way towards emailing/texting infringement notices • create significant efficiencies for ICT development/support effort in not having to maintain and support portable printers.
	Reduce costs to print, process and store hard-copy ION forms [6]	Printing and storing of ION books $162k (2013/2014) Commencing: Year 1 Target achieved: Year 3	

Risk assessment

15. Stakeholders identified and evaluated key risks that might create, enhance, prevent, degrade, accelerate or delay the achievement of investment objectives. The following table lists those key risks:

Table 7:Risk assessment

Options	Option 0 Printing for Road Policing + Forms for other officers	Option 1 Printing for all Frontline vehicles + Bulk Print	Option 2 Printing for CVIR + Bulk Print	Option 3 Bulk Print	Option 4 Email CVIRs + Bulk Print
Key risks by option	If Police remain on the current printers THEN they will no longer be functional, plus will not support issuing of IONs and WTWs for all frontline.	IF Police deploy printers in all frontline cars THEN this will require increased ICT resources to maintain and support portable printers.	IF recipients of an infringement are not issued with a physical ticket at the roadside is a risk in that deterrence and influence on changing road safety behaviours may not be as effective, in terms of proximity of penalty to the offence. IF recipients of an infringement are not issued with a physical ticket at the roadside THEN s78Bs may increase.	IF recipients of an infringement are not issued with a physical ticket at the roadside deterrence is not specific. IF recipients of an infringement are not issued with a physical ticket at the roadside THEN s78Bs may increase.	IF recipients of an infringement are not issued with a physical ticket at the roadside deterrence is not specific. IF recipients of an infringement are not issued with a physical ticket at the roadside THEN s78Bs may increase. CVIRs
Key Shared Risks	If this business case is not approved THEN the Infringement (SMART replacement and TCR) project will not go-live If the procurement timelines are not met/aligned/or pushed out THEN this will not meet the Infringement (SMART replacement and TCR) project delivery dates				

16. A complete risk analysis was also compiled and used to inform development of the project risk register. This is now loaded into Sentient.

[6] A small number will be held for BCP purposes and for infringements by non-residents (TBC)

Preferred option – Option 4 Email CVIRs and Bulk Print

17. The preferred option is Option 4: Email CVIRs and Bulk Print which was endorsed by the SMART/TCR Steering Group on 22 July.

18. It is preferred as it:

    a. lays the foundation and establishes a solid platform to interact with the public in a mobile and digital way via bulk printing and emailing.

    b. positions Police to provide policing in a digital environment.

    c. supports the Mobility vision of officers using a more integrated electronic workflow, improving officer safety, making them more visible and building safer communities.

    d. is the first step for police to transact with the public completely electronically, and

    e. is the significantly cost effective option. It does not require reliance on hardware or consumables costs, or restrict Police to a single way to deliver these items so that we can build capability for the future in an electronic space. Road Policing officers will appreciate the reduction in admin tasks (managing printers, sourcing paper) that are offered by the Bulk Printing option.

    f. This option shifts the responsibility for downloading and posting an infringement from the frontline officer to the print and posting provider if there is a printer failure. As frontline officers adopt the new mobile solution, the processing of electronic infringements will increase at PIB and errors and processing costs will reduce. This will free up PIB staff time to concentrate on other higher value work, such as processing an increasing amount of Speed Camera notices.

    g. An email option for CVIR delivery will mean CVIU officers have an electronic delivery method when completing NZTA compliance tasks and will enable us to monitor activity better.

Table 8:Summary of costs, benefits and risks for short-listed options

	Option 0 Printing for Road Policing + Forms for other officers	Option 1 Printing for all Frontline vehicles + Bulk Print	Option 2 Printing for CVIR + Bulk Print	Option 3 Bulk Print	Option 4 Email CVIRs + Bulk Print
Capital costs	$1,189k	$872k	$813k	$697k	$755k
Whole of life costs	$2,000k	$4,584k	$2,413k	$2,249k	$2,327k
Net present value	$2,114k	$4,765k	$2,528k	$2,352k	$2,445k
Non-monetary benefit 1	Due to devices being end-of-life and the printers not supporting iOS this option does not present any non monetary benefits.	Bulk Print lays the foundation for practice changes in Police for offences to be dealt with electronically in a paperless environment			This option paves the way to email other infringements in the future
Non-monetary benefit 2		Bulk Print will shift officers time to be 'more street than station'. It will remove the need for officers to return to the station to complete an ION form, or download a failed ION and then mail that form to the recipient.			
Key risk 1	If Police remain on the current printers THEN they will no longer be	IF recipients of an infringement are not issued with a physical ticket at the roadside THEN this may increase the risk of the recipient being able to dispute that they did not receive this RESULTING IN an increase of 78B applications being granted by MOJ			

	Option 0 Printing for Road Policing + Forms for other officers	Option 1 Printing for all Frontline vehicles + Bulk Print	Option 2 Printing for CVIR + Bulk Print	Option 3 Bulk Print	Option 4 Email CVIRs + Bulk Print
Key risk 2	supportable RESULTING IN a long term inability to print and reverting back to paper infringement forms for all officers	If this business case is not approved Then the Infringement (SMART replacement and TCR) project will not go-live Resulting in the loss of benefits and investment			
Key risk 3		If the procurement timelines are not met/aligned/or pushed out Then this will not meet the Infringement (SMART replacement and TCR) project delivery dates Resulting in a delay in benefits.			
Preferred option	No	No	No	No	Yes

Commercial case

Preparing for the potential deal

Procurement strategy

19. It supports the preferred provider approach to contract via a single supply agreement between Police and approved suppliers for goods and services purchased.
20. The required goods or services fall within the scope of an existing Police supply agreement. It will leverage off existing procurement arrangements between Police and NZ Post for Bulk Print.
21. The Printing Service Provider for Bulk Print has indicated they would require 8 weeks to build this new capability to enable IONs and WTWs to be bulk printed, as they currently only print reminder notices and speed camera notices.

Service streams and required outputs

22. The amended procurement arrangement will result in volumes increased but we still intend to leverage off the current SLA agreement e.g., this being 3 days.

Potential risk allocation

23. Key procurement risks have been identified, evaluated and recorded in the risk register, and attached to this Business Case.

Contractual and other issues

24. There will need to be amendments to the existing contract to include the new services (printing and posting of IONs and WTWs) as they currently only print reminder notices and speed camera notices.
25. The Printing Service Provider and Police will need to work closely together to meet the timeframes accordingly.

Financial case

Ascertaining affordability and funding requirements

Financial requirements

26. The capital and operating requirements for the preferred option are summarised in the financial analysis in Table 9 below, including:

    a. the capital and operating consequences of the preferred option over the lifespan of the service (note that revenue from infringement notices is addressed in the SMART project business case); and

    b. contingencies necessary to ensure that there is sufficient financial cover for risks and uncertainties.

27. The key assumptions in the model are:

    a. An expected legislation change (to enable email/text) and the associated project costs to develop an email and text solution in about Year 5 have not been costed in the whole of life costs.

    b. Project costs have been based predominately on contract rates.

    c. Infringement notice numbers have been based on 2014 numbers (see Appendix 4).

    d. Infringement books will be reduced by sixty percent from their current levels with usage to decrease as mobility and bulk printing takes over.

    e. Notice numbers are kept static across the years.

    f. Costs for bulk printing have increased on an annual basis by nearly four percent. The NZ Post contract has an option for price changes on an annual basis. The last year had a 2.63% increase and prices have increased by up to 3.93% over the last three years.

    g. All costs exclude GST.

    h. This has been restricted to a five year period as this is an interim solution.

Table 9: Preferred Option – Financial Analysis

	15/16	16/17	17/18	18/19	19/20	20/21	
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Totals $
TOTAL COST							
Capital Expenditure							
Implementation Costs	754,971	0	0	0	0	0	754,971
Total Capital	754,971	0	0	0	0	0	754,971
* includes Contingency of 15%							
Operating Expenditure (Incremental)							
Personnel	142,000	0	0	0	0	0	142,000
Operating	133,712	293,689	321,103	349,889	380,113	411,849	1,890,356
Depreciation	37,749	150,994	150,994	150,994	150,994	113,246	754,971
Capital Charge	18,119	60,398	60,398	60,398	60,398	45,298	305,008
Total Operating	331,580	505,081	532,495	561,281	591,505	570,393	3,092,335
Total Expenditure	1,086,551	505,081	532,495	561,281	591,505	570,393	3,847,306
FUNDING							
Capital - Baseline Funded	0	0	0	0	0	0	0

Operating - Baseline Funded	0	0	0	0	0	0	0
Total Funding	0	0	0	0	0	0	0

* Nil funding post business case allocated to date.

28. The total cost of the project over the period 2015/2016 to 2020/2021, including contingency, capital, personnel, operating, depreciation, capital charge, but excluding GST, is $3,559,107.

29. The proposed funding arrangements to fund the preferred option are:

    a. Capital expenditure (capex) $755k. The capital requirements, including contingency for this project are not provided for in the Capital Plan. These requirements are currently waiting a prioritisation review by PCIB.

    b. Operating expenditure (opex) $3,092k. The operating costs, including contingency for this project are not included in a specific cost centre or on the 4 Year Plan. These requirements are currently waiting a prioritisation review by PCIB.

Funding for this project is also contingent on the NZTA 3 year funding agreement which is yet to be finalised. If not specifically included it will require reprioritisation of other activities and related costs.

Management case

Planning for successful delivery

Project management planning

Programme management arrangements

30. In June 2013, the Police Executive Meeting (PEM) endorsed a number of sustainable reinvestment initiatives in Road Policing which gave Police an opportunity to continue to reduce serious crashes and deaths and give improved visibility of Road Safety. Two opportunities were identified:
    a. Replace SMART devices and migrate functionality to the Mobility platform,
    b. Build an electronic solution to replace the current manual Traffic Crash Report (TCR).
31. A project brief was signed in October 2013, by the CIO and CFO to proceed with Business Cases for both initiatives.
32. On 28 July 2014, the PCIB met and endorsed the Business Cases.

Dependency

33. By replacing the SMART devices, this required a Road Policing printing solution to support the future model (IONs, WTWS and CVIRs via an iPhone).

Project Brief

34. A Project Brief was approved in 10 February 2015 to seek funding to develop a high level design for the specified options for this Road Policing Printing Business case.

Governance

35. This initiative is managed under the Mobility ICT Roadmap via the SMART and TCR Steering Group, which reports through to the Mobility Governance Board.

Project management arrangements

36. In the event that this investment proposal receives formal approval, a project will be established to deliver the required services.
37. The project will be managed using the PRINCE2 project management methodology.

Project staffing

38. The following table provides a list of the key personnel required to deliver the project, including their commitment to the project (expressed as Full Time Equivalents (FTE)), how long they will be required for and when.

Table 10:Key personnel FTE requirements

Role	FTE required	Timing
ICT Project Manager	0.5	1/9/2015 to 30/4/2015
ICT Programme Manager	0.4	1/9/2015 to 30/4/2015
Business Programme Manager	0.2	1/9/2015 to 30/4/2015
Business Project Manager	0.2	1/9/2015 to 30/4/2015
Change Manager	0.4	20/7/15 to 31/05/16
Tech Ops (Unix)	0.2	1/9/2015 to 30/4/2015
Tech Ops (Security)	0.2	1/9/2015 to 30/4/2015

Role	FTE required	Timing
Tech Ops (ECN)	0.2	1/9/2015 to 30/4/2015
Internal Developer	1.2	1/9/2015 to 30/4/2015
Development Engineer	0.5	1/9/2015 to 30/4/2015
Smudge Developer	0.5	1/9/2015 to 30/4/2015
Test Lead	0.2	1/9/2015 to 30/4/2015
Test Analyst	2.0	1/9/2015 to 30/4/2015
Business Analyst	0.5	1/9/2015 to 30/4/2015
Product Owner	0.3	1/9/2015 to 30/4/2015
Strategic Sourcing	0.5	1/9/2015 to 30/4/2015
SPARK ES	0.5	1/9/2015 to 30/4/2015

Milestones and timelines

39. The following table provides the key indicative milestones for the preferred option. Day 1 is assumed to be the first business day after the business case is signed off and a project manager is assigned. Business Case signoff in September should still enable Infringements (SMART replacement and TCR) project time frames to be met.

Table 11:Milestone summary

Milestone activity	Planned timing
Design Phase started	Day 15
Phase Gate - Design	Day 1 + 15 weeks
Development stage - Bulk Print started	Day 1 + 13 weeks
Phase Gate Development Part I	Day 1 + 16 weeks
Development stage - Email CVIR started	Day 1 + 14 weeks
Phase Gate Development part II	Day 1 + 21 weeks
Testing and Quality assurance stage started	Day 15
Phase Gate QA	Day 1 + 26 weeks
Implementation and Handover started	Day 1 + 23 weeks
Implementation complete	Day 1 + 31 weeks
Project Closure	Day 1 + 33 weeks

Project governance and management

Project governance

40. This project is governed alongside the established Infringement (SMART replacement and TCR) project. The project governance structure consists of co-ownership between Road Policing and Mobility. Details of the governance structure, roles and responsibilities are listed in Appendix 2.

41. Project Tolerances have been agreed between the Business Programme Manager, the ICT Programme Manager and the ICT Project Manager and endorsed by the Road Policing sub-portfolio board. Details are listed in Appendix 3.

Management

42. This project will be delivered in accordance with Police's project management framework incorporating PRINCE2 methodology. The following management tools will make up the Project Initiation Document (PID) and will be managed by the project team, details of each are explained below:

    a. Project Business Case (this document).

    b. Benefits Realisation Strategy and Register

    c. Project Plan to include but not limited to the following products:

        i. Project Organisation and Structure.

        ii. Project Start Up Activities.

        iii. Post Project Evaluation Strategy – measurements for success

        iv. Management Plans, including:

            - Benefits Review Plan
            - Quality Management
            - Risk Management
            - Communication Management

        v. Project Transition or Change Management Plan

Quality management

43. Quality Management will be conducted in accordance with Police's Quality Assurance Framework, and will include the items below as detailed in the Project Plan.

    a. Test plan

    b. Risk based testing workshop outcomes

    c. Test Scripts - manual and, if appropriate, automated

    d. Test results

    e. Test exit report.

Change management

44. A change manager will be appointed to manage:

    a. Impact Analysis – identify and understand the changes and impacts to the organisation relating to process, people, policy, technology, tools, services and culture and communicate those changes to the appropriate stakeholders.

    b. Leadership – ensure key leaders are assigned and supported to lead the change from the top down and from on the ground

    c. Stakeholder engagement – identify all stakeholders that are impacted by and/or that have impact on the project and develop a plan to ensure they are appropriately engaged

    d. Communication – define all stakeholders and develop a communications plan to ensure the right messages are sent to the right people at the right time

    e. Training – ensure training encompasses system, process, policy and cultural changes. Make sure individuals know how to do their jobs at go live.

    f. Readiness – measure business readiness to accept the changes

    g. Implementation and transition– prepare and manage an implementation plan and transition plan to specify what activities are required to move from the current processes and systems to the new one.

Benefits management –

45. Benefit Management will be conducted in accordance with Police's Benefit Management Framework, and is owned by Road Policing.

46. Management of the benefits expected will be conducted by the creation of a Benefits Review plan during the Design phase of the project and management of the benefits within the Sentient tool.

47. Final benefits analysis and realisation will be undertaken by Road Policing.

Risk management

48. Risk management will be conducted in accordance with Police's Organisational Risk Approach.

49. Management of risk will be completed by using:

    a. *Risk Management Strategy*
    This document will be developed at the start of the design and planning stage of the project along with the detailed design, the security accreditation and certification, the printing requirements for preferred providers for print and delivery, and the Test Plan.

    b. *Risk Register*
    A risk register will be maintained through Sentient.

Post project evaluation

50. Two project evaluation review activities will take place as part of the project methodology:

    a. *Project Evaluation Review (PER)*
    As part of the PRINCE 2 methodology, managing each stage boundary will include reviewing progress with the project team, planning the next stage, and raising any risks, issues or change requests that may be required to meet the project benefits.

    b. *Post Implementation Benefits Review*
    The Benefits Review will determine if the project has delivered anticipated improvements and benefits. This will be run as a workshop by the Senior users based on the document written by the Project Manager as part of the Project Implementation documentation. The relevant people from the project team (Business and ICT project managers) will organise this. The Project Managers will identify the appropriate people to participate in this review prior to the closure report being submitted.

Appendix 1: Financial analyses

Net present value or cost calculations for short listed options

Table 12: Overview of NPV and WOLC for all the options.

NPV							
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
OPTION 0 - Status Quo	1,201,318	104,299	252,936	225,174	197,413	132,739	2,113,879
OPTION 1 - Printing for vehicles & Bulk Print	1,304,566	839,884	768,058	694,266	618,343	540,116	4,765,233
OPTION 2 - Printing for CVIR & Bulk Print	1,100,694	309,945	301,771	289,663	273,295	252,317	2,527,686
OPTION 3 - Bulk Print	979,605	293,484	288,386	279,101	265,281	246,555	2,352,412
OPTION 4 - E-mail CVIR & Bulk Print	1,189,683	267,257	263,305	255,419	243,272	226,517	2,445,453

WOLC Calculations	
OPTION 0 - Status Quo	1,999,683
OPTION 1 - Printing for vehicles & Bulk Print	4,584,185
OPTION 2 - Printing for CVIR & Bulk Print	2,412,842
OPTION 3 - Bulk Print	2,249,286
OPTION 4 - E-mail CVIR & Bulk Print	2,327,085

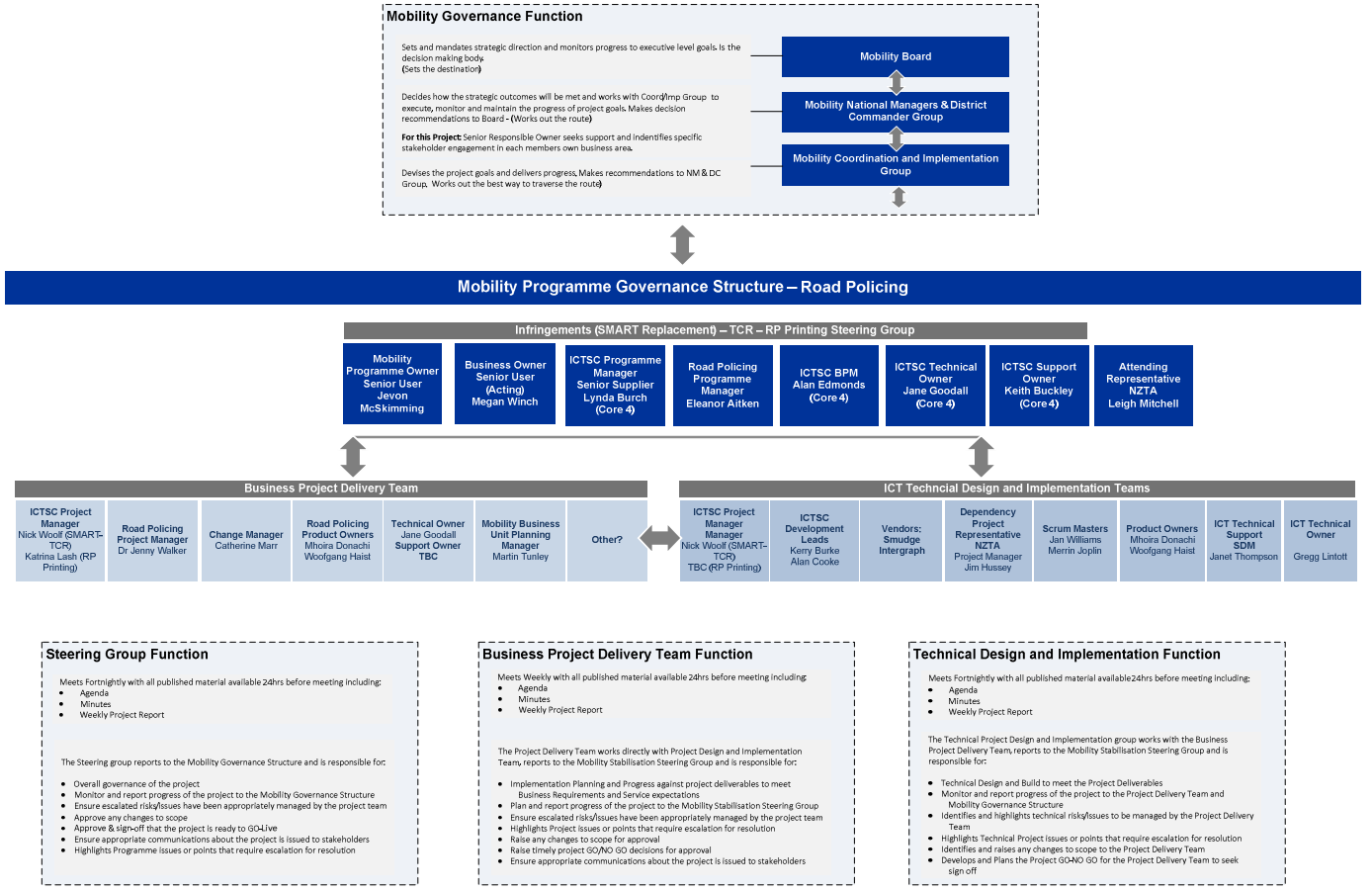
Table 13: NPV and WOLC for Option 4 - Preferred Option.

	15/16	16/17	17/18	18/19	19/20	20/21	
Option 4 - Email CVIR & Bulk Print	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	**TOTAL**
Capital Costs							
Set-up costs	754,971	0	0	0	0	0	754,971
Printer Purchase	0	0	0	0	0	0	0
TOTAL CAPITAL COSTS	754,971	0	0	0	0	0	754,971
* includes Contingency of 15%							
Programme Manager	72,000	0	0	0	0	0	72,000
Change Manager	70,000	0	0	0	0	0	70,000
Security Certification	5,000	0	0	0	0	0	5,000
Service Hub	2,000	0	0	0	0	0	2,000
Disposal of old Devices	10,000	0	0	0	0	0	10,000
PROJECT OPERATIONAL FUNDING	**159,000**	**0**	**0**	**0**	**0**	**0**	**159,000**
Infringement Book costs	0	-173,160	-173,160	-173,160	-173,160	-173,160	-865,800
Processing Costs	0	0	0	0	0	0	0
Intermec Printers							
Maintenance and repair costs 20% (y2-5)	0	0	0	0	0	0	0
Paper Costs (per sheet * number)	-25,348	-101,392	-101,392	-101,392	-101,392	-101,392	-532,306
Brother Printers for CVIU							
Lease of Brother Printers	0	0	0	0	0	0	0
Paper Costs (per sheet * number)	-7,638	-30,550	-30,550	-30,550	-30,550	-30,550	-160,388
Maintenance and repair costs 20% (y1-5)	0	0	0	0	0	0	0

Star Printers							
Lease of Star Printers	0	0	0	0	0	0	0
Paper Costs (per sheet * number)	0	0	0	0	0	0	0
Increase in Cheque Processing Costs	0	0	0	0	0	0	0
Bulk Printing	137,073	548,291	575,705	604,490	634,715	666,451	3,166,724
Potential Changes to Forms							
Forms Printed from Device	10,000	40,000	40,000	40,000	40,000	40,000	210,000
Forms Printed by NZPOST	1,000	4,000	4,000	4,000	4,000	4,000	21,000
Email Costs	1,625	6,500	6,500	6,500	6,500	6,500	34,125
Depreciation Costs - Printers FY							
Brother	0	0	0	0	0	0	0
Intermec	0	0	0	0	0	0	0
Capital Charge - Printers FY	0	0	0	0	0	0	0
Depreciation Up front Capital Costs	37,749	150,994	150,994	150,994	150,994	113,246	754,971
Cap. Charge Up front Capital Costs	18,119	60,398	60,398	60,398	60,398	45,298	305,008
TOTAL OPERATING COSTS	331,580	505,081	532,495	561,281	591,505	570,393	3,092,335
TOTAL COST							**3,847,306**
TOTAL CASHFLOW	1,189,683	293,689	321,103	349,889	380,113	411,849	2,946,327
NPV Factor	1	0.91	0.82	0.73	0.64	0.55	
NET PRESENT VALUE	**1,189,683**	**267,257**	**263,305**	**255,419**	**243,272**	**226,517**	**2,445,453**
WHOLE OF LIFE COSTS							**2,327,085**

Appendix 2: Governance structure

Governance structure and project management team - Note this governed alongside the Infringements (SMART Replacement and TCR) Project



Appendix 3: Project tolerances

The following table shows the tolerance levels for each layer of project structure.

