STEP benefits realisation status memo

April 2025

Executive summary

Large-scale multi-year modernisation programmes must contend with a dynamic technology environment, hidden complexity and evolving customer requirements. To succeed, programmes need to be able to identify, understand and respond to changing circumstances to ensure they use resources cost-effectively. Adopting Scaled Agile helped STEP foster customer collaboration and provided a good structure for reassessing and reprioritising work.

The programme's benefits management approach accommodated Scaled Agile by providing flexible realisation schedules and capturing emergent benefits. Through active benefit management, STEP has adjusted benefits measures over time (including the 2024 amalgamation of Benefits 3 and 4) but the focus of these changes has always been improving the accuracy of reporting and maintaining close alignment to the Business Case.

By 31 March 2025, the programme has achieved most of the key performance indicators (KPIs) for benefits. New Landonline is now highly reliable, secure and available at extended hours. It can be accessed by modern internet browsers, can implement system changes more quickly, and has an improved user interface. New Landonline is also delivering productivity improvements to Landonline users, Toitū Te Whenua and important third parties. The associated financial benefits are substantial, and these improvements are expected to have a flow-on effect in terms of improved economic value. Key emergent benefits include much higher levels of uptake for the Public Land Record Search product and the development of the Digitally Visualised Survey Plans (DVSP) functionality. The programme is now well-positioned to transition to a smaller internally governed delivery team, which can continue work to achieve the outstanding benefits.

1 Purpose

This memo summarises the STEP benefits realisation status as of 31 March 2025. It is intended to inform the STEP Board's decision-making about the programme's future.

2 Background

To support the development of the 2018 STEP Programme Business Case (PBC), an investment logic map was produced identifying and weighting a set of programme benefits.

- Reduced risk to business continuity and confidence (45%)
- Improved ability to meet customer and policy needs (30%)
- Improved productivity (15%), and

  - Increased economic value (10%).

- Benefits were valued based on a conservative set of assumptions that were documented. Benefits were calculated over 12 years, with the standard Treasury discount rate applied. Quantified financial benefits were conservatively estimated as being $119.4 million. The initial benefit-to-cost ratio was 1.2, although this only accounted for financial benefits, which were not the primary driver of the programme. The 2019 Single Stage Business Case revised the financial benefit forecast to $124.7 million.
- Given the inherent complexity of such a large-scale technology programme, Scaled Agile was selected as the delivery approach. This involved close collaboration with customers and frequent replanning. This allowed the programme to respond to emerging information regarding business requirements and changing technology.
- To support the active management of benefits, the programme developed a Benefits Realisation Management Plan (BRMP) and iteratively updated it over time. This has included improving the KPIs for benefits to ensure they are closely aligned to the Business Case, reflect the value of emergent benefits and effectively express the range of value being delivered. Benefit realisation due dates for KPIs were set conservatively to allow for replanning and product adoption.

3 Realisation status at 31 March 2025

Benefit 1: Reduced risk to business continuity and confidence (45%)

Benefit 1 had the biggest weighting at 45%. Ensuring that Landonline remains available, reliable and secure for users was the top priority for the programme. KPIs were set for each of these elements.

Status at March 31 2025:

Table 1: STEP Benefit 1 KPIs

Reduced risk to business continuity and confidence (45%)					
Maintaining confidence in Landonline by exiting legacy technologies that could create security vulnerabilities and maintaining confidence by ensuring that system uptime remains consistently high.					
KPI	**Description**	**Baseline**	**Target**	**Status**	**Comment**
1a. Improved availability 15%	The percentage of new functionality available at extended hours	Mon-Thu: 6 am – 10 pm Friday: 6 am – 7 pm Saturday: 6 am – 5 pm	Mon- Fri: 6 am – 10 pm Sat-Sun: 6 am - 7 pm Public holidays 6 am-10 pm	✓	Once Plan Gen is available to all users in May this benefit will be fully realised.

1b. Maintain reliability 15%	System availability (uptime - %)	99.5%	99.5% or above	✓	Throughout the change period Landonline system uptime has consistently remained above the targeted 99.5% target.
1c. Improved security 15%	Proportion of customers no longer using Citrix	0%	100%	✓	Once Plan Gen is available to all users this benefit will be fully realised.
	The proportion of customers no longer using PowerBuilder	0%	100%	✓	Once Plan Gen is available to all users this benefit will be fully realised.
	Landonline database migrated to a modern platform	Landonline database platform is aging and restrictive	Landonline database on PostGreSQL	✗	The extension of Informix life afforded us the opportunity to significantly de-risk this migration by scheduling it for after the legacy Landonline front end systems were removed. Programme has completed some valuable preparatory work for this migration.
	Proportion of customers using Multi-Factor Authentication (MFA)	0%	100%	✓	Emergent security benefit, now fully realised.

Benefit 2: Improved ability to meet customer and policy needs (30%)

This was the second largest benefit. STEP sought to address two major problems with legacy Landonline.

- Users of Legacy Landonline were only able to access Landonline via dedicated devices with specific software installed. Not being able to access that device, e.g. in the event of a natural disaster or pandemic, would not only be inconvenient, but could also delay transaction times.

- Legacy Landonline was only able to have five releases per year. This meant that if a change was required due to policy change or customer needs there would be a substantial delay time.

