

LAND INFORMATION NEW ZEALAND
STATEMENT OF INTENT
2005/06

Toitu te
Land whenua
Information
New Zealand



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LAND INFORMATION NEW ZEALAND STATEMENT OF INTENT 2005/06

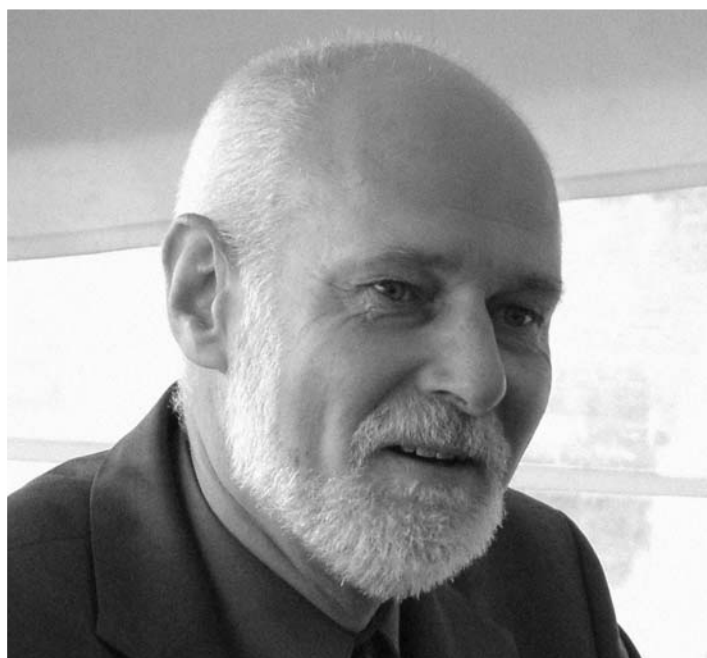
Presented to the House of Representatives pursuant to section 38 of the Public Finance Act 1989

This document can be found at:
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MINISTER'S MESSAGE



Welcome to Land Information New Zealand's Statement of Intent.

LINZ's activities have two main parts. First, LINZ administers a large portfolio of Crown land, some of which has interesting tenures. Crown land issues can be complex and controversial, and the balancing of varying views inevitably involves me as Minister. I spend most of my time as Land Information Minister on this part of the portfolio.

Second, LINZ manages the land and property frameworks that tend to be taken for granted by most of us, but which essentially underpin New Zealand's society and economy. These are the regulatory frameworks within which property rights are created and protected, and which protect the public interest in Crown property management, rating valuations and geographic land information.

LINZ provides access to comprehensive land and sea (hydrographic) information databases that have been amassed over 150 years. Other government agencies are increasingly seeking out LINZ's information and expertise to better inform policy and programme development, such as foreshore and seabed issues and public access to land. And in March 2005 I launched Ocean Survey 20/20, an all-of-government project coordinated by LINZ. Ocean Survey 20/20 will survey New Zealand's total ocean area over the next 15 years and greatly increase our understanding of the ocean environment, and, importantly, its potential.

I am positive that LINZ will continue to manage the Crown land on its books to best advantage, and to maintain public confidence in the land rights and geographic information underpinning New Zealand.

This Statement of Intent is consistent with the policies and performance expectations of the Government.

Hon Pete Hodgson Minister for Land Information

CHIEF EXECUTIVE'S OVERVIEW



This is the third Statement of Intent for Land Information New Zealand. It presents the Department's plans for the three years, 2005/06 – 2007/08, and builds on our previous documents. We will update our Statement of Intent every year as part of the Budget planning process.

The Statement of Intent links the management of LINZ more strongly to the outcomes the Government wants to achieve. This year LINZ has continued to refine the outcomes we contribute to, and our strategy for achieving them.

This year's document includes information on our outcomes and the methods we will use to monitor their current state. Information is also included on the degree to which these outcomes can be attributed to the work undertaken by LINZ, acknowledging that there are other government agencies contributing to the same outcomes.

In the coming year we will analyse the impact that the current output classes and performance measures for Vote: Lands have on the outcomes we aim to achieve, and identify improvements for 2006/07.

I look forward to continuing to work with our government colleagues to improve our collective contribution.

Brendan Boyle Chief Executive

STATEMENT OF RESPONSIBILITY

The information contained in this Statement of Intent for Land Information New Zealand has been prepared in accordance with section 38 of the Public Finance Act 1989.

As Chief Executive of Land Information New Zealand, I acknowledge, in signing this statement, my responsibility for the information contained in this Statement of Intent.

The performance forecast for each class of outputs in the Statement of Forecast Service Performance is as agreed with the Minister responsible for Vote: Lands administered by Land Information New Zealand.

The financial performance forecast and the service performance forecast in the forecast financial statements are as agreed with the Minister for Land Information, who is the Minister responsible for the financial performance of Land Information New Zealand.

The information contained in this Statement of Intent is consistent with existing appropriations, and with the appropriations set out in the Appropriation (2005/06 Estimates) Bill.

Signed

Brendan Boyle Chief Executive
26 April 2005

Countersigned

Brian Usherwood Chief Financial Officer
26 April 2005

STRATEGIC DIRECTION

WHY LINZ EXISTS

Five-sixths of the world cannot do what New Zealanders take for granted – identify who owns land, or use property to obtain finance. A key element in making a nation prosperous is its ability to define, and enforce, private property rights. Another is the efficient use of its resources and assets. The Government, as a major landowner, must ensure that its land and property assets are efficiently managed, and that they are put to their highest and best use for economic, environmental and social purposes.

Developed economies also have systems for balancing private rights and the public interest in land. This is evident in policies relating to access, and environmental protection, for example.

The economy grows when it operates effectively. Its ability to do so depends, among other things, on good decision-making which, in turn, depends on the strength and ease of discovery of property rights. Such a system underpins the efficient allocation of resources and the ability of New Zealanders to create wealth. Without property rights, living standards inevitably fall.

GOVERNMENT IN THE LAND MARKET

The Government plays a key role in generating prosperity for New Zealanders through the creation and maintenance of the institutional structures required for economic growth. In the land market, this means providing the environment necessary for private property rights to exist and develop, including providing a legal system relating to property.

At its most basic, the authority provided by government requires regulation, a system of enforcement of property rights. For more than 150 years, New Zealand has developed its land management processes and practices to what they are today – a system premised on the concept of indefeasibility of title, the certificate of title as a document that ‘mirrors’ the state of ownership, and the state guarantee. This system, in turn, depends on the ability to access authoritative geographic information to give those rights meaning on the ground. Without good geographic information, property rights remain an abstract ideal.

Related to this, the regulation of property rights also provides the basis for such things as rating land, which requires processes for ensuring that the valuation roll provides a fair basis for determining rates.

MANAGEMENT OF CROWN LAND

The Government holds on behalf of New Zealanders a large amount of land, which is managed by government agencies to achieve government outcomes, for example, defence, national parks, schools and hospitals. As well as this land, the Government also holds about three million hectares – 11% of New Zealand’s land area – of Crown land, owned in the name of Her Majesty the Queen.

The Government has an obligation to protect its interest – to ensure that its land assets are efficiently managed, and that they are put to their highest and best use. The current complex regulatory framework for the acquisition, management and disposal of Crown-owned land has been evolving since 1840 as governments over the years have intervened to meet their desired outcomes.

ACCESSIBLE INFORMATION AND SAFETY AND SECURITY

The defence of New Zealand’s territories and the safety and security of New Zealanders is a fundamental responsibility of government. The topographic and hydrographic information provided by LINZ is used for defence and emergency services purposes. New Zealanders also rely on it for their recreational activities, on both sea and land. Specifically, land information:

- › supports the defence and safeguarding of New Zealand;
- › enhances the emergency services’ ability to locate incidents quickly;
- › assists with managing national emergency responses;
- › contributes to safe navigation at sea for shipping (export/import and tourism);
- › supports land- and air-based transport infrastructure; and
- › supports environmental monitoring and controls (including biosecurity), leading to the long-term security of New Zealand’s resources for future generations.

WHERE LINZ FITS IN

LINZ was established in July 1996, bringing together functions from the Department of Survey and Land Information (survey system, Crown land administration, topographic mapping), the Land and Deeds Division of the Ministry of Justice, and the Hydrography Division of the Royal NZ Navy. In 1998, the Office of the Valuer-General was transferred to LINZ when Valuation NZ was disestablished.

The administration of these various aspects of land-related property rights, Crown land, and geographic land information, could sit anywhere but the Government has chosen that it rest with a government land information agency (as most developed economies do) – in this case LINZ. In this way, LINZ forms part of the institutional fabric required for economic growth and for ensuring the safety and security of New Zealanders.

Through LINZ, the Government is able to provide certainty of rights, namely the right of landowners to exercise authority over the land they own. As a result, landowners can generate wealth for themselves and for the country. This applies equally to the Crown itself in terms of the property LINZ administers on the Crown’s behalf.

About half of LINZ’s annual budget is dedicated to the administration of a diverse portfolio of Crown land, much of which was inherited through the changes in the public service over the last two decades.

Over time, the way in which LINZ administers property rights has evolved. Most recently, with the advent of electronic technologies, the survey and titles systems are now accessible to our primary customers remotely via a secure channel over the Internet – Landonline.

The collection and storage of land information, and the systems to access it, are also vital for safety, security and constitutional reasons (electoral and place naming) and support the rating valuation system for territorial authorities.

GOVERNMENT GOALS

The Government Goals are to:

- strengthen national identity and uphold the principles of the Treaty of Waitangi;
- grow an inclusive, innovative economy for the benefit of all;
- maintain trust in Government and provide strong social services;
- improve New Zealanders' skills;
- reduce inequalities in health, education, employment and housing; and
- protect and enhance the environment.

LINZ'S VISION AND PURPOSE

Vision	LINZ is valued as Government's centre of electronic land information and expertise.
Purpose	To provide people and systems that ensure confidence in the land rights and geographic information underpinning New Zealand as a nation.

