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## NEW CE LEADING FROM THE FRONT

On the cover of the latest LINZ staff newsletter there's a photo of Brendan Boyle reaching forward and planting the ball over the try-line during the department's annual rugby match against Treasury.

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While it's easy to get carried away with images like these, it would be fair to say the photo reflects the desire of LINZ's new Chief Executive (CE) to get in amongst the action and lead from the front.

Brendan took up the reins on 18 August, succeeding former Chief Executive Russ Ballard. At just 39 years of age, he is one of the younger government CEs, but his relative youth belies a very solid background in the department's business.

A qualified barrister and solicitor, Brendan worked in the former Justice Department for 13 years in a variety of roles, including three years as manager of Otago Land Title Operations. In 1996 he transferred to the newly formed LINZ as Registrar-General of Land, responsible for setting and monitoring standards for the land titles system.

After three years Brendan took the opportunity offered by the Sloan Fellows MBA programme at the Massachusetts Institute of Technology. His thesis, *E-government for New Zealand: Managing the Transition*, was perfectly timed for the transition that his own department was undergoing.

On his return to New Zealand in 2000, Brendan was immediately able to put his thesis into practice. He spent three months in a change management role at LINZ, developing a transition plan for **Landonline**, to move **Landonline** from project to operational phases.

For the next three years he moved out of the department, heading up the newly formed E-government Unit at the State Services Commission.

"The MBA programme came at an interesting time," Brendan recalls. "The dot.com boom was peaking, and we've since learned that the Internet is no magic formula for business

success. It's still very important to look after the business basics when you're using a new channel for delivering services."

Brendan says many government agencies were very cautious during the early phase of the E-government strategy. "People are naturally nervous about the risks associated with big IT projects," he says.

"What we've learned through projects like **Landonline** is that you can break these projects down into manageable, bite-size chunks, taking components off ramp for a while if necessary. We're now seeing other agencies like the Inland Revenue Department and the Land Transport Safety Authority taking a similar approach under the umbrella of an over-arching E-government plan."

A lot of the work initiated by the E-government unit while Brendan was there – and closely supported by LINZ – involved the 'unsexy' but necessary groundwork for putting the E-government strategy in place. Standardisation of things like metadata, web guidelines and interoperability are unspectacular but very necessary precursors to delivering services through new channels – and to breaking down the old information silo structures that have locked up information in the past.

Brendan says it took a while to achieve good collaboration between government agencies, but that is starting to change.

"People really valued the contacts they were making with counterparts in other departments. There is some good old fashioned networking going on, and that's really helping the various IT specialists share skills and information.



“In our case, we have to be aware that LINZ is working in a much broader context where we have important working relationships with other agencies such as the Department of Conservation, the emergency services, Defence forces and many others.”

Brendan is strongly enthusiastic about the need for good relationship building, whether it is with other IT-focused service providers, with staff, or with customer groups.

“We have made enormous strides in the way LINZ delivers its services, but there’s still a huge amount of work to be done to bring customers up to speed on the benefits moving from across-the-counter transactions to the electronic environment.

“The dot.com attitude of ‘build it and they will come’ is very risky. We’ll be working very hard to help break down the barriers to the uptake of **Landonline**. While the first eSearch phase has been relatively straightforward, we have more work to do building support for eDealing (electronic title lodgement) and eSurvey, the electronic lodgement of survey plans.”

During his first 100 days in the new position, Brendan is making a concerted and methodical effort to get out and meet not only customer groups, but also LINZ staff in regional offices and at national office.

“I can’t always guarantee we’ll agree on all points with our various stakeholder groups, but I think it’s important to talk face to face. You learn far more from each other that way and that personal contact is very much my style. Because there’s not the over-the-counter contact with clients that there was, it’s important to stay engaged with our clients on a personal level to keep up with what they’re thinking. You can’t do that from a seat in Wellington.

“I’m very grateful for the level of honesty and the constructive nature of the feedback I’ve received so far,” Brendan adds.

While E-government and the e-LINZ strategies are very central to the direction of LINZ, Brendan is also mindful of the multi-dimensional nature of the department’s work.

