



**Land Information  
New Zealand**  
*Toitū te whenua*

# **Strategic intentions**

## **He takunetanga rautaki**

### **2019–2023**

# Whatungarongaro te tangata toitū te whenua

People come and go, but the land remains.

Land Information New Zealand takes its Māori name Toitū te Whenua from the proverb “Whatungarongaro te tangata toitū te whenua: People come and go, but the land remains”. Land is central to New Zealand’s identity and to the country’s economic growth, and it will exist long after we have gone.

# **Strategic intentions**

He takunetanga rautaki

**2019-2023**



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## Ministerial foreword

Aotearoa faces significant long-term challenges, such as responding to climate change, protecting our natural environment, and managing the impacts of housing intensification in urban areas.

Land Information New Zealand (LINZ) is well-placed to support New Zealanders to address these challenges. LINZ produces and makes available some of our country's core geographic and property information. When linked to or used with other data, this information can enable better decisions and support innovative solutions to the challenges we face. LINZ is also responsible for managing a significant amount of Crown land, including some of our most iconic natural landscapes. The long-term stewardship of this land requires a careful balance between protecting the environment while supporting sustainable land use.

To successfully contribute to these long-term challenges, LINZ needs to be more collaborative than in the past. I am pleased to see the agency already working effectively with others to achieve better results. LINZ has been connecting with communities when it comes to the long-term stewardship of Crown pastoral land, by meeting with leaseholders, Māori and iwi, and environmental groups, as well as working in partnership with other central and local government agencies on shared interests. Similarly, LINZ is working with regional councils to facilitate the collection of high-resolution elevation data in areas where currently none is available.

As the Minister for Land Information, I expect LINZ to deliver my priorities while achieving its outcomes and meeting its statutory obligations. This document sets out how LINZ intends to do so. I therefore endorse LINZ's strategic direction. It represents a step up for LINZ to a new level of leadership within government that will benefit Aotearoa and its people.



A handwritten signature in black ink that reads "E M Sage".

**Hon Eugenie Sage**  
Minister for Land Information

## Statements of responsibility

### 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.



**Gaye Searancke**

Chief Executive, Land Information New Zealand

### 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.



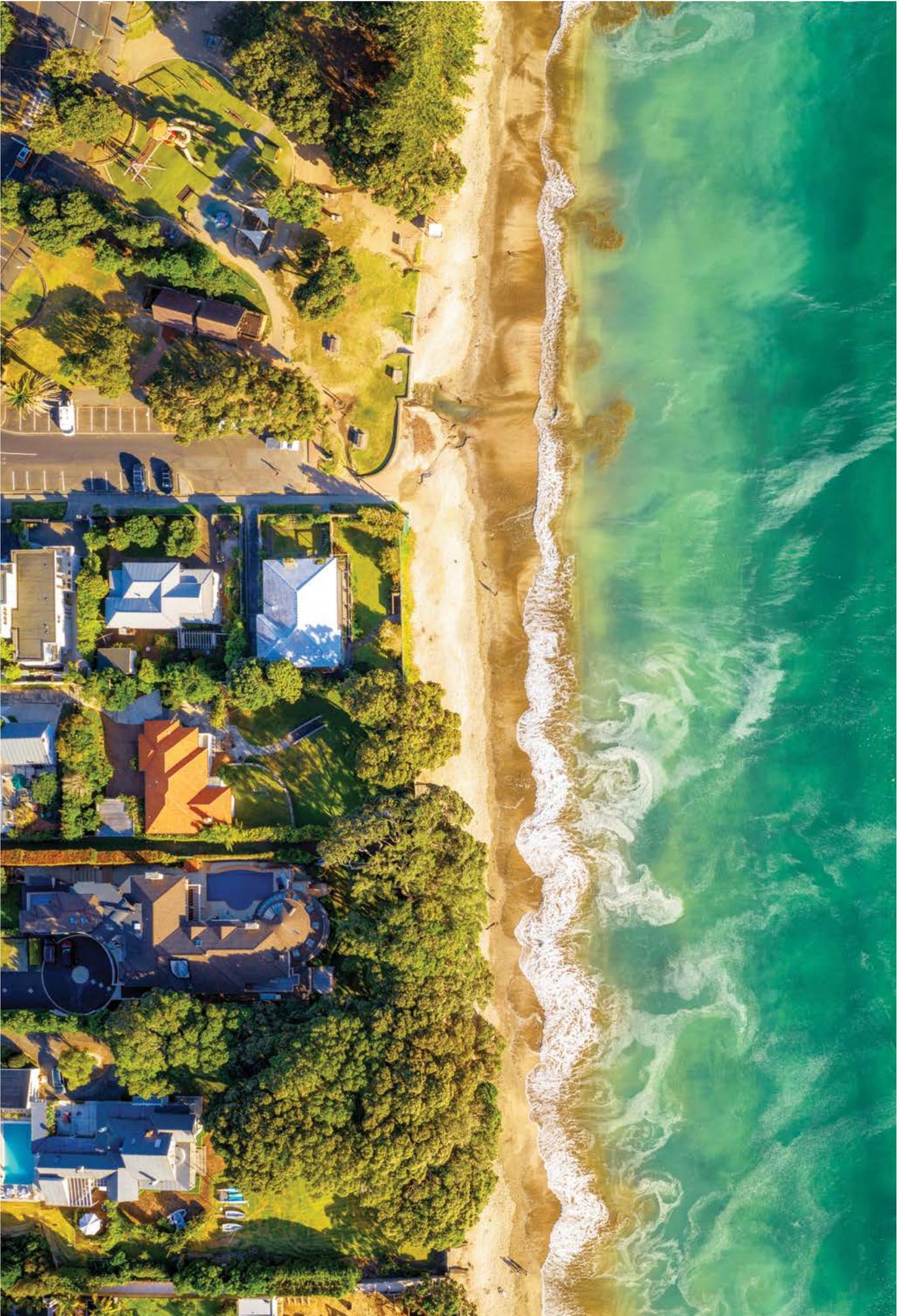
**Hon Eugenie Sage**

Responsible Minister for Land Information

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## Our purpose

Land, sea and waterways are taonga that connect us all. Our expertise and information help develop and protect these environments for the benefit of all New Zealanders, our visitors, and future generations.