Table 2: STEP Benefit 2 KPIs

KPI	Description	Baseline	Target	Status	Comment
2a. Improved accessibility and quality of information (10%)	The proportion of users who can access Landonline via modern browsers	Access only by specific devices with special software installed	All products meet accessibility NFRs – (90% of the browser market)	✔	More than 95% of browsers can access New Landonline.
	The proportion of survey users able to generate 3D survey plans	0	100%	✘	De-prioritised because industry was not ready to use this functionality and related critical technology / protocols were not available.
	Digitally Visualised Survey prototype available	Nothing in the Business Case.	Prototype ready and able to be consulted on	✔	Consultation completed in 2024. This was an emergent benefit with expected high value.
2b. Faster release cycle (10%)	Number of moderate or significant releases per year	5	5	✔	2024 moderate or significant releases External = 81 Internal = 45
2c. User experience (10%)	User satisfaction with New Landonline	Satisfaction with legacy 72% (2019)	Satisfaction with New 80 %+ (users reporting New is easier to use than Legacy)	✔	Consistently high satisfaction scores. As customers get more familiar with the interface and no longer need to switch, there is a good likelihood that the 80% target will be achieved.

Benefit 3: Improved productivity (25%)

The programme anticipated that changes associated with New Landonline design and functionality would result in time savings for Landonline users, LINZ and third parties such as Councils and banks.

Table 3: STEP Benefit 3 KPIs

Improved productivity (25%)					
Enabling improved end-to-end processing across the wider property system **Improving the accessibility and quality of property rights information.**					
KPI	**Description**	**Baseline**	**Target**	**Status**	**Comment**
3a. Improved customer productivity (8%)	The proportion of searches completed using New Landonline	0%	100%	✓	In March 2025, 99% of searches were done in New Landonline. With Legacy access removed, this will rise to 100%.
	The proportion of Survey and Title functions able to be completed in New Landonline	0%	100%	✓	When Plan Gen is released in May 100% of Survey and Titles functions will be able to be done in New Landonline.
	Percentage of users who report at least a moderate productivity improvement.	NA	70%	✓	Current statistics provide confidence that as customers get more familiar with the interface and no longer need to switch, targets will be achieved.
	Reduced survey errors	2018 volumes	40% reduction	✗	Interface more intuitive, but changes not sufficient to achieve this KPI. Surveyor knowledge is a key dependency.
	Increase in public search orders above BC forecast	50,000 orders per annum (2020)	100,000+ orders per annum	✓	Achieved. 2021 110K orders 2022 133K orders 2023 144K orders 2024 179K orders
3b. Improved LINZ	Increase in Percentage of automated Survey and	Titles 87% Survey 0%	Improved YoY	✗	More work needs to be done with the customers and business to achieve this.

productivity (5%)	Titles transactions				
	Average and upper control values for survey and titles transaction processing times	SPE 10 days average for Survey and 10 days average for Title	Scores maintained or improved YOY	✓	Currently meeting target. Further validated by emergent examples of efficiency improvements.
	Reduced Landonline-related calls to the Contact Centre	61,500 per annum	45,000 per annum	✓	Achieved 2024 was down to 41,500
	Use of Notice of Change service by Territorial Authorities	Territorial Authorities - 0%	Territorial Authorities - 100%	✓	67/67 Territorial Authorities use the service.
3c Improved data exchange	Use of Notice to Mortgagee service by main banks	Main banks (ANZ, ASB, BNZ, WPC)- 0%	Main banks (ANZ, ASB, BNZ, WPC)- 100%	✓	All four main banks using this Notice product. Most other financial institutions have also adopted it.
	Number of APIs /API uptake	TBC	Increased uptake YOY	✗	APIs deprioritised for H1 based on customer feedback.
	National Valuation Roll Database	TA level only	National database available	✓	In place. Available for Central and Local Government.

Financial benefits

The Business Cases valued benefits rigorously and conservatively. In most cases underlying assumptions proved sound. Forecasts are based on a variety of factors including go-live dates, transaction volumes, estimated time savings and discount rates.

Table 4: STEP Financial benefits

Forecast financial benefits			
Benefit	**Forecast $M SSBC**	**Estimated realised to 31 March 2025**	**Forecast Whole-of-life $M**
Notice to Mortgagee	$45.1	$23.6	$45.8
Notice of change	$44.3	$22.3	$43.5
Survey and Title user efficiencies	$31.0	TBC*	$31.0
Web Search efficiencies	$2.8	$1.8	$3.1
Reduced survey requisition rate	$1.4	Not assessed	Not assessed
Public Search new revenue	NA	$3.0	$9.5**
Total	$124.7	$50.75	$129.8

- Users, surveyors in particular, are reporting improvements in productivity, but a calculation of dollars realised to date has not yet been completed.
- Note also that DVSP, which was developed but not released in Horizon 1, and was not accounted for in the Business Case, is expected to deliver significant but not yet quantified additional efficiency benefits for surveyors.
- ** Emergent benefit. Much higher than expected order volumes for Public Search is resulting in additional fee revenue from this service.

4 Summary

The programme has done very well to navigate the complexities of a modernisation programme and also COVID-19. While not everything initially planned in the original Business Case has been delivered, the programme has worked closely with customers and assessed emerging information to make sensible prioritisation decisions focused on value.

The programme has delivered most of its expected benefits and has identified some high-value emergent benefits. New Landonline is highly reliable, secure and available at extended hours. Landonline can now be accessed by modern internet browsers, system changes can be made quickly and the user interface is a notable improvement on Legacy. New Landonline is also delivering productivity improvements to Landonline users, Toitū Te Whenua and important third parties. The associated financial benefits are substantial, and these improvements are expected to have a flow-on effect in terms of improved economic value. Key emergent benefits include the much higher levels of uptake for the Public Land Record

Search product and the development of the DVSP prototype. The programme is now well placed to transition to a smaller internally governed delivery team focused on maintaining and enhancing New Landonline, with a primary focus on database migration. The programme will need to take care to ensure that the new operating model maintains momentum and the same focus on customer partnerships and delivering valuable change. A next iteration of the BRMP is being worked on. This will outline how benefits will be identified and managed in the future BAU operations.