

# Statement of Intent 2015-2019

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This is last year's Statement of Intent. It is included, because our Strategic Intentions have not changed.

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# Section A: Statement of Intent 2015-2019

This section features our updated Outcomes Framework (page A4)



# Ministerial foreword

Location – when linked with other information – provides insights that ensure the best decisions are made for New Zealand.

It gives people certainty about their property and what they can do with it, assurance that services will be delivered where they're needed most, and the confidence to plan ahead.

It is a vital part of daily life, and Land Information New Zealand (LINZ) is the agency that ensures that it can be easily found and used by anyone who needs it.

LINZ manages New Zealand's property rights system, supports infrastructure planning for the Christchurch rebuild, manages Crown property, regulates overseas investment in sensitive New Zealand assets, and more.



Location information has immense untapped potential. Better use of this data by central and local government, industry, business, and people opens the door for better decision-making and innovation. This, in turn, unlocks hundreds of millions of dollars in benefits.

LINZ is on the path to unlocking this potential – to grow the value created by location information tenfold over the next decade. This Statement of Intent sets out the direction LINZ will take toward that goal over the next four years.

This includes continuing to lead the Open Government Data programme – making non-personal government-held information more available and usable so that the private and community sectors can make better decisions about infrastructure like wind farms and roads, and Māori and iwi can better use their remote land for economic benefit.

LINZ is on the path to unlocking this potential – to grow the value created by location information tenfold over the next decade.



LINZ will continue helping other agencies with their surplus property to ensure better use of taxpayers' money; regulating overseas investment in sensitive New Zealand assets; improving mapping accuracy for GPS and infrastructure planning; enhancing the survey and title system to ensure continued confidence in property rights; and contributing to cross-government work to deliver better public services.

LINZ's work will also help reduce time – and, therefore, some of the costs – associated with finding appropriate land and obtaining consents, contributing to the removal of barriers to the development of affordable housing.

I endorse the strategic direction set out in this Statement of Intent and look forward to continuing to work with LINZ and its stakeholders to unlock the potential of location information and make a real difference for New Zealanders.

## Minister's Statement of Responsibility

I am satisfied that the information on strategic intentions prepared by Land Information New Zealand is consistent with the policies and performance expectations of the Government.

Hon Louise Upston  
RESPONSIBLE MINISTER FOR LAND INFORMATION

# Chief Executive's introduction

I am pleased to present the Land Information New Zealand (LINZ) Statement of Intent for 2015-19.

LINZ's location information adds considerable value to New Zealand in areas like precision agriculture and the siting of essential services such as schools and hospitals.

In 2013 we identified an opportunity to grow the value generated by location information tenfold over the next 10 years – increasing the significant contribution that we already make to New Zealand's economic, environmental, social and cultural prosperity.



This is the core objective of our 10 Year Vision – 'the power of where' drives New Zealand's success – and our main focus for the coming four years.

Last year we aligned our organisation to ensure we have the right structure, people, and technical expertise to achieve our Vision. We are continuing to build the right culture to ensure we are well positioned to reach our goal.

We've updated our Outcomes Framework to reflect the priorities set by our Minister, and to more accurately reflect our outputs. Our strategic intentions remain the same as those previously published, and so the following pages simply re-present the 2014-2018 Statement of Intent.

While many of the services we provide are largely 'invisible', they are invaluable to New Zealand's infrastructure – such as the creation and distribution of location information.



This is freely available through the LINZ Data Service (LDS) – which has had a 400 percent increase in users since 2012, and 47,523 downloads in 2014. We are exploring how to leverage LDS to publish other agencies' data, including local government.

LINZ also leads the Open Government Data Programme to make non-personal government-held data more available and usable – with 78 percent of departments now releasing data for use and reuse, and 72 percent using other agencies' data. This programme will expand to encompass local government, Crown Research Institutes and will start including the private sector.

We also delivered savings through our Crown Property Centre of Expertise (CPCoE) managing, and disposing of, other agencies' surplus property. The CPCoE saved \$1.3 million for the Ministry of Education alone by speeding up the disposal process, and we will grow the CPCoE going forward.

Other plans for the next four years include maintaining our world-leading property rights system by developing our Advanced Survey and Title Services (ASaTS); working with Te Puni Kōkiri and the Ministry of Justice to help unlock the potential of Māori land; and working with other agencies to ensure that the property information they hold is more easily available to the people as and when they need it.

I look forward to the coming four years. We will work with others to ensure New Zealand has the people, data, information and technologies that work together so people can use the results to unlock benefits.

We've updated our Outcomes Framework, to reflect the priorities set by our Minister, and to more accurately reflect our outputs.

## Chief Executive's Statement of Responsibility

In signing this statement, I acknowledge that I am responsible for the information on strategic intentions for Land Information New Zealand. This information has been prepared in accordance with sections 38 and 40 of the Public Finance Act 1989.