Land Information New Zealand (LINZ) has typically been viewed as a reliable and expert ‘quiet achiever’ within the public service. We maintain a world-class survey and land title system that enables the transaction of property in New Zealand and is a key piece of economic infrastructure. We collect and make available for reuse geographic and property information that contributes to cultural identity and underpins New Zealanders’ ability to stay safe, travel, navigate, own and transfer property, and reduce exposure to natural hazards. We manage a significant and diverse portfolio of Crown land. This has expanded in recent years to include the residential red zone in Christchurch and the landbank of properties held for potential use in Tiriti o Waitangi settlements. We are the stewards of four regulatory systems: property rights, property information, Crown land and overseas investment.

Our customers are as diverse as our activities and responsibilities, yet we are an agency that the public knows little about, even though our information and systems inform some of their most significant activities or purchases.

We regularly engage with and work alongside other government agencies, local government and private sector entities, particularly those who consume, produce or manage geographic and property information, or have an interest in or responsibility for Crown land.

## Who we are

We are an organisation with a proud history. LINZ was formed in 1996 but we trace our whakapapa back to decisions of the Executive Council in 1840 to appoint a Surveyor-General, Secretary for Crown Lands and Register Office. Today we are an organisation of approximately 700 staff with offices in Wellington, Hamilton and Christchurch.

Our people have a wide range of technical expertise, skills and experience. Our three core values – Bold, Expert, Stronger Together (BEST) – connect us. They reflect what we stand for, who we are and the way we work together to achieve our strategy.

### Our core values

#### **Bold**

We take personal responsibility to be better every day. We are courageous, agile and unafraid to fail.

#### **Expert**

We are among the best in the world, but we never take that for granted. We are passionate about reaching our potential.

#### **Stronger Together**

Manaaki connects us. Diversity is our strength. We back each other, challenge and keep each other safe.

## Who we work with and support

### Our Ministers

We are responsible to three Ministers with portfolios that have coverage in Vote Lands (refer to the table below). The Minister for Vote Lands is the Vote Minister and the Responsible Minister overseeing the Government’s ownership interest in the agency.

Portfolio	Responsibilities
<b>Land Information</b>	Vote Minister and Responsible Minister
<b>Greater Christchurch Regeneration</b>	For activities funded through the appropriation Canterbury earthquake recovery land ownership and management
<b>Treaty of Waitangi Negotiations</b>	For activities funded through the appropriation Purchase and preparation of assets for possible use in future Treaty of Waitangi settlements.

### Partnering with Māori and iwi

LINZ acknowledges the importance of Māori and iwi relationships with the land, and their place as tāngata whenua.

We have the potential to contribute to better outcomes for Māori through the acceleration of Māori and iwi development by ensuring:

- Māori and iwi have access to authoritative, fit for purpose geographic and property information that enables decisions about land use
- property ownership models enable Māori and iwi to achieve their aspirations and accelerate iwi development
- Māori and iwi interests in Crown land, for instance in leased pastoral land in the South Island high country and land held for potential use in Tiriti o Waitangi settlements, are expertly managed.

We will only achieve these outcomes by partnering effectively with Māori. This means sharing knowledge, information, skills and expertise, and weaving together our different world views about land.

Currently, we have formal relationships with several iwi designed to bring into effect specific Crown obligations from Tiriti o Waitangi settlement agreements. We also engage with different iwi to bring awareness of how our services and data could be of value to them, and to gain greater understanding of their aspirations and where we have common interests.

## Our customers and stakeholders

LINZ has a wide range of customers and stakeholders across both the public and private sectors that use our products, services and data. They include:

- government agencies requiring accurate geographic and property information to help them respond to challenges facing New Zealand, and deliver effective public services
- data analysts, modellers and software developers using our data to produce information and insights for their users
- local councils needing data and knowledge to support their management of infrastructure, water, pests, damaged land and visitors
- iwi seeking to exercise their rights under Tiriti o Waitangi settlement acts, accords and deeds of recognition
- surveyors and lawyers working with people to buy, sell and develop property
- lawyers representing overseas people who wish to invest in sensitive New Zealand assets
- emergency services who need accurate information about the location, terrain and conditions of a hazardous area
- mariners needing charts for safe navigation at sea
- individuals and groups using our maps to plan and undertake outdoor activities
- private lessees of Crown land.

The nature of our relationships with our customers and stakeholders is similarly diverse, depending on their needs. These include:

- direct delivery of products or services to the people that need them
- working with regulated parties to ensure that they can interact with us easily and efficiently, without unnecessary cost
- supporting other public agencies with data and expertise to improve the delivery of their services to the public
- partnering with public and private sector groups to tackle complex challenges that are beyond any single agency to resolve.

We have widely acknowledged expertise that we bring to these relationships. We are a centre of expertise in central government regarding the use of geographic data. We have broad oversight of the property system. We are an authoritative advisor on the acquisition, disposal and management of Crown land. We understand in detail how the overseas investment regime works in practice. Many of our customers and stakeholders look to us for a combination of these strengths.