Table 12:Project delegated authority tolerances

Area	Project Manager (Managing)	Project Executive (Directing)	Sub-portfolio Investment Board (Governing)	For projects and programmes subject to PCIB scrutiny (Governing)
Time	• Changes to task milestones of up to [.4.] weeks, provided it does not alter the final milestone or incur additional costs. • Escalate other changes to Project Executive.	• Changes to task milestones of up to [.8.] weeks, provided it does not incur additional costs. • Changes to final milestone of up to [.4.] weeks, provided it does not incur additional costs. • Escalate other changes to Sub-portfolio Investment Board. • Get agreement from Infringements (SMART replacement and TCR) project	• Changes to task milestones of up to [.16.] weeks, provided it does not incur additional costs. • Changes to final milestone of up to [.8.] weeks, provided it does not incur additional costs. • Escalate other changes to PCIB.	• Changes to task milestones of up to [32] weeks, provided it does not incur additional costs. • Changes to final milestone of up to [.16.] weeks, provided it does not incur additional costs. • Escalate other changes to Police Executive Committee (PEC).
Cost	• Escalate any requests for expenditure of contingency to Project Executive.	• Escalate any requests for expenditure of contingency to Sub-portfolio Investment Board.	• In accordance with financial delegation of Board. • Escalate other changes or requests for expenditure of contingency to PCIB.	• In accordance with financial delegation of Board. • Escalate other changes or requests for expenditure of contingency to Commissioner.
Quality	• Standards – deliver project within approved standards set. Make recommendations for changes in quality. • QA – Manage project within approved quality assurance plan.	• Endorse or reject recommendations for changes in quality. Escalate to Sub-portfolio Investment Board if necessary. • QA – Manage project within approved quality assurance plan.	• Endorse or reject recommendations for changes in quality. Escalate to PCIB if necessary. • QA – initiate and act upon IQA.	• Endorse or reject recommendations for changes in quality. Escalate to PEC if necessary. • QA – initiate and act upon IQA.

Area	Project Manager (Managing)	Project Executive (Directing)	Sub-portfolio Investment Board (Governing)	For projects and programmes subject to PCIB scrutiny (Governing)
Scope	• Manage project within agreed scope. • Make recommendations for changes in scope.	Endorse or reject recommendations for scope change.	Endorse or reject recommendations for scope change.	Endorse or reject recommendations for scope change.
Risk	• Monitor, review and either accept or mitigate low and medium risks. • Transfer high and critical risks to identified risk owners. • Advise Project Executive if measures of success are likely to be compromised.	• Monitor medium and high risks. • Advise Sub-portfolio Investment Board if measures of success will be compromised.	• Monitor high and critical risks. • Advise PCIB if measures of success will be compromised.	• Monitor high and critical risks. • Advise PEC if measures of success will be compromised.
Benefits	• Manage project within Benefits Review Plan. • Advise Project Executive if benefits are likely to, or will, be compromised.	• Advise Sub-portfolio Investment Board if benefits will be compromised. • Recommend any variations to Sub-portfolio Investment Board.	• Advise PCIB if benefits will be compromised significantly. • Recommend any variations to PCIB.	• Advise PEC if benefits will be compromised significantly. • Recommend any variations to PEC.

Appendix 4: Number of Notices and Written Traffic Warnings 2014

	Attached to vehicle	Handed	Posted		Total:
Handwritten ION	4711	398825	80822		**484358**
Smart ION		489787	72717		**562504**
Speed Camera offence			767325		**767354**
Total:	**4711**	**888612**	**920864**		**1814216**
Clearance Type	**Period Group**	**Traffic Occurrence Count**			
Written Warning	Jan to Jun 2014 (not usually reported)	8,474			
Written Warning	July 2014 onwards	10,458			

Senior Leadership Team Cover Sheet

Reference Number	SLT/15/84
Paper Title	Issuing Electronic Infringements
Paper Is Being Presented To	Senior Leadership Team
Paper's Sponsor	Superintendent Steve Greally
Presenter/s	Superintendent Steve Greally
Meeting date	8 October 2015

Consultation required

The attached paper may have implications for other work groups / service centres / districts. It is important to consult these groups to ensure their views are accurately reflected in this paper.

Consultation with District Commanders and National Managers is compulsory unless directed by the Paper's Sponsor.

In addition, the relevant Deputy Commissioner / Deputy Chief Executive and SLT member should be consulted and briefed on the contents prior to submission of the paper.

If your Sponsor deems consultation to be unnecessary, a full explanation needs to be provided in the Feedback Received section.

*Please use the **'DL_District Commanders** and **'DL_National Managers'** group email addresses for consultation purposes (these email lists are frequently updated).*

The following groups / individuals have been consulted regarding this paper and their feedback is included in the Feedback Received section:

	Group / individual	Specify, if required
☐	Relevant Deputy Commissioner / Deputy Chief Executive	
☐	District Commanders	
☐	National Managers	
☐	District staff (specify)	
☒	External Ministry of Justice	
☒	Other (specify):	RP Operations Manager RP Policy & Legislation Legal section

TRACKING: (for EMS use only)

Paper for Senior Leadership Team

REFERENCE : SLT/15/84
TOPIC : Issuing Electronic Infringements
SPONSOR : Superintendent Steve Greally
PRESENTER : Superintendent Steve Greally

8 October 2015

Context

1. On 16 September 2015, a Business Case was presented to the Police Capability Investment Board (PCIB) in relation to bulk roadside printing.

2. The Road Policing Business Case presented to PCIB outlined significant opportunities for Police of around $2M process efficiency savings per annum by converting from road side ticketing to bulk print deliver of tickets.

3. The Business Case also alluded to a small risk to the Ministry of Justice from potential increases in the number of s78B applications that might arise.

4. PCIB approved the Business Case, recognising that the opportunities for Police were substantial. However, Mr Mark Evans (DCE: Strategy) and Deputy Commissioner Mike Clement (DC: National Operations) requested that the risk around s78B applications be socialised. This is the purpose of this paper.

S.78B application risk

5. The Business Case presented to PCIB delivered a solution that replaces printers in cars. A bulk printing process, where the file is sent to NZ Post for posting to the offender for infringements (IONs), and an email solution for commercial vehicle reports was chosen as the preferred option. Neither printed infringements nor handwritten infringements will be issued by frontline officer once the mobile solution is fully implemented.

6. The risk of issuing posted infringement notices and not handing a paper copy to the offender at the side of the road has historically been thought to decrease the specific deterrence effect. A recent literature review, however, has identified no compelling evidence to support the idea that removing the immediacy of issuing an ION upon the detection of the offence will marginalise the deterrent value of officer-based road policing enforcement.

7. From a legal perspective, the change from issuing a ticket at the road side to bulk printing will put officer-issued infringements on the same basis as posted speed camera infringements and infringements left on parked cars by local authorities (see s139 of the Land Transport Act 1998).

8. This will return these infringements to a legal position very similar to the provisions applying before 1 August 2012. Since that date, section 78C(1) of the Summary Proceedings Act has exempted personally served infringements from challenges on the non-receipt of reminder notice ground.

9. The risk of issuing posted infringement notices as opposed to handing a paper notice does give offenders the ability to dispute the receipt of a ticket by saying they never received the posted notice, thereby increasing the opportunity for section 78B applications.

10. S.78B application, as prescribed within the Summary Proceedings Act, is a procedure available to the recipient to dispute the infringement once an infringement is filed with the

court as unpaid. An application may be granted or declined by Ministry of Justice. The Ministry of Justice factor in if the notice was issued at roadside to determine if the 78B application is granted or declined. At present, 75% of applications are declined because the notice was served at the roadside.

However, this number itself is very small as only 0.66% of all notices resulted in a s78B application in 2014.[1]

	Attached to vehicle	**Handed**	**Posted**	**s78B applications**	**Total:**
Handwritten ION	4711	398825	80822	861	**484358**
Smart ION		489787	72717	940	**562504**
Camera			767325	686	**767354**
Total:	**4711**	**888612**	**920864**	**2487**	**1814216**

11. Refer to feedback table attached as an appendix to this paper.

Recommendation

It is recommended that the Senior Leadership Team:

(i) **Note** the risk of increased s78B claims issued (including camera notices, which are already posted) is a very small percentage of total notices.

Superintendent Steve Greally
National Manager: Road Policing

[1] According to data obtained from PIB in July 2015.

Feedback received

REFERENCE : SLT/15/84
TOPIC : Issuing Electronic Infringements
SPONSOR : Superintendent Steve Greally
DATE PAPER SENT:
FOR CONSULTATION:

Name / position / workgroup / agency	Feedback provided	Action taken or recommended following the feedback
Insp Pete McKennie National Ops Manager: RP	Information about deterrence, data about s78B claims.	PIB data obtained to illustrate levels of s78B claims. MoJ queried about percentage of s78B claims as a result of camera notices (already posted) and officer issued notices, but MoJ do not record infringements by how they were issued so no data available.
Pete Baird Policy and Legislation, RP	Background on Electronic Driver Stop Orders and work conducted with MoJ.	Followed up with Angela Holmes of MoJ.
Christine McKenzie Legal	The Electronic Transactions Act (2002) allows no impediment to full electronic delivery of infringements.	
Angela Holmes, MoJ	Did not know anything about s78B issue, referred to Brendan Gage who felt it was more of an operational issue. No response from operations as yet.	
Micheal McLean and Geoff Dunn, Policy	No response received.	
Wendy Hamilton, Information Manager, Ministry of Justice	Request for data on s78B claims camera notices vs officer issued notices from their CMS system – MoJ unable to provide as they do not code their infringements according to how they were created.	
PIB	Request for data on s78B claims and percentage of total notices.	Table of notice numbers provided.

KPMG

OnDuty™ Benefits Realisation Review

New Zealand Police

FINAL REPORT

March 2018

kpmg.com/nz

Contents

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The services provided under our Consultancy Services Order ('Services') have not been undertaken in accordance with any auditing, review or assurance standards. The term "Review" used in this report does not relate to a Review as defined under professional assurance standards.

The information presented in this report is based on that made available to us in the course of our work by New Zealand Police. We have indicated within this report the sources of the information provided. Unless otherwise stated in this report, we have relied upon the truth, accuracy and completeness of any information provided or made available to us in connection with the Services without independently verifying it.

No warranty of completeness, accuracy or reliability is given in relation to the statements and representations made by, and the information and documentation provided by, New Zealand Police, NZTA and stakeholders consulted as part of the process.

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This report is solely for the purpose set out in Appendix 3 of this report and for New Zealand Police's information, and is not to be used for any other purpose or copied, distributed or quoted whether in whole or in part to any other party without KPMG's prior written consent.

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Additionally, we reserve the right but not the obligation to update our report or to revise the information contained therein because of events and transactions occurring subsequent to the date of this report.

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Acronyms used

Acronym	Acronym meaning
AION	Alcohol Infringement Offence Notice
CAS	Crash Analysis System
Comms	Communications Centres
CVIR	Commercial Vehicle Inspection Report
CVIU	Commercial Vehicle Inspection Unit
CVST	Commercial Vehicle Safety Team
FMC	File Management Centre
HMV	Heavy Motor Vehicle
ION	Infringement Offence Notice
NIA	National Intelligence Application
NZTA	New Zealand Transport Agency
PDA	Personal Digital Assistant
PIB	Police Infringements Bureau
ROI	Return on Investment
SMART	Secure Mobile Access and Reporting Technology
TCR	Traffic Crash Report
TESA	Telecommunications Emergency Services Addresses
WTW	Written Traffic Warning

Executive summary

Introduction

In 2014, New Zealand Police initiated a project to replace SMART devices and develop an electronic solution for TCRs. The solution, OnDuty™, was introduced to New Zealand Police in June 2016 and included functionality to enable police officers to:

- Issue IONs and WTWs
- Complete TCRs
- Complete CVIRs
- Query persons, vehicles, locations and items.

The benefits New Zealand Police expected to achieve from this initial investment were defined through three Business Cases approved by the Police Executive between July 2014 and September 2015. The three Business Cases were consolidated into a single project in January 2016 through a formal Change Request. The tangible benefits outlined in the Business Cases were reviewed and re-baselined as part of the consolidation.

At the inception of this review OnDuty™ had been in place for more than a year and New Zealand Police was looking for a thorough review of the benefits and savings delivered to date from the initial investment to support future funding applications and investment decisions. Additional investments in OnDuty™ functionality have subsequently been made (e.g. the ability for police officers to record Intelligence notings using OnDuty™) which are excluded from this review.

Our aim through this benefits realisation review is to assess:

- The benefits delivered
- The value for money from the investment made
- Whether future benefits from the application can be leveraged for the wider transport system.

We used the information provided by New Zealand Police in the three Business Cases and Benefit Review Plan to understand the proposed benefits and approach to benefits management. We gathered additional data, conducted ride-alongs and observations, and interviewed key stakeholders to assess whether each benefit had been achieved. We also calculated the value for money from the investment made based on the financial return on investment, assessment of the solution given by New Zealand Police stakeholders and through comparison to similar projects in the public sector. In addition we interviewed senior stakeholders and constabulary to identify opportunities to leverage further benefits, both for the wider transport system and for other areas of policing.

From our analysis we have found:

1. **Of the 21 benefits we assessed, nine have been realised. Continued governance focus is required to confirm what approach, if any, will be taken to realise the remaining benefits.**

The nine benefits that have been realised have strong causal links to the change and are either of significant strategic importance to New Zealand Police, or result in time savings. However, it has not been possible to validate how frontline hours have been redeployed into higher value-adding activities.

Of the remaining benefits seven have been partially realised, and should continue to be monitored to ensure their performance continues on an appropriate trajectory towards the end target. Some of these had multi-year targets, and are on track at this stage to deliver the full benefit in the future. The remainder are unlikely to be fully realised as the targets set may have been unrealistic.

While five benefits have been assessed as not achieved at this time, there are a range of reasons for this including a lack of baseline data to measure change against, and that the changes made have not realised the proposed impact.

2. **Overall the value for money achieved is good, however ratings for key components within this assessment range from poor to excellent.**

No expectations were set through the Business Cases for the expected return from the investment in OnDuty™. Typically this would be assessed using the financial return on investment, however we believe this approach is too narrowly focused for this investment as OnDuty™ was not initiated with a focus on delivering a strong financial ROI. Only five of the 21 benefits we measured targeted a cost saving. The other benefits were either performance related (i.e. savings in time to be redeployed

in higher value adding activities) or intangible. Neither of these types of benefits are considered in a financial ROI calculation.

We aligned our value for money evaluation with the intentions of the investment by combining the results from three approaches to form our overall conclusion. We assessed the stakeholder ratings of the investment, the financial ROI, and we also compared the project to other projects KPMG has assessed. In summary, consolidating the results from the three approaches used, we believe qualitatively that a good return on investment has been achieved. Section 2 of this report includes more details.

3. **While some opportunities exist to leverage further benefits from OnDuty™ for the wider transport system, many more opportunities were identified by stakeholders and constabulary to expand OnDuty™ into other areas of policing.**

Opportunities to leverage further benefits for the transport system relate to refinements to existing functionality, digitising other forms through OnDuty™, and increasing data sharing across different government agencies e.g. drivers' licence photos.

Stakeholders interviewed provided consistent themes of ideas, with most opportunities raised by more than one individual.

Of the 67 unique opportunities suggested, all were ideas that the Product Owner for OnDuty™ is aware of, and these ideas are either: intentionally not included within OnDuty™ functionality, already in development, already exist with the solution, or are under consideration for future releases. This level of awareness of improvement opportunities positively demonstrates the feedback mechanisms Road Policing has implemented to seek feedback on OnDuty™ and take action to continuously improve.

Overall assessment

OnDuty™ is a key enabler of the intentions of the Road Policing strategy to move to a more paperless environment and increase the functionality available to police officers on mobility devices. The OnDuty™ functionality enables police officers to complete more of their work "on the streets" and "visible to the public", than was possible using previous systems and tools. OnDuty™ has also delivered a platform to enable New Zealand Police to continue to work towards achieving the Better Public Services - Result 10 – New Zealanders can complete their transactions with government easily in a digital environment.

Qualitative feedback from senior stakeholders highlighted that OnDuty™ is:

— Improving the quality of conversations police officers are having with members of the public. Some of these conversations are resulting in alternative resolutions instead of issuing notices e.g. helping families to obtain car seats.

— Reducing the roadside wait time for members of the public while police officers check information.

Qualitative feedback from staff highlighted that OnDuty™ has significantly improved their day-to-day activities. Some of the comments they made were:

"[OnDuty™ is the] biggest change in Road Policing in the last 8 years" – Road Policing Constable

"OnDuty™ is pretty much perfect" and "**"Everything that we need is on it"** – PST Constables

"Whoever designed [OnDuty™] needs a pat on the back" – CVST Constable

"Massive saving in duplication by entering your settings" – CVST Constable

Our assessment demonstrates three core achievements from the implementation of this project. They are:

1. All benefits relating to saving and redeploying frontline hours have either been achieved or partially achieved.

2. Frontline police officers repeatedly told us that OnDuty™ is quicker, more intuitive and easier to use than previous applications or processes.

3. A foundation has been laid for further practice changes, albeit that two mobility platforms currently still exist.

New Zealand Police could not be precise about how the hours saved have been redeployed into higher value-adding activities as a result of the OnDuty™ project. However the Police Executive believes that the hours saved will equate to more police officer time visible to the public and available to take action, a positive benefit from implementing OnDuty™. We were unable to validate this through qualitative or quantitative data therefore our independent assessment of the value delivered cannot be as high as might otherwise be expected.

Benefit management observations

After using the Business Cases and Benefit Review Plan to complete this assessment, we have identified some areas for improvement based on our experience of good practice benefit management. Section 4 includes some recommendations for your consideration.

Potential next steps

Based on the analysis, we believe the next steps New Zealand Police should consider are:

- Reviewing benefits which are either partially or not achieved to determine whether these should continue to be monitored and managed on an ongoing basis.
- Agreeing the approach for measuring, monitoring and reporting on benefits with targets beyond June 2017.
- Applying our recommendations on approaches to benefit management when developing future Business Cases and defining and measuring benefits.


Our findings

1 Benefits Assessment

Background to the Benefits in the Scope of this Review

The benefits for OnDuty™ were defined through three Business Cases approved between July 2014 and September 2015. The first Business Case, the Infringements (SMART Replacement) Business Case, outlined plans to migrate existing SMART functionality onto the Mobility platform, and to extend this capability to all constabulary. This was approved by the Police Executive in July/August 2014. The second Business Case approved in July/August 2014, outlined the justification for making a strategic decision to incorporate TCRs onto the Mobility platform, and to extend this capability to all constabulary. The third Business Case, the Road Policing Printing Business Case, sought funding to secure a bulk printing solution through a postal services provider in order to fully realise the benefits of the Infringements project and was approved in September 2015. Across the three Business Cases a total of 26 benefits were identified, with some shared between the Infringements (SMART Replacement) and Road Policing Printing Solution Business Cases. Two benefits listed in the Business Cases were not related to the initial introduction of OnDuty™, and are expected to be realised as part of the notings project which introduced new OnDuty™ functionality in June 2017 through a separate project.

The three Business Cases were consolidated into a single project in January 2016 through a formal Change Request, given the inter-related and inter-dependent nature of the projects. The tangible benefits outlined in the Business Cases were reviewed and re-baselined as part of the consolidation. The revised benefit descriptions, baseline data and targets were outlined in the Benefit Review Plan. This lists a total of 15 tangible benefits to be delivered through the OnDuty™ project.

As the original Business Cases also included intangible benefits, we have agreed with New Zealand Police to also include six intangible benefits in the scope of this review. A further seven intangible benefits listed in the three Business Cases, either as stand-alone benefits or aspects of a broader benefit, were agreed to be duplicates.

What benefits set out in the Business Cases have been delivered?

We have assessed whether each of the benefits has been achieved. At a macro level we have found:

* This benefit is only included for completeness as targets related to ION volumes were removed not long after the Business Cases for the OnDuty™ project were initially created. The target removal was not reflected in the project's Benefit Realisation Plan, and New Zealand Police have stated that in hindsight the Plan should have been updated to exclude this benefit. Refer to Table 1a within this section for further information.

The quality and quantity of data used to estimate these savings is variable, so caution should be used when interpreting this data. We only have high confidence in the data for a third of the nine benefits achieved. New Zealand Police should apply caution when interpreting and using these results. Our confidence in the data is summarised in table 1a below.

Of the nine benefits which have been fully achieved, four are strategic benefits and five relate to time savings. All have good causal linkages with the change introduced through OnDuty™.

A high level summary of each benefit is included in table 1a below, and detailed assessments for each benefit are provided in Appendix 1.

We have also estimated the scale impact of each benefit, based on the targeted savings (financial or time savings) and the strategic importance of the benefit. Five of the realised benefits have a large scale impact, three have a medium impact and one has a small impact.

What specific benefits have been achieved?

Table 1a provides a summary of our assessment for each benefit. For reference and traceability this table also highlights the benefits we did not assess. The table includes:

- A benefit ID, taken from the Benefit Review Plan for tangible benefits, and allocated by us for intangible benefits.
- A high level description of each benefit.
- A high/ medium/ low ranking for the scale of benefit to be achieved, based on the targeted financial or hours' savings and the strategic importance of the benefit.
- A high/ medium/ low ranking that reflects our confidence in the data we used to assess whether the benefit has been realised.
- Our assessment of whether the benefit has been realised, partially realised or not realised.
- A reference to the specific page number in Appendix 1 where the full analysis for the benefit is presented.

Table 1a

Scale of benefit	▲	Significant financial savings, high strategic importance, or high number of hours targeted for redeployment.	▲	Medium financial savings or number of hours for redeployment targeted. Limited strategic importance.	▲	Benefit targets a limited number of staff, or is a small financial saving.
Confidence in data	H	Data supplied from a police system or financial report. We could regenerate this data easily.	M	Data supplied from a police system, but has been supplemented with anecdotal or qualitative evidence to reach an assessment.	L	Limited data/ only qualitative data.
Benefit achieved	●	Whole benefit target achieved.	◑	Benefit partially realised, or on track to be realised.	○	Benefit has not been achieved.