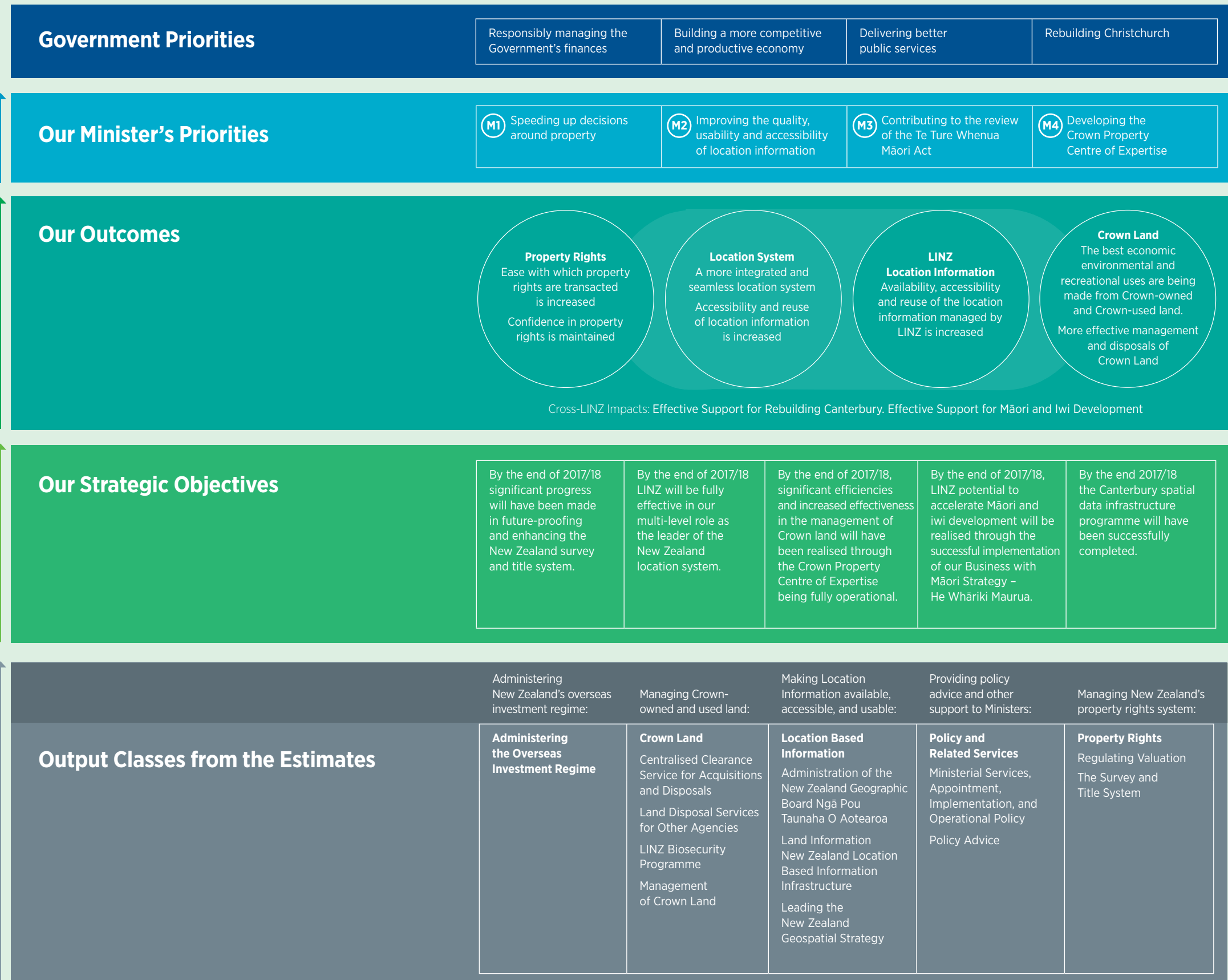
Peter Mersi  
CHIEF EXECUTIVE



# 2015-19 Outcomes Framework

## Our Minister's Priorities in detail:

- M1 Speeding up decisions around property**  
LINZ works with other agencies on the Better Property Services programme to ensure property information they all hold is more easily available to people when they need it.
- M2 Improving the quality, usability and accessibility of location information**  
LINZ works with central and local government, private organisations and iwi to ensure New Zealand's location information is more accurate, accessible and used.
- M3 Contributing to the review of the Te Ture Whenua Māori Act**  
LINZ work with Te Puni Kōkiri and the Ministry of Justice to review the Te Ture Whenua Māori Act. LINZ also work with them to develop a Māori Land Service that will provide better information and support services about Māori Land ownership and governance.
- M4 Developing the Crown Property Centre of Expertise**  
LINZ saves the government money and improves the way Government manages property by providing advice, and managing property and disposals on behalf of other agencies.





# Section B: Strategic Intentions

Our strategic intentions have not changed this year, so the following pages are a reprint of the 2014-2018 Statement of Intent.

## Overview of LINZ's strategic direction and functions

Following the findings of the 2013 Performance Improvement Framework (PIF) review, LINZ has looked a decade ahead at how we can apply our focus, funding and people to the greatest benefit for New Zealand. Our conclusion is that we need to focus on increasing the value created for New Zealand from the use of location information.

Location information provides powerful insights for economic development and investment decision-making, resource decision-making, social and economic policy, technological innovation, safety and security, and a range of cultural, environmental and recreational activities. LINZ has identified that the biggest additional contribution it can make over the next four years is the removal of barriers to the effective creation, distribution and use of location information – hence increasing the value created through using location information.

With this in mind, we have developed our vision – that 'the power of where' drives New Zealand's success. 'Where' in the 21<sup>st</sup> Century is about combining and using any information that can be location-enabled from different sources to create increasingly sophisticated and seamless location information. We have set a long-term strategic goal of increasing the value created through the use of location information tenfold over the next 10 years. This sets the context for the next four years covered by this Statement of Intent.

Our customers and stakeholders understand the value of effectively creating, accessing and re-using location information and how that can enable better decisions and innovation in the economy. However, better leadership and coordination in the location system is needed to overcome barriers. LINZ's current strengths – including leading significant online aspects of the location system, and being strongly focused on customer needs – make us well-placed to take an active leadership role. There is a widespread expectation in the private sector, with Māori and iwi, and in central and local government agencies that LINZ will become increasingly prominent and effective in a leadership role.

Over the next 10 years our central purpose is leading the development of a world-class system of integrated, seamless location information. This will direct our investments, planning and priorities. A world-class location system will help New Zealand better understand and address complex and persistent health, social and environmental issues, and will support and encourage better resource use, and greater productivity and innovation.

LINZ manages a range of outward-facing functions that can be grouped under four broad and interrelated roles: leading the creation of a world-class location system (p B4); management of LINZ's location information (p B10); management of property rights (p B12); and management of Crown property (p B14).<sup>1</sup> These are supported and underpinned by our corporate functions (p B16).

The activities under each function are a mix of strategic initiatives and ongoing delivery of products and services ('business as usual' within a continuous improvement framework).

All LINZ activities contribute, to differing degrees, to our overarching strategic goal for the next four years of increasing the value created from the use of location information. The main direct contributions to this goal are through our work on improving the location system and our effective management of LINZ's location information.

<sup>1</sup> Within these roles, we have a number of statutory officers with specific functions under the various acts we administer. More detail on this legislation, and the responsibilities of these officers, can be found at [www.linz.govt.nz](http://www.linz.govt.nz).

# LINZ's strategic opportunities and challenges

## Government priorities

Central to LINZ's operating landscape are the Government's strategic priorities. Our challenge is to make the most effective use of our resources in contributing to these priorities. LINZ contributes particularly to the achievement of the following priorities<sup>2</sup>:

- building a more productive and competitive economy;
- delivering Better Public Services within tight financial constraints; and
- rebuilding Canterbury.

LINZ's work is also specifically relevant to two of the Government's Better Public Services result areas:

- New Zealand businesses have a one-stop online shop for all government advice and support they need to run and grow their businesses; and
- New Zealanders can complete their transactions with government easily in a digital environment.

A range of other Government strategies shape and influence LINZ's activities. Particularly important for LINZ is the Crown-Māori Economic Growth Partnership: He Kai Kei Aku Ringa<sup>3</sup>, and the Government ICT Strategy and Action Plan to 2017. Having government data – including location information – open and available is a key priority in respect to LINZ.

LINZ is responsive to developments in Government priorities. Each year the Minister for Land Information communicates annual priority areas to LINZ, which we use to direct our efforts and our overarching strategic direction.

## Our biggest opportunity – unlocking the potential of 'where'

Location information is information that contains a 'where' element, linking it to a place or places. Some information is intrinsically location-linked; it is about an attribute, physical or cultural, of location – for example, topography, hydrography, land-cover, place names, survey and title information. LINZ, along with other agencies traditionally associated with the geospatial sector, creates and holds large amounts of this sort of traditional location information. Other sorts of information are not primarily about location (for example, health, education, economic) but gain significant additional value and usefulness when linked to a location element in a way that enables sophisticated analysis.

Location acts as a reference point for combining and analysing different types of data, and becomes especially powerful when combined with time reference points – for example who is buying what, where and when, and what factors are influencing that, or the effects of changing socio-economic conditions, housing, climate, water and air quality on health outcomes.

A significant portion of New Zealand's location information is created and held by central and local government (and is a significant subset of overall government data). This links realising the potential of location information inextricably to the Government's open data agenda (in which LINZ plays a key role (pB4)).

Barriers persist to realising the full potential of location information for New Zealand. Key barriers include difficulties with knowing what information exists and where, access issues (including costs), and poor compatibility (interoperability) between different sets of data. Government has a significant role to play in reducing these barriers – not least because of the significant amount of location information that government holds. Investment in location information across government is also still relatively uncoordinated and driven by individual agency drivers, rather than a wider perspective.

The economic benefits of improved creation and reuse of location information are widely acknowledged.<sup>4</sup> The challenge is in continuously reducing the barriers to unlock these benefits. LINZ has been at the centre of progress made over the past six years in reducing these barriers. LINZ's PIF review, and subsequent work, identified accelerating this work and increasing our impact – particularly through LINZ being more active in our leadership role – as the central performance challenge facing LINZ.