## What our future looks like

### How our operating environment is changing

The context in which LINZ operates is changing, and at an increasingly rapid pace.

We need to be ready to respond to:

- pressure to protect and deliver more sustainable and effective use of Crown land
- the need for geographic and property information to better support informed decisions by all New Zealanders, especially Māori and iwi
- emerging technologies.

We also need to more actively support national responses to:

- the effects of climate change and more frequent and severe natural events
- increased and more rapid urban intensification
- the need to improve the quality of New Zealand's fresh water, while managing increasing demands on this natural resource.

LINZ also expects new customer groups to emerge in future, and for the needs and demands of our existing customer groups to evolve.

### Our performance challenge

Our 2018 Performance Improvement Framework review encouraged us to become a more strategic, influential, smart and customer-facing agency.

The reviewers endorsed our outcomes framework introduced in 2017. They encouraged us to embrace the ambitious challenge we have set ourselves and to actively prioritise our resources and efforts to ensure we make the difference we intend to. The reviewers emphasised the need for us to articulate our operating model, including clarifying who our customers are and what they value.

### The performance shift we need to make

To better respond to the changes in our operating environment we need to become more strategic, connected, innovative and flexible, and outward-looking.

This means we need to:

- Become a strategy driven agency, with our people collectively focused on delivering what matters for New Zealand. We will be clear about where we can add value across the systems that we are part of.
- Be strongly networked internally, system-wide, and internationally. We will see the whole picture, working with others to jointly target key challenges facing New Zealand and our customers.
- Be bold leaders who embrace change. We will have confidence to innovate and act beyond delivering our core business well. We will take advantage of opportunities where we can add real value.
- Focus externally on what New Zealand and our customers need. We will use this understanding to guide everything we do, leading with our expertise and key relationships to get results.

## What success will look like

LINZ will be a strategy driven agency that delivers even more value to New Zealanders and helps New Zealand to respond successfully to some of the key challenges it faces.

New Zealanders will better understand the value LINZ delivers to New Zealand. Our customers will increasingly derive more benefit from their experiences with us. There will be increased use of and demand for our products, services and expertise. We will have strong relationships and partnerships with Māori and iwi that support them to achieve their aspirations and accelerate development.

We will be the acknowledged lead and 'go to' agency for core geographic and property information, including information relating to the Crown Estate. We will have influenced other holders of key geographic and property data to adopt consistent data management and sharing practices. It will be easy for decision makers and customers to find and use authoritative geographic and property information.

There will be a much richer, more complete picture of property in New Zealand. There will be a similar level of granularity of information for the Crown Estate and for Māori land as currently exists for other privately-owned land. Underpinning this information will be a technology platform that is modern, responsive and easy for our customers to interact with.

Our approach to managing the Crown land we are responsible for will be more efficient and realise greater value for New Zealanders. Oversight of the entire Crown Estate will be guided by long-term planning priorities that support and align with government priorities. LINZ will be the lead agency for all matters relating to acquisition, disposal and demolition of Crown assets.

We will be recognised as a smart and modern regulator that is future focused and committed to continuous improvement of the regulatory systems that we steward.

Most importantly, New Zealanders will have confidence in their ability to invest in land and property. They will feel assured that the future of their communities and country is being planned from an informed position that balances environmental, social, cultural and economic considerations.



# Our strategic intentions

## Our vision

The power of where drives New Zealand's success.

## Our purpose

Land, sea and waterways are taonga that connect us all. Our expertise and information help develop and protect these environments for the benefit of all New Zealanders, our visitors, and future generations.

## Our drivers

### Contributing to Government and Ministerial priorities

including  
**improving the wellbeing of  
 New Zealanders and their families**

## Achieving our outcomes



### High-value geographic and property information

Geographic and property information are used effectively to deliver value for New Zealand, improve outcomes for Māori, and deliver significantly higher-value public services (national and local).



### World-class property system

The property system is ready for the future, built for growth and changing needs.



### Making best use of the Crown Estate

Getting the best public value from the Crown Estate, for the benefit of all New Zealanders.



### Safeguard New Zealand's interest in sensitive assets

Ownership of sensitive assets reflects New Zealand's best interests.

With particular attention to helping New Zealand to address key challenges:



### Water

Contribute to better water management of fresh water, including quality and allocation.



### Resilience and climate change

Support efforts to prepare for, mitigate and adapt to the impacts on land and sea of climate change and one-off events (natural and human-induced).



### Urban areas

Contribute to managing and responding to pressures on urban areas from population growth.

## Meeting our statutory obligations

including effective stewardship of the four regulatory systems we are responsible for:

Property rights

Property information

Overseas investment

Crown land

## Contributing to Government and Ministerial priorities

### How we contribute to improving intergenerational wellbeing

Improving the intergenerational wellbeing of New Zealanders is a core priority for the Government. This means enabling people to lead lives of purpose, balance and meaning, both now and in the future, and deliberately looking beyond Gross Domestic Product (GDP) as the measure of success.

Improving wellbeing requires public sector agencies to work together to address the problems we face as a nation. Agencies also need to consider the long-term impacts of policies and decisions on future generations at the same time as meeting present day needs.

The Government recognises 12 domains that contribute to current wellbeing:

- Civic engagement and governance
- Cultural identity
- Environment
- Health
- Housing
- Income and consumption
- Jobs and earnings
- Knowledge and skills
- Safety
- Social connections
- Subjective wellbeing
- Time use

LINZ contributes to all these domains, either directly through the services we provide to individuals and communities, or indirectly by supporting other agencies to work more effectively.

