

Modernising Landonline – Survey and Title Enhancement Programme (STEP)

Programme Increment 21 (17 January 2024 to 9 April 2024)

Report to joint Ministers

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

Key Metrics: Programme Increment 21

Programme Status: Green

Overall	Increment 21	Increment 20
		
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 systems such as the Māori Land Court's Māori Land Information System
- 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 delivered and system enhancements outlined in the 2018 programme business case delivered.

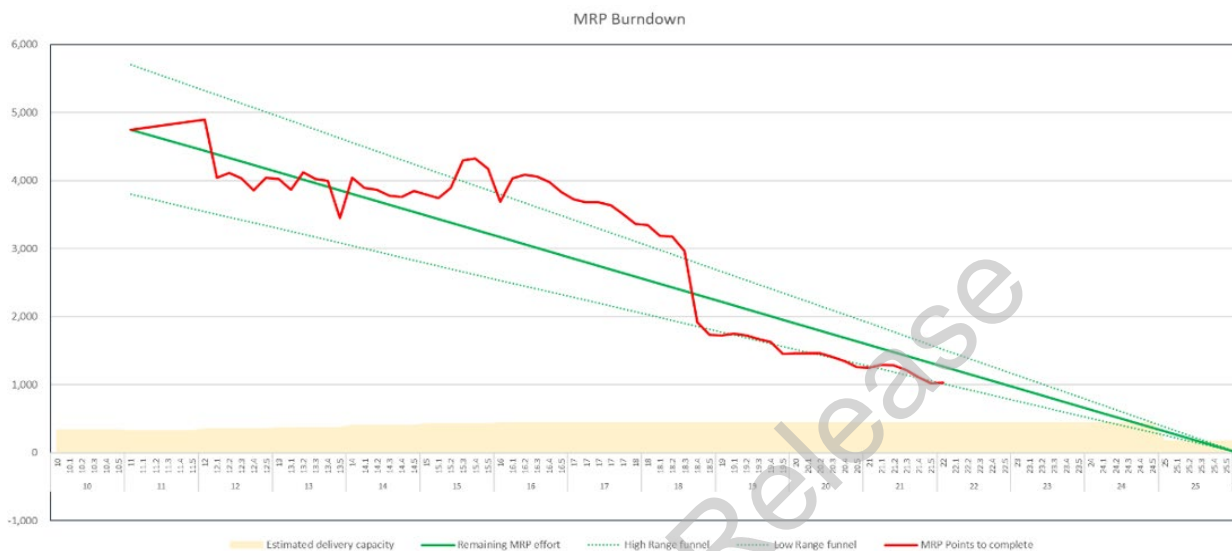
The programme is governed by a board comprised of three independent members and the LINZ Chief Executive.

Key Messages

- Overall status and key programme indicators at the end of Programme Increment 21 were rated Green.
- The programme remains on track to delivering the June 2025 milestone that will see the programme substantially completed, with all external users and most internal support staff migrated to the new platform.
- Total capital spend (November 2018 to 31 March 2024) of \$104 million was within forecast.
- Initial customer feedback surveys of surveyors and conveyancers has shown early adopters of modernised services released so far are already experiencing productivity gains.

Delivery ●

- By the end of Increment 21 the STEP team had completed just over 80% of the work toward its goal of substantially completing the Landonline modernisation programme by mid-2025. The red line in the burndown chart below shows progress toward the 2025 target (the minimal responsible product or MRP). Work effort required is shown as “epic points” (left axis). Of the originally estimated 5000 epic points, about 1000 remained to be delivered.



NB: the steep fall recorded in Increment 18 was the result of reprioritisation of effort required to deliver the MRP

- Further releases of modernised property title services during Increment 21 mean conveyancers can now complete 86% of straightforward property sale, purchase and refinancing transactions by volume on New Landonline (up from 74% last increment).

Prototype digital survey plan visualisation tool

- LINZ released a prototype of a groundbreaking digital tool expected to drive significant efficiencies for surveyors and others in the property system to a pilot group of surveyors. The digital survey plan visualisation tool will replace a time-consuming manual plan-drafting process (requiring weeks of surveyor effort in the case of complex subdivisions) with an automatically rendered digital plan that takes minutes to generate.
- Once rendered, surveyors can share digital plans with other property system participants (including territorial authorities, conveyancers, developers). Introduction of the tool requires changes to the Cadastral Survey Rules that will be consulted on later this year.
- Following the feedback from the pilot group, we will complete a wider consultation on the new digital tool later in the year.