We have refined our vision from "Government's centre of land information and expertise" to "LINZ is valued as Government's centre of electronic land information and expertise". The change reflects LINZ's aim for others to recognise the contribution we make to achieving the Government's outcomes, so that our expertise is seen as a valuable resource for other initiatives. The addition of "electronic" better reflects our intention to increasingly use electronic channels to optimise the collection, availability and usability of Government-owned land information.

We will continue to deliver and improve our core business functions. At the same time, we will use our expertise and land information to work effectively with other government agencies and to achieve visible results for New Zealand in the areas of economic development and safety at sea.

OPERATING ENVIRONMENT

LINZ adopts a proactive approach to resolving challenging issues in its operating environment. This environment is one where there is:

- an increasing adoption of digital information and communication technologies** – both business and individuals are adopting digital technologies. (In 2001, 88% of New Zealand businesses regularly used a computer, while 47% of New Zealand households had a computer and 37% of households had Internet access¹.) The challenge for LINZ is to meet the increasing demand for more convenient and accessible services;
- a 'booming' property market for the last few years** – this has two impacts on LINZ. One is an increase in the numbers of property transactions to be processed, affecting our resource management. The other is the pressure that rising land prices place on Crown land management, valuation, requirements for public works and other competing uses;
- a lower than expected customer uptake of electronic lodgement services in Landonline** – although LINZ has provided increased customer support for e-lodgement customers since early 2004, uptake remains lower than expected – particularly for titles. The use of electronic services is, however, increasing with 7.6% of e-dealing capable instruments and 18% of surveys being lodged electronically in March 2005;
- a need to protect New Zealand's sovereign rights in its ocean estate, and identify and manage the resources within** – New Zealand's ocean estate is the fourth largest in the world and increasingly other nations are looking towards its wealth. New Zealand's continental shelf submission to the United Nations is on track for lodgement in 2009, and there is an increased interest in identifying the resources within – only about 6% of the seafloor in our territory has been mapped; and
- a greater need for all-of-government initiatives** – today's social issues require that government agencies work better together to achieve positive outcomes. Government agencies need to overcome some barriers to achieve this, as illustrated by the Managing for Outcomes framework. Stronger relationships are needed to manage competing priorities within and between agencies, along with joint outcome agreements supported by robust governance arrangements.

¹ A Changing New Zealand, Statistics New Zealand, 2002.

A black and white portrait of Sunita Lallu, a woman with dark hair, looking slightly to the right. The image is positioned on the left side of the page, with her face and shoulders visible.

Sunita Lallu

LINZ Property Rights Analyst – Titles
Auckland

She values the importance of having a good customer focus and likes to keep her customers informed.

As an Auckland-based property rights analyst (PRA) titles, Sunita Lallu says she finds her job interesting because she has to analyse legal documentation that is often complex and technical.

“You have to get into the nuts and bolts of conveyancing documents and sub-divisional work and all the legal ins and outs... a lot of the documentation is open to legal interpretation and you have to apply a lot of brain matter to it.”

Sunita says her job at LINZ involves assessing risk, which is important to LINZ as a whole and also the people she works for.

“You are working for the everyday ‘Joe Average’ who is buying a house... you only buy a house once or twice in your life, so it’s important to ensure that you do everything right for them.”

She values the importance of having a good customer focus and likes to keep her customers informed.

“I am not closed off behind the scenes... if there is anything that I need to clarify with the customer, I am quite happy to ring them up and chat to them and keep them in the loop.”



Nick Quinn

General Manager

Marine Pollution Response Services

Maritime Safety Authority of New Zealand
Auckland

The Marine Pollution Response Services arm of the Maritime Safety Authority (MSA) is equipped and ready to respond to any maritime pollution incident involving oil around New Zealand. This includes preparing regions and local resources for use in environmental protection.

“Anything within the maritime sector is what we are very interested in and we use LINZ products in support of that sort of effort,” says General Manager Nick Quinn.

“Our core business MSA-wide is geographically based... we are migrating from paper and we are really keen to get into the digital side of life. LINZ, I believe, are looking at electronic navigation charts (ENCs) and that will be a major part of our future.”

Nick says the MSA is keen on the advance of anything that would improve how they do their work. This includes the provision of high quality bathymetric data for the New Zealand maritime sector.

“If it became electronic, then we could actually achieve better trajectory mapping... the electronic navigation data would allow us to look at incidents such as salvage in micro, instead of macro levels.”

Nick says that while LINZ is interactive in terms of the user community, he feels that the department needs to take on more of a leadership role in managing initiatives, such as it does with the Officials Committee on Geospatial Information (OCGI).

“I think it firmly rests with LINZ to take more of a leadership role in proactively managing initiatives like that.”

“Anything within the maritime sector is what we are very interested in and we use LINZ products in support of that sort of effort”



Barbara Arnott

Mayor
Napier City Council

Among its many roles, LINZ is also responsible for disposal of surplus Crown land. Sometimes, for example, such land will be transferred to the Department of Conservation (DoC), to a former owner, to iwi, or be placed on the open market.

Recently LINZ was part way through the disposal process for former railway land in Napier when the Office of Treaty Settlements (OTS) advised that an iwi claim had been made on the land. They asked LINZ to hold off disposing of the land while the claim was being considered.

Usually development on land involved in Treaty claims isn't encouraged, and this land had remained unproductive for a number of years. However, LINZ received a request from Napier City Council to develop a supermarket on the site and responded with an innovative solution – providing for a long-term lease arrangement that would free up the Crown land for development.

Napier City Mayor Barbara Arnott says of the arrangement, “We found LINZ very co-operative and open to achieving solutions. An excellent example of this approach has been Napier City Council’s partnership with LINZ in leasing the former inner-city railway land for a supermarket development.”

If at any stage the ownership of the land changes – for example iwi take over ownership as a result of the Treaty claim – then the lease will continue.

This creative type of arrangement has never been used by LINZ before, and has been described as a win-win situation. Rather than lying empty and undeveloped, the land will now return a rental to the Crown.

Mayor Arnott says she’s delighted with the outcome. “The Council is very positive about being able to work with LINZ in the future... we would like to see LINZ facilitate the further leasing of Crown-administered land in Napier in the future.”

There is limited land available in the inner city, but LINZ, the Council and iwi are cooperating to allow the development of some other lands also held by the Crown.

“We found LINZ very
co-operative and open
to achieving solutions”

WHAT DO WE NEED? – OUTCOMES FOR LINZ

This diagram shows the outcomes LINZ aims to achieve:



END OUTCOMES

LINZ aims to achieve the following end outcomes:

- › Certainty of New Zealand property rights and interests;
- › Land information is available:
 - to enable New Zealand's economy to function effectively; and
 - for New Zealanders' safety and security; and
- › Crown assets are put to their best use.

HOW DO LINZ AND OTHERS CONTRIBUTE?

We acknowledge that we are not the only contributor to these end outcomes. LINZ works with other government agencies to improve on what we might individually be able to contribute.

"Certainty" means that New Zealand property rights and interests are able to be determined practically with an appropriate level of confidence. The Māori Land Court Division of the Ministry of Justice also contributes to this outcome for the Māori land tenure system, as does the Ministry of Economic Development in its management of mineral and petroleum licences.

LINZ is responsible for collecting and maintaining land information and making it available to achieve its core purposes (e.g. the land transfer system) and for other agencies to use for such things as emergency services and defence. Other agencies are also responsible for making the land information they collect available, for example, territorial authorities with regard to land use, those who manage land for public purposes such as the Department of Conservation, and those who record information about the form of the land itself, e.g. soil types and geological features.

In a knowledge economy the availability of information that can be trusted, understood and aggregated, facilitates improved decisions, a reduction in waste, lower risk, and greater certainty. Government plays a significant role in a small economy where the market cannot always generate or provide the necessary information.

LINZ is looking to ensure that the information it collects can also be used by others, where appropriate, for other public purposes.

Ensuring that Crown assets are put to their best use is an outcome to which all Government agencies aspire, and which is monitored by the Treasury. LINZ, however, has listed this as an end outcome because of our role in managing Crown land and property. Other land-holding agencies manage land and other Crown assets on their books in order to achieve government outcomes e.g. Ministry of Education for schools, Department of Conservation for conservation purposes (national parks, reserves etc.), Ministry of Corrections for prison facilities. LINZ is progressively allocating the land it holds to its best possible use, in accordance with statutory requirements and current government policy.

IMMEDIATE OUTCOMES

LINZ has three intermediate outcomes which contribute to achieving its end outcomes:

- › An effective system for defining and transacting land.
- › Convenient access to integrated land information.
- › Effective and efficient management of Crown land and liabilities.

INTERMEDIATE OUTCOMES

INTERMEDIATE OUTCOME 1: AN EFFECTIVE SYSTEM FOR DEFINING AND TRANSACTING LAND

This outcome contributes to providing citizens with [Certainty of New Zealand property rights and interests](#). LINZ has responsibility for the regulatory framework (including incentives for use) by which land is defined through survey, and transacted, and uses its Landonline service as the means to facilitate this activity. This framework or system defines property rights in terms of the legal authority for the rights and the physical extent (boundaries) of the rights on the ground – meaning that information can be substantiated in real terms.

Characteristics of this system are indefeasibility (to protect property rights), and exclusivity (the rights can be exercised by whoever holds them and no-one else). These two characteristics are backed up by a Government guarantee – that is, a remedy against loss. Lastly and importantly, the system enables tradeability – meaning that property rights can be traded (bought and sold) providing, among other things, a secure investment base for New Zealanders.

A range of transactions pertaining to land (including sub-surface areas), marine areas in New Zealand's territorial waters, and air space, include the following:

- › transfer or part transfer to a new right-holder (e.g. purchase, mortgage etc.);
- › creation of new rights (e.g. subdivision) or restrictions (e.g. access, easements, covenants); and
- › extinguishing existing rights or restrictions.

LINZ provides our primary customers (conveyancers and surveyors) with a regulatory framework and access to the information we hold. Customers can carry out the majority of their survey and land dealings electronically using an efficient tool that provides them with a range of functionality, enabling them to undertake their activities in an information rich environment.