#### Our greatest contributions are to:

##### Civic engagement and governance

We contribute to building and maintaining the public's trust in government institutions. We enable the public to access authoritative geographic and property information. We provide oversight of all transfers of property in New Zealand, and transparent administration of sales of sensitive assets to overseas buyers.

##### Income and consumption

We contribute to the financial wellbeing of New Zealanders by ensuring that the public has confidence in the system that underpins all property assets in New Zealand and that they can access high-quality information to inform their decisions about property and land. We ensure that Crown land is managed as an asset for all New Zealanders and future generations.

##### Cultural identity

We ensure that Māori interests in land are accurately recorded and that they can be legitimately exercised. We also provide a wide range of data to Māori and iwi to support them to manage their resources in line with their values and aspirations.

##### Environment

We contribute to environmental outcomes through management of Crown land and support for other government agencies that eradicate pests and predators. We are also working to connect environmental data to other geographic and property data so that councils and others have a broader picture to inform their decisions about water management, biodiversity and access to sensitive land.

##### Housing

Our contribution to housing is primarily through oversight of property ownership models in New Zealand. We ensure people and communities can create and manage arrangements that support how they want to live without compromising the underlying principles of property rights, restrictions and responsibilities, on which good governance depends.

## Our Minister's priorities

The Minister for Land Information's priorities for LINZ are:

- **Protecting inherent values on Crown land in the South Island**
  - Delivering the Government's legislative reforms to end tenure review and improve the Crown's administration of Crown pastoral land.
  - Operationalising these reforms and improving existing processes. This includes LINZ shifting its operating model to be more active and directly involved with lessees and stakeholders.
  - Scaling up LINZ's biosecurity programme to better protect ecological values on Crown land, including delivering on investment from Budget 2019 to protect several of New Zealand's iconic lakes.
- **Rebuilding Landonline**
  - Ensuring the rebuild of Landonline is delivered efficiently and responsibly, achieving the significant benefits of this project while appropriately managing risk to this critical system.
- **Using high-value geographic and property data to support wellbeing and resilience**
  - Delivering accurate and open elevation data to help decisions on regional resource management, infrastructure and adaptation to climate change, enabled by the \$19 million investment in LiDAR from the Provincial Growth Fund.
  - Improving positioning data to support innovation, health and safety, and environmental outcomes. This will be achieved by partnering with Australia to jointly procure a Satellite-Based Augmentation System.
  - Ensuring that key property and geographic datasets for resilience are fit for purpose and will support communities to adapt to natural hazards.
- **Supporting Māori/Crown relations and Tiriti o Waitangi settlements**
  - Working with the Minister for Māori Development to modernise the Public Works Act 1981 to better protect sensitive Māori land while ensuring the Crown and local authorities are still able to undertake public works.
  - Stewarding the landbank of properties held for potential use in future Tiriti o Waitangi settlements. This includes utilising Budget 2019 funding to remediate or demolish properties that are in poor condition and have high risks.
  - Supporting LINZ to build its te reo, tikanga and broader te āo Māori capability to facilitate effective engagement with iwi.
- **Safeguarding New Zealand's interest in sensitive assets**
  - Supporting the delivery of the second phase of the reforms to the Overseas Investment Act 2005 being led by the Associate Minister of Finance.
  - Delivering operational improvements to the overseas investment regime, including strengthening the monitoring and enforcement functions to ensure the committed benefits from overseas investment are being realised.

## Achieving our outcomes: High-value geographic and property information



Geographic and property information are used effectively to address key challenges for New Zealand, improve outcomes for Māori, and deliver significantly higher-value public services (national and local).



At present, decision makers responsible for addressing key challenges for New Zealand, improving outcomes for Māori and delivering higher-value public services, are limited by the range of authoritative geographic and property information that they can easily access. Many of the datasets they need to make well-informed decisions are already available. However, they are often spread across various owners and platforms, both in the public and private sectors, with differing access conditions. Some are incomplete, insufficiently accurate for required purposes, or unable to be linked, integrated and aggregated with other datasets. Addressing these limitations will support individuals, councils, communities and government with the important land and property-related decisions they make.

To enable more effective decision-making, we are working with decision makers to identify the key geographic and property information that they need. To achieve this outcome, LINZ has chosen to take on a functional leadership role and work with dataset owners to improve the discoverability, accessibility, quality and interoperability of these datasets.

## The impacts we will make

Our work will bring about these key shifts:

Decision makers reliant on high-quality geographic and property information can more easily discover and access the key datasets they need.

Decision makers find these key datasets useful – a single source of truth – and able to be linked with other data to enable their decision-making.

## How we will measure these impacts

Measure	Baseline (2018/19)	Desired direction of travel
Percentage of key users who report ease in accessing data critical to informing decisions <sup>1</sup>	64%	
Percentage of key datasets of the appropriate quality <sup>2</sup>	50%	

## Short to medium term priorities

LINZ's programme of work to 2023 includes:

- completing our work to identify, assess and improve the key datasets required to support effective decision-making around resilience and climate change, water, and urban areas
- identifying other nationally significant geographic and property datasets that will support improving outcomes for Māori and iwi and delivering higher-value public services
- developing a cost recovery model for geographic and property data held by government agencies, which is understood and adopted by affected parties
- supporting agencies that publish key datasets to use nationally consistent data standards that support data interoperability
- releasing a national property data management framework that provides well-defined, reliable and accurate property data relationships and enables better accessibility, standardisation and linking of property data.