Finance

Programme capital expenditure: \$104.1 million (since November 2018 to 31 March 2024), 59% of the reforecast \$175.7 million modelled capital budget that was agreed 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	104.1	50.1
% of Approved Programme re-forecast	59%	66%

People

Staff turnover was 1.3% for March 2024 and the annualised trend is reducing. By end of March 2024 the number of contractors dipped slightly to 59% (the programme business case anticipated a 50:50 contractor to staff ratio).

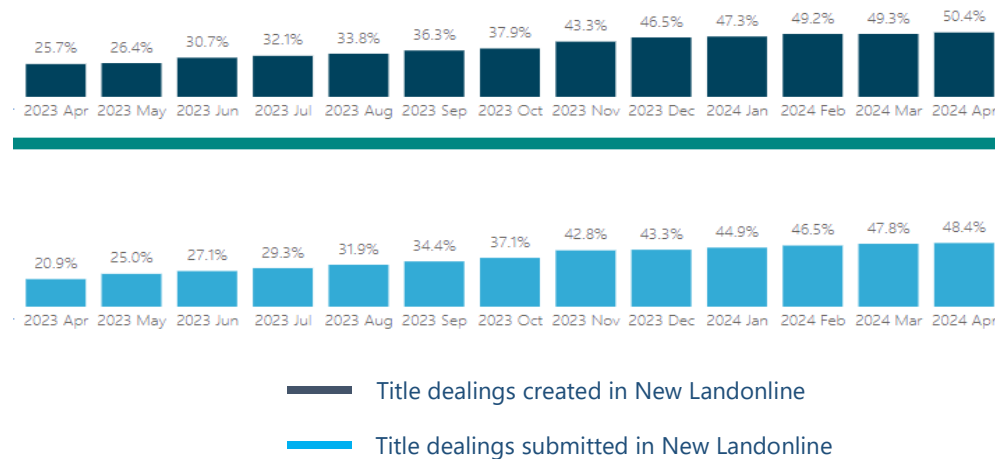
	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
Forecast number of people	188	188	187	187	184	186
Contractors	107	108	108	105	106	101
LINZ employed	75	74	73	71	72	71
Total actual¹	182	182	181	176	178	172
Contractor %	59%	60%	60%	59%	60%	59%
LINZ employed %	41%	40%	40%	41%	40%	41%
Annualised turnover² % LINZ employed	14.9%	13.0%	12.9%	10.5%	10.6%	9.2%
Annualised turnover % contractors	16.9%	16.8%	15.8%	16.4%	14.3%	12.4%

Stakeholders - customer uptake

- Conveyancer use of New Landonline to complete straightforward sale and purchase transactions has steadily risen over the past year, with 50% of transactions submitted to LINZ via the modernised platform by the end of the increment. This will rise once more complex title transaction types become available later this year. The graph below shows the uptake of modernised title dealing features in the year to April 2024, from creation to submission.

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 Turnover is annualised, based on a rolling 12-month average headcount. Contractors who've been here for <3 months are excluded.



Benefit realisation surveys

LINZ has begun regular surveys of customers to gauge what impacts modernised services released to date are having on their day-to-day work. The first two surveys (one each for surveyors and conveyancers) have shown promising signs that early adopters are experiencing productivity gains. Trends established by ongoing surveys over the next year will help formulate a benefits realisation report once all customers have been migrated to New Landonline in 2025.

Customer Day

Customer support from the surveying and conveyancing communities has remained strong and positive since the programme's inception. LINZ hosts quarterly meetings with survey and title representatives, including leaders of industry bodies, with the most recent meeting held on 1 May 2024. Customer Days are an important forum for exchanging information and receiving feedback on programme delivery, with workshops focused on specialist delivery areas, and a strategic session attended by industry bodies (Survey and Spatial NZ, NZ Law Society, Law Association, Māori Land Court) and LINZ leaders.

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 reviewed 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 including three technical risks, and risks relating to benefits realisation, asset value, customer engagement and programme transition to the future state operating model.