ID	Description	Scale of benefit	Confidence in data	Benefit achieved	P#
203	Increase in number of infringement notices issued (IONs)[1]	▲	H	○	23

[1] Note: New Zealand Police have stated that: (1) there is no target for the number of IONs to be issued. New Zealand Police seek to take appropriate intervention to ensure changes in poor driving behaviour occur with the goal of reducing death and serious injury from crashes. The increased focus on 'appropriate' resolution may have actually translated into fewer IONs. (2) With hindsight this benefit should have been removed from the Benefit Realisation Plan when the aspirational IONs target was removed. However, as the benefit was not excluded, to maintain the integrity of this KPMG independent review, senior stakeholders have requested that this report includes an assessment of the benefit for completeness.

ID	Description	Scale of benefit	Confidence in data	Benefit achieved	P#
204	All officers can issue an ION or WTW from their mobility device	▲	H	●	25
205	Decrease in time taken to issue ION	▲	L	●	27
206	Decrease in time taken to issue CVIR	▲	L	●	30
207	Decrease in time spent printing and posting notices	▲	L	●	32
208	Reduction in data entry for CVIU staff (no need to complete Large Bus and Truck for HMV crashes)	▲	L	●	34
209	Reduction in number of returns from NZTA	▲	L	○	36
211	Reduction in time spent to process SMART and paper notices	▲	M	◑	38
212	Reduction in time spent fixing ION errors	▲	M	●	41
213	Reduction in time spent processing TCRs in the FMC	▲	L	◑	44
214	Reduction in handwritten ION scanning costs (SMART and paper)	▲	M	◑	47
215	Decrease in amount spent on SMART device paper consumables	▲	M	◑	50
216	Reduce costs to replace infringement books due to legislative change	▲	N/A	N/A	52
217	Reduce costs to print and store hard copy IONs	▲	H	◑	53
218	Reduce costs to print and store hard copy TCRs	▲	H	◑	54
~~I1~~	~~Increased intel notings~~	n/a – benefit of separate notings project			
I2	Improved timeliness of information to NZTA	▲	H	●	55

ID	Description	Scale of benefit	Confidence in data	Benefit achieved	P#
~~I3~~	~~Enabling Road Policing Activity~~	n/a – duplicate of benefit ref: 204			
~~I4~~	~~Increased time 'on street than station'~~	n/a – duplicate of benefit ref: i7			
I5	Creates a platform for other notices to be dealt with in an electronic environment in the future	▲	H	●	57
~~I6~~	~~Reduction in error fixing at PIB~~	n/a – duplicate of benefit ref: 212			
I7	Time saved for officers completing paperwork and need to return to the station to complete the paperwork - increased visibility of Police	▲	L	◑	58
~~I8~~	~~Reduced duplication of process~~	n/a – duplicate of benefit refs: 205, 206, 208 and 211			
~~I9~~	~~Reduced overheads in dealing with manual hard copy processing~~	n/a – duplicate of benefit refs: 217 and 218			
I10	Compliance issuing WTWs and increased appropriateness of issuing WTWs	▲	M	○	60
~~I11~~	~~Frontline staff will have improved access to information for Road Policing anywhere and anytime, and will provide improved information back through the use of new tools~~	n/a – benefit of separate notings project			
~~I12~~	~~Lays the foundation for practice changes in NZ Police for other summary offences to be dealt with through the issuing of mobile infringements~~	n/a – duplicate of benefit i5			
I13	Automate paper based forms that are shared with other Government agencies	▲	M	●	62
I14	Reduced back-end equipment costs to support two mobility platforms, by merging functionality onto a common platform	▲	L	○	63
~~I15~~	~~Timely information for staff and Districts from increased intel notings~~	n/a – duplicate of benefit i11			

As can be seen from table 1a there are a number of benefits where the data quality is medium or low. We have assessed which benefits have been achieved based on the data available and our summary of the benefits delivered through OnDuty™ is that:

- OnDuty™ provides a platform for other notices and reports to be dealt with in an electronic environment in the future, and police officers are enthusiastic about the opportunities for expanding OnDuty™ for completing other paperwork.
- New Zealand Police will save an estimated $303,697 per annum through reduced scanning, printing, storing and consumable costs (benefits 214, 215, 217 and 218).
- A total of 76,716 frontline hours per annum will be saved through a reduction in time spent completing IONs, CVIRs, Large Bus and Truck reports and printing and posting notices (benefits 205, 206, 207 and 208), and these hours are available for redeployment.
- A total of 13,996 hours per annum will be saved for PIB through a reduction in time spent processing notices and fixing errors. This time will be available for redeployment within PIB (benefits 211 and 212). We understand this has already been redeployed into safe speed camera processing.
- A total of up to 12,840 hours per annum will be saved for FMC staff through a reduction in time spent processing TCRs. This time will be available for redeployment within FMCs (benefit 213).

While these numbers appear very accurate, they are only based on estimated information. We deliberately have not rounded these numbers so that the totals are the sum of all of the individual benefits in Appendix 1.

Have New Zealand Police achieved their strategic intentions by introducing OnDuty™?

From our discussions with New Zealand Police we understand that OnDuty™ is a key enabler of the Road Policing Strategy. The strategy outlines the intention of New Zealand Police to move to a more paperless environment, and increase the functionality available to police officers on mobility devices. This is expected to result in police officers needing to return to the station less frequently, spending a greater proportion of their time on patrol and visible to the public, and focussing more on prevention activities.

Whilst we understand that the Mobility programme has already reported savings, there is limited evidence available to validate how additional time saved for police officers from the initial investment in OnDuty™ has been redeployed.

However, qualitative feedback from senior stakeholders is that OnDuty™ is improving the quality of conversations police officers are having with members of the public. Some of these conversations are resulting in alternative resolutions instead of issuing notices e.g. helping families to obtain car seats. Qualitative feedback from staff highlighted that OnDuty™ has significantly improved their day-to-day activities. Some of the comments they made were:

"[OnDuty™ is the] biggest change in Road Policing in the last 8 years" – Road Policing Constable

"OnDuty™ is pretty much perfect" and "**"Everything that we need is on it"** – PST Constables

"Whoever designed [OnDuty™] needs a pat on the back" – CVST Constable

"Massive saving in duplication by entering your settings" – CVST Constable

"[OnDuty™] makes things 10x easier" – Road Policing Sergeant, and **"100 million times better than eQuip"** – PST Constable

"Management of the system is fantastic" – CVST Constable

"There's notices being issued now which wouldn't have been before because it's easy to issue now" and **"[OnDuty™] probably has increased ticket production – more inclined to add on or issue a ticket as you don't have to write it out by hand"** – PST Constables

"[OnDuty™ is] 1,000 times better than before" – Road Policing Constable

"OnDuty™ exceeded my expectations" – PST Constable.

Our assessment above demonstrates three core achievements from the implementation of this project. They are:

1. All benefits relating to saving and redeploying frontline hours have either been achieved or partially achieved.
2. Frontline police officers repeatedly told us that OnDuty™ is quicker, more intuitive and easier to use than previous applications or processes.
3. A foundation has been laid for further practice changes, albeit that two mobility platforms currently still exist.

2 Value for money

What return on investment has been achieved by Road Policing functionality delivered?

Determining the value New Zealand Police has received from their investment in the OnDuty™ project can be completed using many different techniques. There is no specific guidance on what the ROI should be for different types of project, as this is dependent on an individual organisation's appetite for risk, industry, and many other factors. A project's value is typically assessed by calculating the financial ROI. However, we have assessed the value received using three different approaches (financial ROI, stakeholder ratings and comparison to other projects) as we believe only considering the financial return is too narrowly focused for this specific investment. This is because:

— The investment was not initiated with a focus on delivering a strong financial ROI. Only five of the 21 benefits we measured targeted a cost saving. The other benefits were either performance related (i.e. savings in time to be redeployed in higher value adding activities) or intangible. Neither of these types of benefits are considered in a financial ROI calculation.

— One of the primary reasons for the investment in OnDuty™ was to "lay the foundation for practice changes in New Zealand Police for other summary offences to be dealt with through the issuing of mobile infringements" and to replace devices "at end of life". Often for these types of investments a low (or negative) financial return is acceptable, because the infrastructure needs to be built (at a cost to the organisation) before further investment can occur to enable more significant benefits (and returns) for the organisation.

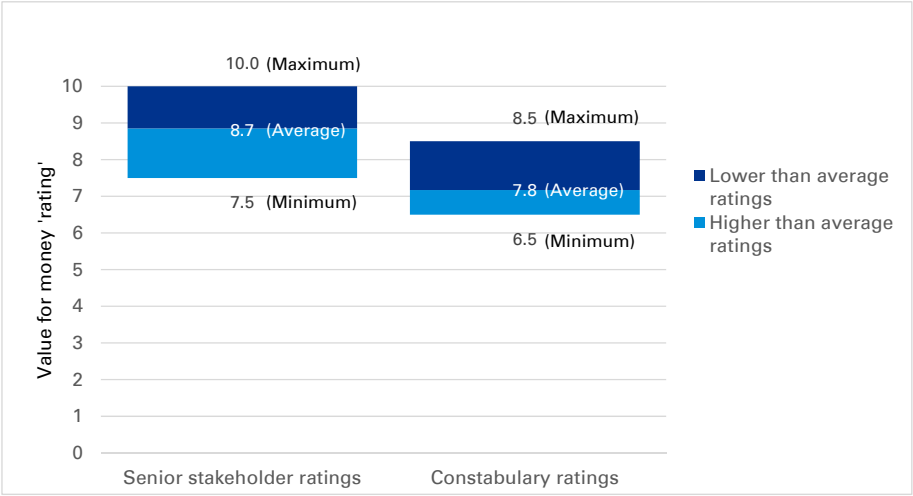
In summary, from the three approaches used, we believe qualitatively that a good return on investment has been achieved. There is variable quality in the data used to form our assessments of value for money. New Zealand Police should apply caution when interpreting and using these results. Further information about the approaches and conclusions is described in the sub-sections below.

Value for money ratings from stakeholders

We asked a variety of stakeholders from New Zealand Police what their qualitative assessment was of the value for money achieved by the project. We asked each person to 'rate' the return on investment using a scale from 0 -10. On this scale '0' reflected a poor return on investment, and '10' reflected an excellent return on investment. For those people whose rating was less than 10, we also asked them what else should be done to leverage further benefits and achieve a '10/10' rating.

We met with senior stakeholders in 1:1 interviews at Police Headquarters. The stakeholders interviewed are listed in Appendix 5. We also sought feedback from constabulary in the Wellington region through two visits to Wellington stations where we spoke with 17 people. This approach to seeking feedback from the Wellington region, as a representation of constabulary, was discussed and agreed with the Sponsor for this report. Chart 2c below summarises the ratings provided for the return on investment.

Chart 2c: Value for Money Ratings from Senior Stakeholders and Constabulary Interviews



Our key observations from the discussions on the value for money ratings are:

- The ratings are high for all people interviewed. The range of ratings from senior stakeholders (maximum 10, average 8.7 and minimum 7.5) were slightly higher than the ratings from constabulary (maximum 8.5, average 7.8 and minimum 6.5).
- OnDuty™ is seen as a successful project, and success has been achieved by ensuring the solution developed is intuitive and easy to use, rather than "putting existing forms behind glass".
- OnDuty™ provides a good platform for future changes to remove paper and make processes easier to complete.
- The primary reason senior stakeholders gave a rating of less than '10/10' was that Police should be aiming to continuously improve and invest in the solution, and a '10/10' rating would suggest that no further improvement is possible.
- The primary reason constabulary provided for ratings lower than '10' was that there are some small improvements that could be made to the solution. Refer to section 3 for more information about the suggestions made.
- Very few people interviewed asked us what the actual cost of the project was before providing their rating for OnDuty™, or referred to the cost when rationalising their rating. This suggests that the cost of the solution may not have been a key consideration for most when 'rating' the return on investment.

Using this approach, the overall value for money received is excellent.

Comparison with other projects

We have also compared what we have understood the value from the project to be (as described through the benefits achieved in section 1) with our understanding of what the return from this type of project should be. Our understanding of other projects is based on observations from performing Independent Quality Assurance reviews in the New Zealand public sector. This assessment is qualitative, and is based on our judgement, rather than by specific comparison to a population of projects that we are able to share with you.

Compared to other projects we have reviewed, our perspectives on OnDuty™ are:

- The feedback on the perceived value received from the project (as evidenced through the ratings) is higher than many other projects. Typically when assessing project delivery, stakeholders and users of the solution interviewed are not as positive about what has been delivered.
- One of the key intangible benefits delivered is a platform for future change with less reliance on 'sunset' software and infrastructure. This benefit is difficult to measure in terms of value to the organisation; and a similar challenge is seen in many IT infrastructure projects. The outcome achieved by OnDuty™ is consistent with the outcomes we often see for IT infrastructure projects in the public sector, where the project delivers a base solution (an intangible benefit, often reduction in risk from sunset solutions) and then subsequent projects are expected to deliver additional performance savings (tangible benefits) using the platform.

In these IT infrastructure projects (and we also observed this in the OnDuty™ Business Cases), there seems to be more leniency in the investment decision for the achievement of tangible financial and performance benefits,[2] because a platform for change will be delivered. However, our experience is also that, while this means the return on investment is seen to be achieved for the infrastructure investment, for future OnDuty™ related projects to be approved for investment, higher performance benefit returns should be required.

Similar to several other projects reviewed, on paper there are many hours of savings identified, however, as the hours have not been specifically reallocated in most

[2] Financial benefits can be identified for these types of enabling investments, however, these can be difficult to quantify without a strong understanding of the implications of failure of infrastructure components e.g. the cost of emergency fixes should solutions fail, and we have not seen projects start to do this in the public sector in New Zealand yet.

areas, or the savings are spread across a large pool of staff, the actual impact of the savings for the organisation cannot be articulated.

Using this approach, our overall assessment of value for money is good.

Financial return on investment

A strong financial ROI was not the primary reason NZ Police initiated the OnDuty™ project. However calculating this return is appropriate because financial ROI is a core factor of value for money for a benefits realisation review. To assess the financial ROI we compared the actual cost of the project with the actual financial benefits achieved in 2016/17 from the project.

We reviewed the Business Cases to understand the expected return on investment to enable us to provide commentary on the actual versus expected return. However, on review, we found that none of the Business Cases included an ongoing cost to maintain OnDuty™ or estimated the likely ROI. Specifically we found in the:

- Infringements Business Case – that the expected ROI and/ or likely value for money was not assessed as part of the options analysis for the business case. While the estimated cost for the project and the anticipated cost savings were estimated, the ongoing operating costs for the new solution were not estimated.
- Road Policing Printing Solution Business Case – that the cost of the project, ongoing operating costs and likely savings in operating costs were estimated. However, the ROI was not calculated, and all of the options considered resulted in an increased net cost to New Zealand Police of at least ~$2m over a five year period. The ongoing operating costs did not include the cost to maintain the OnDuty™ solution.
- TCR Business Case – that the cost of the project and the likely savings in operating costs were estimated, however the likely ongoing operating costs to support the new application were not included in the estimate provided. No calculations of the expected ROI were included.

While we understand that the approach described in the business cases (see bullet points above) probably followed the organisational style of the time, and also aligns with senior stakeholder views about the value targeted (i.e. performance improvements for service delivery to New Zealanders rather than financial ROI), this makes assessing whether the actual return on investment aligns with targeted expectations difficult.

The project cost approximately $8.8m (total capital and operating expenditure) and the financial benefits achieved for 2016/17 were approximately $0.3m. If we assumed that the financial benefits realised in 2016/17 continue to be realised annually into the future and no additional savings are identified, then the payback period would be almost 30 years.[3]

The financial ROI only includes the results from five out of the 21 benefits we measured – the cost savings related benefits. It excludes the estimated value of all of the benefits focused on achieving 'savings' in hours (eight benefits) and the other benefits that do not fit within either of these categories (eight benefits). Representing the time savings benefits in financial terms is not appropriate as these savings are not cashable. However the estimated time savings achieved for 2016/17 provided New Zealand Police with an opportunity to redeploy approximately 100,000 hours to other activities in this period which, if realised, provides a performance ROI.

Using this approach, our overall assessment of value for money is poor. However as highlighted earlier, this needs to be considered within the broader context that New Zealand Police has stated that financial ROI was not the primary reason for the investment as this is not the focus of the organisation's work.

[3] This analysis only considers the total project cost divided by the financial benefit. This calculation has not used discounted cash flow techniques. This analysis also excludes the ongoing future costs to maintain and depreciate the OnDuty™ asset.

3 Opportunities for OnDuty™

What opportunities exist to leverage future benefits for the wider transport system?

To assess where further benefits could be leveraged from OnDuty™ we have sought insights from senior stakeholders within New Zealand Police and NZTA, as well as speaking to constabulary through interviews, ride-along visits and observations.

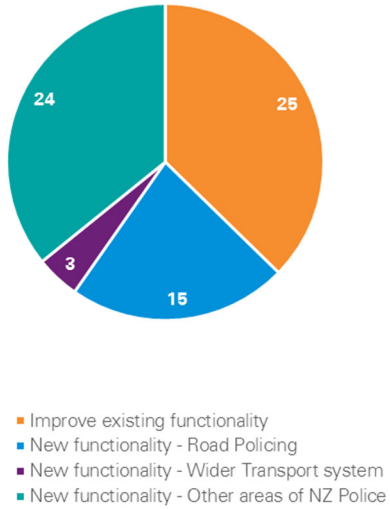
A total of 67 unique opportunities were identified. Many of these opportunities were identified by multiple individuals, both at a senior stakeholder and frontline police officer level.

We have segmented the opportunities into four categories:

1. To improve existing functionality
2. To introduce new Road Policing functionality
3. To introduce new functionality impacting the wider transport system
4. To introduce new functionality impacting other areas of New Zealand Police.

Chart 3a shows the break-down of opportunities by category.

Chart 3a: Number of opportunities by category



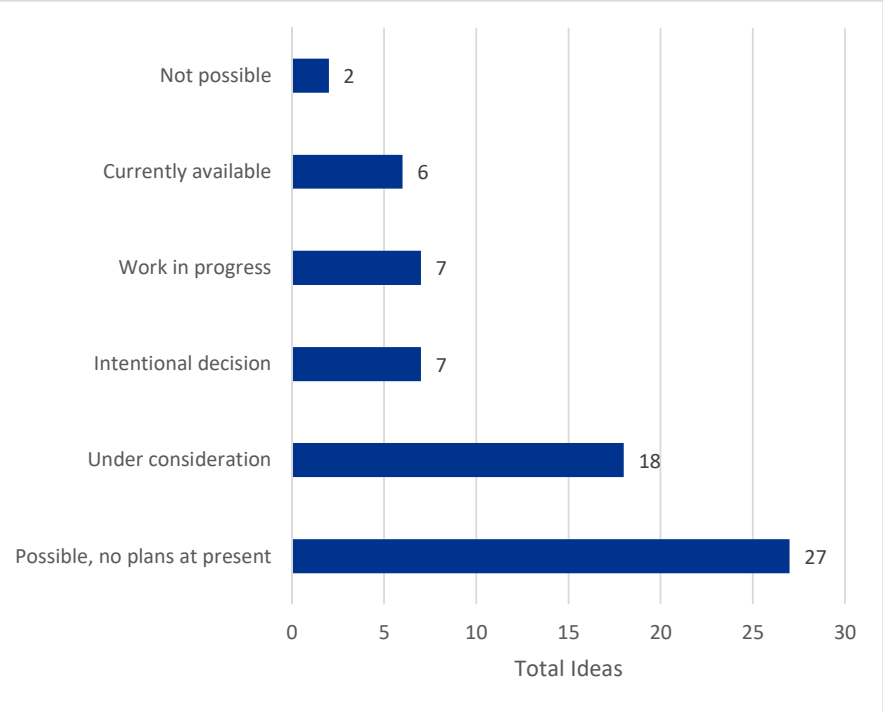
The chart shows that the majority of opportunities (49 of 67) were related to improving existing functionality and introducing new functionality impacting other areas of New Zealand Police. This also shows that there are a significant number of opportunities to expand OnDuty™, or develop similar applications, with functionality beyond the transport system.

Opportunities by current status

The opportunities discussed have been reviewed with the OnDuty™ Product Owner to understand whether the functionality is possible through OnDuty™, if plans are in place or work is underway to develop the opportunity or if New Zealand Police has made a decision not to include this functionality for a reason.

Chart 3b shows the number of opportunities by their current status.

Chart 3b: Breakdown of opportunities by current status



A full list of each opportunity and which category it has been allocated to is included in Appendix 6.

The rationale behind the categorisation is as follows:

- Not Possible (2 ideas). These ideas are for police officers to receive payment for notices at the roadside, and for NZTA CVST staff to access OnDuty™ when working as part of joint operations. Current legislative restrictions and concerns about police officers 'being seen to be' collecting infringement fees, and security protocols restrict these ideas from being considered for implementation presently.
- Currently available (6 ideas). The functionality exists within OnDuty™ but police officers who suggested these ideas were not aware of this. The small number of opportunities within this category suggests that police officers have a good understanding of OnDuty™, but that there is potential for New Zealand Police to provide additional training or communications about these six areas.
- Work in progress (7 ideas). New Zealand Police either have funding secured and the functionality is in development (e.g. Family Harm), or the functionality is being piloted (e.g. piloting of digital notebooks).
- Intentional decision (7 ideas). Opportunities discounted as the functionality within OnDuty™ has been designed in its current way for a particular reason. For example, the application uses Apple Maps because this is a part of the contractual requirements and OnDuty™ therefore cannot link to Google Maps.
- Under consideration (18 ideas). The opportunities are on a planned list of enhancements, or are being considered as a future enhancement but funding has not been secured and development has not begun. This includes, for example, Bail Checks, attaching photos to notices and fingerprint logons.

— Possible. No plans at present (27 ideas). Changes to existing functionality or new pieces of functionality which could be incorporated within OnDuty™, but which New Zealand Police do not have any plans to introduce at the current time. This is because the opportunities are currently assessed as being lower priority, either because they will achieve low return on investment or will not deliver a step-change in the functionality (e.g. re-set button, including additional default settings, enabling witness to sign statements on a mobility device), or because they involve linking to other systems (e.g. Aura, TESA).

Summary of opportunities

Only a small proportion of the opportunities provided to us (6 of 67) relate to functionality which is currently available. This, combined with the usage statistics (95%+ of police officers logged onto OnDuty™ in 2016/17 - see benefit 204), suggests there has been a good uptake of OnDuty™ by police officers and that they have a good understanding of the functionality available within the application.

All other opportunities, 61 of 67, are either in development, are currently being considered by New Zealand Police for development, or have been discussed and deemed to be low priority. This positively demonstrates that Road Policing has good feedback mechanisms in place to listen to and act on feedback to improve OnDuty™.

