

Modernising Landonline – Survey and Title Enhancement Programme (STEP)

Programme Increment 22 (10 April 2024 – 2 July 2024)

Report to joint Ministers

- Minister for Land Information
- Minister of Finance
- Minister for Digitising Government

Key Metrics

Programme Increment 22

Programme Status: Green

Overall	Increment 22	Increment 21
Overall		
Financial		
People		
Delivery		
Risk and Assurance		
Stakeholders		

Programme Overview

The Programme, costing an estimated \$175 million, will:

- Replace Legacy Landonline with a flexible and modular technology platform
- Deliver improved quality and range of survey and title services
- Deliver improved productivity and information flows by enabling the future integration of Landonline property data with other systems
- Provide better access to property information for the public and decision-makers.

Key Delivery Milestones

June 2025: all Landonline customers and 80% of internal functions using the new platform for all transactions, majority of benefits realised, programme transitions to new operating model.

December 2026: remaining internal functions, and system enhancements outlined in the 2018 programme business case delivered.

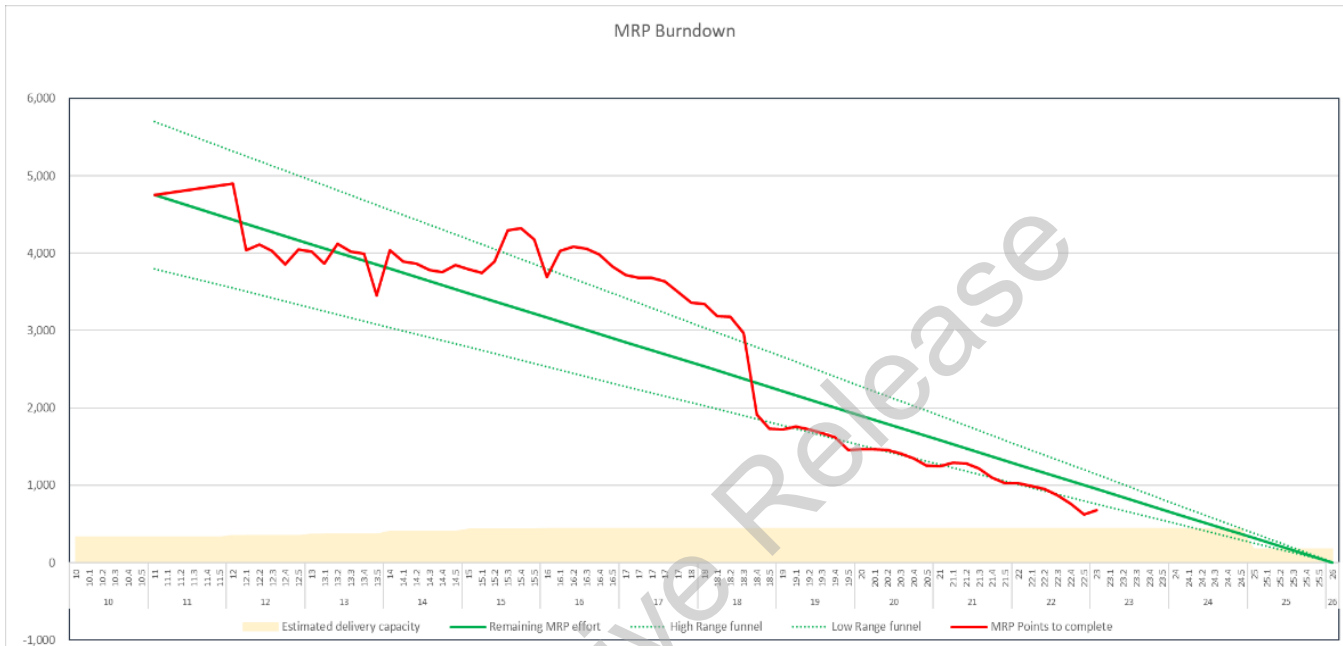
Governance: Delivery toward milestones is governed by a board of three independent members and the LINZ Chief Executive.

Key Messages

- Overall status and key programme indicators at the end of Programme Increment 22 were rated Green (no change from the previous increment).
- The programme remains on track to achieve its June 2025 key delivery milestone.
- Total capital expenditure (November 2018 to 30 June 2024) of \$110.4 million was within forecast.
- Conveyancers and surveyors continue to report productivity gains from use of modernised services released to date.

Delivery ●

- Delivery teams delivered more work than planned during Increment 22, reflecting continued improvements in delivery efficiency.
- The programme is now 86% through work needed to reach its mid-2025 target.
- Burndown progress toward the 2025 goal (the Minimum Responsible Product, or MRP) is demonstrated in the chart below.



Work effort required to achieve MRP is shown as “epic points” (left axis). Of the originally estimated 5000 epic points, fewer than 700 remain to be delivered over the remaining three increments to March 2025. NB: the steep fall recorded in Increment 18 was the result of reprioritisation of effort required to deliver the MRP.

Finance ●

Programme capital expenditure: \$110.4 million (since November 2018 to 30 June 2024) is within forecast, and is 63% of the reforecast \$175.7 million modelled capital budget that was agreed by Cabinet in August 2022.

