STEP Gateway Review Results

Toitū Te Whenua
Land Information
New Zealand

Survey and Title Enhancement Programme (STEP)

October 2021

Overview

- **Gateway** is a Treasury led programme assurance process that involves short, intensive reviews at intervals during a programme. The reviews are untaken by a Treasury appointed panel of external quality assurance professionals.

- 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:
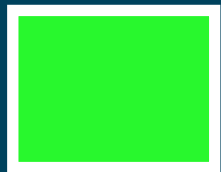
	Green	Successful delivery of the project/programme to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly.
	Amber/Green	Successful delivery appears probable however constant attention will be needed to ensure 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.

The STEP Gateway review 2021

For this review, we wanted assurance that STEP is in a good place to successfully achieve our objectives.

During the review, the reviewers:

- Interviewed 27 people, including some of our customers, over three days.
- Reviewed 125 documents.
- Had daily meetings with Murray Young as Senior Responsible Owner (SRO).

Summary of findings

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

They found that STEP
- is a mature scaled Agile programme
- strikes a good balance between leadership and delegated decision making
- produces products customers like- they support the customer centric approach
- has exceptional support from industry stakeholders and Central Agencies
- is delivering at pace, adapting and innovating as new challenges emerge.

They noted some actions to take or consider to keep us on track for a successful delivery.

Opportunities for improvement

The review team made **eight recommendations**,
- one to be actioned now,
- the rest to consider undertaking as good practice

The recommendation to be actioned now has been accepted and work is underway to implement. The other recommendations are being considered and the programme is looking at the best ways to implement them in the near future.

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Recommendations (summary)

Recommendation	Priority
Develop product roadmaps that are customer cohort specific so that they can be used by external stakeholders for their own planning and readiness for services in advance.	Do now
Consider establishing a benefit register to record the identification and quantification of new benefits that have or may emerge as a result of programme reaching the midpoint of the STEP timeline.	Consider
Consider exploring enhancing the recalibration of STEP costing model, linking the resourcing plan, Epic estimating and sizing model, value generation model into an integrated planning model.	Consider
Consider changing the programme/project to a product delivery focus to support continuous delivery.	Consider
Ensure that there is planning balance between technical workstreams relating to migration and decommissioning alongside of business epics to maximise value and minimise technical risks.	Consider
Consider establishing a Strategic Pipeline for future opportunities where the assets and capabilities that are being created by the STEP programme so that they can be periodically assessed and priorities for investment.	Consider

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.

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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 mid FY 2023/24