<sup>1</sup> A survey of eleven key users of resilience datasets. Respondents were asked to provide a rating of their agreement with and the importance of the statement: "Data critical to informing decisions is easily accessed."

<sup>2</sup> A survey of eleven key users of resilience datasets. Respondents were asked to provide a rating of their agreement with and the importance of the statement: "Data critical to informing decisions is of the appropriate quality for my needs."

## Achieving our outcomes: World-class property system



The property system is built for growth and changing needs, and maintains public confidence in fundamental property rights.



A well-functioning property system that the public has confidence in underpins every modern economy. The property system sets out and guarantees what is owned, who owns it, their rights as owners, and how it can be transacted. Our property system currently ranks first in the world for ease of transacting property,<sup>3</sup> but we need to keep evolving to ensure the system remains relevant and enables New Zealand to respond to challenges associated with urban growth and growing demand for property. This includes ensuring our property ownership models enable home owners to make use of their land in ways that meet their current and future aspirations. For instance, this might mean enabling different forms of cooperative and collective ownership. We also need to ensure property ownership models enable and accelerate Māori and iwi development.

Maintaining confidence also means investing in Landonline, the technology platform that underpins the property system. An efficient technology platform is fundamental to the operation of the property system. We aim to provide a better experience for our customers as well as ensuring the platform is 'future ready' – able to be easily adapted in response to future technologies or changes to the property system.

<sup>3</sup> The World Bank *Doing Business 2019* – Ease of registering property indicator.

## The impacts we will make

Our work will bring about these key shifts:

The technology platform better meets users' needs and is responsive as users and their needs change.

Property ownership models better enable New Zealanders' aspirations.

Property ownership models make it easier for Māori and iwi to make land use decisions for land they own collectively or via individual title.

As we make changes to the property system, we will ensure that New Zealanders continue to have confidence in the property system.

### How we will measure that we are achieving these impacts

Measure	Baseline (2018/19)	Desired direction of travel
World Bank rating for ease of registering property in New Zealand	Rank 1 94.89/100 <sup>4</sup>	↔
Mean user score of the technology platform's ability to anticipate growth and changing needs <sup>5</sup>	3.63/5	↑
Mean score of the extent to which property ownership models anticipate urban growth and changing needs <sup>6</sup>	3.84/5	↑
Mean score of the extent to which property ownership models meet the changing needs of Māori <sup>7</sup>	2.73/5	↑

### Short to medium term priorities

LINZ's work programme to 2023 includes:

- rebuilding Landonline, the technology platform that underpins the property system, to deliver an improved experience for our customers and ensure ongoing system stability and security of information. The rebuild will occur in four stages (known as tranches) over five years
- completing and implementing a strategy for the property system that defines the property system of the future and LINZ's role in it
- undertaking a review of property ownership models to determine their fitness for purpose over the long term.

4 The distance to frontier score measures the distance of each economy in the Doing Business sample to the "frontier," which is the best performance observed across all economies since 2005. Zero represents the lowest performance and 100 represents the frontier.

5 External users of Landonline were asked to provide ratings of their satisfaction with various attributes of the technology platform, e.g. availability, process efficiency, intuitiveness, responsiveness, accessibility, quality of support. The combined mean of all responses is the reported score.

6 Members of the public and property experts were asked to provide ratings of the extent to which various types of property ownership models, e.g. fee simple, renting, unit title, Māori freehold land, meet the changing needs of property owners and other rights-holders. The combined mean across each of these property ownership models is the reported score.

7 Māori freehold land owners were asked to provide ratings of the extent that Māori freehold land meets the changing needs of Māori. The combined mean of all responses is the reported score.

## Achieving our outcomes: Making best use of the Crown Estate



Land that the Crown is responsible for or is seeking to remediate is assessed, sustainably managed and allocated to its best use to deliver government priorities, outcomes for Māori, and benefits for all New Zealanders.



Collectively the Crown is responsible for approximately 38% of New Zealand's land area, which is managed on behalf of New Zealanders. This land is used or managed for a diverse range of purposes, from delivering services such as education and healthcare, to enabling recreation and access to areas of historic or natural interest, to remediating and maintaining damaged land, such as the Christchurch residential red zone, until its future use can be determined. If land is no longer required by the Crown, it can be disposed of through a formal process that may include offering it for sale back to former owners, offering it for sale or for land-banking for iwi (in accordance with a Tiriti o Waitangi settlement right of refusal or under a protection mechanism if a settlement has yet to be reached), or putting it up for sale on the open market.

The Crown Estate is currently managed by a range of public agencies, with varying capability and approaches to managing land and determining its best use. There is currently not a complete or authoritative picture of all the land in the Crown Estate, including who is responsible for what, and the condition of the property. Better information would enable agencies to more effectively respond to government priorities, including identifying surplus land for potential use in

Tiriti o Waitangi settlements or for housing and urban development. A more consistent and sustainable approach to managing the Crown Estate would enable agencies to provide more benefits and value to New Zealanders.

LINZ is responsible for around two million hectares of the Crown Estate, and provides advice, land management and disposal services to several other land-holding agencies. We have begun our journey towards achieving this outcome with a focus on our own property management practices. We are taking a more strategic approach and developing portfolio-level asset management plans. This means we will be managing the parts of the Crown Estate we are responsible for as several portfolios of diverse assets, rather than as separate properties. To fully realise this outcome, however, we will need to be more system-focused and work more cohesively with other agencies and interested parties.

## The impacts we will make

Our work will bring about these key shifts:

Agencies use system-wide thinking when making decisions about the Crown Estate and apply a stewardship approach to the land they manage and administer.

Agencies and other interested parties have access to better data and intelligence on the Crown Estate to inform their decisions.