4 Benefit management observations

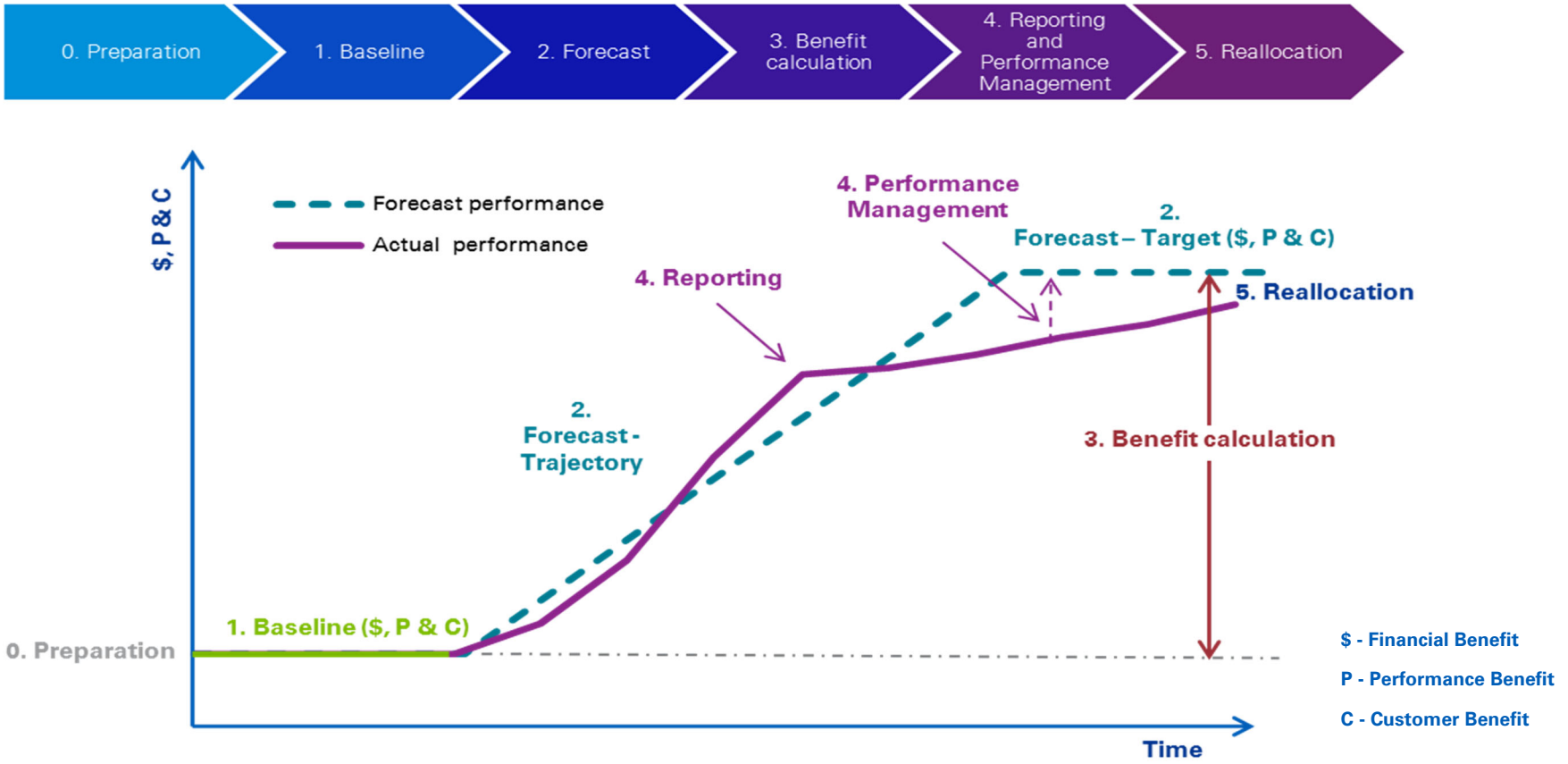
Benefit management practices in the public sector have been evolving since 2014 when the original Business Cases that initiated the OnDuty™ project were developed. While completing this review we have captured our observations about the benefit management practices observed, and this section includes some recommendations for consideration in future New Zealand Police projects.

Good benefit management can be simplified into six key components (see diagram 4a below) we believe are necessary to:

— Maximise the likelihood that benefits are achieved.

— Enable the organisation to confidently convey the actual return on investment delivered using an approach that is appropriate for the investment type.

Diagram 4a: Benefits Management – key components



We have structured our observations into the six components[4] in diagram 4a. However, in practice benefit management work is not structured in distinct sequential phases, but rather the emphasis changes throughout a project. For example, whilst reallocation is the last step discussed in our approach, consideration should be given to this from the start.

Preparation

Preparation focuses on understanding the current state of the processes impacted by the project and determining what areas require improvement. This stage also includes developing benefit maps to demonstrate clear causal linkages between the issues to be resolved, solutions and benefits.

The analysis in the business cases described how current processes and systems worked and the associated issues with these. The solutions implemented addressed the issues described. While the causal linkage between the issues and solutions seems strong, the link between the solutions and some of the benefits was weaker. E.g. benefit I14 focused on reducing back end equipment costs to support two mobility platforms, however the solution implemented did not include all of the functionality from one of the existing systems.

We recommend:

- Using benefit maps as a mechanism to check the causal link between the issues, solution and benefits, and to demonstrate the rationale for the definition of each benefit.
- Considering the total number of benefits defined and measured. The number of benefits needs to be practical for measurement and reflect the benefits of the solution.
- Ensuring the target is able to be controlled by the activity the project is performing. E.g. where there is a time saving per transaction check that the project has control of the volume of transactions if the target is to be expressed as total hours saved.

Baselining

Baselining is important as it provides an objective measure of the current state of the processes before a project makes changes to these. While some baselining information was provided for some benefits the following improvements should be considered for future business cases:

- Define baselines for all benefits that specify measures of the current state of the process and, where possible, use the same time period for each of the benefits.
- Retain a spreadsheet or single reference document that includes all calculations, measurement methods, sources of information, assumptions and results used to develop the baselines for the benefit areas, so this information can be easily referred to when assessing benefit achievement.
- Validate/ peer review all baselines to ensure the information is calculated correctly and that someone not involved in defining the baseline can understand how it has been calculated.

Forecast and benefit calculation

Forecasting defines the expected change from the baseline and the period over which the benefit is to be realised. While some benefits included forecasting information with calculations this was not always clear or consistently done. We recommend:

- Defining forecasts for every benefit that are: Specific, Measureable, Achievable, Realistic and Time bound (SMART), so that all involved (e.g. benefit owners,

[4] In 2011 KPMG developed a "Benefits Management Cookbook" for New Zealand Police, specifically to support the Policing Excellence programme that was in progress at the time. Some of the information presented here was extracted from the 'cookbook'.

project sponsor, and benefit measurer) have the same understanding of what success will look like and the path to achieve success.

- Retaining a spreadsheet or single reference document that includes all calculations, proposed measurement methods, timing for measurement, sources of information, and assumptions used to develop the forecasts for the benefits (preferably the same spreadsheet as the baselines), so this information can be easily referred to when assessing benefit achievement.
- Checking that the data needed for benefit monitoring and reporting will be available through systems in a useful form. This may include checking whether the data can be extracted easily and is categorised as needed for reporting.
- Validate/ peer review all forecasts to ensure the information is calculated correctly and that someone not involved in defining the forecast can understand how it has been calculated.
- Agreeing an acceptable evidence threshold for each benefit by defining the approach for measurement, the volume of data needed, and the level of confidence required in the data.
- Agreeing if any of the benefits should be moderated to lower values where there is lower confidence in whether a benefit will be achieved.
- Calculating the expected return on investment using a method appropriate for the investment.

Reporting and performance management

This component focuses on activities to report on and drive performance towards the defined targets. While some benefits included benefits owners and measurement periods (ranging from monthly to annually), this report is the first formal measurement point for the benefits project, and for most of the benefits this means the first measurement point is more than 12 months since the solution was introduced.

For future projects we recommend:

- Measuring and reporting on the likely achievement of benefits during the pilot rollout phase to assess the likelihood that benefits will be achieved.
- Measuring, monitoring and reporting on the achievement of benefits regularly, so progress can be measured, and corrective action can occur as required or benefit achievement can be accelerated and celebrated.
- Embedding benefit metrics into day-to-day organisational performance management, so that measurement activities do not need to be specifically procured.

Re-allocation

Re-allocating savings achieved through the delivery of benefits is important to ensure the savings can be used. Examples of reallocation include: changing the budgets for a specific area of the business for financial savings, and allocating resources to new activities for time savings. Anecdotally we understand some re-allocation of hours saved has occurred in PIB, however, this has not occurred for all of the performance related benefits.

For future projects we recommend:

- Specifically defining if and how savings will be reallocated. If the savings are likely to be small on a per police officer basis and will not able to be realistically reallocated, highlight this in the business case.
- Evaluating whether savings have been achieved and can/ should be reallocated.
- Reallocating the savings when the benefits are achieved.

KPMG

Appendices

Appendix 1: Detailed benefits assessment

Increase in number of infringement notices issued (IONs) — Benefit reference # 203

Scale of benefit	▲ 3% average increase per annum targeted	**Confidence in data**	H Data supplied from Police system	**Benefit achieved**	◯ Number of IONs trending downwards

Background information on benefit

An increase in the number of infringement notices issued is listed as a benefit of OnDuty™ in the Infringements (SMART Replacement) Business Case. By transferring existing SMART functionality to OnDuty™ New Zealand Police expected to realise administrative efficiencies, increase automation and reduce the need for police officers to return to the station to complete paperwork. The Business Case assumed this will increase Road Policing activity and result in police officers issuing more infringement notices (IONs).

The Infringements (SMART Replacement) Business Case specified a baseline of 662,062 IONs issued in 2013 and projects a 3% increase in year one, of 18,000 additional IONs being issued (calculated based on approximately 600,000 IONs being issued annually), and an additional 3% each year thereafter for four years. This was based on roughly half of all police officers issuing an additional four notices each per year.

The Benefit Review Plan provided an updated target based on the baseline number of IONs issued in 2015/16. It uses the same projections as the Business Case: an estimated 12% (compounding) increase in IONs issued from 2016/17 to 2019/20, with an average 3% increase per annum. The targets for IONs issued, as set out in the Benefit Review Plan, are shown in table 203a.

Table 203a

Year	Target IONs
2016/17	766,500
2017/18	789,495
2018/19	813,180
2019/20	837,575

Not long after the Business Cases for the OnDuty™ project were created aspirational targets for the number of IONs to be issued were removed and replaced with a focus on quality roadside conversations and saving time for allocation to other services. New Zealand Police have identified, as a learning, that the Business Cases should have been updated through a change request to exclude this benefit. New Zealand Police have also stated that they seek to take appropriate intervention to ensure changes in poor driving behaviour occur with the goal of reducing death and serious injury from crashes. The increased focus on 'appropriate' resolution may have actually translated into fewer IONs. This benefit is only included within this Benefit Realisation Review for completeness on request from senior stakeholders that the independence of this review must be maintained by assessing all benefits included in the Benefit Review Plan.

Data source and approach to measurement

The data has been provided from the Business Objects system and captures the number of IONs issued for:

— Financial year 2016/17

— Financial year 2017/18 year to date. The report for 2017/18 was run on 12 December 2017 and shows IONs issued between 1 July 2017 and 30 November 2017.

We have compared the actual number of IONs issued against the targets provided in the Benefit Review Plan to determine whether the benefit has been achieved.

Current assessment of benefit

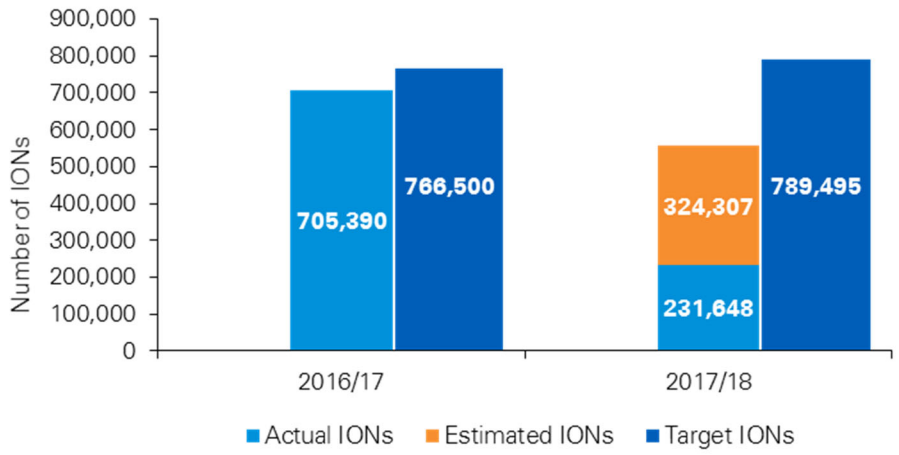
The benefit as listed was not achieved in 2016/17, and extrapolating the five months of data available for 2017/18 to a full year, it is unlikely to be achieved this financial year either. Since the introduction of OnDuty™ in June 2016 the actual number of

IONs issued has been decreasing (741,535 IONs were issued in 2015/16), in direct contrast to the expected benefit. This is shown in table 203b and chart 203c.

Table 203b

Year	Actual IONs	Estimated IONs	Total	Target
2016/17	705,390	0	705,390	766,500
2017/18	231,648	324,307	555,955	789,495

Chart 203c: Target vs Actual IONs issued in 2016/17 and 2017/18 (to 30 November 2017)



As highlighted in the background information for this benefit New Zealand Police has recognised that in hindsight this benefit should have been removed from the business case when the aspirational IONS targets were removed.

New Zealand Police could also consider revising the benefit to focus on quality conversations. This could be measured through qualitative discussions with police officers about their experience of interactions with drivers and driver behaviours to continue the project's benefit realisation focus through to the original benefit end date (2019/20).

Feedback from interviews and ride-alongs with police officers suggests that interactions with drivers have changed since the introduction of OnDuty™. Prior to OnDuty™ police officers would speak to the driver to confirm their details, perform queries via eQuip or through Comms, and then speak to the driver a second time to issue an infringement notice. With OnDuty™ police officers only interact with drivers once which, they told us, reduces the likelihood of drivers becoming irate or exhibiting challenging behaviours, which in turn may reduce the risk to police officers.

Data limitations and assumptions

The data provided from the Business Objects system includes the number of handwritten heavy vehicle IONs. These have been excluded as heavy vehicle IONs could not be issued through OnDuty™ at the time of this review.

In order to estimate the actual number of IONs issued in 2017/18 we have extrapolated the data provided for five months (Jul – Nov 2017) and assumed the same average number of IONs will be issued each month for the remainder of the financial year.

The actual number of IONs issued in 2017/18 may be higher than this estimate due to an increased focus on road safety campaigns in December and January leading to above average numbers of IONs being issued in these months. Despite this we would not expect the actual number of IONs issued to reach the target for 2017/18 of 789,495.

The ION volume data used for this calculation and benefit 205 was extracted from the Business Objects system. As a result the total number of IONs recorded is slightly different to the volume used in benefits 211 and 212 (1,325 more for 2015/16, 258 more for 2016/17) which had to be extracted from a different system to obtain the data needed for those benefits.

All officers can issue an ION or WTW from their mobility device

Benefit reference # 204

Scale of benefit	▲ Affects all police officers (strategic benefit)	**Confidence in data**	H Validated through system data and observation	**Benefit achieved**	● All police officers have the ability to issue IONs and WTWs from their mobility devices

Background information on benefit

Prior to the introduction of OnDuty™ only Road Policing officers had the capability to issue electronic IONs or WTWs via their SMART (Mobility) devices. All other police officers (e.g. Public Safety Teams) were issuing paper IONs and WTWs.

The Infringements (SMART Replacement) Business Case lists a tangible benefit as increasing Road Policing activities across New Zealand Police. One aspect of this is providing all police officers with the capability to issue an ION or WTW from their mobility device. The Business Case states the benefit as "Ability to issue infringement notices from over 9,500 mobility devices".

The Printing Business Case also includes a benefit focused on enabling all frontline police officers, not just Road Policing, to issue an ION and a WTW from their mobile device. Specific baseline and target information was not included in the Business Case.

The benefit is also listed in the Benefit Review Plan as: All officers can issue an ION or WTW from their mobility device by 30 June 2017.

Data source and approach to measurement

Senior stakeholders in New Zealand Police advised us during interviews that all constabulary have been issued with mobility devices and have the ability to issue an ION or WTW from this device.

In order to demonstrate that all police officers can issue an ION or WTW from their mobility device we have obtained and compared data showing: the number of police officers, the number of mobility devices issued, and usage statistics for OnDuty™. The sources for the data are the:

- Number of police officers for:
  - 2016/17 – The New Zealand Police Annual Report
  - 2017/18 (part year only) – An extract from HR of the total number of constabulary as at December 2017.
- Number of mobility devices issued for both periods from the Device Application Detail Report generated 11 December 2017 via Airwatch, the Mobile Device Management system operated by Vodafone on behalf of New Zealand Police.
- Usage statistics for OnDuty™ for both periods from a report run from the ICT Mobility Services database shows the number of unique logons to OnDuty™ and the number of officers issuing an ION or WTW via OnDuty™ in 2016/17 and 2017/18 (July – November 2017).

We also validated the achievement of this benefit through a product demonstration, our ride-along visits and interviews with frontline police officers where we observed whether police officers had been issued with mobility devices, and were accessing OnDuty™ to issue IONs and WTWs.

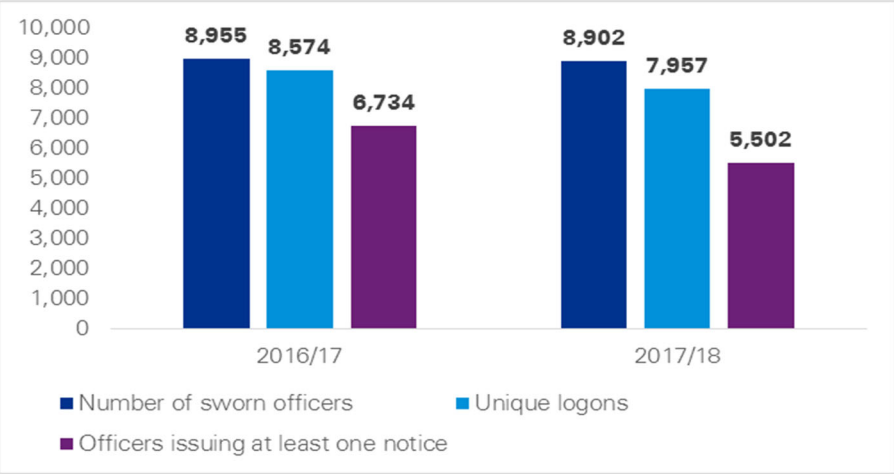
Current assessment of benefit

We have been informed through our stakeholder interviews that all police officers have been issued with mobility devices. The data provided also showed that 10,004 mobility devices have been issued. These have been issued primarily to police officers, with a small number issued to non-constabulary staff (e.g. forensic staff). New Zealand Police employees working in support roles are not typically issued with a mobility device.

We have also observed through a product demonstration, our small sample of ride-alongs and other engagements with police officers that they have been issued with mobility devices, and are able to issue IONs and WTWs through OnDuty™. This evidence demonstrates that the benefit has been realised.

While the benefit focuses on whether police officers can issue notices, rather than whether police officers have issued notices, we also obtained additional data to understand whether OnDuty™ is being used.

Chart 204a: Comparison of police officers to OnDuty™ usage statistics for 2016/17 and 2017/18 (for part year)



The chart highlights:

- The number of unique logons is lower than the number of police officers. While this shows that not all police officers have accessed OnDuty™ through their mobility device, the usage is high with more than 95% of police officers logging onto the system in 2016/17, and 89% logging on in the first five months of 2017/18.
- That 75% of police officers issued at least one ION or WTW in 2016/17 and 62% have issued at least one notice between July and November 2017.

While the uptake of OnDuty™ is high, New Zealand Police may wish to review the breakdown of police officers issuing at least one ION or WTW by work group in more detail to determine if there would be value in engaging with any specific work groups further to increase the uptake of OnDuty™.

Data limitations and assumptions

The HR data provided is a point in time snapshot of the total number of New Zealand Police employees. The number of employees will have varied throughout 2016/17, however, is not expected to have varied significantly enough to change the analysis presented.

The data extracted from the ICT Mobility Services database includes records of logons to OnDuty™ and infringement notices issued by staff members who have since exited police.

A very small sample of observations was used to validate that all constabulary have been issued with mobility devices.

Decrease in time taken to issue ION

Benefit reference # 205

Scale of benefit	▲ Significant savings targeted (frontline hours for redeployment)	**Confidence in data**	L Very small sample size	**Benefit achieved**	● Target saving per ION achieved

Background information on benefit

Prior to the introduction of OnDuty™ only Road Policing officers had the capability to issue electronic IONs via their SMART (Mobility) devices. All other police officers (e.g. Public Safety Teams) were issuing paper IONs. By transferring the ION form onto OnDuty™, and having OnDuty™ accessible for all police officers, not only Road Policing officers, New Zealand Police intended to relieve the administrative tasks associated with completing SMART and paper based IONs. The time savings resulting from this could then be redeployed into frontline policing activities.

This benefit is identified in two of the three Business Cases that initiated the OnDuty™ application. The:

- Infringements (SMART Replacement) Business Case estimates savings of 2 minutes 30 seconds, on average, for issuing an ION by an OnDuty™ device versus a SMART device, and savings of 10 minutes per infringement, on average, compared to completing a handwritten ION.
- Road Policing Printing Solution Business Case includes a baseline of 10 minutes to complete an ION, on average. Based on the total number of IONs issued in 2014, which is given at 154,000 (80,822 handwritten and 72,717 SMART issued) there is an estimated saving of 25,500 frontline hours per annum.

The Benefit Review Plan recalibrates the baseline information and includes a baseline time to issue an ION using a SMART device as 6 minutes 37 seconds, and a baseline time to issue a handwritten ION as 8 minutes 28 seconds. It also estimates that the average time taken to complete an ION using the OnDuty™ application will be 5 minutes 42 seconds, and that the time savings would be realised by June 2017, once the new system and training has bedded in.

Given the discrepancies between the baseline figures and targets in the Business Cases and Benefit Review Plan we have agreed with New Zealand Police to use the baseline and targets set out in the Benefit Review Plan, as these use more recent data and were gathered through Police conducted ride-alongs.

The Infringements (SMART Replacement) Business Case also lists time saved completing WTWs and CVIRs as a benefit of OnDuty™. We have included the decrease in time taken to complete CVIRs as a separate benefit (reference 206). We discussed the benefit with New Zealand Police and agreed not to include WTWs as there is no baseline information or target provided in either of the Business Cases, and the benefit has been re-defined in the Benefit Review Plan to focus only on IONs.

Data source and approach to measurement

The average time taken to issue an ION has been captured through observation of frontline police officers in the Wellington district. Our team completed 25 hours of ride-along visits with Road Policing and Public Safety teams across the Wellington region and observed five IONs being issued.

During our observations we captured the time taken to complete queries using OnDuty™ (Query Person and Query Vehicle) and have a conversation with the driver about their infringement, and the time taken to complete the OnDuty™ ION 'paperwork' i.e. the ION form within OnDuty™. The data captured is shown in table 205a.

Table 205a

Shift	ION number	Query & conversation time (mins: seconds)	ION form time (mins: seconds)	Total (mins: seconds)
Paraparaumu	s.9(2)(a)	4:25	4:32	8:57
Paraparaumu	s.9(2)(a)	0:55	3:14	4:09
Paraparaumu	s.9(2)(a)	1:06	2:39	3:45
Paraparaumu	s.9(2)(a)	1:00	2:29	3:29
Porirua	Not provided	0:55	2:04	2:59
Average		**1:40**	**2:59**	**4:39**

The volume of IONs has been provided from the Business Objects system and captures the number of IONs issued for:

— Financial year 2016/17

— Financial year 2017/18 year to date. The report for 2017/18 was run on 12 December 2017 and shows IONs issued between 1 July 2017 and 30 November 2017.