Since its introduction in 2000, Landonline has changed the way LINZ receives and processes survey and land transactions. In addition, the work processes of LINZ customers have changed dramatically with migration from a largely paper environment to an electronic one. When reviewing the operation of Landonline LINZ takes into consideration our primary customers' needs.

The outcome is characterised by:

- › readily obtainable information – directly or indirectly – at a reasonable cost;
- › reliable information on rights on which to base investment or development decisions;
- › rights that can generally be transferred without redefinition;
- › quick processing of transactions;
- › minimised transaction costs in relation to the tradable rights;
- › ease of use, both internally and externally.

MEASURING THE STATE OF THE OUTCOME

LINZ will monitor changes in the state of this outcome over time by:

- › surveys measuring business confidence, and satisfaction levels of those who use and rely on the land transfer system; and
- › international comparison of the New Zealand system against other similar land transfer systems, notably those in Australian states.



Greg Cox
Ports of Auckland
Surveyor in Charge
Hydrographic Division

Knowing how much water is under your ship's keel is vital, both to the safety of the ship, its crew, the cargo, and of course the coast and people of New Zealand.

So Greg Cox's core business – hydrographic surveying – relies on quality information. As Surveyor in Charge of the Hydrographic Division at Ports of Auckland, he deals a lot with LINZ information for hydrographic purposes.

"The information that LINZ provides is extremely valuable to us. As any user of nautical information would know, accurate information, such as tide tables, is pretty crucial to what we do and we couldn't really work without it," says Greg.

Greg also has a two-way data exchange with LINZ, where Ports of Auckland supply copies of their survey and tidal data to LINZ, while in return LINZ helps Ports of Auckland with tidal analysis and tidal chart mapping.

And here's a little-known fact: depending on the tide, cargo ships tied up at container terminals can sometimes have as little as a metre and a half of water between their keels and the seabed. With clearances that small, accurate information is everything!

Greg Cox (standing) and Declan Stubbing check out hydrographic information.

"The information
that LINZ provides
is extremely
valuable to us"

INTERMEDIATE OUTCOMES

INTERMEDIATE OUTCOME 2:
CONVENIENT ACCESS TO INTEGRATED
LAND INFORMATION

This outcome will help New Zealanders make better decisions about such things as:

- › future land use (i.e. resource management);
- › land investments;
- › where they can go to enjoy recreational activities; and
- › what activities are permitted where.

As well as making its own information more accessible, LINZ is working with other government agencies to determine ways in which the Crown can get better value for money in the collection of land information (to enable more innovative uses while reducing duplication as much as possible).

This outcome contributes to all three End Outcomes:

- › those who interact with the property rights system need to be able to access land information as conveniently as possible;
- › the availability of land information is improved by ensuring that those who need the information can get it, in a form that is fit for purpose; and
- › the land information held by LINZ and other government agencies is a Crown asset that should be put to its best use.

Convenient access means that users can get information when they need it, that it meets their needs and that it can be easily understood. Technology uptake trends indicate this is increasingly likely to be electronic access, although it will depend on the merits of each case.

Integrated land information means that the user is able to overlay different datasets to achieve their objectives. LINZ recognises that integrated datasets can lead to innovative ideas and uses. Our role is to work towards making our information and datasets interoperable (i.e. data is structured in accordance with a common standard) where appropriate, so that it is possible for it to be integrated with other information.

Attributes of the outcome are that land information is:

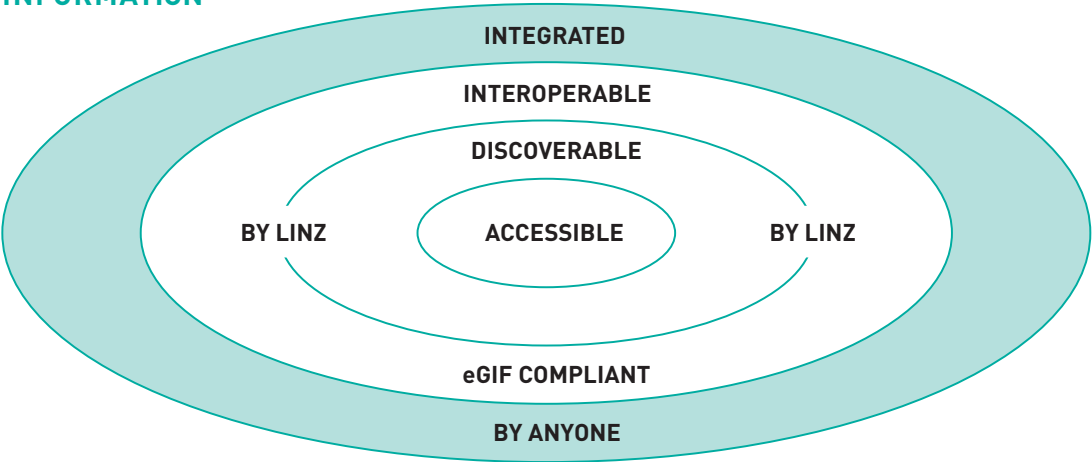
- › discoverable – indexed and able to be found (the source of the data is understood);
- › accessible conveniently and at reasonable cost;
- › fit for the purpose for which it was collected;
- › interoperable where appropriate (able to be integrated with or overlaid with other land information data); and
- › collected once but able to be used many times.

MEASURING THE STATE OF THE OUTCOME

LINZ will monitor changes in the state of this outcome over time by:

- › measuring changes in the discoverability and availability of land information which the New Zealand economy needs; and
- › surveying and measuring satisfaction levels of those who use and rely on LINZ’s land information.

INFORMATION



- INTEGRATED**
‘different information sets can be overlaid together or merged for any purpose’
- INTEROPERABLE**
‘information is held in such a way that it is able to be integrated with other information’
- DISCOVERABLE**
‘information is indexed and able to be found; the source of information is known’
- ACCESSIBLE**
‘information is able to be accessed for the purpose for which it was collected’



Melissa Dodd

Legal Executive, Hugh Catherwood
Barrister and Solicitor
Christchurch

Melissa Dodd uses Landonline for searching titles and undertaking e-dealings. Accessing the information she needs online has streamlined her work.

“Having it available on the electronic system is amazing. We used to have to send off a request and then wait for the titles to come through.

“Now you can get everything straight away... while people are sitting here in the office... it is really good because it’s instantaneous and it saves us a lot of time.”

Melissa is also enthusiastic about the support that LINZ provided to Hugh Catherwood when they were setting up Landonline in Christchurch, as well as the post-implementation service offered.

“I also used the 0800 number... but it doesn’t take long to get used to Landonline, so I don’t have to ring the 0800 number very often any more.”

Melissa suggests that LINZ should provide more reassurance to other law firms that once they’ve tried Landonline – particularly **e-dealing** – they won’t look back.

“It’s great. I think [we need] more of an encouragement to other firms that it’s not so scary to use. We have a bit of trouble trying to convince other firms not using it that it’s actually really safe... but until you have used it a few times you wouldn’t realise how good it was.”

“Until you have used it a few times you wouldn’t realise how good it was”



Wayne Henderson

LINZ 0800 e-survey support phones
Christchurch

Wayne Henderson is one of the many helpful voices behind the LINZ 0800 contact centre. Based in the Christchurch Processing Centre, he specialises in [e-survey](#), and helps customers who phone in with difficulties in using the application.

Although he's been in his current role for only six months, Wayne draws on over 20 years' experience with LINZ.

"I enjoy the phones because you get to deal with real people and real issues... and you know that you are making a positive contribution to them – the customers and their firm."

Wayne says that he tries to make things easier for his customers so that they don't feel threatened by Landonline... even though he says it might initially seem they're dealing with "daunting software".

"I try to be as helpful as possible. The calls range from something like an error message that has come up and how to resolve it... often you have to think outside the square to solve a problem, as each situation is unique. Sometimes you are dealing with an unknown issue for the first time ever, and this has its own challenges (and intrinsic) rewards."

Wayne also enjoys the close-knit feeling of being part of a relatively small section of the industry.

"The survey area is not that big really... we're a pretty small community and you've got to treat each other like a member of that family, or community... you treat others as you like to be treated."

"Often you have to think outside the square to solve a problem, as each situation is unique"

INTERMEDIATE OUTCOMES

INTERMEDIATE OUTCOME 3: EFFECTIVE AND EFFICIENT MANAGEMENT OF CROWN LAND AND LIABILITIES

Managing Crown land and liabilities effectively on behalf of citizens helps ensure that **Crown assets are put to their best use**.

LINZ regulates the management and disposal of the Crown's interest in land and property in accordance with the Public Works Act 1981 and the Land Act 1948. Government agencies undertake acquisitions and disposals for their own purposes. LINZ ensures that correct statutory decisions are made and that government agencies comply with the statutory requirements in a consistent manner.

LINZ is also responsible for managing Crown land and property on its balance sheet in accordance with the regulatory framework. LINZ controls pest plants and animals on its lands and on Crown-owned river and lake beds.

LINZ has a very diverse portfolio of Crown land, inherited through the changes in the public service over the last eighteen years. Crown property comprises land and buildings owned in the name of Her Majesty the Queen. LINZ administers three million hectares of Crown land – 11% of New Zealand's land area. This land is either Crown land administered under the Land Act 1948 and the Crown Pastoral Land Act 1998, or falls into the category "lands of the Crown". This collective term describes land administered by LINZ under the Public Works Act 1981, New Zealand Railways Corporation Restructuring Act 1990 and Crown Forests Assets Act 1989.

This land ranges from large pastoral leases, to forests held in trust for Treaty of Waitangi settlements, to small plots of land. Depending on its previous use (e.g. railway or forestry) LINZ sometimes inherits land contaminated by its previous Crown owners and its occupiers. The identification and management of these kinds of properties and liabilities requires specific skills.

