MINISTRY OF BUSINESS, INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

# Project Benefit Map

## 4102
## Te Riu Kairangi-Bond Transformation Programme

New Zealand Government

IN CONFIDENCE

# Version History, Endorsement and Approval

**Version History**

| Date | Version | Author | Description of change |
|---|---|---|---|
| 23 December 2024 | V1.0 | Privacy of natural persons | Putting in place map based off decisions made at PSG and POG. |
| 19 November 2025 | V2.0 | | Adjusted for new Realisation Dates |
| 29 January 2026 | V3.0 | | Adjusted for new Realisation Dates |

**Endorsers**

Evidence that the named person(s) listed below have endorsed this document can be either a physical signature or an email saying "Endorsed" that is embedded in the signature box.

| Name | Role | Version | Date | Signature |
|---|---|---|---|---|
| Privacy of natural persons | Benefit Owner | V3.0 | 5 February 2026 | Privacy of natural person Endorsement - Benefits Map & Realisat... |
| | Benefits Management Advisor | V3.0 | | |

**Approvers**

Evidence that the named person(s) listed below have endorsed this document can be either a physical signature or an email saying "Approved" that is embedded in the signature box.

| Name | Role | Version | Date | Signature |
|---|---|---|---|---|
| Ingrid Bayliss | Programme Sponsor | V3.0 | 5 February 2026 | Ingrid B Endorsement-RE Bond Programme Updated be... |
| Stephanie Greathead | Business Owner | V3.0 | 5 February 2026 | Stephanie G Endorsement-Re Bond Programme Updated... |

## Outcomes

*The desired result derived from delivery of an output*

**A new integrated service model** for accessing the bond service, including **a modern digital solution** that allows tenancy bond customers to conduct all tenancy bond activities online with minimal assistance required from MBIE resources AND availability of **channel to support customers who cannot use the digital solution ("Digitally Enabled")**

## Outputs

*Product or processes created by the project or programme*

I. New digital solution for Bond

II. New target operating model for Bond services

III. A channel strategy to support the new target operating model for Bond services

## Benefits

*The measurable improvement that results from the outputs*

**1. Improvement in customer satisfaction**
MBIE Benefit Type: Efficiency & Improved services external

**2. Customers have real time visibility of their bond status and bond transactions**
MBIE Benefit Type: Efficiency & Improved services internal and external

**3. Customers experience consistent service levels through demand peaks**
MBIE Benefit Type: Efficiency & Improved services external

## Measures

| Measure | Baseline | Target | Timeline | | |
|---|---|---|---|---|---|
| *The mechanism by which a value is determined to support and provide evidence of the realisation of the benefit* | | | *Time to achieve full benefits from full deployment* | | |
| A. Decrease in the annual average ratio between Uncollected bonds vs Total refunds processed, as applied to the new bonds | 14% | 70% reduction | 3 months after full deployment | 75% immediate | 90-100% 3 months after deployment |
| B. Reduction in the total number of calls on the Bond line | Approx. 8700 calls per month | 60% reduction | 6 months after full deployment | 75% 3 months after deployment | 90-100% 6 months after deployment |
| C. Human error reduction | Lodgement: 1%<br>Refunds: 0.8%<br>(400k applications, ~3,500 errors p/a) | Lodgement: 0.1%<br>Refunds: 0.1%<br>(20k manual applications, ~200 errors p/a) | 3 months after full deployment | 75% immediate | 95-100% 3 months after deployment |
| D. 100% of lodgement and refund requests are processed within the stated SLAs | Lodgement: Maximum of 10 working days<br><br>Refunds: Maximum of 2 working days | 95% maximum of 1 working day for Lodgement and Refund | 3 months after full deployment | 75% immediate | 95-100% 3 months after deployment |
| E. % of bond transactions conducted digitally (via Portal or APIs) | 0% | 95% transaction via digital channel<br>5% transaction via non-digital channel (phone) | 3 months after full deployment | 75% immediate | 95-100% 3 months after deployment |

| Outcomes | Outputs | Benefits |
|---|---|---|
| *The desired result derived from delivery of an output* | *Product or processes created by the project or programme* | *The measurable improvement that results from the outputs* |

## Outcomes

**A new integrated service model** for accessing the bond service, including **a modern digital solution** that allows tenancy bond customers to conduct all tenancy bond activities online with minimal assistance required from MBIE resources AND availability of **channel to support customers who cannot use the digital solution ("Digitally Enabled")**

## Outputs

I. New digital solution for Bond

II. New target operating model for Bond services

III. A channel strategy to support the new target operating model for Bond services

## Benefits

**4. Reduction in the number of MBIE FTE to manage Bond activities**
MBIE Benefit Type: Efficiency

**5. Reduction in technical debt and risk (including business risks)**
Benefit type: Technical risk reduction and business risk reduction

## Measures

| Benefit | Measure<br>*The mechanism by which a value is determined to support and provide evidence of the realisation of the benefit* | Baseline | Target | Timeline<br>*Time to achieve full benefits from full deployment* | | |
|---|---|---|---|---|---|---|
| 4 | F. Reduction in the FTE resources required to manage Bonds activities | 39 FTE (TBS) and 15 FTE (SC) | 82% reduction (TOM = ~10 FTE remain) | 3 months after full deployment | 75% immediate | 95-100% 3 months after deployment |
| 5 | G. Reduction in privacy events related to tenancy bond services | TBS: 77 events p/a Service Centre: 6 events p/a | 80% reduction | 3 months after full deployment | 75% immediate | 95-100% 1 month after deployment |
| 5 | H. Availability of better quality and richer bond data reporting for better insights | 50% Market Rent information provided | 100% Market Rent Information provided | Immediate on full deployment | Immediate | 95-100% |
| 5 | I. Technical risk assessment | High risk | Low risk | Immediate on full deployment | Immediate | 95-100% |
| 5 | J. Technical debt reduction | $175k cost per 6 months maintaining the Oracle database | Reduction of B2K related cost: $350K per year | Immediate on full deployment | Immediate | 95-100% |
| 5 | K. Reduction in maintenance costs for the legacy systems | DXC support for B2K $10K per month | Reduction of B2K related cost: $120K per year | Immediate on full deployment | Immediate | 95-100% |