Current assessment of benefit

We have assessed the achievement of this benefit on a per ION basis and a per annum basis to be consistent with the information presented in the Business Cases and the Benefit Review Plan.

Per ION basis

We observed an average time to issue an ION of 4:39 minutes, compared to a target of 5:42 minutes. As the average time to issue an ION was less than the target on a per ION basis the benefit has been achieved.

Per annum basis

To estimate the total hours available to police officers for other activities we have compared the:

— Estimated time taken to issue handwritten and SMART IONs and the volume of IONs in 2015/16.

— Estimated time taken to issue handwritten and OnDuty™ IONs and volume of IONs in 2016/17.

We have used the average time to complete an ION in OnDuty™ gathered through observations, and the average time to complete a handwritten or SMART ION as provided in the Benefit Review Plan.

This provides an estimated a total annual saving of 36,111 frontline hours. While this saving is more than the total estimated in the Road Policing Printing Solution Business Case (25,500), it is based on different baseline data. An annual target was not included in the Benefit Review Plan.

Our understanding from discussions with senior stakeholders in New Zealand Police is that the driver for this benefit is releasing frontline police officers from administrative work to allow them to focus on value-adding Road Policing activities, and to be more visible to the public. However it has not been possible to measure how the time saved in issuing IONs through OnDuty™ has been redeployed.

Frontline police officers have told us they now spend more time on patrol, and return to the station less frequently to complete IONs and other paperwork which can be completed through OnDuty™.

Data limitations and assumptions

We conducted the ride-along visits and observations following the methodology used when collecting baseline information, however the baseline average was collected over 140 hours, and through observing 53 IONs being issued. In comparison we observed a very small number of IONs being issued during our ride-along visits (five), especially compared to the number of IONs issued through OnDuty™ per year (695,477 in 2016/17). We therefore have low confidence in the data.

All observations were completed in the Wellington district. While this is consistent with the methodology used for capturing baseline figures provided in the Benefit Review Plan, the Wellington district may not be representative of all districts across New Zealand.

The ION form was slightly 'tweaked' when it was made available through OnDuty™. Some additional fields have been added to OnDuty™ compared to the SMART and paper based forms, meaning the time taken to complete the form in OnDuty™ is not directly comparable to the SMART or paper form.

The ION volume data used for this calculation and benefit 203 was extracted from the Business Objects system. As a result the total number of IONs recorded is slightly different to the volume used in benefits 211 and 212 (1,325 more for 2015/16, 258 more for 2016/17) which had to be extracted from a different system to obtain the data needed for those benefits.

We have assumed that the timings to complete an ION in the baseline data excludes the time to print and post IONs as this is defined in a separate benefit (207). If these were not separate then the savings identified for this benefit would need to be considered as a part of the savings for benefit 207 to avoid double-counting of the total hours saved.

Decrease in time taken to issue CVIR

Benefit reference # 206

Scale of benefit	▲ Time savings affect a small area of New Zealand Police	**Confidence in data**	L Very small sample size and some qualitative data	**Benefit achieved**	● Target saving per CVIR and per annum achieved

Background information on benefit

Transferring the functionality for police officers to complete CVIRs from paper forms onto mobility devices is expected to reduce the time taken to complete the 'paperwork' through increased automation and new functionality on the mobility platform. Only the CVST officers are affected by this change, as other police officers do not have the specialist knowledge to complete CVIRs.

The Infringements (SMART Replacement) Business Case lists a reduction in time taken to complete CVIRs as a benefit of introducing OnDuty™. No baseline for the time taken to complete a handwritten CVIR is given, and there is no target for time savings provided in the Business Case.

The Benefit Review Plan describes the:

- Average time taken to complete a CVIR prior to the release of OnDuty™ as 25 minutes. This is based on an estimate provided by CVST officers, and was not validated through observation or any other data.
- Target average time to complete a CVIR using OnDuty™ as 22 minutes in the Benefit Review Plan (3 minute saving per CVIR).

Based on a total of 53,361 CVIRs completed in the financial year 2015/16 there is a target saving of 2,668 CVST hours defined in the Benefit Review Plan to be achieved by 30 June 2017, which could be redeployed into prevention activities.

Data source and approach to measurement

We observed CVST staff completing paper and OnDuty™ CVIRs at the Plimmerton Weigh Station over the course of a 7.5 hour shift. This included CVIRs completed for small, medium and large trucks by a two person team.

Our observations captured the time taken to complete the CVIR form, but did not include the time taken to complete queries (e.g. Query Person or Query Vehicle) which can be done through OnDuty™ but would previously have been completed through NIA. However, our observations did capture the time taken by CVST officers to visually inspect the vehicle and engage with the driver.

The time taken to complete each CVIR is shown in table 206a.

Table 206a

CVIR number	Time taken to complete paper CVIR (mins: seconds)	Time taken to complete OnDuty™ CVIR (mins: seconds)
s.9(2)(a)	6:40	4:36
s.9(2)(a)	8:54	7:27
s.9(2)(a)	9:26	5:56
s.9(2)(a)	5:13	3:36
Average	7:33	5:23

Current assessment of benefit

The average time saving per CVIR, based on our observations, is 2 minutes 9 seconds. On this basis the benefit has not been achieved. However, the average time taken to complete a paper CVIR which we observed was 7 minutes 33 seconds. This is considerably less than the 25 minute estimate provided by CVST officers and listed in the Benefit Review Plan.

We discussed the likely savings with the CVST officers and they estimated that they save, on average:

- 3-5 minutes per CVIR by completing queries through OnDuty™ rather than via NIA or radioing to Comms
- 5 minutes per CVIR as they are not required to print notices at the roadside which they did when using SMART devices.

If this additional data is included within the calculation of savings then the average time saved is 10–12 minutes per CVIR. On this basis the benefit per CVIR has been achieved as the saving is more than 3 minutes. However we cannot validate these savings as there is no baseline for NIA or Comms queries or for printing CVIRs at the roadside. We confirmed this approach with New Zealand Police before using the qualitative data gathered for the calculation.

The total number of CVIRs completed in 2015/16 and 2016/17 is shown in table 206b.

Table 206b

	2015/16	2016/17
Total CVIRs issued	53,334	47,990

Based on the average saving of 10-12 minutes per CVIR we estimate annual savings of between 8,118 and 9,718 hours for 2016/17. As both figures are higher than the annual target of 2,668 hours the benefit has been achieved on a per annum basis.

While the volume of CVIRs for 2016/17 is lower than 2015/16, the time saving per CVIR is higher than the target of 3 minutes and the benefit has therefore still been achieved.

Data limitations and assumptions

The average times taken to complete a paper CVIR and an OnDuty™ CVIR are based on very small sample sizes, and our confidence in this data is therefore low. The additional time savings (from improved query functionality and no longer printing notices at the roadside) are based on qualitative feedback and were not verified through observation.

The volume of CVIRs received for 2015/16 was slightly lower (27 fewer) than the volume obtained for the Benefit Review Plan, however this is not a significant difference.

Decrease in time spent printing and posting notices — Benefit reference # 207

Scale of benefit	▲ 30,000+ targeted hours to be redeployed to preventative activities	**Confidence in data**	L Assessment is based only on observation and qualitative data	**Benefit achieved**	● No police officer time is now spent printing and posting notices

Background information on benefit

Prior to the introduction of OnDuty™ Road Policing officers were issued with SMART devices, enabling them to print IONs at the roadside. SMART issued notices could either be printed at the roadside or Road Policing officers could return to the station to print and post notices to offenders. All other police officers only had the capability to issue handwritten IONs. Handwritten notices were either:

- Issued to the offender at the roadside and a carbon copy of the notice was sent to PIB for processing, or
- Completed later at the station by the police officer using details they wrote in their notebook, and then posted to the offender with a carbon copy also being sent to PIB for processing.

The introduction of OnDuty™ was expected to reduce the time Road Policing officers spent printing and posting notices. This includes travel time to return to the station for this purpose (if a printer was unable to be used in the car) as notices issued through OnDuty™ are automatically entered into the Mobility Database to be printed and sent to offenders by back office teams. The time saving was expected to affect all Road Policing officers as they have all been issued with a mobility device and have the capability to issue notices through OnDuty™.

The benefit is listed in the Infringements (SMART Replacement) Business Case, however a specific baseline or target saving for printing and posting is not defined. Savings are only defined for issuing an ION on a SMART device and for completing a handwritten notice at the station however these savings are measured through benefit 205 (decrease in time take to issue an ION).

The Benefit Review Plan includes a target of zero minutes spent by police officers printing and posting notices by June 2018. It estimates total savings of 31,802 hours which can be redeployed to prevention activities, based on an average 10 minute saving and 190,810 IONs issued in 2015/16.

Data source and approach to measurement

It was not possible to observe the process for issuing an infringement notice prior to the introduction of OnDuty™ to validate the time police officers were spending printing and posting notices. Our approach has been to:

- Review process maps showing the process before and after the introduction of OnDuty™.
- Observe police officers through 32.5 hours of ride-alongs and visiting the Plimmerton Weigh Station to confirm these members of staff do not need to return to the station to print or post notices.

We have also interviewed 30 police officers to gather qualitative evidence that no time has been spent printing and posting notices since the introduction of OnDuty™.

Current assessment of benefit

Based on qualitative feedback from police officers we believe that between June 2016 and the time of this review no time has been spent printing and posting notices. However, we could not validate how the time saved has been redeployed.

Our review of the current and future state process maps for issuing infringement notices also clearly show that since the introduction of OnDuty™ police officers no longer print or post infringement notices.

It was difficult to determine whether we should estimate the total per annum saving because while we understand that Road Policing officers no longer need to print notices the baseline data only included an estimate of a 10 minute saving for a proportion of SMART IONs issued and did not include information about:

- Why the target was based on a proportion of all IONs (i.e. 190,810 IONs out of 740,210 total IONs issued in 2015/16 (26%) and out of 427,986 SMART issued IONs (45%)).
- Whether the 10 minute saving was based on the time required to print an ION using an in-car device or the average time to return to the station and print and post a notice, or a combination of both of these.
- The frequency that Road Policing officers would need to return to the station to print and post a notice.

However, assuming that the printing and posting time saving is valid and time saved can now be redeployed to other activities either at the station or "on the street" then the estimated time saved defined in the Benefit Review Plan (31,802 hours) is available for other higher value activities. The target saving is also based on a saving for a proportion of SMART IONs only (approximately 45%) rather than all IONs, which is pragmatic. Therefore, we have assessed the benefit as being achieved because the time to print and post notices has reduced to zero thereby achieving the target hours' savings.

Data limitations and assumptions

It has not been possible to validate the baseline information provided in the Infringements (SMART Replacement) Business Case and Benefit Review Plan as the process of printing and posting notices no longer takes place. We have therefore relied on the accuracy of the data described above.

Our sample size for observations and interviews is also small compared to the size of the New Zealand Police force, and only covered police officers in the Wellington district. We have assumed that the feedback we have gathered is representative of all police officers across New Zealand, and that police officers in other districts do not spend any time printing or posting notices.

We have assumed that the target saving in the Benefit Review Plan to print and post an ION excludes the time to issue IONs as this is defined in a separate benefit (205). If these times were not separate then the savings identified for this benefit would need to be considered as part of the savings for benefit 205 to avoid double-counting of the total hours saved.

We have assumed that the target savings are based on a 10 minute saving for a proportion of SMART IONs issued in 2015/16 (190,810 out of 427,986) rather than the total number of SMART IONs issued. This is to reflect that while police officers would always need to print an ION this may not always take 10 minutes, and that the 10 minute saving for a proportion of IONs is an average saving representing a combination of the time taken to either print an ION using an in-car device, or to return to the station to print and post an ION. It also reflects that police officers would only need to return to the station to print and post IONs for a proportion of the total IONs they issue, as some would be printed at the roadside, and that they would return to the station to print and post notices along with completing other paperwork.

Reduction in data entry for CVIU staff (no need to complete Large Bus and Truck for HMV crashes)

Benefit reference # 208

Scale of benefit	▲ Time savings affect a small area of New Zealand Police	**Confidence in data**	L Assessment is based only on qualitative data	**Benefit achieved**	● No time spent completing large bus and truck reports

Background information on benefit

Prior to the introduction of OnDuty™ CVIU, now called the CVST, officers were required to complete a paper form (Large Bus and Truck report) in the event of a HMV crash. This was removed with the introduction of OnDuty™ as the information within the form was largely a duplicate of the information contained in a TCR.

The TCR Business Case provided a target of 15 minutes saved per HMV crash.

The Benefit Review Plan estimated savings of 700 hours per annum (15 minutes per HMV crash) by June 2017 which could be redirected to preventative activities, based on an average of 2,800 HMV crashes per annum using 2013/14 and 2014/15 data.

Data source and approach to measurement

It has not been possible to observe CVST officers completing Large Bus and Truck reports, or completing TCRs for HMV crashes. Our approach has instead been to interview CVST officers at the Plimmerton Weigh Station to gather qualitative evidence that no time is now spent completing Large Bus and Truck reports. In total we interviewed six CVST officers.

Data has also been provided from CAS showing the number of HMV crashes in 2015/16 and 2016/17. This is shown in table 208a.

Current assessment of benefit

Based on qualitative feedback from CVST officers we believe that since the introduction of OnDuty™ in June 2016 no time has been spent completing Large Bus and Truck reports, thereby reducing data entry for CVST officers.

Table 208a

Total HMV crashes in 2015/16	Total HMV crashes in 2016/17
2,313	2,738

Based on a total of 2,738 HMV crashes in 2016/17 and savings of 15 minutes per HMV crash a total of 685 hours per annum has been saved to be redeployed into preventative activities. Whilst this is lower than the target of 700 hours, as no time is spent completing Large Bus and Truck reports we have assessed the benefit as having been fully achieved.

Staff told us that with the time saved through a reduction in paperwork they either:

- Complete a more thorough inspection of vehicles at the weigh station
- Complete/ catch up on other paperwork (if based at a weigh station)
- Spend additional time on patrol.

However, it has not been possible to validate how the time saved has been redeployed.

Data limitations and assumptions

It was not possible to validate the baseline information provided in the TCR Business Case and Benefit Review Plan as the process of completing Large Bus and Truck reports no longer takes place. We have therefore relied on the accuracy of the data as described above.

Our sample size for interviews is small, and focussed only on one team of CVST officers. We have assumed that CVST officers based in other locations do not complete Large Bus and Truck reports either, and that the time savings can be attributed for all HMV crashes.

Reduction in number of returns from NZTA

Benefit reference # 209

Scale of benefit	▲ Targeted reduction of 5%	**Confidence in data**	L No baseline data available for comparison	**Benefit achieved**	◯ No baseline to enable comparison of pre and post OnDuty™. Average returns post OnDuty™ increased in 2017/18

Background information on benefit

All completed TCRs are sent to the NZTA for entry into CAS. NZTA return TCRs to New Zealand Police for a number of reasons, including:

- Missing or incorrect information (e.g. date and time of crash).
- Inaccurate information about the crash (e.g. bicycles shown with passengers, parked cars shown as too fast for conditions, distances shown as greater than 3,000 metres.)

Returned TCRs are sent to New Zealand Police to be amended either by the FMC or by the police officer who originally completed the report.

The benefit is listed in the TCR Business Case as part of a broader benefit to improve timeliness of information to NZTA. The Business Case provides a baseline of 1,372 writebacks in 2012, and 396 writebacks in 2013.

The Benefit Review Plan lists a 5% reduction in the number of returns from NZTA as the target for the benefit. It provides a baseline of 426 returns from NZTA in 2015/16, extrapolated from nine months of data, and a target of 405 returns from NZTA by June 2018.

Data source and approach to measurement

The baseline data was provided to New Zealand Police by NZTA from their interim database. NZTA only began collecting data on the number of TCR returns in October 2015 and accordingly there is no data available prior to this period.

We discussed the baseline data with NZTA to understand how the baseline was calculated. Our discussions determined that the data provided for the baseline was a point in time snapshot of TCRs which currently had a status of 'Rejected'. This means that the data used for the baseline did not capture the total number of TCRs rejected in a specified timeframe, and therefore cannot be used as a baseline against which to measure the impact of OnDuty™.

We explored alternate sources for baseline and current performance data with New Zealand Police and identified that New Zealand Police has a mailbox that returns are emailed to. We have obtained data from this email box (number of emails received per month) as a proxy data source for this benefit. The data we received shows the number of returns between July 2016 and December 2017. Prior to this returns were sent back via postal mail and no logs of total returns were kept.

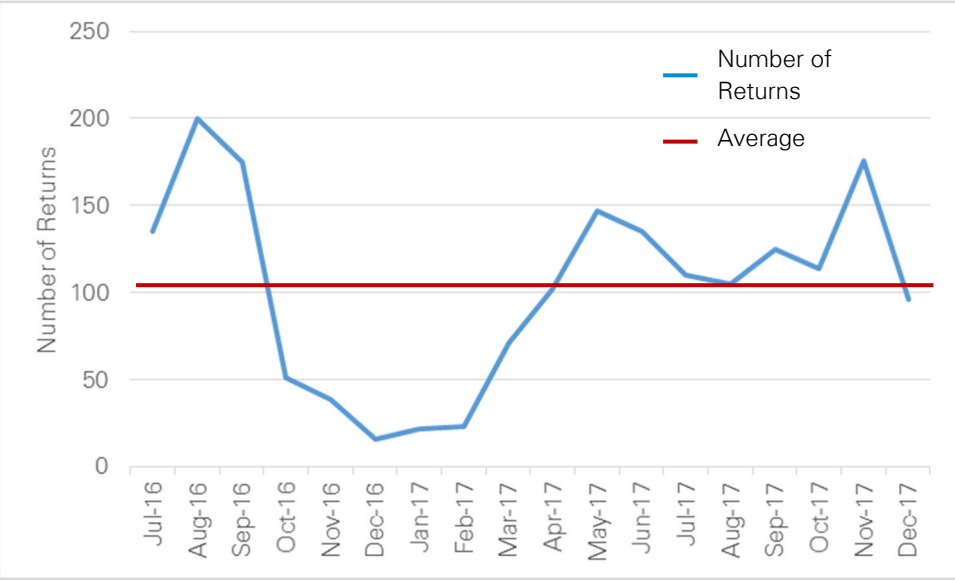
We also collected qualitative feedback from NZTA and New Zealand Police stakeholders about the volume of returns.

Current assessment of benefit

We cannot quantify the number of monthly or per annum returns New Zealand Police would need to receive from NZTA to achieve a 5% reduction as no reliable baseline data is available.

The data provided from the returns email box is shown in chart 209a. It shows that New Zealand Police has received an average of 102 returns from NZTA per month since the introduction of OnDuty™. The average number of returns per month for 2016/17 was 93 and for the first six months of the 2017/18 financial year this has increased to an average of 121 returns per month. If the number of returns continues at this rate for the remainder of the financial year New Zealand Police will receive a total of approximately 1,452 returns in 2017/18.

Chart 209a: Number of returns from NZTA July 2016 to December 2017



The number of returns from NZTA has fluctuated between a low of 16 in December 2016, and a high of 200 in August 2016. From our discussion with NZTA and New Zealand Police we believe this may be reflective of an initial spike in errors following the introduction of OnDuty™ in June 2016 (seen between July and August 2016), a period of leniency in NZTA returning incorrectly completed TCRs (likely corresponding with the dip in returns seen between October 2016 and February 2017) and a return to Business As Usual from this point onwards.

Due to the lack of baseline data we cannot conclude whether the benefit has been achieved. In order to assess whether the number of returns from NZTA is increasing, remains steady or is decreasing, New Zealand Police may wish to use the data presented in this report as a baseline, or seek updates from NZTA to monitor the number of returns received month by month into the future.

New Zealand Police may also wish to complete more detailed analysis to highlight common reasons for returns and identify areas for improvement within the TCR form, or areas where police officers could benefit from further training.

Data limitations and assumptions

The data supplied by New Zealand Police is based on the number of returns sent to the returns email box. This data may not capture all returns, and may also include some duplicates as NZTA sends reminders if a return has not been responded to within a set time period. The volumes provided by New Zealand Police may therefore not accurately reflect the number of unique returns received.

From our discussions with New Zealand Police we understand that NZTA were not processing all incorrectly completed TCRs as returns for the first financial year following the introduction of OnDuty™. This is because New Zealand Police expected there to be an initial spike in incorrectly completed TCRs whilst police officers familiarised themselves with the new application. If all incorrectly completed TCRs had been returned to New Zealand Police it is likely that the total number of returns for 2016/17 would be significantly higher.

Reduction in time spent to process SMART and paper notices — Benefit reference # 211

Scale of benefit	High number of targeted hours to be saved	**Confidence in data**	M — Data supplied from a Police system, combined with estimates from PIB	**Benefit achieved**	Benefit achieved in 2016/17, however may not continue to be consistently achieved through to 2021

Background information on benefit

All handwritten, SMART and OnDuty™ IONs are processed by the PIB. By automating the ION form through the introduction of OnDuty™, New Zealand Police aim to reduce the overall processing time for IONs.

The benefit is listed in the Infringements (SMART Replacement) Business Case and the Road Policing Printing Solution Business Case as one aspect of reducing manual hard-copy processing and errors in PIB. Errors include, for example, incorrect addresses entered on IONs, illegible handwriting, incorrect date or time entered on ION. No baseline is provided in either Business Case. A target of 40% reduction in processing time for notices is included in the Infringements Business Case.

The Benefit Review Plan gives a baseline of 6,187 hours spent processing IONs in 2015/16. It projects a 40% reduction in processing time by 2021, with a target of 2,475 hours for processing handwritten IONs.

New Zealand Police has invested in a programme of safe speed camera expansion. The intention is to redeploy time saved in PIB to process infringements relating to this, allowing PIB to respond to an increased volume of infringements without additional resource requirements.

Data source and approach to measurement

Data has been provided from the Business Objects system for 2015/16, 2016/17 and 2017/18 (to 30 November 2017 only) showing:

- Total number of IONs processed by PIB
- Number of IONS processed by notice type (handwritten, SMART and OnDuty™)
- Number of notices requiring manual processing.

The PIB team has also estimated the time taken to process each notice type, including processing notices with and without errors, and the percentage of notices with errors (for handwritten errors and the split between OnDuty™ tier 1 and tier 2 errors).

Each of these factors (processing time, number of IONs, percentage requiring manual processing, and error rate) influences the total time taken for PIB to process SMART and paper notices.

In order to assess whether the expected benefit has been delivered we have estimated the total time taken by PIB to process notices in 2015/16 and 2016/17 based on the actual number of notices, volumes of different notice types and estimated processing times and error rates.

We used the estimated time to process each notice provided by PIB in the calculation as this was not available in the Business Cases or Benefit Review Plan. This also meant that we had to update the baseline to assess the time saved, so the data was comparable as there are four variables within the calculation.

Current assessment of benefit

Using the data provided from the Business Objects system and the estimate of processing times and error rates provided by PIB we have re-estimated the total time taken to process IONs in 2015/16 as 17,499 hours (the baseline). To achieve a 40% reduction in processing time, the target time to process IONs for 2016/17 would need to be less than 10,499 hours.