	Capital expenditure (\$m)	Operating expenditure over 12 years (\$m)
Full Programme		
Original PBC approved funding (QRA 85)	128.2	51.7
Approved Programme re-forecast	175.7	76.1
Spend to date (since Nov18)		
Actual	110.4	57.2
% of Approved Programme re-forecast	63%	75%

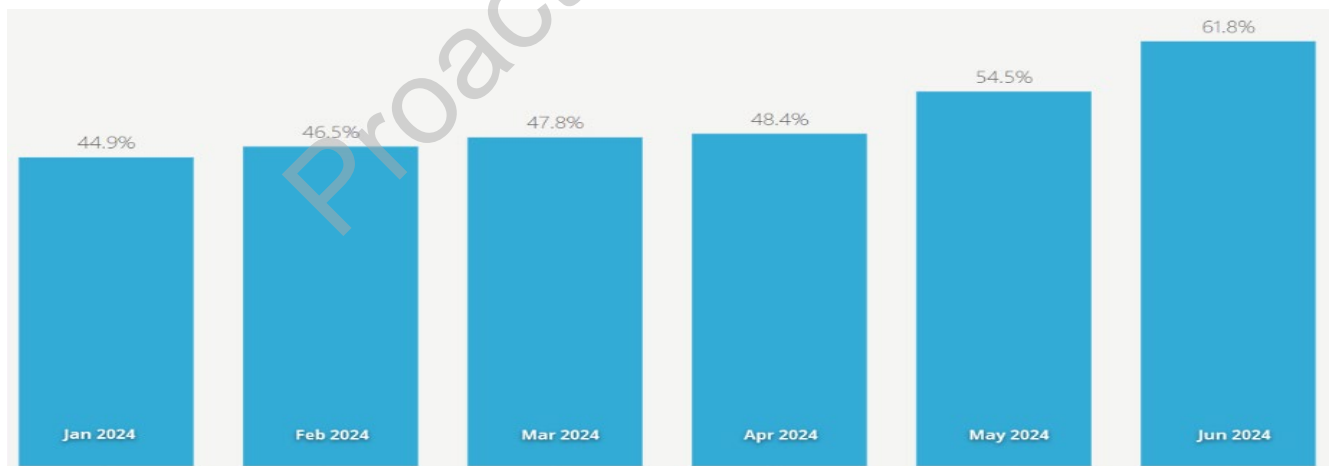
People ●

Staff turnover, previously an issue, has reduced significantly and the current turnover position is low. However, turnover of specialist contract roles is expected to increase as we get closer to the 2025 key delivery milestone.

	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24
Forecast number of people	187	184	186	186	186	186
Contractors	105	106	101	110	114	107
LINZ employed	71	72	71	68	69	68
Total actual¹	176	178	172	177	183	175
Contractor %	59%	60%	59%	62%	63%	61%
LINZ employed %	41%	40%	41%	38%	37%	39%
Turnover ² % LINZ employed	10.5%	10.6%	9.2%	3.4%	1.6%	2.1%
Turnover % contractors	16.4%	14.3%	12.4%	5.8%	3.8%	1.7%

Stakeholders - customer uptake ●

- Straightforward house sale and purchase transactions (the majority of Landonline transactions) submitted via New Landonline rose to 62% (up from 50% in the previous period). This sharp increase reflected the release of additional functionality allowing conveyancers to conduct other more complex transactions as part of a sale or purchase.



- Surveyors can now complete two of four key tasks on the new platform after the open release of "Sign and submit" functionality on 1 July. This is the process by which a surveyor formally signs off and submits a cadastral survey plan to LINZ. Over 75% of plans were submitted via the

¹ The total actual row comes from our financial data and consists of all staff who have been in the role for > 2 weeks of the month irrespective of whether they are new starters or leavers. As such this figure is never 100% accurate at any moment in time.

² Contractors who've been here for <3 months are excluded.

new feature in the first two weeks after its release. Legacy Sign and Submit will be turned off later this year.

- Log-ins to Landonline via Legacy Landonline platform decreased to 37% of log-ins by June 2024 compared with June 2020. Fewer customers accessing Landonline via the Legacy interface indicates satisfaction with the new functionality (in the case of surveyors, one task can now only be accessed in New), and a lowered security risk – a major business case goal.
- Multi-factor authentication (MFA) log-in procedures were introduced in April and are now mandatory. LINZ anticipates self-service password resetting as part of MFA will result in a dramatic fall in contact-centre calls.

Benefit realisation

Progress on realisation of programme benefits is independently assessed after each delivery increment. The latest report (July 2024) says the programme is on track to achieve 80% of anticipated benefits once all external customers are migrated to the new platform next year.

The report also noted customer surveys indicating new functionality is being well received, while feedback on productivity gains indicated that the magnitude of gains anticipated in the 2018 programme business case was realistic.

Risk and Assurance

Assurance

Independent assurance reports are provided by Independent Quality Assurance NZ (IQANZ) at the conclusion of every increment. In their most recent report IQANZ were confident the programme remained on track to deliver the 2025 milestone.

Strategic risks

The STEP Board last reviewed strategic risks in May 2024. No major concerns were raised, or changes made to the mitigated risk ratings. Mitigations are in place for seven strategic risks monitored by the STEP Board, including three technical risks, and risks relating to benefits realisation, asset value, customer engagement and programme transition to the future state operating model.