## Improving the location system – the need for leadership

The location system consists of organisations and individuals creating, distributing and using location information. The location system also encompasses the way these system participants interact, exchange information, and the rules and processes governing this. It is dynamic and evolving. It encompasses sub-systems and also many ICT systems. The location system's boundaries are fluid and expanding as more information gains a location dimension, and more applications are developed for using location information.

The building of a more integrated and seamless location system is key to effectively unlocking the potential of location information. One of the big opportunities we see is expanding the understanding of the uses of location information, how to apply it and the value it can create for New Zealanders.

Seeing these complex and dynamic interrelationships as an interactive system helps develop effective approaches for overcoming barriers and realising potential. The barriers identified are system issues, and will not be solved by organisations operating in isolation or occasional collaboration. The example of Imagery below shows how better cooperation and coordination can yield great results.

### Improving how New Zealand collects and uses location imagery

LINZ has led the development of a National Imagery Coordination Programme. LINZ is the Steward for Imagery (for example, aerial and satellite images). The National Imagery Coordination Programme is coordinating a national approach across central and local government and other stakeholders for improving procurement and opening up access to imagery data.

The Programme has coordinated new imagery acquisition and promoted full open access to nationally-significant imagery data.

To date, the programme has made significant savings in procurement and increased the access to the 'most current' public aerial imagery from six percent geographic coverage before the programme began to over 95 percent as at 30 May 2014.

Through discussion with stakeholders during 2012/13, truly effective coordination and leadership was regularly identified as a missing ingredient in improving location information, and LINZ was regularly identified as best placed to provide it.

## The ongoing importance of LINZ's core functions

LINZ's core functions in directly providing specific types of location information products and services (for example, geodetic, topographic, hydrographic), managing New Zealand's property rights system and managing Crown property, continue to be very significant to New Zealand's economy, culture and environment.

It is important that LINZ continues to deliver its services in these areas to a high standard, and seeks opportunities to cost-effectively improve the value New Zealand gets from these activities. These opportunities can come from a range of sources: for example improving technology, leveraging LINZ's expertise and sharing resources with other agencies.

<sup>2</sup> As outlined in the Government's Budget Policy Statement 2014. The other priority is 'responsibly managing the Government's finances'.

<sup>3</sup> LINZ's participation and contribution to supporting the Māori Economic Development Strategy and Action Plan is an organisational strategic priority and will drive LINZ's collaborations and partnerships with Māori and iwi.

<sup>4</sup> In a 2009 study by ACIL Tasman "Spatial Information in the New Zealand Economy", location information was estimated to contribute \$1.2 billion a year to the New Zealand economy. If key barriers to effective generation and use of location information were removed the study estimated there would be a further \$500 million in productivity benefits and an extra \$100 million in government revenue.

# Location system leadership

## Nature and scope of functions

This function covers LINZ's work to lead development of the location system. A large focus in this area is on leadership and coordination within central and local government, and working with the geospatial industry, other businesses with interests in location information, Māori and iwi and not-for-profit organisations. Through the New Zealand Geospatial Office (NZGO), housed within LINZ, we coordinate the implementation of the New Zealand Geospatial Strategy.<sup>5</sup> Central to this strategy is the creation of a national spatial data infrastructure for New Zealand.<sup>6</sup> This function also encompasses policy and regulatory work and acting as Steward for several fundamental data themes<sup>7</sup> within the spatial data infrastructure.

## What we want to achieve

LINZ will lead the creation of an integrated, seamless location system improving availability, access and usability of location information, and yielding more value from its use. To do this LINZ will:

- support widespread understanding, particularly in government agencies, of the value of location information and how to find and use it;
- complete the development and implementation of an integrated national spatial data infrastructure. While the spatial data infrastructure will continue to evolve and develop, we aim to have the key components established and operational within the time-horizon of this SOI;
- have successfully completed the Canterbury spatial data infrastructure (SDI) programme. It will have made a valuable contribution to the rebuild process, been evaluated and lessons learned drawn on in the development of the national spatial data infrastructure;
- complete the allocation of stewardship responsibility for all fundamental data themes. We aim to see all fundamental data themes actively and effectively managed. Investment in data themes will be purposeful and take a national interest perspective. LINZ will provide effective overall leadership and support to all Stewards;

- be an effective Steward of the data themes for which we are responsible, including the development of prioritised investment strategies. LINZ will be effective as a role model and source of advice and assistance for other Stewards and Custodians in the location system; and
- ensure that Māori and iwi have access to fit-for-purpose past and present location information from an authoritative source.

## What we will do to achieve this

### Expanding the understanding and use of location information

We are taking a system-wide approach to this task and will work with a wide range of central and local government agencies, the private sector, not-for-profit agencies and Māori and iwi. LINZ has a central leadership and coordination role to play in this network of organisations. We will engage with these organisations to explore possibilities for linking data to a location reference, and to explore how they can make increased and more effective use of location information.

LINZ also plays a key role in improving access to all government data, beyond just location information. Through the Open Government Data Secretariat, hosted by LINZ, we lead the Open Government Data and Information Programme. This works with all public sector agencies on actively releasing their high-value public data for reuse.

LINZ leads ICT Strategy Action 13.1 – which will enhance the accessibility of public data through providing access to more sources and leveraging existing services such as data.govt.nz, LINZ's Data Service and Statistics New Zealand's DataHub. LINZ will lead this action in close collaboration with partners Statistics New Zealand and the Department of Internal Affairs.

### Making interoperable location information readily available – LINZ Data Service

The LINZ Data Service (LDS) was established in 2011 and provides free online access to core significant location-based datasets held by LINZ. It enables users to easily find, access and use our data. It uses Creative Commons licensing and provides data in a range of open, standards-compliant formats.

Use of the service, in both user numbers and the amount of data used, has grown rapidly since its establishment. LINZ has received very positive feedback on its use from businesses large and small, public sector organisations, and Māori and iwi groups. We collect case studies of the use to which the service has been put. These are available on our website at [www.linz.govt.nz](http://www.linz.govt.nz).

The LINZ Data Service has received several prestigious national and international awards since its inception. We continue to develop it, and the data available on it, its functionality and also its potential uses by other holders of location information. While it is a success in itself, it is also valuable as a practical example of what can be achieved by making location information readily available so others can use and reuse it.

## Implementing a national spatial data infrastructure

LINZ will continue with its programme of leading the development and implementation of a national spatial data infrastructure for New Zealand. This is an essential element of building a world-class location system.

The key themes of the spatial data infrastructure work programme for the next four years are:

- **Data** – ensuring Stewards<sup>8</sup> are appointed to all of the fundamental data themes (see next page) and that the datasets within these themes are effectively managed by Custodians working with Stewards. Fundamental location data and other data is discoverable and accessible through the national spatial data infrastructure.
- **Access and services** – ensuring a comprehensive national catalogue of location information is available, maintained and widely used, enabling ready access to and reuse of location information.
- **Investment** – ensuring organisations understand the value of location information and the importance of the national spatial data infrastructure. Ensuring organisations are able to invest effectively in location information and its distribution, in the context of the national spatial data infrastructure.
- **Standards** – ensuring fundamental datasets are published and accessible using internationally accepted open standards that support system-neutral data and service interoperability. Developing, maintaining and promulgating standards as necessary.
- **Capability and research** – ensuring sector capability is being managed and developed in a planned and purposeful way. Establishing and implementing a location information research strategy for New Zealand.
- **Governance and responsibilities** – maintaining and enhancing the governance structure for the national spatial data infrastructure, so it supports the needs of location information suppliers and users.
- **Cross-government coordination** – supporting a shared vision for location information and a spatial data infrastructure across government and commitment to its implementation.