“There are many parts to our business – the national and international work of the Topo/Hydro group, the Crown Property Management group are dealing with big changes such as Tenure Review, there’s the ongoing work enhancing and maintaining our geodetic survey networks and much more besides.

“What I find stimulating is that there are excellent linkages between these various parts of our business, which ties these components together very closely.”

Brendan says there was a noticeable change in the culture of LINZ when he returned after his three years with the E-government Unit.

“LINZ was made up from two very different government departments in 1996. What I’ve found is a much greater sense of ‘one business’ and a keenness to build on the work that’s been done during our first seven years.”

Whether on the rugby paddock, out in the provinces or back in Wellington, Brendan Boyle – in the two months he’s been in the Chief Executive’s seat – has already shown he’s keen to muck in and help make that happen.

And the match against Treasury? A good win to LINZ by 33-5.

## SURVEY CONVERSION REACHES ONE-MILLIONTH MILESTONE

Land Information New Zealand's survey conversion project is on track for completion by Christmas.

By Helen Lawrence

Electronic survey transactions, or eSurvey, is the second and final part of the **Landonline** equation. The eDealing facility – electronic title transactions – is now available throughout the country and eSurvey is set to catch up by the end of the year.

From November, **Landonline** users will be able to lodge survey plans online and, with survey conversion nearing completion, have access to accurate digital survey data.

The survey conversion process involves the 'back-capture' of existing parcel boundaries in specifically defined Survey Conversion Areas (SCA). Original survey data from historic paper records dating back to the 1800s to the present day is being converted to fit the parameters of **Landonline**. With a total of 1.35 million parcels to convert, this is no small task.

Both the survey and titles conversion projects began in November 2000 and were expected to take the same amount of time. All titles were converted by July 2002 but the conversion of survey data hit a few hurdles during the pilot stage.

Lindsay Meehan, LINZ National Processing Manager and former Data Conversion Manager, explains. "The conversion of survey plans has been the tougher nut to crack. Challenges

around the developmental stage of survey – and designing something that would fit in with **Landonline** – caused survey conversion to lose ground to the titles conversion project."

EDS, with the help of several LINZ experts, got the project back on track and the one-millionth parcel was uploaded on 7 July. "Over the last 12 months, systems and processes have been relatively stable. We've been able to achieve the one-millionth milestone and the project is nearing completion," says Lindsay.

The survey conversion team has been working its way up the country. Conversion of South Island data was completed in August 2002, the Wellington and Hamilton regions in February and May 2003 respectively, and Auckland survey data is currently being converted.

**Landonline** is attracting attention offshore and LINZ has had several approaches to demonstrate its new technology and survey accurate database at international symposiums.

### Contact for further information:

Lindsay Meehan, LINZ National Processing Manager, Operations Group, Land Information New Zealand, via [info@linz.govt.nz](mailto:info@linz.govt.nz) or 0800 ONLINE (0800 665463)

[info@linz.govt.nz](mailto:info@linz.govt.nz)

## eSURVEY SET FOR NOVEMBER RELEASE

Digital lodgement of cadastral surveys will be available nationwide next month when **Landonline** eSurvey goes online.

eSurvey opens the way for further benefits to flow from **Landonline** the world's first fully integrated survey-accurate digital database.

Surveyors who adopt **Landonline** eSurvey will not only be able to search the LINZ database electronically and then download existing records, but can prepare all types of cadastral surveys digitally, pre-validate their datasets and electronically submit them to LINZ, online.

The nationwide release for **Landonline** eSurvey follows a pilot involving 13 survey firms. LINZ Customer Strategy Manager Jeff Needham says the full release version of eSurvey includes

some important enhancements made on the recommendation of pilot customers.

"eSurvey now includes a plan generation tool which will satisfy the needs of surveyors, LINZ and third party customers," he says. "We have also enhanced the system to allow territorial authorities to digitally certify eSurveys directly in **Landonline**."

