Toitū Te Whenua
**Land Information
New Zealand**

Modernising Landonline – Survey and Title Enhancement Programme (STEP)

Programme Increment 19 (12 July to 3 October 2023)

Report to joint Ministers

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

Proactive Release

6 December 2023

Key Metrics for Programme Increment 19

Programme Status: Green

Overall	Oct 2023 🟢	July 2023 🟢
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 staff functions completed and system enhancements promised in the 2018 programme business case delivered.

Key Messages

- 99% of planned work was completed during the increment[1].
- 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 20 September 2023) of $89.5 million was within forecast.
- Uptake of modernised survey and title services released to customers in past 12 months continued to increase.
- Stakeholders continued to support and work closely with the programme team on delivery of new services.
- Software development teams were close to fully resourced and workforce turnover continued to fall. A more stable workforce has resulted in higher productivity, however difficulties recruiting permanent staff to the programme means more contractors have been engaged than planned to ensure delivery momentum is maintained.

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[1] The programme is being delivered in 12-week delivery periods, known as "programme increments".

Delivery 🟢

- Programme teams achieved 99% of Increment 19 delivery targets, continuing consistent delivery at this level throughout calendar 2023.
- Delivery teams are focused on production of modernised survey and title transaction functionality for customers and Landonline support staff, and on introduction of security enhancements necessary to protect the system and the property database.

Finance 🟢

Programme capital expenditure: $89.5 million (since November 2018 to 30 June 2023), 51% 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 (August 2022)	175.7	76.1
Spend to date *(since Nov18)*		
Actual	89.5	40.8
% of Approved Programme re-forecast	51%	54%

People 🟢

STEP software development teams are fully resourced however several support roles are vacant and proving challenging to fill, or are being deliberately not replaced. Ongoing difficulties recruiting permanent staff means more contractors are being taken on than planned. By September 2023 the number of contractors had risen from 58% to 60% (the programme business case had anticipated a 50:50 contractor to staff ratio).

	April-23	May-23	Jun-23	Jul23	Aug-23	Sep-23
Forecast number of people	180	181	182	188	188	188
Contractors	98	97	97	100	100	108
LINZ employed	73	70	70	72	74	74
Total actual[2]	171	167	167	172	174	182
Contractor %	58%	58%	58%	58%	58%	60%
LINZ employed %	42%	42%	42%	42%	42%	40%
Annualised turnover[3] % LINZ employed	**21.4%**	**18.0%**	**20.0%**	**16.2%**	**14.4%**	**14.2%**
Annualised turnover % contractors	**23.8%**	**23.1%**	**23.6%**	**22.0%**	**19.6%**	**20.4%**
3 Month Turnover % Total	**5.6%**	**4.5%**	**5.7%**	**3.9%**	**2.8%**	**3.3%**

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[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.

Stakeholders - customer uptake 🟢

Title Dealings application

- All eligible firms have now tried the New Landonline Title Dealings application at least once. The application allows conveyancers/solicitors to carry out the most common and straightforward sale and purchase transactions (mortgage discharge, transfer property to new owners, and mortgage registration) in New Landonline. Collectively these amount to about two thirds of all Landonline transactions annually.
- Between July and September 2023 the number of these straightforward dealings submitted from New Landonline increased from 27% to 34%[4]. NB: Many conveyancers are waiting for a broader range of more complex transaction types to be made available before fully committing to using New Landonline.

Survey capture

- 50% of all surveys created (captured) and submitted in New Landonline
- Customer engagement in preparation for turning off the Legacy survey capture service in November in full swing.

Notice of Change of Ownership

- 66 of 67 councils were using the Notice of Change of Ownership service (NoC), with the last council in the process of onboarding.
- 80% of all property transactions nationwide were being notified to councils who have been using the service for 6 months or more.

Notice to Mortgagee

- 16 banks and/or financial institutions (FIs) are accepting electronic notifications of mortgage registrations via this service, representing 76% of all transactions. This will lift to 96% of transactions once the remaining major bank comes on board shortly.

Risk and Assurance 🟢

Top risks managed by governance board

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

Top four programme risks

Risk	Mitigation	Current state	Resolution by
Inability to attract and retain resources	We maintain a rolling review of our approaches to recruitment in line with changes to market conditions	Programme is using the following approaches to manage the risk: • Retention strategy • Workforce plan • Continuous recruitment approach • Squads outside Wellington	Ongoing

Risk	Mitigation	Current state	Resolution by
		• Non-monetary retention approach	
Change capacity (internal)	Extensive communication to business units and active involvement of senior management	• Strong engagement, communications and feedback loops with LINZ business groups and teams; direct involvement of LINZ executive leadership and key LINZ leaders	Ongoing
Timelines (possible delay to end delivery)	Well embedded rolling review process in place	• Monthly reporting / monitoring • Consistent re-evaluation of initiatives • Continuing development and tracking of metrics	Ongoing
Stakeholders and potential to resist move to new Landonline	• Extensive piloting of enhancements • Change management plans and close customer contact	• Extensive piloting of enhancements • Change management plans and close customer contact • Customer working groups with demos/road shows • Small incremental release strategy	Ongoing

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