Agencies are more actively and sustainably managing their land as a strategic asset, including identifying surplus land.

### How we will measure that we are achieving these impacts

Measure	Baseline (2018/19)	Desired direction of travel
Percentage of the Crown Estate registered in a central repository where ownership and managing agency has been identified	87%	↑
Percentage of the Crown Estate registered in a central repository with a complete record of ownership, managing agency, current use and condition	0%	↑
Percentage of the Crown Estate that is being actively managed in accordance with a strategic asset management plan	0%	↑

### Short to medium term priorities

LINZ's work programme to 2023 includes:

- developing and trialling internally a decision-making framework and tools that could be used to assess the best use for Crown land and whether land is surplus
- working with other agencies to convert the prototype Central Record of State Land, launched in July 2019, into a full solution that enables local and central government to have one authoritative source of information on who owns the Crown Estate, and how it is being used
- implementing a strategic asset management approach to LINZ's Crown land management.

## Achieving our outcomes: Safeguard New Zealand's interests in sensitive assets



The ownership of sensitive assets by overseas persons reflects New Zealand's best interests.



Investing in and owning assets that New Zealanders care deeply about is both a privilege and an opportunity. We protect the interests of New Zealanders by ensuring overseas investment in sensitive assets is responsible and contributes to New Zealand's prosperity and wellbeing.

There is a high level of public interest in decisions that we or the responsible Ministers make on applications to invest. However, these decisions and the intended and realised benefits from overseas investment are not always well understood by New Zealanders or overseas investors. This impacts on confidence in the overseas investment regulatory system.

More comprehensive and transparent information on decisions and the net benefits realised from overseas investment is key to increasing confidence in the overseas investment system. It will also enable

other stakeholders in the system, such as Treasury and New Zealand Trade and Enterprise, to make better policy decisions and assist the development of government economic policies and strategies.

We can also use our expertise, experience and the insights we gain from our customers and stakeholders, to influence the future evolution of the overseas investment system.

We have an important role to play in helping policy makers to anticipate future priorities for sensitive assets and ensuring that operational considerations are well represented in policy proposals for the system we regulate.

## The impacts we will make

Our work will bring about these key shifts:

The New Zealand public, foreign investors and other key stakeholders are better informed about the benefit to New Zealand from overseas investment in sensitive assets.

The New Zealand public has greater confidence that LINZ is safeguarding their interests in sensitive assets (using leading regulatory practice including effective monitoring and enforcement).

Policy makers place greater value on the information and advice that they receive from LINZ.

### How we will measure that we are achieving these impacts

Measure	Baseline (2018/19)	Desired direction of travel
Percentage of approved overseas investments for which a benefits realisation assessment has been undertaken and publicly released	0%	
Percentage of overseas investors who report they have met all the requirements of the conditions of consent <sup>8</sup>	Yet to be baselined	

### Short to medium term priorities

LINZ's work programme to 2023 includes:

- completing development of an interactive, public dashboard through which information on anticipated and net benefits of investment can be released
- contributing to the second phase of the overseas investment policy reforms being led by Treasury.

<sup>8</sup> Overseas investors are required to report regularly on their compliance with the conditions imposed on consent and these reports are carefully reviewed by the Overseas Investment Office. It is an offence to make a false or misleading statement or material omission in any information or document provided to the Overseas Investment Office under s46 of the Overseas Investment Act 2005.

## Being an effective regulatory steward

Effective regulation is essential to achieving almost all government goals, including supporting markets to function in ways that improve wellbeing. Effective regulation also mitigates the risks associated with regulatory failure.

To ensure we are an effective regulator we have broadened our focus from regulatory practice to stewarding our regulatory systems, so they deliver net benefits to New Zealanders over time.

We have published a regulatory stewardship strategy that:

- describes how we are meeting the Government's expectations for good regulatory practice
- describes the regulatory systems for which we have stewardship responsibilities, how they function, what they deliver, and to who
- provides an indicative assessment of how our regulatory systems are performing
- presents our regulatory priorities for 2018/19 and 2019/20.

### The four regulatory systems we are responsible for are:

#### Property rights system

Provides state-guaranteed property rights, restrictions and responsibilities over most land and property in New Zealand. This system relies on the survey and geodetic sub-systems which establish property boundaries to which rights apply.

#### Property information system

Provides a range of (non-private) information used for making property-related decisions. It includes:

- property values through the valuation sub-system
- electoral boundaries
- geographic names
- addressing.

#### Crown land system

This is made up of:

- Crown pastoral land sub-system which provides for Crown land to be leased for pastoral farming
- Crown Estate management sub-system that enables the Crown to acquire and dispose of land in a way that balances both the public interest and private property rights.

#### Overseas investment system

Ensures any overseas investment in New Zealand's sensitive assets (including land, significant business assets and fishing quotas) benefits New Zealand.

We have four independent statutory officers who have a range of responsibilities, including independent decision-making, that are critical to the performance of our regulatory systems:

- **Registrar-General of Land:** responsible for the Land Title Register (under the Land Transfer Act 2017)
- **Surveyor-General:** responsible for the survey and geodetic sub-systems (under the Cadastral Survey Act 2002)
- **Valuer-General:** responsible for regulating the valuation sub-system including rating valuations (under the Valuers Act 1948 and the Rating Valuations Act 1998)
- **Commissioner of Crown Lands:** acts as land owner on behalf of the Crown (under the Land Act 1948, Public Works Act 1981 and Crown Pastoral Land Act 1998).