With the diversity of LINZ's land portfolio, we are looking to identify and manage land in a manner appropriate to its type. For example, in the pastoral estate we are looking to:

- › promote the ecologically sustainable management of high country land;
- › protect land with significant inherent values by retaining it in Crown ownership;
- › make it easier for the public to access high country land; and
- › make it easier for leaseholders to freehold high country land not retained by the Crown.

In managing Crown land effectively and efficiently, LINZ is protecting New Zealanders' interests by ensuring that this land is put to best use (i.e. optimal use possible given Government's desired economic, social and environmental outcomes).

In this context, effective and efficient management means:

- › when the Crown disposes of land, landowners' rights are protected and any interest they might have had in the land is taken into account;
- › the Crown acquires land for a good reason;
- › landowners are fully aware of their rights and have the opportunity to negotiate on a reasonable and equal footing;
- › keeping land management costs as low as possible;
- › being a responsible landowner, landlord and neighbour; and
- › protecting the Crown's interest by complying with laws and regulations affecting Crown land and keeping accurate records of the land LINZ holds.

MEASURING THE STATE OF THE OUTCOME

LINZ will monitor changes in the state of this outcome over time by:

- › independent audits of government land and property acquisition and disposal processes to ascertain transparency, statutory compliance and efficiency; and
- › seeking evidence of our collaboration with central and local government agencies as appropriate, to manage and resolve Crown land-related issues e.g. weed and pest control.

HOW WE'RE GOING TO GET THERE – ACHIEVING OUR OUTCOMES

LINZ has developed a strategy for achieving its intermediate outcomes, which includes strategic goals, capability improvement initiatives and the classes of outputs it will provide in the next three years. Links between outcomes and output classes are described on page 28.

ONE-PAGE STRATEGY

The one-page strategy on the following pages depicts the logic that links our strategic goals to initiatives that will improve our capability to deliver. Capability improvement initiatives have a 2-5 year timespan, and are broken down into milestones in the annual Output Plan agreed between the Minister for Land Information and LINZ. More information on LINZ's capability is on pages 29-31.

ONE-PAGE STRATEGY

VISION AND STRATEGIC GOALS
“We will lead an All-of-Government response...”

FINANCIAL PERSPECTIVE
“...to providing cost effective access to land information and expertise.”

CUSTOMER PERSPECTIVE
“We will deliver visible results...”

PROCESS PERSPECTIVE
“...by successfully migrating customers to electronic channels and leading the co-ordination of land information across government where it is efficient to do so.”

CAPABILITY IMPROVEMENT INITIATIVES
“Implementing a regulatory framework that ensures consistent high quality data, together with advancements in electronic services is key to our future success”

LINZ is valued

OPTIMAL REGULATION

Outcome focus that promotes self-regulation and the public interest with the least intervention

Benefits from the regulation outweigh the compliance costs

Beneficiaries “Trusted land information”	Targets of Regulation “Fair treatment”
--	--

Ensure

Demonstrate the need for regulation

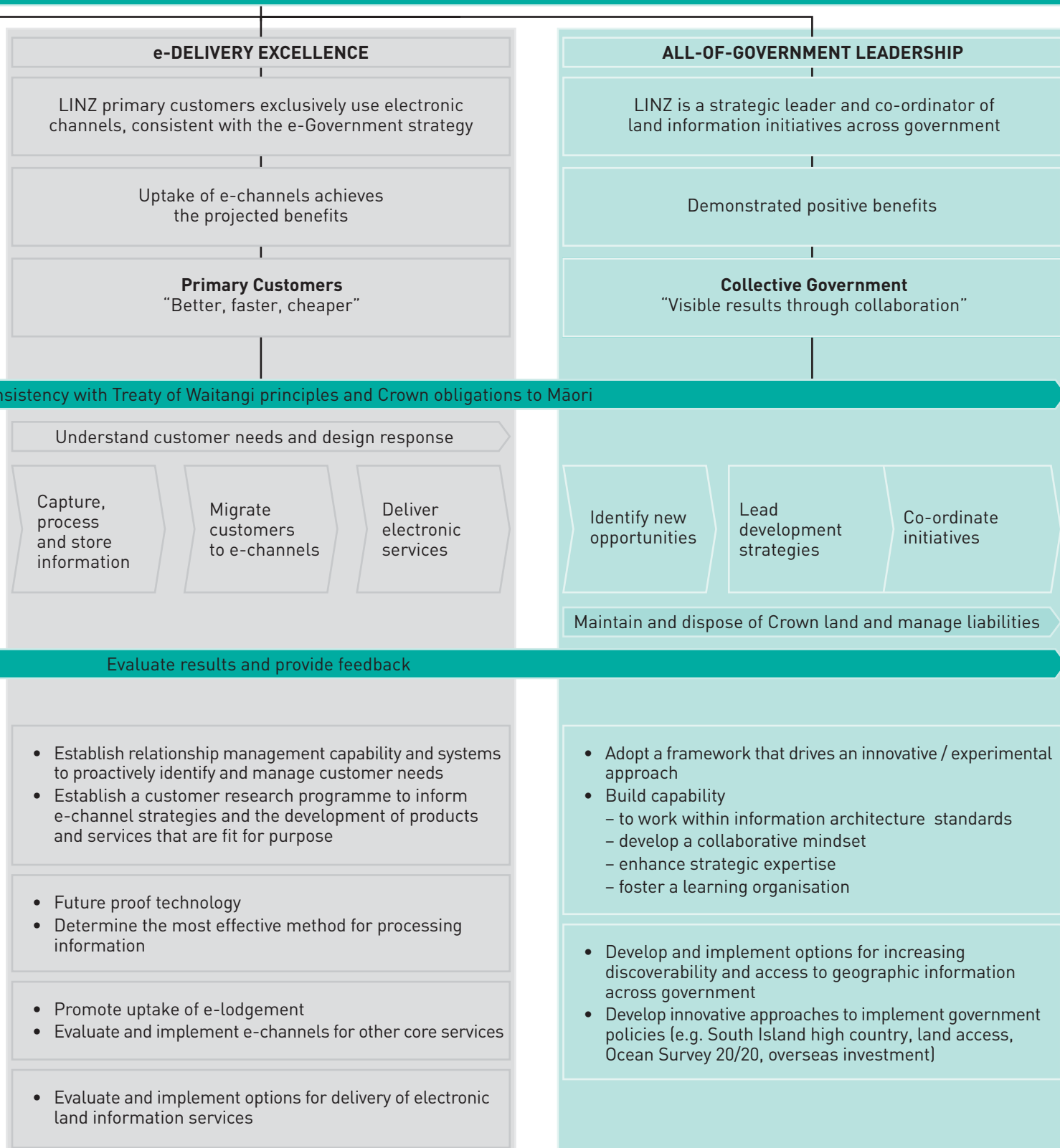
Develop standards	Facilitate industry to understand its obligations	Undertake compliance activities
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Ensure consistent practices across all regulatory regimes

- Review existing legislation to ensure its effectiveness
- Implement a risk-based approach to evaluating need
- Adopt an outcome-focused standards methodology, in conjunction with industry
- Adopt a balanced compliance approach
- Implement mechanisms for ensuring application of a consistent framework and sharing of best practice

• “One-Business Ap

as Government's Centre of Electronic Land Information and Expertise



approach” – Align culture, structure, systems and competencies to strategy

OUR STRATEGIC GOALS

STRATEGIC GOAL A: OPTIMAL REGULATION

An outcome focus that promotes self-regulation and the public interest with the least intervention

LINZ's Strategic Goal A is to optimise its regulatory framework. LINZ administers legislation, sets standards and ensures compliance for:

- › the delivery of Crown property management, acquisition and disposal services;
- › property valuation for rating purposes;
- › overseas investment in New Zealand²; and
- › the collection, authorisation, management and dissemination of information associated with the:
 - land rights registration system;
 - geodetic and cadastral survey reference systems; and
 - topographic and hydrographic information systems.

Although the areas of regulation are different, we recognise that there are synergies to be gained if the regulators use standard frameworks and processes to manage their area of responsibility. This approach will enable us to learn from each other, and to work together to achieve optimal regulation.

CUSTOMERS

The customers here are:

- › the public, as beneficiaries of the regulatory framework; and
- › those who transact with LINZ or operate in the regulatory environment we manage, including (in alphabetical order):

Cadastral surveyors

Conveyancers

Crown lessees

Crown property service providers

Geodetic, topographic and hydrographic contractors

Local authorities

Prospective overseas investors and their agents

Valuers

LINZ will implement a regulatory framework ensuring consistent practices across regulatory regimes as appropriate. In 2004/05 LINZ combined all its regulatory activities into one group and worked on clarifying the outcomes and objectives for each area of regulation. This work will assist in determining optimal regulation for each area.

To raise the level of first-time compliance with standards, we will engage more with the people who transact with LINZ – the 'targets of regulation' – to ensure they understand and accept their obligations. Where appropriate, LINZ will promote self-regulation. Our challenge is ensuring the type of regulation is appropriate to the risk, that we design the regime to minimise compliance costs as far as possible without diluting desirable outcomes, and that people transacting with us are treated fairly.

RISKS

LINZ must develop and implement an outcome-focused regulatory framework if we want to achieve this goal. Risks around the successful implementation of this framework need to be managed, including the key risk: regulated sectors' resistance to LINZ's regulatory approach.

Mitigation strategies include:

- › engaging and communicating with regulated sector at all stages of regulatory review; and
- › more education about existing obligations for the regulated sector.

² from 1 July 2005, subject to the enactment of the Overseas Investment Bill.



Amanda Thompson
Manager Regulatory Frameworks
and Processes
LINZ National Office
Wellington

As the Government Department responsible for applying the regulatory framework underpinning New Zealand's land transactions and processes, LINZ is seeking to optimise its regulatory activities.

"In an ideal situation we want to get the balance right, that maybe self-regulation by industries could be used where possible, with the corollary being that Government intervenes as little as possible," says the LINZ Manager, Regulatory Frameworks and Processes Amanda Thompson.

She says that the Department is taking this into account with the streamlining of LINZ's regulatory framework. "We want to see a more consistent approach across all the regulatory areas, so that there is more synergy – also that those who are expected to comply with our regulation will have some confidence that we are being fair."