<sup>5</sup> For further information on the New Zealand Geospatial Strategy see [www.linz.govt.nz](http://www.linz.govt.nz). LINZ's strategic direction and location system and location information activities are strongly aligned with the New Zealand Geospatial Strategy.

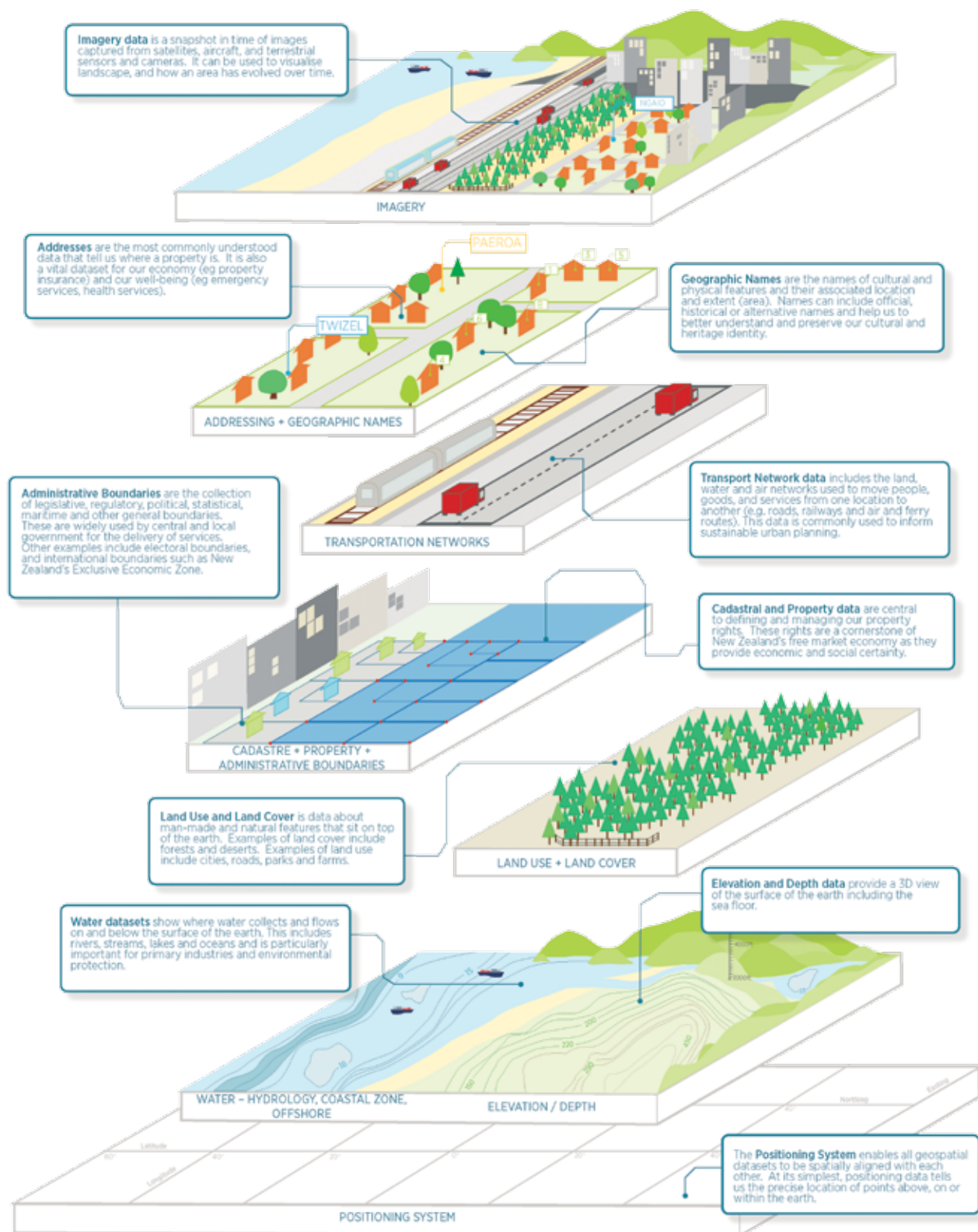
<sup>6</sup> A spatial data infrastructure consists of assets (eg. data, software) supported by protocols and agreements to facilitate well-coordinated development, sharing and use of location information. It also encompasses governance arrangements and the capability and research needed to maintain and sustainably develop the core infrastructure.

<sup>7</sup> Fundamental data themes are the most regularly and widely used location information resources that are critical to economic, cultural and social development.

<sup>8</sup> Steward responsibilities include ensuring that investment in location information (by government in particular) is prioritised and purposeful. It also involves having standards and protocols in place to ensure access to data, interoperability and re-use, and that the current uses and future potential of location information is promoted and widely understood.



FUNDAMENTAL DATA THEMES



Better management and development of fundamental data

Fundamental data themes are the most regularly and widely-used location information resources that are critical to economic, cultural and social development. Investing in the ongoing creation and development of fundamental data and the systems supporting it – in ways that make it readily accessible and available – sits at the heart of creating an effective national spatial data infrastructure and world-class location system.

LINZ has identified 10 fundamental data themes that are consistent with those agreed by the Australia New Zealand Land Information Council (ANZLIC). A key focus for LINZ's location system work over the next four years is ensuring that all 10 fundamental data themes are being effectively managed through the appointment of data theme Stewards. As at 30 May 2014 LINZ is Steward for five of these themes (see right), with stewardship to be finalised for the remaining five. Progress will be updated on the LINZ website at [www.linz.govt.nz](http://www.linz.govt.nz), and in our Annual Report.

The diagram on the left illustrates the 10 fundamental data themes and outlines their importance.

LINZ's stewardship responsibilities

At the intersection of LINZ's work across the system, and its work directly producing and distributing location information, lies its role as a Steward. LINZ has Steward responsibilities for five fundamental data themes of location information held by LINZ and others. Our role as Steward is ensuring that the data themes are well managed and developed efficiently and effectively. The five fundamental data themes LINZ has responsibility for are:

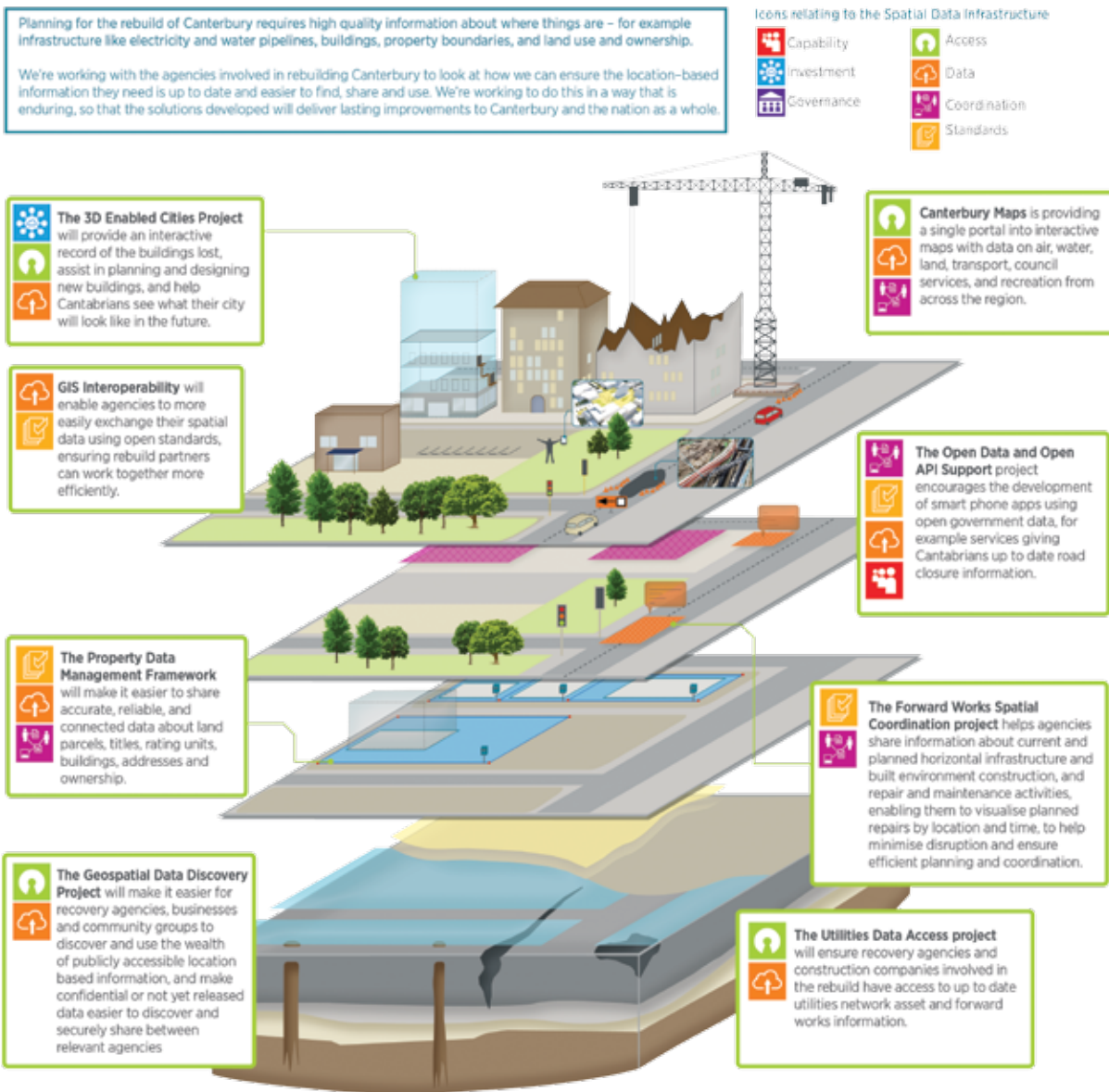
- Positioning;
- Cadastral and Property;
- Addresses;
- Imagery; and
- Elevation and Depth.

For each of the data themes for which it is responsible, LINZ will examine issues such as stakeholder and customer engagement, market intelligence (value chain analysis of each dataset and data theme), storage and distribution of datasets, advice and support to Custodians, standards development and sharing, data-capture processes, and innovation opportunities. Over the next four years we will develop and implement plans for the future development of the data themes including investment planning. As knowledge grows on each of the data themes there will be prioritisation within and across the themes to ensure that resources are directed to where they will make the most impact.

In addition to working with other agencies as Stewards, LINZ will coordinate its Steward activities to realise benefits from shared expertise, resources and insights.



CANTERBURY SPATIAL DATA INFRASTRUCTURE (SDI)



The eight projects that make up the Canterbury SDI programme:

Applications	Data	Platform
<p><b>Canterbury Maps</b> Helping territorial authorities and others to connect their data to the map viewer developed by Environment Canterbury</p> <p><b>Forward Works Spatial Coordination</b> Developing a spatial viewer for the forward works programme to enable infrastructure repairs to be viewed by location &amp; time</p> <p><b>3D Enabled Cities</b> Developing tools to help people see what a rebuilt Canterbury will look like</p>	<p><b>Property Data Management Framework</b> Connecting land and property information to make rebuilding as easy as possible</p> <p><b>Utilities Data Access</b> Improving access to utilities spatial data to enable more open, effective and efficient data sharing with recovery partners</p> <p><b>Open Data and Open API Support</b> Encouraging development of smartphone apps to help with Canterbury recovery through the use of open data</p>	<p><b>GIS Interoperability</b> Designing and improving software processes to automate data exchange between agencies involved in the recovery using open standards</p> <p><b>Geospatial Data Discovery</b> Ensuring spatial data can be easily found, shared, and used by those who need it</p>

Canterbury spatial data infrastructure

LINZ is leading a significant programme of work to implement elements of a spatial data infrastructure in the Canterbury region. This programme consists of eight interrelated projects. The diagram opposite shows the eight projects and describes their contribution to improving location information in Canterbury and supporting the Canterbury rebuild.

This work is also a key contributor to developing a national spatial data infrastructure. The lessons LINZ and others are learning through the process, and the models and tools developed, can be applied nationally. The Canterbury spatial data infrastructure programme will be completed and fully evaluated in the next four years.

**The Forward Works Spatial Viewer** (developed as part of the Canterbury spatial data infrastructure programme) is helping Christchurch recovery agencies and private sector developers know when and where infrastructure and construction works are happening, now and in the future.

The viewer – a web-based map – integrates location information and other data to provide a single view of the timeframes and locations of utilities and recovery agencies' forward work programmes. It helps agencies schedule their construction activities, and coordinate these with the works of private sector developers. This minimises costs and disruption due to scheduling clashes, and reduces the impact of works on the transport network.

Ensuring Māori and iwi have access to fit-for-purpose location information

As new relationships with Māori and iwi are developed, LINZ will learn and better understand specific areas where value can be added. We will seek opportunities to unlock potential by identifying how location information can be aligned to better support Māori and iwi development. (see Whenuaviz example below).

Te Ture Whenua Māori Act 1993

A significant programme of reform for the governance and management of Māori land is underway. The purpose of the reforms is to enable owners of Māori land to better utilise it. These reforms will lead to improved decision-making, and the ability for landowners to better identify a range of investment opportunities for their land and balance these with any cultural imperatives that need to be considered.

LINZ has been closely involved with the development of these reforms and will potentially play a significant role in their implementation. LINZ's involvement in this process is well-aligned with our current strategic intentions and our objective to increase the value created by the use of location information.

**Whenuaviz**

Whenuaviz is an online land visualisation tool created by Landcare Research using data from a range of sources. Whenuaviz gives information about the capability of Māori land, soil types and drainage, vegetation cover, suitability for different types of agriculture and any protected areas. It enables Māori landowners and land managers to more easily understand their land's characteristics and its economic and cultural potential. This supports better decisions about land use and progress towards the goals of the Crown-Māori Economic Growth Partnership: He Kai Kei Aku Ringa.

# LINZ's location information

## Nature and scope of our functions

We continue to improve our long-standing core location information infrastructure and services, which underpin New Zealand's economy, security and safety.

LINZ is a major creator and distributor of location information products and services. We are responsible for the availability and integrity of significant fundamental data. We have custodial responsibilities<sup>9</sup> for a large number of underlying datasets. We manage and develop existing and new datasets of core location information and release them for others to use and reuse. This includes topographic, hydrographic, geodetic, cadastral and title information in a variety of formats. In addition, we administer place name rights through our support for the New Zealand Geographic Board Ngā Pou Taunaha o Aotearoa. Much of our data is currently available free, online, in readily reusable formats through the LINZ Data Service.

## What we want to achieve

We will continue the high-quality delivery and development of LINZ's location information products and services. We will be informed by our customers on their current and future needs. This includes continuing to develop and effectively manage the datasets for which we are Custodian in the spatial data infrastructure, in alignment with the guidance of data theme Stewards.

We will make an effective contribution to the development of an integrated location system, through producing and making available key information and acting as an exemplar in the management of location information. It is LINZ's previous – and ongoing – positive results in developing and managing location information that have enabled us to expand our horizons to take a wider system perspective and lead work on and across the system. It is crucial that we maintain this good track record.