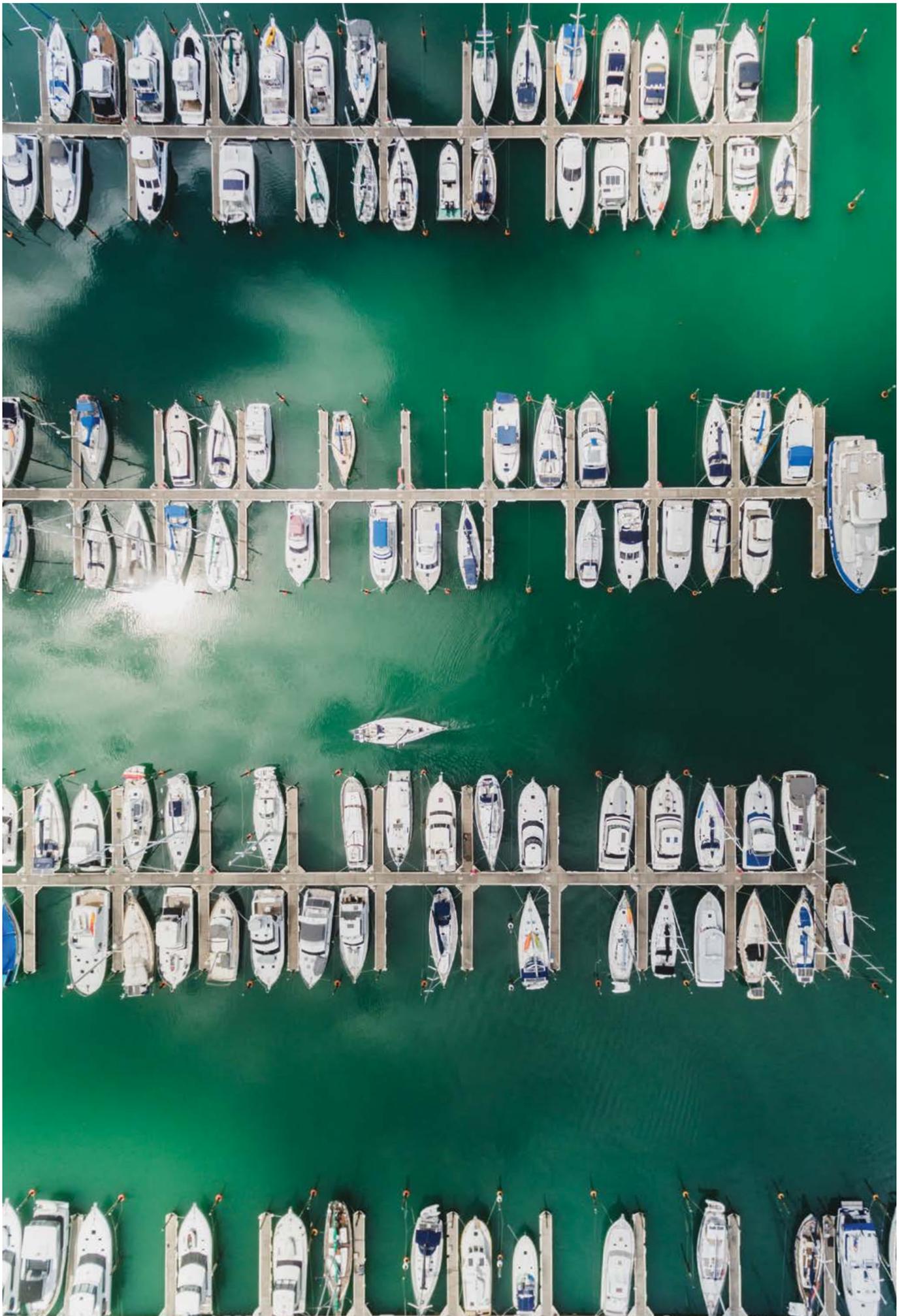
### How we will measure performance

We are in the process of assessing each of the regulatory systems we steward. We have completed assessments of the Crown pastoral land and Crown Estate management sub-systems and will assess the remaining systems over the next 18 months. As part of this process, we are identifying measures that, when implemented, will strengthen system performance. When completed, system assessments are published on our website.

### Short to medium term priorities

LINZ's work programme to 2023 includes:

- completing the assessment of the remaining regulatory systems we steward (property rights, property information and overseas investment)
- implementing a monitoring framework for system performance across all our systems
- implementing the recommendations of the system assessments as they are completed
- improving our regulatory capability through staff completing G-Reg qualifications and by implementing a regulatory assurance framework.



# Building our capability for the future

We are growing our capability and better aligning our resources to ensure we are well placed to achieve our strategic intentions. This includes making sure that we can respond agilely to both anticipated and unforeseen changes in our operating environment.

LINZ capability	
<b>Strong leadership and clear strategic direction</b>	<p><b>Strong leadership and clear strategic direction</b></p> <p>As an organisation with a diverse range of functions and ambitious plans, it is important that we have a clear sense of purpose and strategic direction. We also need strong leadership that helps our people to embrace the future, and the opportunities and change it will bring to our work.</p>
<b>Capable and engaged people</b>	<p>Our short to medium term priorities include:</p> <ul style="list-style-type: none"> <li>building leadership capability and embedding the expected leadership behaviours that support our transformation to an organisation that is more strategic, connected, innovative and flexible, and outward-looking</li> </ul>
<b>Effective relationships</b>	<ul style="list-style-type: none"> <li>refreshing our Business with Māori strategy <i>He Whariki Maurua</i> to align with our outcomes and key challenges and to incorporate recent guidance on te reo Māori and iwi engagement from Te Arawhiti, Te Puni Kōkiri and Te Taura Whiri i te Reo Māori</li> </ul>
<b>Good financial and resource management</b>	<ul style="list-style-type: none"> <li>finalising an operating model for LINZ that clearly articulates the value we can provide our different types of customers.</li> </ul>
<b>Good data and information management</b>	
<b>Effective risk management</b>	

## Strong leadership and clear strategic direction

As an organisation with a diverse range of functions and ambitious plans, it is important that we have a clear sense of purpose and strategic direction. We also need strong leadership that helps our people to embrace the future, and the opportunities and change it will bring to our work.