Our calculations show the total estimated time taken to process IONs in 2016/17 was 3,503 hours. This equates to an 80% reduction in processing time compared to 2015/16 (13,996 hours savings). The benefit has therefore been achieved for 2016/17. However, a portion of the saving identified in this benefit is also reported in benefit 212. In our summary reporting (section 1) the savings identified for this benefit exclude savings related to processing errors.

Our estimate for the first five months of 2017/18 calculates a total time taken to process IONs of 329 hours. We would expect the benefit to be achieved for 2017/18 on the basis of these figures, assuming the volumes for the remaining seven months follow similar patterns to the data we were provided with. The data for this period also shows a large decrease in the number of notices requiring manual processing (2017/18 9.9%) compared to both 2015/16 (71.6%) and 2016/17 (38.2%).

The Benefit Review Plan states that the targeted reduction should be achieved by 2021 for the benefit to be realised. While the data shows that the benefit was achieved in 2016/17 and is likely to be achieved again in 2017/18, meaning that the target has been met, there is a small risk that the benefit may not continue to be achieved for this year or future years. The risk exists because there are four factors which can influence the total processing time (error rates, number of notices, processing time and percentage of notices requiring manual processing). If any of these factors change significantly (e.g. large increase in error rate) PIB may spend more time processing notices and therefore not continue to realise the benefit in future years.

Table 211a provides a breakdown of the variables involved in estimating whether this benefit has been realised. Key messages we have identified from the data are that:

- The processing time for handwritten notices has not been affected by the introduction of OnDuty™.
- The processing time for electronic notices with no errors (SMART versus OnDuty™) has decreased from 45 seconds to 0 seconds per notice.
- The processing time for electronic notices with errors (SMART versus OnDuty™) has decreased for tier 1 errors from 60 seconds to 38 seconds. However, OnDuty™ notices with tier 2 errors which are more complex (approximately 1% of all notices in 2016/17) have a higher processing time per notice (180 seconds) than SMART notices with errors. New Zealand Police may want to investigate this increase further.
- The number of notices issued has decreased between 2015/16 and 2016/17 (approximately 5% reduction).
- The percentage of notices requiring manual processing by PIB has decreased significantly between 2015/16 and 2016/17.

Table 211a

	Processing time per notice type (seconds)		No. of IONs	IONs requiring manual processing	Total processing time (hours)
2015/16 (Baseline)	Handwritten (no errors)	117	740,210	71.6%	17,499
	Handwritten (errors)	180			
	SMART (no errors)	45			
	SMART (errors)	60			

	Processing time per notice type (seconds)		No. of IONs	IONs requiring manual processing	Total processing time (hours)
2016/17	Handwritten (no errors)	117	705,132	38.2%	3,503
	Handwritten (errors)	180			
	OnDuty™ (no errors)	0			
	OnDuty™ (tier 1 error)	38			
	OnDuty™ (tier 2 errors)	180			

Data limitations and assumptions

There are a number of variable factors within the data (processing time, number of notices, percentage of notices requiring manual processing, and error rate) which impact the total time taken to process IONs.

Data for 2017/18 is only available for the first five months of the financial year. We have assumed the benefit will be achieved in 2017/18 provided the number of IONs, percentage requiring manual processing and error rate do not change significantly.

The time taken to process each notice type is based on estimates provided by the PIB Manager. The percentage of errors for handwritten notices and OnDuty™ tier 1 errors vs. tier 2 errors are also estimated by the PIB Manager. We have assumed these estimates reflect reality.

The ION volume data used for this calculation was extracted from the PIB workflow query, this was necessary to extract the data we needed. As the data is from a different system (with different structure and counting rules) the total number of IONs recorded is slightly lower than the volume used in benefits 203 and 205 (1,325 less for 2015/16, 258 less for 2016/17).

We have assumed that the decrease in time spent processing SMART and paper notices is as a result of the introduction of OnDuty™, and that this benefit was not impacted by the continuous improvement activities completed within PIB.

Reduction in time spent fixing ION errors

Benefit reference # 212

Scale of benefit	▲ Equivalent of 1.6 FTE targeted time to be redeployed	**Confidence in data**	M Data supplied from a Police system, combined with estimate from PIB	**Benefit achieved**	● Equivalent of 2.26 FTE time available for redeployment (this is a subset of the benefit 211 saving)

Background information on benefit

All handwritten, SMART and OnDuty™ IONs are processed by the PIB. By automating the ION form through the introduction of OnDuty™ and significantly reducing the number of handwritten forms submitted to PIB, New Zealand Police aims to reduce the amount of rework required to correct errors. This includes errors relating to police officers not completing the form correctly, selecting the wrong infringement code, and PIB staff being unable to read police officers handwriting.

The benefit is listed in the Infringements (SMART Replacement) Business Case as one aspect of reducing manual hard-copy processing and errors in PIB. The Business Case states that there are 4 FTEs who work full time on correcting errors, and gives a target of saving 4,160 hours redeployed within PIB which equates to 2 FTE. The redeployed FTE are to be focussed on the safe speed camera expansion project.

The benefit is also listed in the Road Policing Printing Solution Business Case. It notes that police officers will be able to validate data at the point of entry which is expected to reduce errors, and the time spent by PIB to correct these. No baseline or target figures are provided.

The Benefit Review Plan gives a target of 1.6 FTEs redeployed within PIB by 30 June 2017. Following discussions with New Zealand Police we have based our assessment of whether the benefit has been achieved on this target.

Data source and approach to measurement

Data has been provided from the Business Objects system for 2015/16 and 2016/17 showing:

- Total number of IONs processed by PIB
- Number of IONS processed by notice type (handwritten, SMART and OnDutyTM)
- Number of notices requiring manual processing.

The PIB team has also estimated the time taken to process each notice type, including processing notices with and without errors, and the percentage of notices with errors (for handwritten errors and the split between OnDuty™ tier 1 and tier 2 errors).

Each of these factors (processing time, number of IONs, percentage requiring manual processing, and error rate) influences the total number of errors and therefore the amount of rework required to correct errors.

In order to assess whether the expected benefit has been delivered we have estimated the total time taken by PIB to process errors in 2015/16 and 2016/17 based on the actual number of notices, volumes of different notice types and estimated processing times and error rates.

We used the estimated time to process each notice error provided by PIB in the calculation as this was not available in the Business Cases or Benefit Review Plan. This also meant that we had to update the baseline to assess the time saved, so the data was comparable as there are four variables within the calculation.

Current assessment of benefit

Using the data provided from the Business Objects system and estimate of processing times and error rates provided by PIB we have re-calculated the total time taken to process notices with errors for the baseline, and for 2016/17. This is shown in table 212a.

Table 212a

	Total number of notices with errors		Processing time per error (seconds)	Total time to process notices with errors (hours)
2015/16	Handwritten errors	62,455	180	6,757
	SMART errors	218,081	60	
2016/17	Handwritten errors	1,976	180	3,246
	OnDuty™ tier 1 errors	249,040	38	
	OnDuty™ tier 2 errors	10,377	180	

The total hours saved between 2015/16 and 2016/17 is 3,511. This equates to a 52% reduction in processing time for notices with errors, or 2.26 FTEs based on the assumption provided by New Zealand Police that each FTE has 1,552 productive hours per year.

The benefit has therefore been achieved for 2016/17. Note: this saving is a subset of the saving identified for benefit 211.

We also compared the error rates for SMART notices and OnDuty™ notices to help demonstrate why the time required to process errors has reduced. Table 212b shows:

— The OnDuty™ error rate for 2016/17 is 14% lower than the SMART error rate for 2015/16.

— The OnDuty™ error rate for the first five months of 2017/18 is 28% lower than the full year 2016/17 rate.

Table 212b

		Error Rate % ION notices
2015/16	SMART	51%
2016/17	OnDuty™	37%
2017/18 (to 30 November 2017)	OnDuty™	9%

While the benefit target was June 2017, we also assessed whether the benefit was likely to be achieved in 2017/18 as well. As the error rate for OnDuty™ ION notices for the first five months of 2017/18 is 9% (significantly lower than the 2016/17 rate of 37%), a further saving of time is likely for the PIB team, assuming the error rate for the remaining period is similar.

Data limitations and assumptions

There are a number of variable factors within the data (processing time, number of notices, percentage of notices requiring manual processing, and error rate) which impact the total time taken to process errors.

Data for 2017/18 is only available for the first five months of the financial year. We have assumed the benefit will be achieved in 2017/18 provided the error rate does not change significantly.

The time taken to process each notice type is based on estimates provided by the PIB Manager. The percentage of errors for handwritten notices and OnDuty™ tier 1 errors vs. tier 2 errors are also estimated by the PIB Manager. We have assumed these estimates reflect reality.

The ION volume data used for this calculation was extracted from the PIB workflow query, this was necessary to extract the data we needed. As the data is from a different system (with different structure and counting rules) the total number of IONs recorded is slightly lower than the volume used in benefits 203 and 205 (1,325 less for 2015/16, 258 less for 2016/17).

We have assumed that the decrease in the time spent fixing ION errors is a result of the introduction of OnDuty™, and that this benefit was not impacted by the continuous improvement activities completed within PIB.

Reduction in time spent processing TCRs in the FMC — Benefit reference # 213

Scale of benefit	Targeted 7,625 hours for redeployment	**Confidence in data**	Proxy data used to estimate benefit achievement	**Benefit achieved**	Anecdotally savings higher than target however no impact to FTEs

Background information on benefit

Prior to the introduction of OnDuty™ all TCRs were handwritten, and had to be manually entered into the police database by the FMC. By automating the TCR form through OnDuty™ New Zealand Police expected to reduce the time spent processing TCRs in the FMC.

The benefit is listed in the TCR Business Case as part of reducing manual data-entry processing in the FMC. The Business Case gives a baseline of 30 minutes data-entry time per TCR.

The Benefit Review Plan provides a baseline of 15,271 hours spent processing TCRs in the FMC prior to the release of OnDuty™. This is based on an average of 30 minutes to manually enter data for a non-complex/ problematic TCR, and an average of 30,542 TCRs completed per annum. The data source for the average number of TCRs per annum, and the financial years' data this is from, are not provided. A target of releasing 7,635 hours per annum by June 2017, equivalent to approximately four FTEs, is also given in the Benefit Review Plan.

Data source and approach to measurement

The average time taken to manually data enter a TCR prior to the introduction of OnDuty™ is based on an estimate provided by the FMC Manager. No observations or timing studies were carried out to reach this baseline.

Data is not available for the number of TCRs completed pre and post the release of OnDuty™. However, data has been provided from CAS to show the number of crashes:

— Entered into CAS for 2016/17 and 2017/18 (July – December 2017)

— Attended by police officers

— Not attended by police officers.

For each crash attended by police officer(s) a TCR should have been completed by a police officer. A TCR should have also been completed by a member of the public at a police station for each crash not attended by police officers. The number of crashes entered into CAS is shown in table 213a.

Table 213a

	Crashes entered into CAS	Police attended crashes	Non-attended crashes
2015/16	34,792	25,487	9,305
2016/17	38,520	28,896	9,624
2017/18 (Jul - Dec)	17,708	13,457	4,251

In order to assess whether there has been a reduction in time spent processing TCRs we have compared the total FMC headcount required to process TCRs pre and post OnDuty™. Headcount information has been supplied from the PeopleSoft HR system and shows total headcount from July 2016 to April 2017. The data has been filtered based on information supplied by the FMC Senior Business Advisor, to show staff working in the FMCs at each month-end. The total number of FMC staff between July 2015 and April 2017 (most recent data available) is shown in table 213b.

Table 213b

Date	Total FMC Headcount
31/07/2015	196
31/08/2015	198
30/09/2015	191
31/10/2015	190
30/11/2015	192
31/12/2015	193
31/01/2016	190
28/02/2016	191
31/03/2016	196
30/04/2016	202
31/05/2016	201
30/06/2016	207
31/07/2016	203 **(OnDuty™ released)**
31/08/2016	202
30/09/2016	201
31/10/2016	202
30/11/2016	205
31/12/2016	206
31/01/2017	210
28/02/2017	209
31/03/2017	211
19/04/2017	208

We have also gathered qualitative feedback from the FMC Manager and FMC Senior Business Advisor to understand whether there have been time savings, and where any time saved has been redeployed.

Current assessment of benefit

Qualitative feedback suggests that the average time taken to process a TCR in the FMC has reduced from 30 minutes to 10 minutes. Based on the number of crashes entered into CAS in 2016/17 this would equate to a total saving of 12,840 hours. On this basis the benefit has been achieved. However, it has not been possible to validate how the time saved has been redeployed within the FMC.

The total number of crashes, used here as a proxy for the number of TCRs processed by the FMC, has increased since the introduction of OnDuty™. The staffing within the FMC is slightly higher in 2016/17 based on data from July 2016 to April 2017, increasing from an average of 196 to 206. Whilst this is reflective of headcount rather than FTEs it suggests that headcount savings have not been realised as a result of introducing OnDuty™. Anecdotally we have been told that OnDuty™ has not led to redeployment of staff but has allowed the FMC to deal with a backlog of TCRs which needed to be processed, and the decrease in processing time has reduced the pressure on the FMC.

The qualitative evidence suggests that the benefit has been achieved, as there has been a reduction in the time taken to process TCRs in the FMC. However, the quantitative evidence suggests there has been an increase in the FMC headcount and number of TCRs being processed has not changed significantly. As the quality of the quantitative data is low (see limitations and assumptions below), we have also considered the qualitative information to make our assessment of whether the benefit has been achieved. Based on the balance of information provided, we believe the benefit has been partially achieved. To assess the benefit as fully achieved we would need to have seen a reduction in FTE numbers as well.

Data limitations and assumptions

The number of crashes entered into CAS (police officer attended and non-attended) is not an exact measure of the number of TCRs completed and has been used as a proxy for this volume.

The time taken to process a TCR is based on an estimate provided by the FMC Manager. We have assumed this to be an accurate reflection of the actual time taken to process TCRs.

The headcount within FMC shows individuals working in the FMC at month end. However, this does not directly translate to FTEs and whilst the total headcount has not changed significantly during this period the FTE numbers, which provide a more accurate reflection of resource required to complete processing activities, may have changed more significantly. Data is only available between July 2016 and April 2017 for the financial year 2016/17. This is not a direct comparison to full year data which is available for 2015/16.

Reduction in handwritten ION scanning costs (SMART and paper) — Benefit reference # 214

Scale of benefit	▲ Targeted average annual savings of ~ $160k	**Confidence in data**	M Combination of data supplied by an independent third party and qualitative evidence	**Benefit achieved**	◑ Savings of ~$85k for 2016/17 have been realised. FTE savings likely to have been redeployed within PIB

Background information on benefit

Prior to the introduction of OnDuty™ all handwritten notices needed to be scanned into the police database.

All scanning is managed by Converga, with an average cost to New Zealand Police of $55,000 in 2012/13 and 2013/14, based on figures provided in the Infringements (SMART Replacement) Business Case. In addition to the cost incurred through Converga, staff in the PIB are required to collate and set up notices for scanning. This is estimated in the Business Case as the equivalent of 1.5 Band A FTE effort.

The Benefit Review Plan gives a baseline cost for scanning of police officer issued IONs in 2015/16 of $160,253.66. Since the introduction of OnDuty™ there has been no requirement to scan IONs into the police database. New Zealand Police anticipated an initial increase in scanning costs due to increased correspondence relating to ION delivery method changes, but anticipate spending $0 per annum by June 2018.

Data source and approach to measurement

Data has been provided by Converga, the third party supplier of scanning services for New Zealand Police. The data shows monthly:

- Scanning volumes between January 2016 and December 2017
- Invoices from Converga to New Zealand Police between January 2016 and December 2017.

We have compared the average monthly cost of scanning services provided by Converga pre and post OnDuty™ to determine whether savings have been realised.

No quantitative data is available to demonstrate whether FTE time has been redeployed within PIB. We have collected qualitative feedback from PIB staff to demonstrate achievement of this component of the benefit.

Current assessment of benefit

Scanning volume and cost savings

We compared the volume and cost of scanning before and after the introduction of OnDuty™ and found that the average volume and cost have reduced by more than 50%. This data is shown in table 214a.

Table 214a

	Average monthly scanning volume	Average monthly scanning cost
Before OnDuty™ (Jan 16 – Jun 16)	77,899	$13,673
After OnDuty™ (Jul 16 – Dec 17)	26,254	$6,545
Change in scanning after the introduction of OnDuty™	51,645 reduction 66% reduction	$7,128 reduction 52% reduction

We also analysed the volume and cost monthly data and found that both are continuing to decrease. The monthly scanning volume data is shown in chart 214b and the invoice totals are shown in chart 214c.

Chart 214b: Volume of scans between January 2016 and December 2017

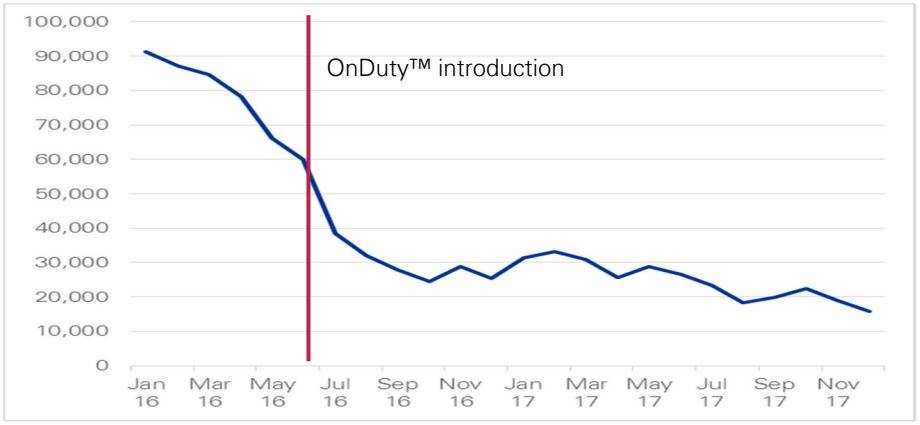
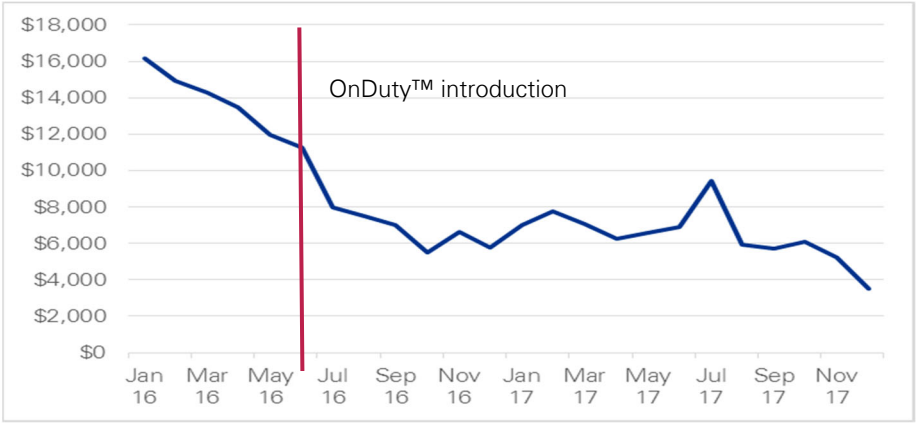


Chart 214c: Monthly invoice costs between January 2016 and December 2017



While the scanning costs per month are continuing to decrease, and are much lower than the monthly cost prior to the introduction of OnDuty™, the costs will need to reduce to $0 by June 2018 for the benefit to be achieved. We understand that some of the costs still being incurred are due to:

- Converga clearing a backlog of notices requiring scanning.
- Scanning required for paper notices completed at police stations.
- Scanning of other infringement notices that are not available via OnDuty™, e.g. Alcohol IONs, Heavy Vehicle IONs and Parking IONs.

We cannot compare the scanning costs for only OnDuty™ related IONs pre and post June 2016 (when OnDuty™ was introduced) as Converga does not separate their data by ION type. We therefore cannot confirm if scanning costs for OnDuty™ related IONs has reduced to $0.

The benefit target assumed all scanning costs incurred by New Zealand Police in 2015/16 would be saved through a reduction in ION scanning costs. Whilst there appear to no longer be any handwritten ION scanning costs, New Zealand Police will continue to incur scanning costs for other Infringement notices (e.g. Alcohol IONs) which have not been made available via OnDuty™.

Until all infringement notices can be issued via OnDuty™ New Zealand Police will not be able to reduce scanning costs to $0 and fully realise the savings target set out in the Benefit Review Plan.

Scanning FTE saving

From our discussions with PIB staff we understand that scanning of IONs no longer occurs within PIB. There is a very small amount of time spent scanning Heavy Vehicle IONs, however the proportion of time allocated to this is thought to be negligible. PIB were unable to verify the baseline of 1.5 Band A FTE being allocated to collating and arranging scanning, but advised that any time previously spent on these tasks would have been redeployed within PIB since the introduction of OnDuty™. We cannot conclude what proportion of FTE time has been redeployed within PIB as a result of this change.

Data limitations and assumptions

We have assumed that the decrease in the volume and cost of scanning is as a result of the introduction of OnDuty™, and that this benefit was not impacted by the continuous improvement activities completed within PIB.

Decrease in amount spent on SMART device paper consumables — Benefit reference # 215

Scale of benefit	Confidence in data	Benefit achieved
▲ Targeted savings of ~$58k per annum	M Budget information provided by New Zealand Police	◑ Benefit to be achieved by 2020

Background information on benefit

The Road Policing Printing Solution Business Case identifies efficiencies created from moving towards a paperless environment as one of the drivers of implementing OnDuty™.

Prior to the introduction of OnDuty™ Road Policing officers were issued with SMART devices. All Road Policing officers could issue an ION or WTW through their SMART device and print the notice at the roadside. This required portable printers to be issued to all Road Policing officers, and incurred a cost for New Zealand Police in terms of SMART device development/ support effort maintaining and supporting portable printers, paper and other consumables. The Business Case did not include a baseline or target for the saving to be made.

The Benefit Review Plan updates the focus of the benefit to consumables and provides a baseline of $58,560 which was spent on SMART device paper consumables in the year 2015/16. The target spend by 2020 is $0 per annum, to be realised as police officers using OnDuty™ are no longer required to print notices at the roadside.

Data source and approach to measurement

To assess this benefit we compared extracts from the consumables budget report for 2013/14, 2014/15 and 2015/16.

Current assessment of benefit

New Zealand Police has confirmed that since OnDuty™ was introduced in June 2016 there has been no spend on SMART device paper consumables.

Table 215a shows spend on consumables for each year we reviewed. Paper for SMART printers was sourced from Lockheed Martin, and all consumables were sourced from either Spark or Brother.

Table 215a

Year	Total SMART consumables spend
2013/14	$9,826
2014/15	$21,526
2015/16	$12,051
Average	**$14,468**

The average spend on SMART device paper consumables between 2013/14 and 2015/16 was $14,468 per annum. This is significantly lower than the baseline cost given in the Benefit Review Plan of $58,560, which makes the target savings difficult to achieve.