Amanda says that LINZ has a wide customer base with a huge portfolio of work and that greater commonality and confidence in the framework would be welcomed.

As with many other government agencies, LINZ has been reviewing regulation in light of risk management. "Rather than taking a 'one-size-fits-all' approach, we need to target and tailor LINZ's regulation to where it's most needed, where it's most applicable. The vast majority of our customers do of course comply, and want to comply, and it may be that LINZ doesn't need to have such an all-encompassing role, that other more appropriate agencies can undertake that work."

"Rather than taking a 'one-size-fits-all' approach, we need to target and tailor LINZ's regulation to where it's most needed"

OUR STRATEGIC GOALS

STRATEGIC GOAL B: e-DELIVERY EXCELLENCE

LINZ's primary customers exclusively use electronic channels, consistent with the e-Government Strategy

Strategic Goal B, "e-Delivery Excellence", reflects the Department's main priority for the next three years. Customer-focused services are key to getting our primary customers exclusively using electronic channels. Achieving this goal will provide positive benefits in efficiency, cost-savings and access for our primary customers, and to New Zealand citizens.

Over the last five years, LINZ has moved to the forefront of electronic land information delivery. As more businesses and individuals adopt digital technologies, there is an increasing demand for electronic delivery of services and products. Our strategy will focus on electronic delivery, where appropriate, while recognising that some people will continue to prefer manual options.

LANDONLINE

With the introduction of electronic survey lodgement in November 2003, the original vision for Landonline has largely been achieved. Landonline delivers a secure, reliable electronic means of disseminating digital land information and end-to-end electronic processing for the bulk of survey and title transactions.

While the rate of adoption of electronic lodgement functionality in Landonline by the surveying and conveyancing communities has been slower than expected, a solid foundation has been successfully implemented upon which further growth in usage and further electronic capabilities can be accommodated.

LINZ has developed a strategy for Landonline going forward which is intended to:

- › set the direction for Landonline to build on and enhance the original vision; and
- › apply the learnings derived from Landonline to date to create further value for LINZ, its customers and government.

LINZ will provide support to primary customers and minimise barriers to uptake, to assist them to transition to the electronic system.

Exploring ways to future-proof the technology we use and continuing to streamline our processes will ensure we use the most effective and relevant systems in the long-term.

TOPOGRAPHIC AND HYDROGRAPHIC INFORMATION

Another initiative is to identify and evaluate e-channels for our other core services, primarily the provision of topographic and hydrographic information. We will continue to look at options for delivery of electronic land information, where appropriate, to our primary customers. Over the next three years we will establish:

- › relationship management capability and systems to proactively identify and manage customer needs; and
- › a customer research programme to inform e-channel strategies and the development of products and services that are fit for purpose.

PRIMARY CUSTOMERS

Primary customers are those for whom LINZ has responsibilities mandated by statute or by Cabinet. They are (in alphabetical order):

Cadastral surveyors
Conveyancers
Crown lessees
Defence forces
Emergency services, including Civil Defence & Emergency Management
Local authorities
Mariners
Port Companies
Prospective overseas investors and their agents

RISKS

The key risks associated with this strategic goal are:

- › customer resistance and lack of buy-in to e-Delivery;
- › lack of customer readiness to make the changes in a timely way; and
- › lack of a clear direction for the delivery of other core geospatial systems.

Mitigation strategies include:

- › customer management;
- › customer training and support; and
- › strategy development.

STRATEGIC GOAL C: ALL-OF-GOVERNMENT LEADERSHIP

LINZ is a strategic leader and co-ordinator of land information initiatives across government

Strategic Goal C, “All-of-Government Leadership”, defines LINZ’s contribution of land information and expertise to achieving cross-government outcomes.

The customer here is collective government, on behalf of New Zealanders. LINZ will actively promote the “All-of-Government” interest; we will use our expertise to lead and co-ordinate the collection and use of land information for the benefit of New Zealanders, where it is efficient to do so. We will work with central and local government agencies to get visible results.

LINZ has specialist expertise on the regulation of property rights and land information. Also as part of our business, we collect, maintain and hold the following ‘base layer’ land information:

- › a physical network of survey marks and their positions to support the land rights registration, cadastral survey, topographic and hydrographic information systems;
- › title and cadastral survey information generated through the operation of the land rights registration system (titles, survey plans, land parcel framework);
- › topographic and hydrographic data for a number of purposes such as charts for navigation at sea and mapping for defence and emergency services uses; and
- › electoral information (street addresses, meshblocks, place names) and territorial boundaries generated from a mixture of the above data.

The information itself is useful to other government agencies wanting to overlay their data on a geographic base, or individuals and companies looking to create innovative, tailored mapping products, such as 3D scenario modelling programmes. LINZ is well-placed to leverage our land information expertise for a variety of government purposes. A recent example is the information we provided to help government decision-making on foreshore and seabed issues.

Our strategy includes:

- › raising awareness and understanding of LINZ’s role and expertise;
- › developing an internal framework to drive an innovative approach to problem-solving;
- › building the capability we need to work strategically with central and local government on integrated solutions;
- › developing and implementing options for increasing discoverability and access to geographic information across government; and
- › developing innovative approaches to implement government policies (e.g. South Island high country, Ocean Survey 20/20, land access, overseas investment etc.).

Note: In accordance with government information access and pricing principles, third parties are able to access LINZ information at the cost of dissemination, to leverage and develop it into innovative new products.

RISKS

The achievement of this goal depends on the successful development and implementation of a new internal framework, and our ability to work strategically with other agencies. The key risks are:

- › other agencies’ conflicting priorities; and
- › discontinuity between government objectives and funding commitments.

Mitigation strategies include:

- › relationship management with, and clear communication between, government agencies; and
- › robust governance and risk management of cross-government projects.



Joanna Pidgeon

Partner
Hesketh Henry Lawyers
Auckland

Joanna Pidgeon is a solicitor with Hesketh Henry Lawyers in Auckland. Like many lawyers, she uses LINZ for her property conveyancing. She says that the rapid access to the information she and her clients need via Landonline [e-search](#) is pivotal to that.

"Information from LINZ is essential to us. You can't do your job as a commercial property lawyer without the information that Landonline [e-search](#) provides. If you get a sale and purchase agreement in... you have got to search the title to know exactly what is there, and you have got to find that information out quickly, so that you can analyse it, advise your client on the implications of documents, and decide whether you need to requisition the title quickly. We can't do our job without it."

Joanna says that with [e-search](#), all the documents she needs are easily accessible, and because she can access the information quickly and forward it on to her clients, she says it makes for a positive image for both herself and Hesketh Henry.

"I actually think the [e-search](#) service is excellent. It's great to be able to find a title urgently at your desktop, and it's easy to use."

"We can't do our job
without it"



Brian Meng

LINZ Property Rights Analyst – Survey
Auckland

Customers and future
users know they can
rely on LINZ standards
and the integrity of its
information.

Brian Meng started work with LINZ in 1998 and is now a property rights analyst (PRA) at the LINZ Auckland Processing Centre. Since joining, he has witnessed a lot of change, particularly in the use of electronic information since Landonline was introduced.

Brian checks survey plans to make sure that they can be integrated into Landonline in a manner consistent with the Surveyor-General's standards. This contributes to a key LINZ value – certainty – so that customers and future users know they can rely on LINZ standards and the integrity of its information.

“The job is interesting... I feel that I have achieved something and learnt things that I would not have had an opportunity to learn before I came to work for LINZ.”

Since Landonline was introduced Brian has extended his skills so that he is able to process survey plans through all stages from capture to approval.

SOME KEY INITIATIVES IN THIS STREAM

GOVERNMENT’S OBJECTIVES FOR THE SOUTH ISLAND HIGH COUNTRY

A key initiative for LINZ in the next three years, with the Department of Conservation and the Ministry of Agriculture and Forestry (MAF), is to achieve the Government’s objectives for the South Island high country. The Government announced its objectives in August 2003 – these are available on the LINZ website: www.linz.govt.nz

One of the tools available to the Government for achieving its objectives is Tenure Review under the Crown Pastoral Land Act 1998 (CPLA). As at 31 March 2005, 268 Crown pastoral leases comprising about 2.1 million hectares are located in the South Island high country. A pastoral lease gives the holder the exclusive, restrictive right of pasturage over the land and a perpetual right of renewal for terms of 33 years. LINZ administers the voluntary process of Tenure Review which allows high country properties currently in pastoral leases to be divided into land for protection as public conservation land, and land to be freeholded for greater productive use.

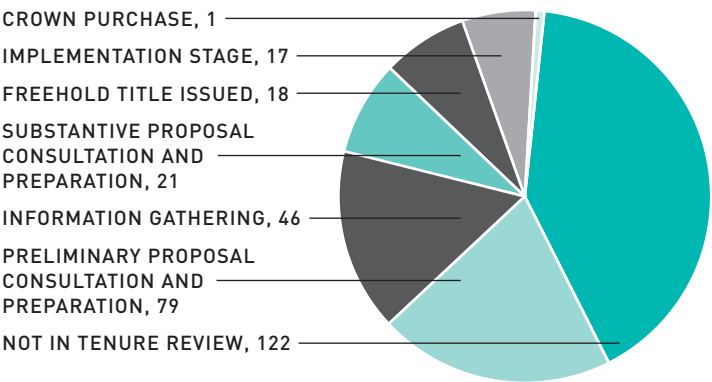
The Commissioner of Crown Lands at LINZ has the statutory authority to make Tenure Review decisions on behalf of the Crown. During the review process the Commissioner consults the Director-General of Conservation who makes recommendations about the conservation and recreation values inherent in the land that is subject to individual leases.

As at 31 March 2005:

- › Tenure reviews for 35 pastoral leases have been completed (or are the subject of a binding contract); and
- › a further 146 leases are at various stages of the process.

The 35 completed reviews have resulted in approximately 56,500 hectares of pastoral lease land being returned to full Crown ownership (35%) and approximately 102,900 hectares being freeholded (65%).