We will be effective in our contributions to Māori and iwi development by working with them to improve accessibility and reliability of past and present location information from an authoritative source.

## What we will do to achieve this

- **Bathymetry and Elevation investigation/model improvements** – over the next four years LINZ will lead key investigatory work on the future needs for bathymetry and elevation. We will lead development and implementation of a plan to improve bathymetry and elevation and develop an improved and integrated Digital Elevation Model. Our overall objective is to improve the accuracy and consistency of fundamental national elevation data.
- **Topographic Strategy** – LINZ will be implementing a new Topographic Strategy to guide collection and maintenance of national topographic data and the making and delivery of topographic products and services. The strategy focuses on ensuring topographic resources are spent in areas where they provide the maximum economic benefit for New Zealand. The strategy signals a more targeted approach to maintaining and updating topographic data and products to better meet the needs of users.
- **Positioning Strategy** – positioning information is core to the effective functioning of the location system as it provides a reference system that enables the alignment and comparison of other location data and information. LINZ is custodian of key positioning datasets and maintains the geodetic and national survey control systems. From 2014/15 LINZ is implementing a new Positioning Strategy that will support the improved use of many forms of location information (for example, supporting the definition of property rights in three dimensions), and ensure our positioning system is up-to-date and internationally connected.

As part of its positioning work LINZ is leading a multi-year project in partnership with GNS Science and other stakeholders to improve the accuracy of New Zealand's vertical datum. The current datum has an accuracy of 8cm; heights accurate to 3cm are needed to make the best use of modern positioning technology to meet users' needs and regulatory outcomes.

- **Addressing** – LINZ will improve the accuracy of its allocated addressing data and streamline the processes for capturing and verifying it, as part of its contribution to improving the quality of the addressing fundamental data theme.
- **New Zealand Hydrography risk assessment** – in recent years LINZ has led the development and implementation of a risk assessment methodology for the South West Pacific Hydrographic to improve the quality of hydrographic information and processes for prioritising, obtaining and updating it. From 2014/15 LINZ intends leading an initiative to apply the assessment methodology to New Zealand waters, coastal traders and international SOLAS (Safety of Life at Sea) shipping. In this we will be working with a range of stakeholders.
- **Tsunami Monitoring Network** – we intend to undertake an independent review of New Zealand's Tsunami Monitoring Network (which has not been reviewed since its inception in 2005). The review will consider the adequacy and sustainability of the network, funding arrangements and recommendations for future improvements.
- **LINZ Data Service storage and distribution** – supporting the above initiatives, and contributing to the wider location system objectives, a crucial piece of work is looking at LINZ's future data storage and distribution requirements. Options in the context of a more systemic approach to location information within LINZ and more broadly are being assessed. From our investigative work we will develop and implement plans to ensure future sustainability and efficiency, building on the good results already described on page B5.
- **Working with Māori and iwi** – as land managers, owners, guardians and governors of significant natural resources, Māori and iwi require authoritative location information to support decision-making around land use. We will work with Māori and iwi to undertake specific initiatives that target the greatest need. By supporting these needs LINZ fulfils Crown obligations to Māori, aligns with the Natural Resources Sector, and helps makes an important contribution to New Zealand's economic performance.

<sup>9</sup> Custodianship ensures appropriate care in the collection, storage, maintenance and supply of specific sets of location information.

# Property rights

## Nature and scope of functions

The property rights system we oversee provides one of the foundations for economic performance – guaranteed private property rights and the ability for New Zealand businesses to expand using real property as collateral. Ensuring that the overall system is efficient, effective, and continues to evolve and meet customer needs is crucial to the economy.

The administration and regulation of the Survey and Title System is our largest function and accounts for the majority of our third-party revenue. This is a critical function underpinning our nation's confidence in property rights and investment in the economy.

We manage an online electronic survey and title system that provides survey and title information to registered users in real time. It is a world-leading approach, and a recent economic impact study estimated that it contributes \$94 million to New Zealand's GDP annually.

Our additional property rights-related roles include: regulating property valuation for both the private sector and local government; managing property rights related to reclaimed marine and coastal land; and administering New Zealand's overseas investment legislation.

## What we want to achieve

We aim to ensure that property rights and information are clear, certain, easily tradeable and accessible. Over 2014-2018, we will make progress against the following impacts:

- ease with which property rights are transacted is increased;
- value from property information is increased;
- confidence in property rights is maintained;
- property rights systems are improved to accelerate Māori and iwi development.

Within six years, LINZ intends that the Survey and Titles Service will have a next-generation platform in place. Over the next four years we intend to be well advanced through this work programme and to have delivered key elements of the final system.

## What we will do to achieve this

### Next generation of the Survey and Titles Service

Our central focus is developing a modernised Landonline platform and the services around it. This is the Advanced Survey and Title Service (ASaTS) programme and will progress over the course of the period covered by this Statement of Intent (subject to appropriate approvals as it develops).

ASaTS is central to achieving our property rights objectives and will also form an initial important step in building a more integrated location system. Its primary objective is to maintain confidence in property rights by providing a modern, secure and efficient platform on which transactions can be made in the future. At the heart of this platform is a digital cadastre. A key intention of ASaTS is to broaden access to this information, increase its interoperability with other datasets and therefore increase the level of reuse, and the value it can deliver to end users.

ASaTS will provide an excellent example of how government can use information technology to increase the efficiency of its service delivery and improve the accessibility of important information to New Zealanders.

In developing this new platform we are considering interoperability with other property-related services across government and local government, and how stewardship and coordination of these services can be improved. The new platform is intended to deliver:

- improved efficiencies for both internal and external users;
- greater interoperability with government and customers;
- 3D enablement; and
- improved information about Māori land and Crown-owned land.

While developing ASaTS we will continue to ensure that our customers, the survey and conveyancing professionals who use our online property rights services, can transact easily and cost-effectively. This in turn will support their ability to provide fast and efficient services to their own clients, such as home buyers and sellers, and land developers.

We will also future-proof the New Zealand property rights system by ensuring the system better supports land development by Māori and iwi. As part of the development of the modernised survey and title platform and services we will work towards developing a more accurate and integrated view of the ownership and location of Māori land to help accelerate Māori and iwi development.

## Regulatory

We will also ensure that New Zealanders can continue to have confidence in the value of their properties by reviewing the way that we regulate valuers and making any changes necessary to better protect the public from wrong or misleading valuations.

We will provide advice and support to changes in legislation that affect land use and property rights (including the Land Transfer Act 1952, the Public Works Act 1981 and Te Ture Whenua Māori Act 1993) and, once enacted, assist in the implementation of changes. We will take opportunities to provide greater administrative consistency at a practical level between the Land Transfer Act, Cadastral Survey Act, and Te Ture Whenua Māori Act.

We will draw more deliberately on international conventions and best practices regarding policy and administration of land tenure and survey systems.

## Overseas Investment Office (OIO)

New Zealand's overseas investment regime reflects the Government's aim to achieve a balance between ensuring New Zealand's sensitive assets are adequately protected while facilitating overseas investment that provides benefits to New Zealand. Building on previous years' improvements, the focus for 2014-2018 will be:

- taking steps to more effectively undertake OIO monitoring, investigation and enforcement activities; and
- working with applicants and their lawyers to better understand OIO requirements to improve assessment times.



