



**Land Information
New Zealand**
Toitū te whenua

STEP Gateway Review Results

May 2020

Survey and Title Enhancement Programme (STEP)






13 July 2020

Overview

- Gateway is a programme assurance process that involves short, intensive reviews at intervals during a programme.
- The reviews are designed to:
 - Assess a programme against its specified objectives at a particular stage in its lifecycle.
 - Provide early identification of any result areas that may require corrective action.
 - Increase confidence that the programme is ready to progress successfully to the next stage.
- Gateway reviews look forward, providing a delivery confidence assessment.

Rating System

- Gateway uses a Red/Amber/Green rating system, with the following descriptions:

Rating	Criteria Description
 Green	Successful delivery of the project/programme to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly.
 Amber-Green	Successful delivery appears probable however constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.
 Amber	Successful delivery appears feasible but significant issues exist requiring management attention. These appear resolvable at this stage and if addressed without delay, should not impact delivery or benefits realisation.
 Amber-Red	Successful delivery of the programme/project is in doubt with major risks or issues apparent in a number of key areas. Prompt action is needed to address these, and whether resolution is feasible.
 Red	Successful delivery of the project/programme appears to be unachievable. There are major issues on project/programme definition, schedule, budget, quality or benefits delivery, which at this stage do not appear to be manageable or resolvable. The Project/ Programme may need to be re-baselined and/or its overall viability re-assessed.

What is Gateway?

- For this review, we wanted assurance that STEP is in a good place and ready to move to the next programme phase.
- During the review, the reviewers:
 - Interviewed 26 people, including Minister Sage, over three days.
 - Reviewed 87 documents.
 - Had daily meetings with Murray Young as Senior Responsible Owner (SRO).
- Our Gateway review was New Zealand's first virtual review – thanks to COVID-19.

Summary of findings



The review team provided a positive assessment, with an overall Delivery Confidence Rating of GREEN/AMBER (the second highest rating).



They found that STEP is well placed to mobilise for the next phase of delivery and is in a position to scale and accelerate value delivery to market.



They noted there are important activities that will need constant attention to ensure opportunities are realised and risks do not materialise into major issues threatening delivery.

Opportunities for improvement

- The review team made six recommendations, two to be actioned immediately, two to consider undertaking as being good practice and two to be completed before the next Programme Implementation Planning session.
- All six recommendations have been accepted and work is underway to implement these.

Recommendations

Reference	Recommendation	Priority
R1	Consider adoption of the ROAM methodology as a way of maturing risk and issues management.	Consider (best practice)
R2	The programme should develop plans to visualise features that incorporate clear acceptance criteria for business change outcomes and customer readiness.	Ready for next PIP
R3	The programme should develop appropriate levels of roadmaps to help customer communication and expectation setting, also to provide clarity to the Squads.	Ready for next PIP
R4	As part of the integrated planning process the SRO should inform the Governance Board of options to sequence the planned initiatives based on an assessment of priorities, to optimise the value and benefit creation vs risk mitigation.	Do now (and ongoing)
R5	That the SRO ensures there are clear messages for the new Communications and Change team to leverage off.	Do now (and ongoing)
R6	That the programme develops a business resource capacity management process that provides visibility to the Squads on commitment to delivery dependency.	Consider (best practice)

Sharing best practice scenarios

- During the Gateway Review, the review team identified a number of processes and artefacts STEP use that are good practice.
- The team suggested we share these, where possible, with other Government Agencies.

Best Practice Scenarios



We have built a deployment capability that is cloud enabled. It allows us to deploy new environments in 15 minutes, removing the typical delays in technical development and enabling delivery in a very agile way.



We have built a release process that enables functionality to be switched on or off in production as needed. It allows us to selectively deploy functionality when customers are ready to receive it.



We are establishing a comprehensive co design approach with stakeholders and customers actively engaged, building and adjusting based on customer feedback.



We are establishing an Agile culture and way of working throughout the organisation. This will benefit not only the programme, but will result in ongoing Agile delivery capability for LINZ and the wider Public Service.

Next steps

- Implement the review recommendations.
- Share best practice scenarios.
- Undertake another Gateway review in the third Quarter of 2021.