

Modernising Landonline – Survey and Title Enhancement Programme (STEP)

Programme Increment 20 (4 October 2023 - 16 January 2024)

Report to joint Ministers

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

Key Metrics for Programme Increment 20

Programme Status: Green

Overall	Increment 20	Increment 19
Overall		
Financial		
People		
Delivery		
Risk and Assurance		
Stakeholders		

Programme Objectives

- 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
- Better access to property information for the public and decision-makers.

Key Delivery Milestones

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

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

Key Messages

- 96% of planned work was completed during the increment¹. The programme aims to complete between 80% and 100% of planned work per increment.
- Overall programme status at increment end was Green. Key progress indicators (Finance, People, Delivery, Risk and Assurance and Stakeholders) were all rated Green.
- Total capital spend (November 2018 to 31 December 2023) of \$96.7 million was within forecast.
- Use of modernised survey and title services released to customers in past 12 months has continued to increase.
- All surveyors nationwide have successfully transitioned to using the new survey capture application that enables them to capture and upload cadastral survey plans to Landonline
- Stakeholders continued to support and work closely with the programme team on delivery of new services.
- Programme teams were close to fully resourced and workforce turnover has continued to fall.

¹ The programme is being delivered in 12-week delivery periods, known as “programme increments”.

Delivery ●

- 96% of work planned for Increment 20 was completed, continuing consistent delivery at this level achieved throughout calendar 2023.
- Delivery teams continued their work on development and piloting of numerous complex title dealing transactions and survey functionality used by customers and LINZ support staff.
- The first end-to-end creation, lodgement, and registration of a straightforward house sale transaction (from conveyancer to completion by support staff) was completed in New Landonline in November.
- The legacy Landonline "survey capture" service was turned off after all surveyors transitioned to the new platform for this aspect of their work. Survey capture involves the capturing and uploading of cadastral survey plans to LINZ via Landonline. The transition was described as "seamless".

Finance ●

Programme capital expenditure: \$96.7 million (since November 2018 to 31 December 2023), 55% 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	96.7	46.0
% of Approved Programme re-forecast	55%	60%

People ●

STEP software development teams are fully resourced. Several support roles are vacant and proving challenging to fill, or deliberately not replaced. Ongoing difficulties recruiting permanent staff means more contractors are being taken on than planned. By end of December 2023 the number of contractors remained at 60% (the programme business case had anticipated a 50:50 contractor to staff ratio).

	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
Forecast number of people	188	188	188	188	188	187
Contractors	100	100	108	107	108	108
LINZ employed	72	74	74	75	74	73
Total actual²	172	174	182	182	182	181
Contractor %	58%	58%	60%	59%	60%	60%
LINZ employed %	42%	42%	40%	41%	40%	40%
Annualised turnover³ % LINZ employed	16.2%	14.4%	14.2%	14.9%	13.0%	12.9%
Annualised turnover % contractors	22.0%	19.6%	20.4%	16.9%	16.8%	15.8%

Stakeholders - customer uptake ●

Title Dealings application

- 45% of straightforward property transactions (discharge mortgage, transfer to new owner, register mortgage - or DTM) were being created and submitted to LINZ via New Landonline by increment end.

Notice of Change of Ownership

- All territorial authorities are now using the Notice of Change of Ownership service (NoC) after the last council came on board during the increment. NoC enables conveyancers to generate automated change of ownership notifications they are legally obliged to provide to councils so they can update rating databases.

Notice to Mortgagee

- 17 banks and/or financial institutions are accepting electronic notifications of mortgage registrations via this service, representing 96% of mortgage transactions nationwide.

Risk and Assurance ●

Assurance

- Independent assurance reports are provided by Independent Quality Assurance NZ (IQANZ) at the conclusion of every increment. IQANZ remains confident the programme is on track for delivering its first major milestone by mid-2025. IQANZ has highlighted delivery complexity, including unanticipated complexity, as a delivery risk. LINZ has long acknowledged this challenge and considerable effort has gone into understanding and putting appropriate mitigations in place.

² 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.

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

Top risks managed by governance board

- Productivity and cost impacts of retention, recruitment, and sickness
- Unanticipated complexity, which increases delivery timeframes.

Programme risks

The seven strategic risks monitored by the Board are outlined below. Mitigations are in place for each risk and reported on to the Board.

Technical	1	If STEP does not adequately manage the technical architecture balance between efficiency and extendibility, then we will lose our ability to flex and change as environments and customer requirements change. Platform and other delivery formats could radically alter, even in the near future.	High
Technical	2	If STEP does not undertake the Landonline database migration from Informix to Postgres, then benefits will not be realised and risk of database failure and/or inability to support future STEP increases.	High
Technical	3	If LINZ/STEP lose their social licence because of their own actions impacting negatively upon stakeholders (e.g. a drop in Landonline reliability and/or availability) then support for funding will decline and we will face a deteriorating and resistant business environment as regards current operations and future enhancements.	High
Transition	4	If STEP does not extensively plan its transition from programme to future state, then there may not be full delivery against expectations (i.e. a shortfall) and/or a longer tail (delay) and possible fatigue across all involved as the transition becomes drawn out. With this, resourcing (people management planning and implementation) will be a key activity to ensure we retain both those we want and those we need.	High
Customer Centricity	5	If STEP does not bring customers/stakeholders with us, then we will be vulnerable to unanticipated demands or new and unusual requirements from customers and be possibly subject to increasing internal inertia (resistance to change) over time and so not be able to deliver successfully in changing environment(s).	High
Benefits Realisation	6	If STEP does not adequately track and measure benefits, then programme success will be understated, and lessons will not be learned.	Moderate
Asset Value	7	If STEP proves unable to maximise asset value from the program both within and outside of LINZ (sharing lessons, ways of working etc in addition to actual software value) then the NZ public sector will have lost a critical opportunity to improve efficiency and effectiveness and part of the programme's business objectives won't be achieved.	High

Proactive release