While the target spend of $0 has been achieved, the target per annum savings ($58,560) has not been achieved. Assuming a $0 spend on SMART device paper consumables for 2016/17, 2017/18, 2018/19 and 2019/20 New Zealand Police can expect to save $14,468 per annum, or a total of $57,871 by June 2020, which would almost achieve the target per annum saving (within 1% of the target), but over four years instead of one year.

On this basis we would expect the benefit to be achieved by June 2020.

Data limitations and assumptions

The data provided includes spend on all consumables relating to SMART devices, e.g. portable printer chargers, batteries and screen protectors provided by either Spark or Brother. We have included these within the definition of SMART device paper consumables following discussions with New Zealand Police.

We have assumed the data provided by New Zealand Police regarding spend for these years to be correct. The costs incurred for the years 2013/14, 2014/15 and 2015/16 are significantly lower than the expected benefit (between ~$37,000 and ~$48,700 less per annum).

Reduce costs to replace infringement books due to legislative change — Benefit reference # 216

Scale of benefit	▲ Targeted savings of ~ $168k per legislation change	**Confidence in data**	No data available	**Benefit achieved**	Legislation change has not occurred

Background information on benefit

Prior to the introduction of OnDuty™ infringement notices were issued either as handwritten notices or through SMART devices. When a legislative change is introduced New Zealand Police is required to replace all hard copy infringement books to ensure they are compliant with the new legislation. By moving to an electronic infringement notice, issued by all police officers via OnDuty™, New Zealand Police expect to reduce the costs associated with replacing hard copy infringement books.

The Infringements (SMART Replacement) Business Case and Road Policing Printing Solution Business Case give a total cost of $167,865 to replace infringement books due to legislative changes. This was based on the cost to replace infringement books due to a legislation change introduced in July 2012.

The Infringements (SMART Replacement) Business Case breaks the total cost down as follows:

- 26,786 infringement books made obsolete by legislation @ $5.62 = $150,537.32.
- 3,218 infringement notice rolls made obsolete by legislation change @ $4.92 = $15,832.56.
- 3,400 units of stock written off as obsolete @ $0.44 = $1,496.00.

The Benefit Review Plan provides a baseline of $167,865 which was the cost to write-off ION books in 2012. The target spend is $0 to be realised by June 2017 as a write-off of books will not be needed. The Benefit Review Plan also recognises that changes in legislation may result in changes being required for the OnDuty™ application, however no costs are estimated for the application changes required.

Data source and approach to measurement

We have confirmed with New Zealand Police that no legislative change has been introduced since June 2016 which has necessitated changes to be made to OnDuty™. Written confirmation was provided by the Senior Road Policing Advisor, which stated:

"Section 140 of the Land Transport Act 1998 (the Act) details what an Infringement Offence Notice (ION) must contain. The form of the ION, as referenced in s140, is detailed in Schedule 1 of the Land Transport (Infringement and Reminder Notices) Regulations 2012. You will note that this Regulation has not been updated since 04 October 2013, and s140 of the Act has not been amended since 26 March 2015."

Current assessment of benefit

Since the introduction of OnDuty™ no cost has been incurred to replace infringement books due to legislative change, because there has been no legislative change introduced which impacts infringements. However, we cannot report the benefit as being achieved because if a legislation change did occur, then it is likely that New Zealand Police would incur costs to make changes to OnDuty™ software and these would need to be netted off against any savings realised by not having to replace hard copy infringement books.

Data limitations and assumptions

The Road Policing Printing Solution Business Case notes that a small number of hard copy forms will need to be retained as part of the Business Continuity Plans, as well as for issuing notices to non-residents and individuals of no fixed abode. The costs for replacing these forms in the event of a legislative change has not been included in the benefit calculation as they are not known, and are likely to vary considerably depending on the scale and impact of the legislation change.

Reduce costs to print and store hard copy IONs

Benefit reference # 217

Scale of benefit	▲ Targeted savings of ~ $139k per annum	**Confidence in data**	H Data provided by third party printing and storage provider	**Benefit achieved**	◑ Cost savings achieved in 2016/17 but target is annualised savings through to 2018/19

Background information on benefit

In May 2014 Road Policing officers were issued with SMART devices allowing them to issue electronic IONs which could be printed at the roadside. All other police officers (e.g. Public Safety Teams) could only issue handwritten IONs using infringement books.

Handwritten IONs have to be manually entered into the police database by the PIB.

All printing and storage is managed through Lockheed Martin, with a cost to New Zealand Police of $162,184 in 2013/14. This is based on figures provided in the Infringements (SMART Replacement) Business Case and Road Policing Printing Solution Business Case. The cost to New Zealand Police in 2015/16 was $138,683 based on figures provided in the Benefit Review Plan.

The Benefit Review Plan provides a target to realise $138,683 per annum through to June 2019.

Since the introduction of OnDuty™ there has been no requirement for printing or storage of hard copy IONs. New Zealand Police therefore expect to save $138,683 per annum to print and store hard copy IONs.

Data source and approach to measurement

The contract held between New Zealand Police and Lockheed Martin does not break down costs to show the total spent by New Zealand Police on printing and storage of hard copy IONs. We have therefore sourced information from the New Zealand Police printing and storage provider, Lockheed Martin, as an independent third party.

Current assessment of benefit

Lockheed Martin has confirmed in writing that no costs have been incurred for printing or storage of hard copy IONs since 1 July 2016. Based on this the cost savings have been realised in 2016/17.

We expect this per annum printing and storage cost saving to continue through to June 2019, and the benefit to be fully realised at this time.

Data limitations and assumptions

We have been unable to validate the baseline figures provided in the Business Cases or Benefit Review Plan as there is no source information available. We have therefore assumed the figures provided to be an accurate reflection of total spend on printing and storage of hard copy IONs in 2013/14 and 2015/16.

We have assumed the current process will continue through to June 2019.

Reduce costs to print and store hard copy TCRs — Benefit reference # 218

Scale of benefit	▲ Targeted savings of ~ $60k per annum	**Confidence in data**	H Data provided by third party printing and storage provider	**Benefit achieved**	◑ Cost savings achieved in 2016/17 but target is annualised savings through to 2018/19

Background information on benefit

Prior to the introduction of OnDuty™ all TCRs were handwritten, and had to be manually entered into the police database.

All printing and storage is managed through Lockheed Martin, with a cost to New Zealand Police of $63,000 per annum on average, based on figures provided in the TCR Business Case.

The Benefit Review Plan gives a cost to New Zealand Police of $65,013 in 2015/16. The target is to save $65,013 per annum through to June 2019.

Since the introduction of OnDuty™ there has been no requirement for printing or storage of hard copy TCRs. New Zealand Police therefore expect to save $65,013 per annum to print and store hard copy TCRs.

Data source and approach to measurement

The contract held between New Zealand Police and Lockheed Martin does not break down costs to show the total spent by New Zealand Police on printing and storage of hard copy TCRs. We have therefore sourced information from the New Zealand Police printing and storage provider, Lockheed Martin, as an independent third party.

Current assessment of benefit

Lockheed Martin has confirmed in writing that no costs have been incurred for printing or storage of hard copy TCRs since 1 July 2016. Based on this the cost savings have been realised in 2016/17.

We expect this per annum printing and storage cost saving to continue through to June 2019, and the benefit to be fully realised at this time.

Data limitations and assumptions

We have been unable to validate the baseline figures provided in the Business Case or Benefit Review Plan as there is no source information available.

The TCR Business Case does not specify which years' costs have been used to calculate the average spend on printing and storage of hard copy TCRs. The Benefit Review Plan provides baseline data for 2015/16. We have therefore assumed the figures provided to be an accurate reflection of total spend on printing and storage of hard copy TCRs.

We have assumed the current process will continue through to June 2019.

Improved timeliness of information to NZTA

Benefit reference # I2

Scale of benefit	▲ No target specified in Business Case	**Confidence in data**	H Data supplied from NZTA CAS system	**Benefit achieved**	● Significant decrease in average and median elapsed times

Background information on benefit

All completed TCRs are sent to NZTA for entry into the CAS. Prior to the introduction of OnDuty™ all TCRs were handwritten and had to be manually entered into the Police database by the FMC before they could be submitted to NZTA.

OnDuty™ has introduced new functionality which means that the majority of TCRs are automatically entered into the police database and do not require any input from the FMC. New Zealand Police expected this to reduce the elapsed time between a crash occurring and the TCR being received by NZTA.

The TCR Business Case does not provide a baseline for the average time taken prior to the introduction of OnDuty™, nor does it give a target elapsed time.

Data source and approach to measurement

NZTA advised us that the information they receive from New Zealand Police which would be impacted by the introduction of OnDuty™ is restricted to completed TCRs.

The timeliness of this information is related to the elapsed time between a crash occurring and a completed TCR being received by NZTA. As there was no baseline for this provided in the TCR Business Case we requested information for the two financial years prior to the introduction of OnDuty™, and all information available since its introduction.

NZTA has supplied data provided from CAS. This gives the average and median days between a crash occurring and NZTA receiving a completed TCR. It is broken down by crash severity (fatal, serious, minor and non-injury).

Data for 2017/18 covers the period from July to November 2017.

Current assessment of benefit

Since the introduction of OnDuty™ in June 2016 both the average and median number of days elapsed between a crash occurring and NZTA receiving a completed TCR has decreased significantly for every severity of crash, highlighting that the timeliness of information to NZTA has improved significantly.

Chart i2a shows the average elapsed days between a crash occurring and NZTA receiving a completed TCR for all crash severities. Chart i2b shows the median elapsed days. Based on this information the benefit has been achieved.

Chart i2a: Average days between crash occurring and NZTA receiving a completed TCR

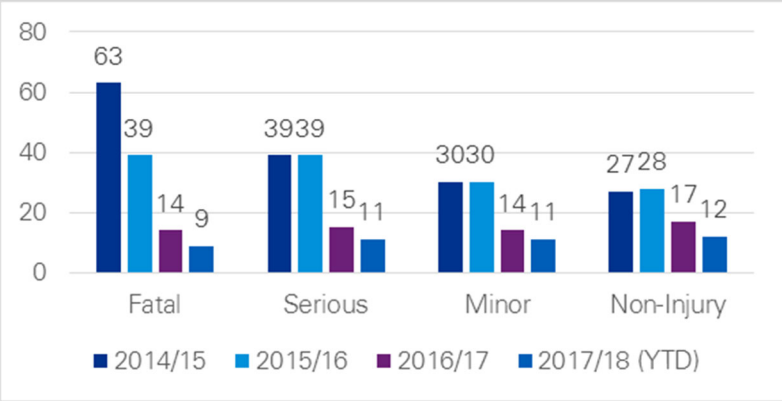
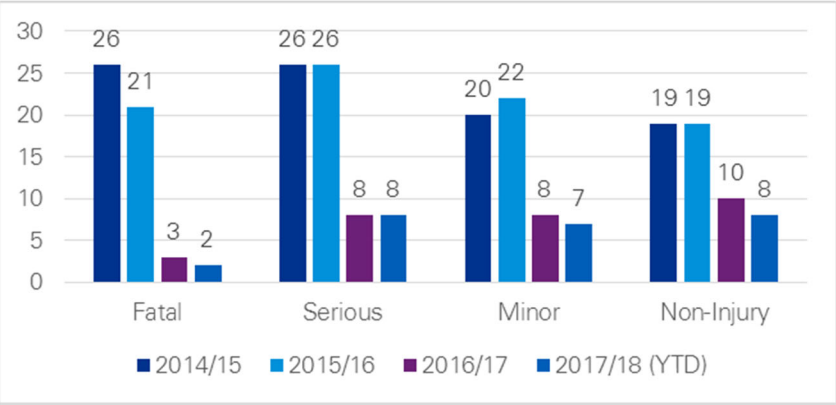


Chart i2b: Median days between crash occurring and NZTA receiving a completed TCR



Prior to the introduction of OnDuty™ the average and median days between a crash occurring and NZTA receiving a completed TCR was largely stable for serious, minor and non-injury crashes. The average days elapsed for fatal crashes had significantly reduced between 2014/15 and 2015/16 (i.e. prior to the introduction of OnDuty™). However, the median days elapsed for fatal crashes did not reduce by the same proportion, suggesting that the decrease in average days may be attributed to process improvement work happening within NZTA at the time to clear a back-log of TCRs.

Data limitations and assumptions

Full year data is not available for 2017/18. We have assumed that the average and median elapsed days between a crash occurring and NZTA receiving a completed TCR will remain stable for the remainder of 2017/18 and in the coming years.

As no target was specified we have assumed that a significant reduction in elapsed time between a crash occurring and NZTA received a completed TCR means the benefit has been achieved.

Creates a platform for other notices to be dealt with in an electronic environment in the future

Benefit reference # I5

Scale of benefit	▲ Significant strategic importance	**Confidence in data**	H Validated through observation and interviews	**Benefit achieved**	● Plans underway to introduce Family Harm to OnDuty™

Background information on benefit

The OnDuty™ application is part of the Road Policing Strategy. New Zealand Police is aiming to move to a more paperless environment, and increase the functionality available to police officers on mobility devices.

The Road Policing Printing Business Case lists, as an intangible benefit, that OnDuty™ will create a platform for other notices to be dealt with in an electronic environment in the future. The Business Case did not include baseline information or a specific target. While the majority of the examples of other notices provided were focussed on Road Policing activities, New Zealand Police is also identifying opportunities for OnDuty™ to be used across other areas of the organisation.

The Road Policing Printing Business Case also lists a further intangible benefit of laying the foundation for infrastructure and process changes in New Zealand Police for offences to be dealt with through a paperless environment via email and text.

Data source and approach to measurement

There is no quantitative data which can be used to validate this benefit. To assess this benefit we have interviewed senior stakeholders from across New Zealand Police to understand the forward plans for OnDuty™. In addition we visited the New Zealand Police and Vodafone shared Innovation Lab to review functionality which is in development for OnDuty™, or other mobility applications.

Current assessment of benefit

Through our interviews and observations we understand that New Zealand Police is actively working on moving all paperwork associated with Family Harm incidents to an electronic environment.

In addition we have reviewed the New Zealand Police Mobility Action Plan 2016-2021 which lists a number of opportunities for other notices to be dealt with in an electronic environment in the future. All plans which we reviewed are based on the same design principles as OnDuty™, and are being considered as a result of the success of OnDuty™.

The benefit has therefore been achieved.

Data limitations and assumptions

There is no quantitative evidence available and we have therefore relied on the accuracy of information provided to us through interviews with senior stakeholders within New Zealand Police, and the accuracy of our own observations.

Time saved for officers completing paperwork and need to return to the station to complete the paperwork - increased visibility of Police

Benefit reference # I7

Scale of benefit	▲ Significant strategic importance	**Confidence in data**	L Only qualitative evidence available from a small sample	**Benefit achieved**	◑ Some time savings have been achieved, however visibility may be similar

Background information on benefit

One of the New Zealand Police key strategic imperatives is for police officers to be 'more street than station'.

By introducing mobility devices with which police officers can complete notices electronically at the side of the road, New Zealand Police aims to reduce the need for police officers to return to the station to file reports. This is expected to save police officers time (both in travelling to the station and in completing the paperwork itself), enabling them to spend more time on patrol, thereby increasing the visibility of police officers.

The Infringements (SMART Replacement) Business Case lists the benefit as part of a broader benefit of increasing Road Policing activities across New Zealand Police.

Data source and approach to measurement

There is no baseline data available to show the average time a police officer spent on the street versus in the station per shift prior to the introduction of OnDuty™. We were therefore unable to use any quantitative data to measure the impact OnDuty™ has had on police officers needing to return to the station.

Our approach has been to collect qualitative feedback from police officers whilst completing interviews, ride-along visits and observations. We spoke to 30 police officers and spent 32.5 hours observing frontline activities.

Current assessment of benefit

Feedback from staff was varied regarding the amount of time which has been saved. Police officers highlighted that they are still required to return to the station to complete other activities (e.g. completion of other paperwork or reports which have not been digitised, sending letters, processing arrests etc.) The introduction of OnDuty™ has therefore not eliminated the need for police officers to return to the station.

Some Road Policing officers told us that they didn't need to return to the station to process paperwork associated with IONs and WTWs when using SMART devices, and that the introduction of OnDuty™ has made no difference in this area. They also highlighted that a number of their frontline officers do not have marked cars, and are therefore not visible when on patrol. Changes introduced by OnDuty™ have therefore had no impact on their public visibility for these police officers. However, these police officers did feel that adding the TCR functionality to OnDuty™ had saved them time as they could "do much more through OnDuty™".

The majority of Public Safety Team officers we spoke to felt that they "definitely spent more time on patrol" due to time savings introduced by OnDuty™, because they no longer need to return to the station to complete paperwork. Estimates of the time saved ranged from 5 minutes per notice/ report, to an average of one hour per police officer per week since OnDuty™ has been introduced.

Supervisors (Sergeants) told us that OnDuty™ has lessened the requirement for them to return to the station and approve actions taken by their team. One estimate was that 50% of supervisor activities could now be done away from the station, and that some of the remainder could be done using OnDuty™ but are easier to

complete on a desktop due to the larger screen. While we believe the benefit has been achieved to a degree, as OnDuty™ has introduced time savings and reduced the need for police officers to return to the station to complete paperwork, police officers also highlighted that they are now spending more time on their mobility devices, and they commented that the public perception is not necessarily that they are completing police work.

Data limitations and assumptions

Our assessment is based only on qualitative data, and the subjective views of the police officers we interviewed and observed. As there is no baseline or measurement of time spent on the street versus on the station we cannot quantify the scale of benefit achieved.

Compliance issuing WTWs and increased appropriateness of issuing WTWs

Benefit reference # I10

Scale of benefit	▲ Small benefit when compared to others defined in the Business Case	**Confidence in data**	M Data supplied from Police system, however it requires interpretation	**Benefit achieved**	◯ No change in WTW issuing

Background information on benefit

One of the intangible benefits listed in the Infringements (SMART Replacement) Business Case is increased compliance issuing WTWs and increased appropriateness of issuing WTWs.

Police officers have the discretion to issue an offender with either an ION or WTW based on their judgement of the circumstances surrounding an offence. Guidance is provided to all police officers on when it is not appropriate to issue a WTW.

During the development of OnDuty™ New Zealand Police deliberately decided not to implement rules defining the circumstances for when issuing a WTW is appropriate. Accordingly police officers are able to issue a WTW when guidance would recommend that an ION should be issued. OnDuty™ has a prompt function built in, which asks the police officer if they are sure they want to issue a WTW, however it does not stop them from doing so. New Zealand Police expect this to increase compliance and appropriateness of issuing WTWs.

No baseline information or targets are provided for this benefit in the Business Case.

Data source and approach to measurement

The data to assess this benefit has been provided from the Business Objects system and captures the number of WTWs issued in the 16 months prior to OnDuty™ and the 16 months post the launch of OnDuty™. The data also breaks down WTWs by description/ sub-category e.g. failing to surrender keys of motor vehicle, failing to stop when followed by red/ blue flashing lights. The changes between the two periods of data were analysed by New Zealand Police.

Current assessment of benefit

There has been little to no difference in the compliance or appropriateness of issuing of WTWs pre and post the introduction of OnDuty™ in June 2016. Accordingly the benefit has not been achieved.

Of the 575 WTW descriptions/ sub-categories, the only area identified in the New Zealand Police analysis where there has been a significant difference is for the offence 'failed to produce driver's licence'. This area saw a more than 100% increase in volume for each month between July 2016 and June 2017 when compared to the total average volume of WTWs in this category for the 16 months prior to the introduction of OnDuty™. The volume then starts to decrease from July 2017 down to a 23% increase (compared to 2016/17 average) in October 2017.

The other enforcement actions taken for failing to produce a driver's licence (e.g. infringement, offence or verbal warning) show an initial increase for two months after the introduction of the mobility devices and then a steady decline to well below the average monthly volume.

The Road Policing Operations Manager provided the following commentary on the data to aid with interpretation:

"My only thoughts are (and there is an absence of science around this) is that we are capturing more WTWs as they are easier to do on OnDuty™, and we are capturing warnings that were previously just given verbally.

The drop off may be due to people adjusting their practices as they get more accustomed to the OnDuty™ application and process requirements, e.g. not issuing a WTW as well as a live infringement notice, and more appropriate judgement around

when to issue a WTW as opposed to another resolution, such as offering compliance."

As the changes introduced through OnDuty™ do not appear to have led to the partial or full achievement of the benefit we recommend reviewing this benefit internally to confirm whether this benefit is important, and if it is, to consider what alternate actions should be taken to improve the benefit performance for the future.

Data limitations and assumptions

Interpretation of the data has been supplied by the Road Policing Operations Manager who is best placed to assess the appropriateness of WTWs. However, the interpretation as presented is the subjective opinion of one individual.

Automate paper based forms that are shared with other Government agencies

Benefit reference # I13

Scale of benefit	▲ Significant strategic importance	**Confidence in data**	M Only qualitative and observational data	**Benefit achieved**	● From a New Zealand Police perspective the benefit has been achieved

Background information on benefit

As part of the Road Policing Strategy New Zealand Police is aiming to move to an increasingly paperless environment, and increase the functionality available to police officers on mobility devices.

The Infringements (SMART Replacement) Business Case and the TCR Business Case list as an intangible benefit that OnDuty™ will automate paper based forms that are shared with other Government agencies. No baseline or target information is included in the business cases.

New Zealand Police advised that the only form available on OnDuty™ which is shared with another Government agency is the TCR which is shared with NZTA.

Data source and approach to measurement

It was not possible to observe the process for issuing a TCR prior to the introduction of OnDuty™ to validate that this was not automated. Our approach has been to:

- Review process maps showing the process before and after the introduction of OnDuty™.
- Interview senior New Zealand Police stakeholders.
- Interview the OnDuty™ Product Owner and Manager of the FMC.
- Observe a demonstration of the application's capabilities and functionality.

Current assessment of benefit

Senior New Zealand Police stakeholders interviewed advised us that the TCR form for police officer attended crashes has been automated through OnDuty™ to the edge of New Zealand Police's control. Interviews with the OnDuty™ Product Owner and Manager of the FMC confirmed that the TCR form has been automated and manual interaction with a TCR is only required in cases of human error (e.g. incorrect information entered by a police officer) or for non-attended crashes.

TCRs completed at police stations (i.e. for non-attended crashes) typically by members of the public, have not been automated and remain paper based, as these were de-scoped from the project through a formal change request.

As the TCRs for all police officer attended crashes are now completed electronically, which was the intention of the benefit, we have assessed the benefit as achieved.

To allow the end-to-end process to be automated NZTA need to change CAS to receive TCRs as electronic forms. Until this is implemented NZTA is required to print TCRs and manually enter the data into their systems. A project to upgrade CAS is underway and due to be completed and closed down between September and December 2018.

Data limitations and assumptions

The data used is qualitative and we have assumed that the information provided during interviews is an accurate reflection of the degree of automation of TCR forms.

Reduced back-end equipment costs to support two mobility platforms, by merging functionality onto a common platform

Benefit reference # I14

Scale of benefit	▲ No targeted financial or time savings	**Confidence in data**	L Only qualitative data available	**Benefit achieved**	◯ Two mobility platforms in operation

Background information on benefit

The Infringements (SMART Replacement) Business Case lists, as an intangible benefit, that introducing OnDuty™ will reduce back-end equipment costs to support two mobility platforms, by merging functionality onto a common platform.