### Contact for further information:

Jeff Needham, Customer Strategy Manager, Operations Group, Land Information New Zealand, via [info@linz.govt.nz](mailto:info@linz.govt.nz) or 0800 ONLINE (0800 665463)

[info@linz.govt.nz](mailto:info@linz.govt.nz)



An aerial view of the Alexandra Holiday Park. Photo: Otago Daily Times.

## SALE SECURES FUTURE OF ALEXANDRA HOLIDAY PARK

The Alexandra Holiday Park, holiday destination for generations of Otago and Southland families, has been sold as a going concern.

The 14.7 hectare site was bought by the Crown and Contact Energy Limited as part of a programme of flood protection work. It was divided into three separate leases, which have been sold to couple Eric and Janice Graham. The three leases range in length from six to 99 years, and are subject to inundation and operating easements.

The solution for the future of the park comes in the wake of a range of measures taken by the Crown and Contact Energy to help prevent further flooding in the town. Two floods in the 1990s caused significant damage, and LINZ has been managing the property aspects of the programme of remedial and flood prevention work.

LINZ Manager Crown Property, Paul Jackson explains that the local community was concerned that if the camp was sold, it would have closed and the land used for some other purpose.

“A solution for keeping the park going as an entity was to sell only a leasehold interest in the land, conditional on the property being used as a holiday park. This has preserved a community asset and allayed fears that the land might be subdivided,” Paul says.

The underlying land ownership remains with the Crown.

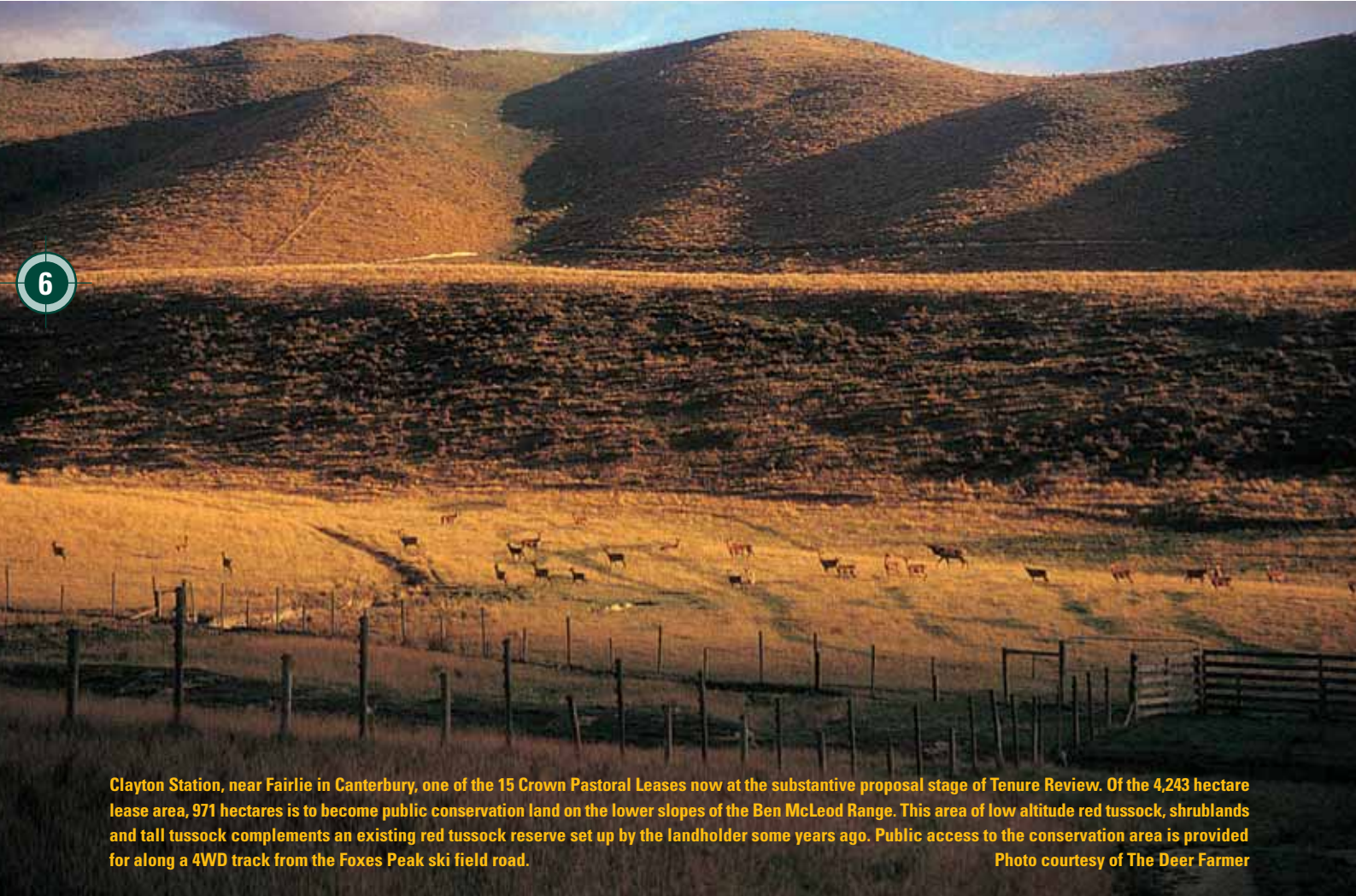
A strip adjacent to the Clutha River which is more prone to flooding has been cleared of buildings.