Our short to medium term priorities include:

- building leadership capability and embedding the expected leadership behaviours that support our transformation to an organisation that is more strategic, connected, innovative and flexible, and outward-looking
- refreshing our Business with Māori strategy *He Whariki Maurua* to align with our outcomes and key challenges and to incorporate recent guidance on te reo Māori and iwi engagement from Te Arawhiti, Te Puni Kōkiri and Te Taura Whiri i te Reo Māori
- finalising an operating model for LINZ that clearly articulates the value we can provide our different types of customers.

## Capable and engaged people

The capability of our people underpins organisational performance and our ability to deliver our outcomes. We invest in and support our people to grow their capability. We aim to build a healthy, safe, high-performing organisation that attracts, engages and retains talent.

Our short to medium term priorities include:

- implementing our newly designed Manaaki Tangata framework that guides how we consult, design and implement work that affects our people. The framework recognises the value of diversity and inclusion. It provides a set of principles to support the weaving of these concepts through our people and culture initiatives and activities
- developing our people's knowledge and understanding of Te Tiriti o Waitangi, and tikanga and te reo Māori so they can apply this capability to work and engage effectively with Māori in achieving mutual outcomes
- implementing improvements to our health and safety management to ensure workplace risks to the health and safety of our people are appropriately managed.

## Effective relationships

Our shift to system leadership can only occur if we are deliberate and more strategic in our relationships with our customers and stakeholders. To achieve our outcomes, we need to be a valued strategic partner and trusted advisor that tackles complex challenges and delivers real benefits for New Zealand.

Our short to medium term priorities include:

- implementing our refreshed approach to strategic engagement, ensuring we actively promote what LINZ can offer, build relationships and pursue joint initiatives that will achieve the highest value shared outcomes
- reviewing our organisational approach to customer engagement to ensure we are providing a valuable and consistent experience for our customers
- developing our capability and tools to support a shift towards a human-centred design of products and services.

## Good financial and resource management

We are funded through a mix of Crown appropriation and third-party fees and charges. Approximately one third of our funding is Crown and two thirds of our funding is third party. This year LINZ received an increase to our baseline through Budget 2019. The new funding is allocated to activities such as: increasing the level of biosecurity control of pests and weeds on Crown-owned lakes, rivers and land; improving and increasing management of high country pastoral land; and mitigating health and safety risks on properties that we maintain for potential use in Tiriti o Waitangi settlements. We will continue to absorb inflationary pressures through prudent financial management, reprioritisation of funding, and identification of operational efficiencies.

We manage a portfolio of property on behalf of the Crown, valued at approximately \$1 billion. We have recently reviewed the way we manage these properties and have established a new asset management approach, designed to maximise the benefits we can realise for New Zealand from these properties.

Our other critical asset is Landonline, the technology platform that underpins the property rights system. We have recently commenced a five-year programme to rebuild Landonline, which will deliver an improved service for our customers as well as ensuring the future stability and flexibility of the system.

Our short to medium term priorities include:

- reviewing our fees and charges to ensure they are fair, easily understood, and can continue to fund our services and products
- moving to longer-term investment planning, to enable more effective allocation and prioritisation of resources
- developing a long-term Budget strategy in line with the Government's priorities.

## Good data and information management

As an information agency, data and information are our core business. We follow the principles that data and information should be:

- well managed as an asset
- open, accessible and reusable
- protected where necessary.

We have recently established an Information and Communication Technology (ICT) Governance Board whose responsibilities include helping to shape our policy, standards and roadmap and driving a strong information and data culture.

Our short to medium term priorities include:

- completing our information and data strategy, which will outline how we will lift our maturity and embrace new technologies
- transitioning our products and services to public cloud 'as a service' platforms where appropriate, to facilitate flexible working, data and information sharing, and realise financial savings
- building a community of practice that encourages knowledge sharing and alignment of information and data practice across the organisation.

## Effective risk management

Our risk management approach is consistent with the International Standard for Risk Management (ISO 31000:2018). Our external Risk and Assurance Committee has regular oversight of our risk management approach and outputs.

Our short to medium term priorities include:

- continuing to mature our risk management capability
- building business continuity and incident management capability.



## Measuring our performance

Having high-quality information about how we are progressing enables us to assess and improve the impact and effectiveness of our activities and decide where to focus our efforts. It also helps us to be transparent and accountable in our use of resources and to illustrate the value of our work.

We will monitor our progress towards achieving our four outcomes by measuring the impact we are making for our customers and New Zealand.

These impact measures are outlined on pages 16 – 23. We will report against these measures in our annual report and supplement the results with information from case studies and evaluations.

Detailed measures that assess how effectively and efficiently we are delivering the services and products that we are funded to provide will be included in the Estimates of Appropriations for Vote Lands. We will report against these measures in our annual report.

In addition, we will review and evaluate the performance of the regulatory systems we are responsible for through a regular cycle of regulatory system assessments. The results of these assessments will be published on our website as they are completed. We are also in the process of identifying measures that, when implemented, will strengthen system performance.