Prior to the introduction of OnDuty™ New Zealand Police was supporting eQuip and SMART mobility platforms. The eQuip platform supported query functionality on mobility devices (e.g. Query Person and Query Location), as well as supporting bail checks and warrantless searches. The SMART mobility platform supported the completion of basic checks via NIA, as well as the issuing of IONs, WTWs and CVIRs from a mobile PDA.

New Zealand Police moved the query functionality and issuing of IONs, WTWs and CVIRs onto OnDuty™ for its initial release in June 2016.

Data source and approach to measurement

Our approach has been to collect qualitative feedback from the Director of Technology Development to confirm which mobility platforms New Zealand Police is currently supporting, and the expected timeline to merge functionality onto a common platform.

We have also observed police officers using both OnDuty™ and eQuip via their mobility devices in order to validate that both platforms are continuing to be used.

Current assessment of benefit

New Zealand Police is continuing to support two mobility platforms: OnDuty™ and eQuip. Accordingly the benefit has not been realised.

Not all eQuip functionality was scoped for inclusion in the Infringements project. Warrantless Searches and Bail Checks, for example, were excluded. Accordingly the benefit could not have been realised until further work was completed to merge all functionality onto OnDuty™.

Through our discussions with New Zealand Police we understand there is an intention to move remaining eQuip functionality to OnDuty™, however the timescales and funding for this have not been confirmed.

New Zealand Police believes it will realise some financial benefits once all eQuip functionality has been moved to OnDuty™.

Data limitations and assumptions

Our assessment of whether the benefit has been realised is based only on qualitative data, and our observation of the technology used by a small sample of police officers.

Appendix 2: Background

The inception of the OnDuty™ project

In June 2013, the Police Executive Meeting endorsed a number of sustainable reinvestment initiatives in Road Policing. The reinvestment opportunities were as a result of 'under spend[5]' against the NZTA appropriation for that period. New Zealand Police sought agreement from NZTA and Treasury to transfer funding from 2012/13 to 2013/14 to investigate options for the use of the 'under spend'.

Subsequently the Infringements (SMART Replacement) Business Case was developed and approved in July/August 2014. The SMART Business Case provided the justification for making a strategic decision to migrate existing SMART functionality onto the Mobility platform and to extend this capability to all police officers. The SMART devices were reaching the end of their life and an alternative technology was required to facilitate "smart, fast and easy" ways of working for SMART device users, and other police officers who used paper based forms.

SMART devices were only issued to Road Policing officers and provided Road Policing officers with the ability to conduct basic roadside checks against intelligence held in NIA. They also allowed Road Policing officers to issue electronic IONs and WTWs and complete CVIRs.

Around a similar time, a separate mobility related Business Case was also approved which justified making a strategic decision to incorporate TCRs onto the Mobility platform, and to extend this capability from Road Policing officers to all police officers.

After these two projects were started a business case for a third project was also initiated, which related to the Infringements Project. This Business Case was to develop a printing solution to enable the completion of IONs, WTWs and CVIRs via an iPhone and to realise the benefits associated with the Infringements project. The Road Policing Printing Solution Business Case provided options and a recommended solution and was approved for implementation in September 2015.

Across the three separate Business Cases a total of 26 benefits were identified, with some shared between the Infringements (SMART Replacement) and Road Policing Printing Solution Business Cases. The three Business Cases were consolidated into a single project (OnDuty™) in January 2016 through a formal Change Request, given the inter-related and inter-dependent nature of the projects.

As part of the consolidation of the projects, the tangible benefits outlined in the business cases were reviewed and re-baselined. The revised benefit descriptions, baseline data and targets were outlined in the Benefit Review Plan.

The project has developed and implemented the OnDuty™ iPhone application which provides functionality for police officers to conduct queries against intelligence held in NIA, issue IONs and WTWs and complete CVIRs and TCRs all at the roadside.

In summary, the OnDuty™ project was initiated through three separate Business Cases. The benefits defined in the Business Cases were consolidated and updated through the Benefit Review Plan. The benefits defined in the Business Cases and the updates to the tangible benefits described in the Benefit Review Plan are the basis of the scope for this review.

Current status of the OnDuty™ project

OnDuty™ was initially implemented on 15 April 2016 to Road Policing officers and was then introduced for all constabulary on 30 June 2016. For readability throughout the report we have referenced the 30 June 2016 introduction rather than referring separately to the two implementation dates.

Why is a benefits realisation review occurring?

New Zealand Police wanted to understand: which of the anticipated benefits have been achieved, what value for money has been delivered by the project, and where there are opportunities to leverage additional benefits from the application. In order to obtain an independent assessment of these three areas KPMG was appointed through a competitive tender process to perform a benefit realisation review of OnDuty™ in November 2017. This report is the output from that review.

[5] Refer to the Infringements (SMART Replacement) Business Case July 2014 page 5 for more information about the underspend.

Appendix 3: Objective, scope and approach

Review Objectives

This independent benefit realisation review focussed on assessing the delivery of benefits which New Zealand Police expected to realise through the introduction of the OnDuty™ mobility platform. Specifically the review objectives were to:

- Assess all claimed project benefits
- Assess the value for money (defined by New Zealand Police as the return on investment) from the investment made
- Identify whether future benefits from the OnDuty™ application can be leveraged for the wider transport system.

Review Scope

The scope of this review as set out in the Terms of Reference is:

- Assessing all claimed project benefits
- Assessing the value for money delivered by the Road Policing functionality on the Police Mobility platform (Issuing of IONs and WTWs, and completion of CVIRs and TCRs)
- Identifying areas where opportunities exist to leverage further benefits for the wider transport system.

Through our discussions with New Zealand Police we have agreed that the scope of project benefits includes all tangible and intangible benefits set out in the Infringements (SMART Replacement) Business Case, TCR Business Case and Road Policing Printing Business Case. This totals 21 benefits, not including duplicates, and is made up of 15 tangible benefits, listed in the Benefit Review Plan, and six intangible benefits listed in the three Business Cases. An overview of the benefits is provided in Section 1: Benefit Assessment, and a detailed assessment of each benefit is provided in Appendix 1: Detailed Benefit Assessment.

Out of scope

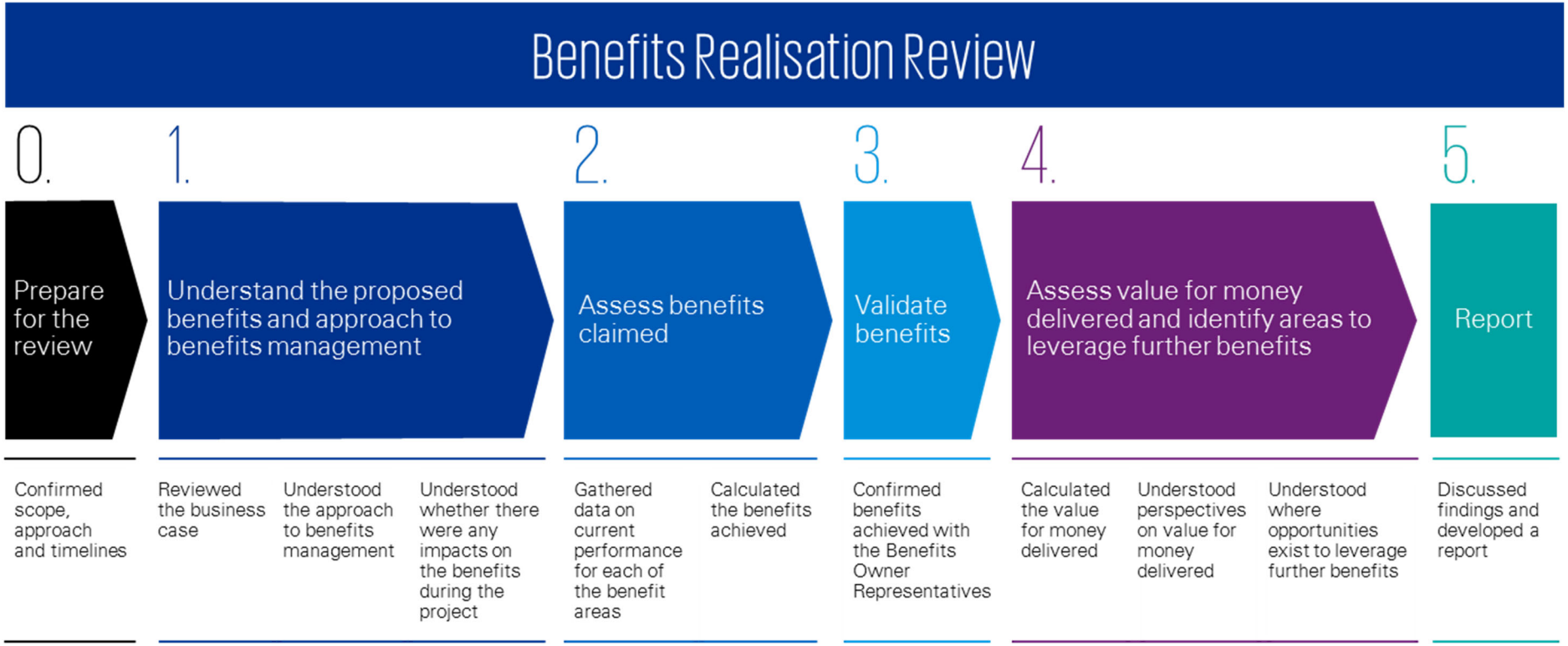
The following areas were out of the scope of this review:

- Assessing the performance of the development partners
- Assessing any tangible benefits listed in the business cases but not included within the Benefit Review Plan
- Quantifying opportunities to leverage further benefits from OnDuty™ (including the likely scale of any financial, performance or customer benefits)
- Presenting the findings of this review to a Project Board, or equivalent.

Review Approach

We have used the KPMG project management methodology to perform this independent review. A summary of our approach is included in diagram Appendix 3a. The approach used to validate each of the benefits is described in Appendix 1. The people we engaged with to complete this review are listed in Appendix 5. Other documentation used to complete this review is listed in Appendix 4. Please see the following page for review approach diagram.

Diagram Appendix 3a: Benefits Realisation Review Approach



Appendix 4: Documents reviewed

As part of this independent benefit realisation review we have used the following documentation, supplied by New Zealand Police.

Business Cases

- Infringements (SMART Replacement) Business Case
- TCR Business Case
- Road Policing Printing Solution Business Case
- Mobility Programme Business Case

Change Requests

- 5223_CR265 – Road Policing Printing Solution (Narrow down and clarify project scope)
- 8014_132_SMART and Traffic Crash Reporting Change Request
- 8014_CR 410 One Page TCR
- 8014_CR274 – Infringements (SMART and TCR) with Steering Group Signatures
- 8014_CR306 – Infringements – SMAR_TCR (Reallocation of Training Opex)
- 8014_CR378 – Infringements (SMART Replacement and TCR) and Road Printing Solution
- 8014_CR415 – Infringements
- 8014_CR440 – Infringements Signed
- 8014_CVIR Delivery Change Request April 2015 FINAL
- APPROVED CR Mobility Programme August 2016

Process Maps

- TCR Future State Process Map Overview v0.6
- TCR Current State Process Map Resolve Return TCR v0.1
- TCR Current State Process Map POL685 v0.1
- Complete a paper ION & WTW (SMART) CS v1.0
- Current State Overview Diagram TCR Paula V v1.3
- CVST current state diagram
- Future State diagram CVIR & Large Bus and Truck v0.2
- Future State Overview Diagram TCR Paula V v0.7
- Issue a paper ION or WTW eQuip v1.0
- Issue ION & WTW FS Process Map v1.0
- Process a WTW Future state v1.0

Other documents

- 8014_Infringements SMART TCR End Project Report
- Benefit Review Plan Map
- Mobility Action Plan 2016-2021

Note: We also requested and received a wide variety of data to assess each of the benefits, this data is listed in the individual benefit assessments in Appendix 1.

Appendix 5: List of stakeholders

We would like to thank the following individuals for their contribution to the OnDuty™ Benefit Review:

- Mark Evans, Deputy Chief Executive of Strategy, New Zealand Police
- Deputy Commissioner Mike Clement, Deputy Commissioner National Operations, New Zealand Police
- Assistant Commissioner Sandy Venables, Assistant Commissioner Road Policing, New Zealand Police
- Assistant Commissioner Jevon McSkimming, Chief Information Officer, New Zealand Police
- Superintendent Steve Greally, National Manager Road Policing, New Zealand Police
- Superintendent Rob Cochrane, Director Mobility and Innovation, Strategy Group, New Zealand Police
- Inspector Martin Tunley, Manager: Mobility, New Zealand Police
- Senior Sergeant Mike McRandle, Commercial Vehicle Safety Team, New Zealand Police
- Senior Sergeant Bevan Sheffield-Cranstoun, Customer Services Manager, Police Infringements Bureau, New Zealand Police
- Catherine Gardner, Manager, Case Management, Operational Services, New Zealand Police
- Judith Proops, Senior Business Advisor - Case Management (Mobility), New Zealand Police
- Erin Greally, Product Manager: Mobility, New Zealand Police
- Jenny Grabow, Manager: Programmes, Road Policing Support, New Zealand Police
- Derek Cooper, Manager: Performance, Road Policing Support, New Zealand Police
- Mhoira Donachie, Senior Project Officer, Road Policing Support, New Zealand Police
- Adam Burtt, Performance Team, New Zealand Police
- Martyn Napier, Senior Performance Analyst, New Zealand Police
- Stefanie Head, Intelligence Systems Advisor, National Intelligence Centre, New Zealand Police
- John Nixon, Senior Project Manager, New Zealand Police
- Beatrice Makwana, Manager: Innovation Change and Implementation, New Zealand Police
- James Corrigan, Senior Business Manager, Finance, New Zealand Police
- Hamish Rusbridge, Business Analyst, New Zealand Police
- Jason Eady, Senior Road Policing Advisor, New Zealand Police
- Mel Smalley, Manager CAS Processors, New Zealand Transport Agency
- Jenny Dickinson, Lead Advisor Strategic Interventions, New Zealand Transport Agency
- Eleni Kanelos, Independent (Business Case author)
- Matt Arthurs, Senior Constable, Plimmerton Weigh Station, New Zealand Police
- Rob Pauletic, Vehicle Safety Officer, Plimmerton Weigh Station, New Zealand Police
- Tim Walker, Sergeant, Plimmerton Weigh Station, New Zealand Police
- Grant McDonald, Senior Constable, Plimmerton Weigh Station, New Zealand Police
- Nathan Murrell, Constable, Plimmerton Weigh Station, New Zealand Police
- David Bergman, Vehicle Safety Officer, Plimmerton Weigh Station, New Zealand Police
- Wade Jennings, District Manager: Deployment, New Zealand Police
- Ian Smith, Director Technology Development, New Zealand Police
- Inspector Peter McKinnie, Manager Operations, Road Policing, New Zealand Police
- Kevin Anderson, Lead Advisor Roading System Integrity, NZTA
- Kirsten Price, Operations Manager: Mobility, New Zealand Police

- Danial Bremner, Wellington Kapiti Mana Road Policing Sergeant, Road Policing, New Zealand Police
- Jocelyn Thompson, Business Support Manager, Police Infringement Bureau, New Zealand Police
- Malcolm Benseman, Systems Manager, Police Infringements Bureau, New Zealand Police
- Brett Main, Senior Constable, Road Policing, New Zealand Police
- Rob Keen, Constable, Road Policing, New Zealand Police
- Jordan Clark, Probationary Constable, Road Policing, New Zealand Police
- Katie Thompson, Sergeant, Road Policing, New Zealand Police
- Kentaro Manabe, Constable, Public Safety Team, New Zealand Police
- Nixon Matharu, Probationary Constable, Public Safety Team, New Zealand Police
- Bobby Florkowski, Acting Sergeant, Public Safety Team, New Zealand Police
- Sean Burn, Enquiries Officer, New Zealand Police
- Andrea O'Fee, Constable, District Crime Squad (S4)
- Stephen Davies, Sergeant, Public Safety Team, New Zealand Police
- Matt Vermey, Constable, Public Safety Team, New Zealand Police
- Andrzej Kowalczyk, Senior Sergeant, District Shift Commander
- Simon Tubb Duncan, Constable, Public Safety Team, New Zealand Police
- Sam Moffatt, Constable, Public Safety Team, New Zealand Police
- Eddie Manco, Constable, Public Safety Team, New Zealand Police
- Jason Isaac, Constable, Public Safety Team, New Zealand Police
- Laurence Vautier, Constable, Road Policing, New Zealand Police
- Mau Leuluai, Constable, Road Policing, New Zealand Police
- David Slatter, Constable, Road Policing, New Zealand Police
- Tommy Davies, Constable, Road Policing, New Zealand Police
- Mike McAffer, Constable, Road Policing, New Zealand Police
- Hugh Taylor, Constable, Public Safety Team, New Zealand Police
- Craig Morgan, Constable, Public Safety Team, New Zealand Police
- Luke Hensley, Constable, Public Safety Team, New Zealand Police

Appendix 6: List of opportunities

All unique opportunities to leverage further benefits from OnDuty™ which were raised through interviews with senior New Zealand Police, NZTA stakeholders, and constabulary are listed in the tables below. These are grouped by the area of opportunity, and the current status of the opportunity. The groupings are described in Section 3 of the report.

Opportunities to improve existing functionality	
Idea	**Stage**
Enable police officers to view and amend notices/ reports to view and amend the next steps (e.g. send to a different supervisor)	Currently available
Add an option to state that there is no driver when completing a TCR	Currently available
Link from address/ location query to maps	Currently available
Do not transfer ownership of TCRs by default when a new contributor is added	Currently available
Add an option within IONs to select that there is no car registration, e.g. for window washers	Currently available
Format addresses at the roadside (i.e. begin typing address and it will auto complete with available options) to enable notices to be received faster by the recipient	Work in progress
Pre-define the order of alerts when performing a Query Person	Intentional decision
Provide OnDuty™ on iPads for supervisors	Intentional decision
Default to Google maps rather than Apple maps	Intentional decision
Change layout to clearly display any bail conditions associated with an individual	Under consideration

Opportunities to improve existing functionality	
Idea	**Stage**
Enable police officers to view the detail of occurrences through active and non-active charges lists	Under consideration
New option to allow police officers to select 'stopped outside of' when completing a notice to avoid linking an individual to an address by default	Under consideration
Allow manual entry of street locations (e.g. SH1 Wellington) for stops where the specific location is not relevant (e.g. state highways)	Under consideration
Enable police officers to scan car registrations using the phone camera (like scanning licences)	Under consideration
Install a prompt for police officers to complete tasks (e.g. notices) started but not completed within 3 days	Under consideration
Increase the speed that WTWs are loaded into NIA	Under consideration
Spellchecker	Under consideration
Barcode speed devices (e.g. radars, lasers) to help police officers to auto-populate this information when they enter setup details at the beginning of a shift	Under consideration
Enable information submitted in different areas of notings to be searched (e.g. clothing descriptions)	Possible, no plans at present
Install a re-set button to prompt the application to search for signal	Possible, no plans at present

Opportunities to improve existing functionality	
Idea	**Stage**
Change flag colour for either missing or deceased people (currently both black)	Possible, no plans at present
Allow application users to open new 'tabs' within the application to view multiple screens at once	Possible, no plans at present
Allow police officers to collaborate on notices/ reports other than just TCRs	Possible, no plans at present (only for notings)
Retain a longer history of searches (currently 30 days) within the application	Possible, no plans at present
Ability to filter records by location when searching e.g. when searching for a common name, filtering the records by location. Currently filtering is available for age and gender, not location.	Possible, no plans at present

Opportunities to introduce new Road Policing functionality	
Idea	**Stage**
Email notices to offenders and allow offenders to pay charges at the roadside	Not possible
Permit supervisors real-time access to TCRs to review the information being gathered	Currently available
Link OnDuty™ to NZTA database to provide licence and car information for Person and Vehicle queries	Work in progress
Replace posting notices with emailing notices	Intentional decision
Add parking infringements to OnDuty™	Intentional decision

Opportunities to introduce new Road Policing functionality	
Link ESR results from a blood test of alcohol directly onto a file/ notice (removing any police officer involvement)	Intentional decision
Digitise all Road Policing paper forms through OnDuty™	Under consideration
Take and attach photos directly into notices/ reports or notings	Under consideration
Fingerprint logon	Under consideration
Use of drones for photographing crash scenes – to enable roads to re-open faster	Under consideration
Capture alternative resolutions from roadside stops	Under consideration
Geo-locate information to improve: — Staff safety (know where police officers are) — Ability to redeploy police officers in real-time — Ability to inform police officers about nearby tasks that they could complete while in the area (e.g. bail checks when an officer is in the area)	Possible, no plans at present
Increase the number of default settings to include car details and equipment (e.g. radars)	Possible, no plans at present
Provide real-time insights from data gathered through OnDuty™	Possible, no plans at present
Digitise impound forms through OnDuty™	Possible, no plans at present

Opportunities to introduce new functionality impacting the wider transport system	
Idea	**Stage**
Allow NZTA CVST staff access to OnDuty™ to collaborate on joint operations	Not possible
Provide access to other public registers to provide additional information to police officers (e.g. passport photos, health records etc.)	Possible, no plans at present
Add notifications of suspensions into OnDuty™	Possible, no plans at present

Opportunities to introduce new functionality impacting other areas of New Zealand Police	
Idea	**Stage**
Video victim statements and share information with lawyers and the accused	Work in progress
Increase information sharing with other agencies	Work in progress
Introduce digital notebooks to: — Reduce the risk of loss of information — Store information centrally and geo-code it — Stream notebooks to supervisors (to confirm sufficient information has been gathered for an arrest)	Work in progress

Opportunities to introduce new functionality impacting other areas of New Zealand Police	
Use sharing functionality for more complex situations to reduce reliance on verbal updates	Work in progress
Digitise Family Harm forms	Work in progress
Establish a district library to contain information on frequently accessed records e.g. addresses, individuals, vehicles etc.	Intentional decision
Digitise bail checks through OnDuty™	Under consideration
Add extra query options to replicate NIA	Under consideration
Enable updating of occurrences directly in OnDuty™	Under consideration
Digitise AIONs and bar checks through OnDuty™	Under consideration
Extend functionality to other notifications e.g. warrantless searches, drug notifications, pursuit notifications etc.	Possible, no plans at present
Digitise burglaries paperwork through OnDuty™	Possible, no plans at present
Ability for police officers to hear incoming 111 calls to provide additional information regarding an incident	Possible, no plans at present
Implement gateways between systems to reduce duplication (e.g. Tactical Options Reporting Database to report on use of Tasers etc.)	Possible, no plans at present

Opportunities to introduce new functionality impacting other areas of New Zealand Police	
Include other languages on forms	Possible, no plans at present
Integrate Mobile Responder or link it into OnDuty™	Possible, no plans at present
Link to Aura (used for number plate recognition from CCTV footage)	Possible, no plans at present
Connect to TESA (used for searching phone numbers)	Possible, no plans at present
Ability to create jobs/ tasks through OnDuty™ (e.g. warrant checks)	Possible, no plans at present
Ability to view more information which is held on NIA e.g. victim contact notes	Possible, no plans at present
Option for victims and witnesses to sign statements on OnDuty™	Possible, no plans at present
Digitise sudden death forms through OnDuty™	Possible, no plans at present
Digitise crime investigation paperwork through OnDuty™	Possible, no plans at present
Link to other systems and applications including social media	Possible, no plans at present

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