# Crown property

## Nature and scope of functions

On behalf of the Crown, we manage around eight percent of New Zealand's land area. This consists of properties including South Island High Country pastoral leases, riverbed land, beds of lakes such as Wanaka and Karapiro, major sites such as the Waihi gold mine, and Crown Forestry Licences. We continue to provide all possible support to the Canterbury Earthquake Recovery Authority (CERA). This will include undertaking maintenance work in properties in the Canterbury red zone on behalf of CERA.

The property currently under our management ranges from significant and productive land, through to property that is a liability to the Crown. We perform a range of activities in land management that balance sustainability with potential revenue and community objectives.

To improve the effective and sustainable management of Crown-owned property across government we have established the Crown Property Centre of Expertise (CPCoE). CPCoE is an initiative to improve the acquisition, use, management and disposal of Crown-owned and used property. Through CPCoE we provide government agencies and others with advice and assistance in relation to Crown property. This provides a centralised pool of expertise to ensure best practice and efficiency of management and disposal of Crown property. Through CPCoE LINZ may also manage and dispose of Crown property on behalf of other agencies.

We also regulate the acquisition and disposal of land by all Crown agencies. These transactions make an important contribution to the development of our national infrastructure.

We have involvement in the settlement of all historic Treaty claims. This includes:

- providing expert policy and land transaction advice;
- management of land held for future settlements and involvement in direct negotiations with claimants around values for this land;
- regulatory decisions on Treaty settlement documents; and
- Treaty names activities undertaken by the New Zealand Geographic Board Ngā Pou Taunaha o Aotearoa.

After settlement we manage a substantial ongoing body of work – in some cases 'in perpetuity' – to implement, administer and manage settlement obligations.

## What we want to achieve

LINZ's focus is to support more effective and sustainable Crown property management – both for the land LINZ is responsible for, and more widely across government. This contributes to ensuring that the best economic, environmental and recreational uses are being made from Crown-owned and Crown-used land.

By the end of 2017/18, significant efficiencies and increased effectiveness in the management of Crown property will have been realised through CPCoE being fully operational. LINZ will provide advice and assistance to other agencies and stakeholders through a resource hub. Most of the Crown property held by core Crown agencies and not needed for agency purposes will be managed and disposed of by LINZ.

We aim to see location information about Crown property integrated into the location system, and to use inter-operable location information to assist LINZ and others in the management of Crown property. Through CPCoE and our Business with Māori strategy – He Whāriki Maurua – we will ensure Māori interests are expertly managed.

## What we will do to achieve this

By carrying out our functions effectively, we enable appropriate uses of Crown property and protect the interests of the Crown and the public.<sup>10</sup>

## Crown Property Centre of Expertise

CPCoE leverages LINZ's experience and knowledge in Crown property management to assist other organisations for which Crown property activities may be peripheral to core business. Our vision for CPCoE is to be a leader in Crown property management. It will ensure that the Crown acquires and disposes of land in a way that advances the public interest and protects private rights, and that Crown property is put to its best use for economic, environmental and social purposes.

CPCoE aligns with the Government's overarching goal of creating a better public service and contributes to New Zealand's economic development by enabling Crown agencies to manage and utilise their assets more effectively.

By actively engaging with other agencies, we will explore the opportunities that the CPCoE offers in terms of advice, services, ownership and productivity benefits. We will also explore the opportunities the CPCoE offers other agencies on the refinement and improvement of current Treaty settlement processes in relation to Crown property.

## Canterbury rebuild

Our work with the Canterbury Earthquake Recovery Authority (CERA) to ensure that all possible support is provided – particularly around the existing legislative framework – continues. We will, on behalf of CERA, manage the approximately 8,000 red zone properties until the Government determines the long-term use of the land.

## Treaty of Waitangi Settlements and other work with Māori and iwi

We will continue to prioritise resources carefully, work collaboratively with the Office of Treaty Settlements, and meet its milestones to enable the settlement of all historic claims.

Through CPCoE and our Business with Māori strategy – He Whāriki Maurua – we will ensure Māori interests are expertly managed. We will:

- be effective advisors to government, Māori and iwi on Crown property information, management, transfer, disposal and other related information through best practice;
- become more efficient, effective and responsive to Māori to progress Treaty settlements;
- fully and responsively implement all accords and deeds of recognition (and other obligations); and
- develop strategic partnerships and work collaboratively with Māori, iwi and others to optimise our contributions to Māori development aspirations.

## Other Crown property activities

We will continue to effectively support key national infrastructure projects through our quality assurance and approval processes for the acquisition and disposal of property by Crown agencies. Infrastructure projects – such as the Government-designated Roads of National Significance – often involve Crown land acquisitions, and we will continue to help manage the significant risks the Crown faces when acquiring land.

We will continue to effectively manage our responsibilities in relation to property maintenance and associated obligations, pastoral lease management and tenure review processes.

# Assessing progress towards our strategic objectives

Having high-quality information about how we are progressing is important to LINZ. It enables us to:

- assess and improve the effectiveness and impact of our activities;
- decide where to focus our efforts and resources, and which activities to do more of, less of or cease altogether;
- help develop new and better services, products and programmes; and
- be transparent and accountable in our use of resources, and illustrate the value of our work (and the work of others in the location system).

LINZ will use a range of approaches and techniques to assess progress towards achieving our strategic objectives and demonstrate the effectiveness of our work programme. These will include:

- monitoring and reporting against our service delivery targets;
- monitoring and reporting against our achievement measures in the Estimates;
- project and programme evaluations;
- evaluations of the effectiveness of policies; and
- case studies.

Detailed measures and targets for our performance are included in the information supporting the Estimates. These include impact level measures and targets that would have previously been in our Statement of Intent. In our Annual Report we will report against these specific measures and targets, and supplement this information with information from evaluations and case studies.

<sup>10</sup> As the regulator of all Crown property purchases and sales, we ensure the Crown buys and sells land in a way that meets legislative requirements, advances public interests and protects property rights.

## Risk management

### Key strategic risks and mitigation strategies

LINZ is focused on taking the strategic opportunities identified and managing the risks to achieving our objectives. The LINZ Risk Management approach is based on ISO 31000:2009. We use risk management practices in line with this standard. Our processes include:

- identification, mitigation and monitoring of risks in strategic and business planning and reporting;
- our executive leadership team reviewing risks and treatment strategies every six months;
- our risk policy, framework, guidelines and tools supporting high-quality and consistent risk intelligent practices at every level of our organisation; and
- a Risk and Assurance Committee, comprising three independent members, that provides strategic advice and guidance to our Chief Executive.

The three key strategic risks we have identified are:

- we may be unable to lead/deliver the creation of a New Zealand wide, seamless location system;
- we may be unable to effectively maintain the delivery of high-quality enduring/current services and implement strategies to achieve the 10 Year Vision; and
- we may be unable to effectively deliver the value we can add to New Zealand.

The strategies we will use to treat these risks include:

- implementing a business model that is more capable of delivering on our strategic objectives. This will include:
  - assessing where and how we can enhance our technical capabilities and leadership skills;
  - tighter integration of key stakeholders into our decision-making processes;
  - developing more effective strategic planning processes;
- clearly articulating our role, what success looks like and tracking progress against this;
- developing an economic and funding framework to assess potential initiatives; and
- as the scale and scope of our work grows to encompass a potentially wider set of stakeholders, better use of project management principles to ensure our work programmes progress in a sustainable and more coordinated way.

## Organisational health and capability

### Our business model

This section outlines how our new business model will support the successful delivery of our strategic direction.

To achieve our purpose requires us to be more outward focused and to confidently step out and up and take a leading, influencing, and enabling role in the location system.

We recognise that this is a significant refocusing for LINZ and, with that in mind, have developed a business model that recognises that there are key organisational components that are interdependent and need to align and work together to create and sustain our new direction.