The holiday park was sold by tender on behalf of LINZ by Bayleys Real Estate, Queenstown. Tenders closed at the end of July and the sale finalised early last month.

### Contact for further information:

**Paul Jackson, Manager Crown Property,  
Land Information New Zealand,  
via [info@linz.govt.nz](mailto:info@linz.govt.nz) or 0800 ONLINE (0800 665463)**

[info@linz.govt.nz](mailto:info@linz.govt.nz)



Clayton Station, near Fairlie in Canterbury, one of the 15 Crown Pastoral Leases now at the substantive proposal stage of Tenure Review. Of the 4,243 hectare lease area, 971 hectares is to become public conservation land on the lower slopes of the Ben McLeod Range. This area of low altitude red tussock, shrublands and tall tussock complements an existing red tussock reserve set up by the landholder some years ago. Public access to the conservation area is provided for along a 4WD track from the Foxes Peak ski field road. Photo courtesy of The Deer Farmer

## TENURE REVIEW BENEFITS APPEARING ON LANDSCAPE

When new Department of Conservation notices for public access tracks start to appear at Canterbury's Ben Ohau Station early next month, it will mark the first outward signs of a significant change in the way parts of the South Island's high country are managed.

Ben Ohau (see sidebar) is the first of New Zealand's 304 pastoral leases to complete the Tenure Review process, implemented under the Crown Pastoral Land Act 1998.

A further 15 tenure reviews are at the penultimate 'substantive proposal' stage of tenure review where the leaseholder has agreed to a plan for dividing the former leasehold land into freehold and conservation land.

LINZ Manager, Crown Property Management, Paul Jackson says the review process is long and complex, and has delivered results for the 15 properties.

"Leaseholder farmers get freehold ownership of part of the land, the conservation estate gains more land, and the public get access to land on the 15 properties they have never had formal access to before," Paul says.

The next 15 high country properties to complete the process are Clayton, Mt Pisa (two properties), Glen Nevis, Eastburn, Waitiri, Alphaburn, Rhoboro Downs, Quailburn, Ben Avon, Cairnhill, The Knobbies, Dalrachney, Double Hill and Peak Hill stations.

There are more reviews in the pipeline. Preliminary proposals have been completed for a further 26 leases, with 21 of these approaching the substantive proposal stage, having now gone through public consultation.

A further 82 leases are at the draft preliminary proposal stage and under consultation with the lessee, and an additional 50 leases have been accepted into the process and are at various stages of information gathering.

Of the 304 Crown pastoral leases – now 303 with the implementation of the Ben Ohau Station review – around two-thirds of the leaseholders have so far invited a tenure review (the process is voluntary).

Turning the paper agreements into reality on the landscape involves surveying and fencing off the conservation land, work that is contracted out by LINZ. The Department of Conservation is responsible for providing signage and any other facilities such as car parking, necessary to facilitate public access.