PASTORAL LEASES AND TENURE REVIEW



GEOSPATIAL STRATEGY

Geospatial information is information concerning objects or phenomena that are directly or indirectly associated with a location relative to the Earth. Geospatial information supports a wide range of government activities, including emergency services response, defence planning, transport and environmental management and the provision of health services.

The advent of cheap, powerful information and communications technology is enabling better handling of large quantities of geospatial information. Users are increasingly able to retrieve, overlay and analyse geospatial information on any theme, for any area, at any desired level of resolution, provided that the data is available in digital format to an appropriate standard. Technology also provides the means to integrate and combine different kinds of data, and the variety of new geographical information applications is constantly growing.

Concerns have been raised about the lack of co-ordination in managing the growth of the public sector’s geospatial resources, resulting in higher costs and poorer outcomes than desired. Problems include duplication of geospatial information and databases, poor quality or inadequate geospatial information, inability to find and share geospatial information across government, and a general lack of co-ordination in the sector around the management of geospatial information.

As a result, in November 2004, LINZ issued a discussion document to help define what the Government’s future role should be with regard to geospatial information and to inform a geospatial strategy to co-ordinate geospatial activities across government.

LINZ is developing a strategy for Government’s consideration in 2005. To support this strategy, LINZ is also undertaking a Scoping Project to determine how best to discover and access New Zealand’s wealth of geospatial information. The results of the scoping work will also be submitted for Government’s consideration in 2005.

PUBLIC ACCESS

In August 2003 the Government received a report from the [Land Access Ministerial Reference Group on Walking Access in the New Zealand Outdoors](#). The report reflected a concern that the social conventions around access are becoming less stable and proposed a [New Zealand Access Strategy](#). LINZ is contributing to the MAF-led development of this policy.



REMOVING IMPEDIMENTS TO MĀORI LAND DEVELOPMENT

Land ownership in the Torrens land system is premised on having 'title' to land. The ability of Māori to utilise their multiply-owned land assets, in turn, is based on a number of factors including title improvement. For this reason, in the case of Māori land, s123 of Te Ture Whenua Māori Act 1993 requires the Māori Land Court Registrar to send all orders to the Registrar-General of Land (at LINZ) for registration.

The benefit of registration is that Māori land owners obtain a registered title, which gives them the same benefits and opportunities for use of land as owners of general land enjoy. Almost half of all Māori land blocks are currently unsurveyed and therefore unregistered in the Land Transfer system. A reliable definition of land parcels, as provided by a survey, is integral to the registration of land and the issue of title under the Land Transfer Act 1952.

In respect of title improvement, in 2004/05 the Ministry of Justice and LINZ received funding for a [Māori Land Registration Project](#) to register some 55,000 unregistered Māori Land Court orders. The Ministry of Justice and LINZ are undertaking this project over the next five years.

In addition, LINZ, in conjunction with the Ministry of Justice, is exploring the feasibility of establishing an electronic "bridge" between LINZ's Landonline system and the Māori Land Court's Māori Land Information System. This is intended to enable, and subsequently maintain, the timely and efficient registration of Māori Land Court orders.

LINZ will also contribute to a project led by Te Puni Kōkiri to develop and implement a government strategy for removing impediments to Māori land development.

OCEAN SURVEY 20/20

In 2005 the Government approved a fifteen year initiative for surveying New Zealand's total ocean area, known as Ocean Survey 20/20. The vision provides for the political, resource management and use dimensions of our oceans. It also sets the scope as being primarily the exclusive economic zone, continental shelf and Ross Sea region and the subsurface, sea-floor, water column and atmosphere within.

LINZ will lead the development of a cross-government programme of surveys of New Zealand's oceans. We will work with the NZ Defence Force and the Crown Company Monitoring Unit on opportunities to leverage defence and Crown Research Institute resources respectively to help achieve the Ocean Survey 20/20 vision.

IMPROVED SEA LEVEL MONITORING TO ENHANCE TSUNAMI WARNING SYSTEMS

In 2005, LINZ will be contributing to the enhancement of New Zealand's tsunami warning system by enabling better integration of data from existing sea level gauges, and allowing the data to be collected on a real-time basis. Sea level monitoring provides direct measurement of a tsunami when it makes landfall and provides important verification of the passage of tsunamis (including nondestructive tsunamis), to inform or scale a previously initiated alert/response. The data will be made available to GeoNet³, and relevant international agencies, and will enable New Zealand to contribute to, and benefit from, international tsunami monitoring efforts.

OVERSEAS INVESTMENT

In December 2004, the Government introduced the Overseas Investment Bill which, amongst other things, proposes that the Overseas Investment Commission (OIC) be disestablished, and its regulatory functions transferred to LINZ. These functions include receiving and processing applications; consultation with relevant government departments and other agencies as appropriate; and providing information to applicants and the public generally. The legislative policy advice function of the OIC will sit with the Treasury, in consultation with the Ministry of Economic Development (MED) and the Ministry of Foreign Affairs and Trade (MFAT).

The Bill as introduced proposes changes to the way that overseas investment is regulated in New Zealand and modifies aspects of the existing overseas investment regime established in the Overseas Investment Act 1973.

As at 31 March 2005, the Bill had received its first reading and was being examined by the Finance and Expenditure Select Committee. When it is enacted, LINZ will work with the Treasury, MED and MFAT to embed the new regime.

³ A system which monitors seismic events, such as earthquakes and volcanic eruptions.



Bruce James

LINZ Property Rights Analyst – Titles
Wellington

Ensuring that rights are correctly recorded is a priority in Bruce's work and also minimises risk to the Crown, which is in the position of guaranteeing titles.

As a property rights analyst in the titles section of the LINZ Wellington Processing Centre, Bruce James also monitors the quality of property transactions processed through Landonline as a part-time quality control co-ordinator.

"An important part of my role is to ensure that the integrity of the register – or the public record of the land registration system – is maintained."

Ensuring that rights are correctly recorded is a priority in Bruce's work and also minimises risk to the Crown, which is in the position of guaranteeing titles.

Bruce says that accuracy is paramount. "We correctly record all documentation [for property rights] and don't omit anything because that can have quite an adverse effect."

"If we make errors and the public rely on a search of a title which is incorrect, then that could expose the Crown to compensation."



Clive Geddes

Mayor

Queenstown Lakes District Council

Lake Wanaka, described as a “jewel in the crown” of New Zealand’s South Island tourism trail, was recently in danger of losing some of its sparkle with an infestation of the invasive lake weed lagarosiphon.

This common fish tank oxygenating plant is not native to New Zealand, but it sure likes our water. In Lake Wanaka, vast mats of the weed had grown and were threatening sport and recreation use of the lake by clogging access ramps and choking water intakes.

Through facilitating a multi-agency drive to control the weed, LINZ – as manager of the Crown-owned lake – co-ordinated meetings and strategies involving Otago Regional Council, DoC, the Guardians of the Lake, and Queenstown Lakes District Council (QLDC), as well as consulting and keeping the public informed on proposed action.

It wasn’t seen as the most desirable solution, but the application of the herbicide diquat was finally acknowledged by all the agencies as being the only practical control option, coupled with manual suction and dredging where possible.

QLDC Mayor Clive Geddes says he’s been heartened by the close working relationship that’s developed between LINZ, his council, and the other agencies.

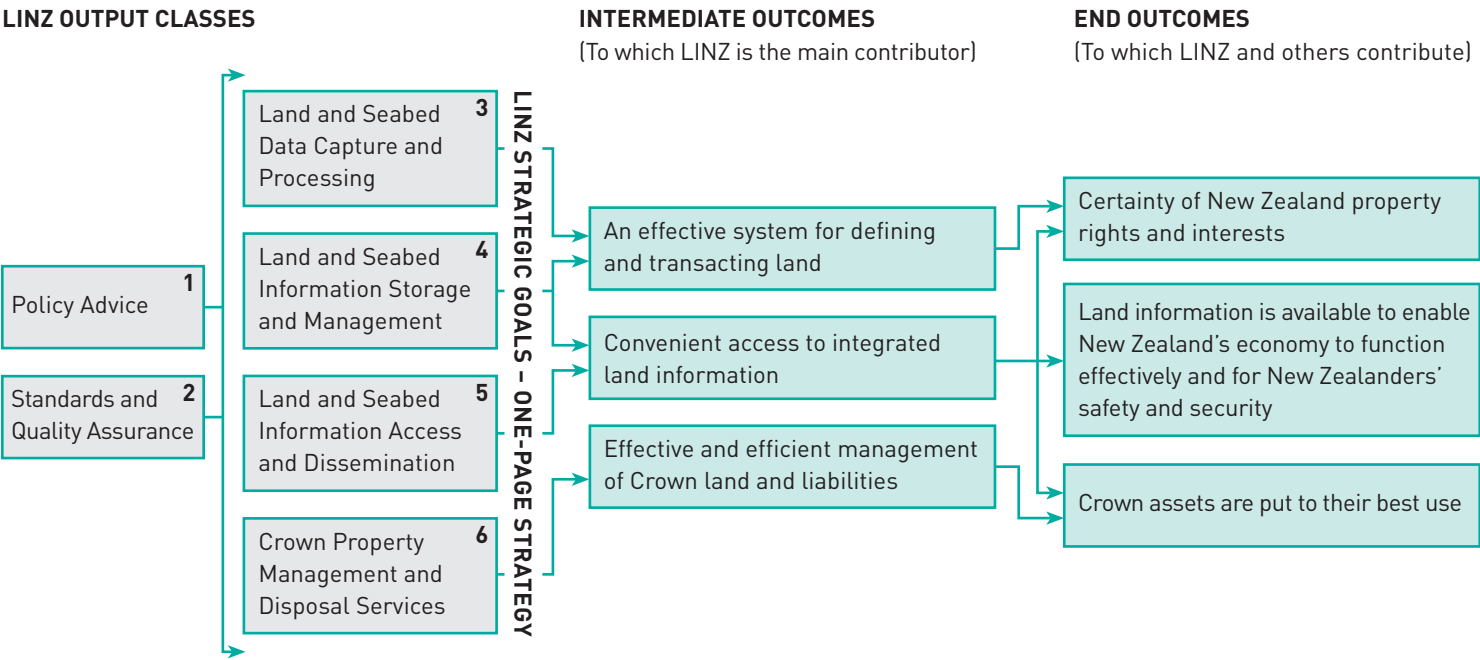
“LINZ has got a very good grip on the fact that it doesn’t need to be all things to all people. And it successfully uses a series of contractors to perform functions for it, and I think it’s now starting to understand that it can actually look at local government in that same light.”