The following components make up our business model and we are reviewing each to ensure alignment with our strategic direction – which is at the core of the model:

- people;
- customer and stakeholder engagement;
- leadership, structure and governance;
- culture and values;
- finance and assets; and
- systems and processes.

### Developing our people

We have a highly capable and engaged workforce. The 2013 Gallup Engagement Survey results showed that LINZ was the most engaged public sector agency in New Zealand. More effectively leveraging this enthusiasm, as well as our current strengths and capabilities, will be a key focus over the coming four years. Our drive to increase our influencing and enabling skills requires us to more deeply embed capabilities such as strategic thinking and relationship building.

We will also continue to develop our leadership abilities at all levels. This includes being more cognisant of leadership capabilities during recruitment processes and strengthening our induction programme for new leaders.

Another key challenge we face is the depth of knowledge and technical capability we require is high, is not always readily available within the New Zealand market and is limited internationally. Therefore, continuing to build capability from within is important. With the additional pressures of an aging workforce, we will continue to place a strong emphasis on succession and talent management over the next four years.

We are also aware of the need to continue to develop our capability to deliver our Business with Māori strategy – He Whāriki Maurua. We will develop and implement a learning and development programme – Whakapakari – to ensure our staff have the right skills and capabilities. The Whakapakari programme focuses on building staff and leader capacity and capability (both cultural and business) in the areas of greatest need.

### Customers and stakeholders

Customers and stakeholders have always been at the centre of our activities and the focus for the coming four years will include assessing means and modes (particularly

those that are online) to allow more effective and efficient communication. Another fundamental question we will ask regularly is ‘are we connecting to the right people and organisations to achieve our objectives?’ The scope and impact of our strategic objectives has increased and, therefore, so too has the number of people and groups that can make a valuable contribution.

We have recently reviewed and refreshed our Customer Strategy to ensure it is still well aligned to our new strategic direction. We concluded that, to date, the strategy has successfully orientated our activities more tightly around consumer needs. Over the next four years we will build on this by further embedding the value of the customer perspective in our work and developing appropriate business intelligence tools and processes to drive higher quality service delivery.

### Leadership, structure and governance

The way an organisation arranges its functions and its approach to making important strategic and operational decisions is critical to both setting and achieving strategic objectives. Over the next four years we will introduce and embed our new organisational structure, one that is more directly focused around our main functional themes.

Our governance arrangements will be reviewed to ensure that a more strategic lens is used for important decisions. We will also take better advantage of the talent we have by evolving our key decision-making processes so that they are more inclusive. We will balance this against the need to make timely decisions and maintain a nimble approach to problem-solving.

### Culture and values

We already have a strong organisational culture at LINZ. Our Engagement Survey results show that we are motivated and enthusiastic and have created a workplace that people enjoy being a part of. We will guard these qualities over the coming four years and transition to a more outward-focused business model that will challenge us to introduce some new elements to our culture.

We will continue to implement some cultural change strategies that are already working well. These include initiatives such as: increased collaboration internally and externally; a stronger personal responsibility and improvement focus, with supporting reward and recognition systems; and a strong emphasis on people being encouraged to challenge, innovate, think laterally and take risks.

LINZ is committed to ensuring equal employment opportunities. Equal employment opportunity principles are incorporated in all relevant LINZ documents and practices.

### Systems and processes

Processes at both the strategic and operational level are crucial to organisational efficacy. We already have sound operational systems – although these can be developed further and we are implementing a continuous improvement management framework and culture.

At the strategic level there are some important changes we plan to make over the next four years. An improved environmental scanning process will provide us with richer information about changes to key external factors. We will ensure that our internal systems and processes are realigned so that our Business with Māori outcomes are embedded and become LINZ’s business as usual. This is a key work stream within LINZ’s Business with Māori strategy – He Whāriki Maurua. We will also develop an evaluation strategy that will enable improved assessment of the services we deliver, the solutions we develop and the impact our work is having.

### Finance and assets

The integration of financial management into our strategic planning and strategy implementation processes will continue to improve. A further ongoing challenge will be managing increasing expenditure demands within a tight fiscal environment.

We will also continue to balance the need to retain reserves to replace existing assets whilst funding new assets. Our evolving role in the location system will also present challenges as investments in data transition from operating expenses to capital assets.

We will continue to ensure that our fees and charges are set at appropriate levels to adequately cover costs of services to third parties over the medium term. As part of this, we regularly assess our fees and charges in conjunction with our stakeholders.

### Developing ICT assets

We are an ICT infrastructure-orientated organisation and this component of our business model is already well positioned. Landonline, the survey and title management system operated by LINZ, is world-leading. Our Information System Strategic Plan (ISSP) is already closely aligned with the Government’s ICT strategy. We will still make improvements over the next four years to ensure we achieve the following government objectives:

- services are digital by default;
- information is managed as an asset;
- investment and capability are shared;
- leadership and culture deliver change; and
- improved systems assurance.

Our key ICT infrastructure asset development project is Landonline. It will be enhanced to meet customer expectations, new expectations of greater government system interoperability and customer-centric services. Two related initiatives are underway to look at customer-centric better property services, and to refresh Landonline to provide increased interoperability capability with both customer systems and across government agency systems.

# Appendix One

## Performance Improvement Framework

In 2012/13, we underwent a review under the Performance Improvement Framework (PIF) and the final report was released in August 2013. Our most important response to this review has been setting our new 10 Year Vision and placing development of the location system at its centre. Our response to the PIF review is reflected throughout this Statement of Intent. This Appendix provides some more detail on the findings of the PIF review and some specific responses to its findings.

On balance, the overall PIF review findings were very positive. The review confirmed that we were building on our past strengths: improving our responsiveness to customers; making gains in our organisational capability; our information management and ICT systems are robust; and we are demonstrating strong staff engagement.

The PIF reviewers identified some areas as 'needing development' but, importantly, we received no 'weak' ratings in any of the review areas. It is worth noting that some of the 'needing development' ratings were future focused. They looked at whether or not we have the capability today to deliver what we need in four years' time.

In our response to the review, we made commitments to make three key steps that would enable us to achieve the targets set as part of our four-year excellence horizon. Each step and progress to date is outlined below.

In 2014, a PIF re-review will take place to gauge progress against the original review findings.

COMMITMENT	IMPACTS
<b>Review existing organisational building blocks</b> – This includes our business strategy, outcomes framework (and associated performance measurement framework), operating model, 'Our Place' and other enabling strategies, eg. People Strategy.	We are currently introducing a new business model that better aligns the organisation to achieve its strategic objectives. The components of this new model and key actions we will focus on are detailed in the Organisational Health and Capability Section (p B16).
<b>Confirm our future work programmes</b> – This includes the work we will need to undertake and the performance measures we will use to demonstrate success (the impact of our work).	We have developed a 4 Year Plan and a strategic work programme that will be effective from July 2014. It provides detailed information on planned initiatives and the inputs required to produce them (including FTE levels, and operating and capital expenditure).  We will also assess our approach to performance management and measurement through the development of an evaluation strategy.
<b>Initiate business improvement initiatives relevant to the findings of the review</b> – This includes developing the necessary processes to ensure we realise the benefits of our work, undertake continuous improvement, and adopt a whole-of-organisation approach to evaluation and review.	Benefits realisation and a whole-of-organisation approach to evaluation will be key components of our new business model and will be developed as we work through the implementation process. Also, we are working with the State Services Commission on a Six Sigma approach to continuous improvement.

# Directory



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- manual lodgements of land transfer documents
- reading room for viewing land records by appointment.

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