Paul Jackson says that given the nature of the landscape involved and the sometimes harsh weather, surveying and fencing can take up to 12 months to complete.

“Completing the implementation of the Ben Ohau Station is a significant milestone for the tenure review programme,” Paul Jackson concludes. “Farmers can now manage their freeholded land like any other landowner, and trampers, mountain bikers, anglers and many other New Zealanders will be able to enjoy better access to an expanded conservation estate.”

#### Contact for further information:

Paul Jackson, Manager Crown Property,  
Land Information New Zealand,  
via [info@linz.govt.nz](mailto:info@linz.govt.nz) or 0800 ONLINE (0800 665463)

[info@linz.govt.nz](mailto:info@linz.govt.nz)

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## □ ENHANCED OUTCOMES FOR TENURE REVIEW PROCESS

A recent Cabinet review has ensured that the tenure review process is linked to a wider set of government objectives. These new objectives, which span environmental, social and economic spheres, include:

- To ensure that the conservation outcomes are consistent with New Zealand’s biodiversity strategy.
- To progressively establish a network of high country parks and reserves.

## □ BEN OHAU STATION PAVES THE WAY

New Zealand’s conservation estate has just grown by 1516 hectares, following the implementation of the Ben Ohau Station tenure review.

Now fenced off and under the care of the Department of Conservation, the land represents just over one-quarter of the former Crown pastoral lease. The remaining 4210 hectares is now freeholded to the former leaseholders.

For those with a love of the outdoors, the change will open up a range of new opportunities.

Ben Ohau is a few kilometres from Twizel, in South Canterbury’s Mackenzie Country. The spectacular landscape of the station, which extends to the lower slopes of the Ben Ohau Range, has previously caught the eye of the feature film and TV commercial makers, who have used it as a backdrop for everything from battle scenes in Lord of the Rings, to car commercials.

As the conservation land is opened up there will be access to the Fraser Stream for fishing, walking and mountain biking. An easement up the northern boundary will allow through routes to Lake Ohau and link up with a round trip back to the Ben Ohau swamp and the road beside the hydro canal.

## □ HOW TENURE REVIEW WORKS

Tenure Review goes through several set stages:

**Draft preliminary proposal:** This is the initial proposal presented by the Crown to the lessee for consideration.

**Preliminary proposal:** This represents the consensus reached between the Crown and the lessee following consultation on the draft preliminary proposal. The preliminary proposal is then advertised for public, and local iwi submissions.

**Substantive proposal:** Following consideration of public submissions and further consultation with the lessee, a

- To foster sustainability of communities, infrastructure, and the contribution of the high country to the New Zealand economy.
- To obtain a fair financial return to the Crown on its high country land assets.

The tenure review will help protect a number of wetland birds, including the rare black stilt, which is found in the Ben Ohau wetlands – part of the new conservation area. The environmentally significant flat land area includes a remnant of a short tussock grassland community once widespread in the Mackenzie basin, and is also home to a range of rare herbs and insects.

The Department of Conservation is to signpost each end of the public conservation area, as well as placing markers showing the easements. This signage is expected to be in place early next month.

#### Contact for further information on:

Access to the new conservation areas  
at Ben Ohau Station: Twizel Area Office,  
Department of Conservation, Twizel

substantive proposal is prepared. This becomes the ultimate version of the tenure review proposal. Once signed, this is a legally binding agreement for the sale and purchase of the Crown pastoral lease.

**Implementation:** This puts the legal agreement into effect. Main actions include surveying new boundaries between the freeholded land and land going into the conservation estate, fencing off conservation land, and the issuing of freehold title.

## At a glance

- ◆ The implementation of tenure review for Ben Ohau Station has been completed, the first such review to get to this stage
- ◆ A further 15 tenure reviews are in the final stages, with more set to follow
- ◆ The Ben Ohau review has set 1516 hectares aside for the public, as conservation estate, to be managed by the Department of Conservation
- ◆ This review, and others like it, will yield outcomes for both land owners and those who can enjoy formalised public access to an increased conservation estate.