Clive Geddes says LINZ working with agencies on the lake weed issue is a case in point. “And out of it has come an ongoing management programme where, if you think about it, everybody’s the winner... and I think it’s a great example of where agencies develop a good understanding of each other’s role.”

“LINZ has got a very good grip on the fact that it doesn’t need to be all things to all people”

HOW OUR OUTPUT CLASSES LINK TO OUR OUTCOMES

This diagram shows the links between the output classes for Vote:Lands and LINZ’s intermediate outcomes.



There are six classes of outputs in Vote:Lands. For a description of LINZ’s outputs and performance measures for 2005/06, see pages 40-50.

Output Class 1: [Policy Advice](#) contributes to all intermediate outcomes because policy advice is provided across the whole of LINZ’s business.

All regulatory activities are consolidated in Output Class 2: [Standards and Quality Assurance](#), to maximise the use of skills and key competencies across regulatory areas, and to encourage a cross-functional working environment. The outputs in this class contribute to all intermediate outcomes by ensuring that the regulatory frameworks protect the public interest and that the necessary land information is available.

Three of the six output classes contain information outputs – 3: [Land and Seabed Data Capture and Processing](#), 4: [Land and Seabed Information Storage and Management](#), and 5: [Land and Seabed Information Access and Dissemination](#). These contribute to the first two intermediate outcomes. Output Class 3 contains outputs for defining and transacting land, and Output Class 5 contains outputs about the provision of access to, and dissemination of, land information. Output Class 4 (storage and management) enables the delivery of Output Classes 3 and 5.

Output Class 6: [Crown Property Management and Disposal Services](#) contains outputs related to the delivery of Crown property services for the land on LINZ’s Crown balance sheet. It contributes directly to the third intermediate outcome.

“In the coming year we will analyse the impact that the current output classes and performance measures for Vote: Lands have on the outcomes we aim to achieve, and identify improvements for 2006/07.”



CAPABILITY

Capability is about LINZ being able to combine the right people, resources, systems, and structures to deliver our outputs and outcomes.

LINZ's vision is to be “Valued as Government's Centre of Electronic Land Information and Expertise”. To achieve this vision, we need to continue to operate using sound governance and management principles, and to improve capability in some areas. We need to:

- › attract and retain capable staff, ensuring LINZ has the skills and competencies to deliver its outputs with changing technology;
- › build capability to be able to work strategically with other government agencies;
- › take a consistent risk-based approach to regulation;
- › strengthen our focus on delivering services electronically;
- › align our culture to ensure we deliver the strategy outlined in our Statement of Intent; and
- › ensure LINZ chooses technology that gives us stability of service, and lets us continue to grow and enhance our services.

GOVERNANCE

LINZ meets with the Minister for Land Information weekly to discuss progress on issues and to check our priorities on a no-surprises basis. The contents of the Statement of Intent, Estimates of Appropriation and Output Plan documents are discussed and agreed with the Minister annually, and LINZ provides the Minister with quarterly progress reports against its Output Plan.

The Chief Executive and the LINZ senior managers comprise the Executive Team which meets monthly to manage day to day LINZ administration and finance issues, to oversee the governance of large projects, and to approve any changes to LINZ's administrative policies. Reporting to this monthly Executive Committee are a number of standing and steering committees which oversee priority issues for the Department. The terms of reference for all committees are reviewed annually to ensure they remain relevant.

One of the standing committees is the Capital Committee, which oversees LINZ's management of its capital funding in accordance with LINZ policy. All capital expenditure in LINZ must be authorised annually by the Executive Committee subject to available cash reserves and the ability to fund depreciation and capital charges within operating budgets. Most capital purchases are delayed to the second half of each financial year to reduce the amount of capital charge attracted.

The Executive Team also meets quarterly to monitor progress against LINZ's Output Plan, and to review the Department's strategic direction and accountability documents (Statement of Intent, Annual Report). Decisions and draft documents from these meetings are then taken to a wider forum of managers for discussion and dissemination.

RISK MANAGEMENT

Risk management is an iterative process of well-defined steps which, when taken in sequence, support better decision making. LINZ has a well-developed risk management framework, an integral part of our strategic and business planning. At LINZ the process is applied to any situation where an undesired or unexpected outcome could be significant. It ensures that decision makers know about the possible outcomes of their decision and take steps to control any adverse impact. No risk management process can anticipate or mitigate all risks, but it does help to minimise the likelihood of known risks.

LINZ monitors its risk plans regularly and adjusts its priorities as required. We use the following definition for risk, and allocate a risk rating based on potential impact and likelihood of occurrence:

- › any event, action or lack of action that will adversely impact upon our ability to:
 - identify more effective ways of doing business;
 - achieve our business objectives;
 - maintain a professional public image and reputation; and
 - comply with legislative requirements.

LINZ has identified key risks that could impact on our ability to deliver each of our strategic goals, together with ways to mitigate those risks. The risks and mitigations are listed under each strategic goal on pages 18-25.

CAPABILITY

DEVELOPING OUR PEOPLE CAPABILITY

LINZ considers that its employees' knowledge, skills, and qualities are the most important part of its overall capability. LINZ's Capability Strategy, revised in 2004, looks at the people capability we need to achieve our future goals. Implementing the strategy's milestones will ensure LINZ has skilled, knowledgeable and adaptable people to help us meet government and customer needs.

We will:

- › continue to build our leadership and management capability through a variety of programmes, including the Leadership Development Centre (with particular focus on the Australia-NZ School of Government Fellowship programme and the Master of Public Administration [Executive] degree), the Public Sector Training Organisation, and various learning institutions in New Zealand and overseas;
- › develop and implement a framework for succession planning so we identify, develop and retain those employees with key skills, competencies and knowledge;
- › encourage and support a culture of innovation; and
- › develop a culture which enables us to attract, recruit, develop and retain high-performing staff.

LINZ has a centralised Training Enabler Group to promote career development and learning, and ensure training enhances our ability to meet strategic business objectives.

The LINZ performance management framework supports the human resource processes that underpin staff development aligned with our strategic direction. Our performance management system and reward and recognition system aim to articulate clearly the results expected and appropriately reward performance. At the time of writing, LINZ has commenced a realignment of the performance management process to better deliver our outcomes.

The work includes:

- › revising core competencies;
- › aligning the new competencies to the Statement of Intent and values; and
- › seeking demonstrable evidence of increased performance and achievement of business/organisation outcomes using the new competencies.

The Chief Executive is committed to compliance and alignment with the Government's policies and initiatives on employment across the public service. LINZ will continue to support the Government's Partnership for Quality Agreement with the Public Service Association.

MĀORI RESPONSIVENESS

As an agency of the Crown, LINZ has a responsibility to recognise the Treaty of Waitangi, and to acknowledge the special relationship that Māori have to the land. LINZ is obliged to comply with requirements in statutes that we administer, and to meet Treaty settlement obligations in statutes administered by other agencies where LINZ statutory officers have been given responsibilities.

LINZ has administrative responsibilities for providing land information and for related statutory processes. LINZ also administers Crown-owned land. Both of these elements may be important to Iwi Māori because most Treaty claims relate to land, and redress for claims frequently results in the transfer of Crown-owned land to claimants. There is also a cultural dimension to land and land information for Iwi Māori. Land is regarded as papatuanuku (earthmother), taonga tuku iho (inherited treasures) and whenua (man's umbilical connection with the land).

To fulfil our responsibilities, LINZ considers it important to build and maintain capacity to meet our obligations to Māori, and to deliver services that meet Māori needs and aspirations, while being consistent with our statutory and policy obligations.

LINZ provides policy and technical advice on land matters to the Office of Treaty Settlements that contributes to Crown negotiating positions and the drafting of Deeds of Settlement and legislation. We also play a major role in the implementation of settled claims, for example, transferring land and improvements, updating our records with place name changes etc.

A number of initiatives to improve LINZ's responsiveness to Māori will continue next year, including the continued implementation of LINZ's Māori Language Plan, and further te reo training for staff.

LINZ takes part in the Mauriora ki te Ao Scholarship programme, a joint initiative between six government agencies to attract Māori scholars into the public service.



INFORMATION TECHNOLOGY

In moving to the electronic delivery of service, LINZ relies heavily on information technology. The selection of a platform and management of the supporting hardware and software are critically important for our service delivery. The key challenges for meeting the e-Delivery strategic goal involve managing increasing demand and rapidly changing technology and, ultimately, managing all services electronically. And so, stability and scalability of the technology are important to meeting our intermediate outcomes.

The existing facilities management contract was extended in late 2004, and the software maintenance contract is up for renewal in late 2005.

In 2004/05 LINZ developed and successfully tested a disaster recovery programme for the title and survey business that ensures Landonline can recover from a significant event in a reasonable timeframe. The programme will be tested and refined every year to manage this major risk. Additional work will also be undertaken during 2005/06 to ensure that other parts of the technology environment are better protected from a disaster recovery perspective.

LINZ holds and creates a large number of records, both paper and electronic. A review of our document management in 2003 identified the need for an improved system, particularly in the growing e-environment. In 2004/05, LINZ designed and began to implement a new electronic document management system (known as LinZone) that significantly changes how we manage information. Implementation is aimed for completion by December 2005. LinZone provides a single integrated system for managing documents (from creation to disposal), searching, indexing, version control and workflow. The system will integrate information created in a number of different source applications, e.g. email, MS Word, images, etc.

An update is underway to the LINZ Information Systems Strategic Plan (ISSP) which outlines all projects with a significant technology component planned for the next three years.

Key long-term goals in the ISSP include:

- › reducing the number of separate databases, and therefore duplication of data stores throughout LINZ;
- › providing better descriptions of LINZ data and its characteristics, and more integrated access to that data;
- › sharing LINZ information with other government agencies, and making relevant data available to external customers via the Internet; and
- › rationalising network and hardware infrastructure to reduce duplication in these areas.

CUSTOMER INITIATIVES

Historically, LINZ has dealt with our customers face-to-face or through simple technology such as the fax machine. Providing services electronically means we will mostly interact with our customers via a computer or over the phone.

In 2003, LINZ established a customer contact centre that channels all enquiries through either an 0800 freephone number or the LINZ web site. Following a review of the service in 2004, LINZ made improvements, and will continue to adjust the service to meet customers' needs.

A wider review of customer needs for all our products and services commenced in March 2005 and LINZ will implement recommended changes in 2005/06.

Since January 2004, LINZ has operated a Customer Initiatives Programme for Landonline, aiming to smooth our customers' transition to electronic title and survey plan lodgement. Eventually, electronic lodgement in Landonline will become compulsory. Managing the transition to electronic systems will be a key management issue. Making systems easy to use and ensuring stakeholders and customer groups have effective input are essential.

FORECAST FINANCIAL STATEMENTS

STATEMENT OF FORECAST FINANCIAL PERFORMANCE FOR THE YEAR ENDING 30 JUNE 2006

This statement is to be read in conjunction with the notes to and forming part of the financial statements set out on pages 38–39.

	2004/05	2004/05	2005/06
	Budgeted ⁴	Estimated ⁵	Forecast
	\$000	Actual \$000	\$000
Revenue			
Crown	41,279	40,394	52,871
Other	60,880	60,880	54,824
Total revenue	102,159	101,274	107,695
Expenses			
Personnel	36,406	36,406	37,784
Rental and leasing	3,636	3,636	3,817
Audit fees	139	139	139
Other operating	45,632	44,747	55,750
Depreciation	9,455	9,455	10,283
Capital charge	4,101	4,101	4,998
Total expenses	99,369	98,484	112,771
Net surplus/(deficit)	2,790	2,790	(5,076)

The increase in other operating expenditure in 2005/06 is mainly due to:

- › additional costs expected to be incurred in the Land Tenure Reform project as a result of increased activity; and
- › new funding for the Ocean Survey 20/20 project for 2005/06 and outyears.

⁴ This column incorporates both Main and Supplementary Estimates appropriations (excluding GST) for 2004/05.

⁵ This column reflects actual results to 28 February 2005 and the forecast results for the remaining four months to 30 June 2005.

STATEMENT OF FORECAST FINANCIAL POSITION AS AT 30 JUNE 2006

This statement is to be read in conjunction with the notes to and forming part of the financial statements set out on pages 38–39.

	Actual 30/06/04 \$000	Estimated Actual 30/06/05 \$000	Forecast 30/06/06 \$000
Taxpayers' funds	51,259	51,259	61,581
Total taxpayers' funds	51,259	51,259	61,581
Represented by:			
Assets			
Current assets			
Cash and bank balances	6,735	6,293	20,492
Prepayments	571	600	600
Debtor Crown	2,801	0	0
Debtors and receivables	3,395	4,095	4,095
Total current assets	13,502	10,988	25,187
Non-current assets			
Fixed assets	73,018	68,563	61,780
Total non-current assets	73,018	68,563	61,780
Total assets	86,520	79,551	86,967
Less: Liabilities			
Current liabilities			
Creditors and payables	11,064	12,120	12,120
Provisions	4,028	3,382	3,266
Provision for payment of surplus	9,896	2,790	0
Employee entitlements	3,383	4,000	4,000
Deferred revenue	2,381	2,000	2,000
Total current liabilities	30,752	24,292	21,386
Non-current liabilities			
Employee entitlements	4,504	4,000	4,000
Other term liabilities	5	0	0
Total non-current liabilities	4,509	4,000	4,000
Total liabilities	35,261	28,292	25,386
Net assets	51,259	51,259	61,581

STATEMENT OF FORECAST CASH FLOWS FOR THE YEAR ENDING 30 JUNE 2006

This statement is to be read in conjunction with the notes to and forming part of the financial statements set out on pages 38–39.

	2004/05	2004/05	2005/06
	Budgeted	Estimated	Forecast
	\$000	Actual \$000	\$000
Cash flows from operating activities			
Cash provided from:			
Supply of outputs to:			
Crown	44,080	43,195	52,871
Customers	59,799	59,799	54,824
Cash disbursed to:			
Produce outputs:			
Personnel	(36,273)	(36,273)	(37,784)
Operating	(49,051)	(48,166)	(59,822)
Capital charge	(4,101)	(4,101)	(4,998)
Net cash flows from operating activities	14,454	14,454	5,091
Cash flows from investing activities			
Cash provided from:			
Sale of fixed assets	0	0	0
Cash disbursed to:			
Purchase of fixed assets	(5,000)	(5,000)	(3,500)
Net cash flows from investing activities	(5,000)	(5,000)	(3,500)
Cash flows from financing activities			
Cash provided from:			
Capital injections	0	0	15,398
Cash disbursed to:			
Repayment of surplus to the Crown	(9,896)	(9,896)	(2,790)
Net cash flows from financing activities	(9,896)	(9,896)	12,608
Net increase/(decrease) in cash held	(442)	(442)	14,199
Opening total cash balances at 1 July	6,735	6,735	6,293
Closing total cash balances at 30 June projected	6,293	6,293	20,492

The \$15.398 million capital injection is to fund the forecast deficit for 2005/06 and to return operating surpluses from 2004/05 to the Crown. LINZ was appropriated a capital injection in 2004/05 but operating surpluses meant that the capital injection was not required. LINZ will need to draw down this capital injection in order to return its operating surplus.

RECONCILIATION OF FORECAST NET SURPLUS TO NET CASH FLOWS FROM OPERATING ACTIVITIES FOR THE YEAR ENDING 30 JUNE 2006

This statement is to be read in conjunction with the notes to and forming part of the financial statements set out on pages 38–39.

	2004/05	2004/05	2005/06
	Budgeted	Estimated	Forecast
	\$000	Actual \$000	\$000
Net surplus/(deficit)	2,790	2,790	(5,076)
Add/(deduct) non-cash items:			
Depreciation	9,455	9,455	10,283
Total non-cash items	9,455	9,455	10,283
Add/(deduct) movements in working capital items:			
(Increase)/decrease in debtors and receivables	(700)	(700)	0
(Increase)/decrease in debtor Crown	2,801	2,801	0
(Increase)/decrease in prepayment	(29)	(29)	0
Increase/(decrease) in creditors and payables	1,056	1,056	0
Increase/(decrease) in provisions	(646)	(646)	(116)
Increase/(decrease) in current employee entitlements	113	113	0
Other items	(381)	(381)	0
Working capital movements – net	2,214	2,214	(116)
Add/(deduct) investing activity items:			
Net loss/(gain) on sale of fixed assets	(5)	(5)	0
Total investing activity items	(5)	(5)	0
Net cash flows from operating activities	14,454	14,454	5,091

STATEMENT OF FORECAST MOVEMENTS IN TAXPAYERS' FUNDS (EQUITY) FOR THE YEAR ENDING 30 JUNE 2006

This statement is to be read in conjunction with the notes to and forming part of the financial statements set out on pages 38–39.

	2004/05	2004/05	2005/06
	Budgeted	Estimated Actual	Forecast
	\$000	\$000	\$000
Taxpayers' funds as at 1 July	51,259	51,259	51,259
Movements during the year			
Net surplus/(deficit)	2,790	2,790	(5,076)
Total recognised revenue and expenses for the year	2,790	2,790	(5,076)
Capital injections	0	0	15,398
Provision for repayment of surplus to the Crown	(2,790)	(2,790)	0
Taxpayers' funds as at 30 June	51,259	51,259	61,581

The Supplementary Estimates of Appropriations 2004/05 includes a capital investment of \$9.336 million to fund the 2004/05 operating deficit that was expected at the time the Supplementary Estimates were finalised. The capital investment will only be drawn down if the department has an operating deficit in 2004/05. However, the current forecast is for an operating surplus of \$2.790 million. Therefore no capital investment is shown in this Statement of Intent.

FORECAST DETAILS OF FIXED ASSETS BY CATEGORY AS AT 30 JUNE 2006

Asset Type	Estimated Actual Net Book Value 30/06/05 \$000	Forecast Cost 30/06/06 \$000	Forecast Accumulated Depreciation 30/06/06 \$000	Forecast Net Book Value 30/06/06 \$000
Computer hardware	1,676	4,169	2,724	1,445
Computer software	65,434	98,899	39,614	59,285
Furniture and fittings	29	1,261	1,242	19
Leasehold improvement	1,301	4,980	4,093	887
Plant and equipment	61	1,230	1,142	88
Motor vehicles	62	454	398	56
Total	68,563	110,993	49,213	61,780

FORECAST OF MEMORANDUM ACCOUNT BALANCE FOR THE YEAR ENDING 30 JUNE 2006

LANDONLINE (LAND TITLES AND SURVEY AUTOMATION)	\$000
Opening balance 1 July 2004	45,891
Estimated Actual during 2004/05	2,790
Projected movement during 2005/06	(5,076)
Forecast closing balance 30 June 2006	43,605

The Memorandum Account is a notional account to record the accumulated balance of surpluses and deficits incurred for outputs operating on a full cost recovery basis. It is intended to provide a long-run perspective to the pricing of outputs.

ACTION TAKEN TO ADDRESS SURPLUSES IN THE MEMORANDUM ACCOUNT

This account was set up to recognise the accumulated surpluses from the automation surcharge since 1998/99 to fund the Landonline project. Fee reductions have been in place from 1 July 2003 to coincide with the rollout of the e-dealing and e-survey facilities. Fees were set at a level to under-recover costs until 2007/08, thereby drawing down balances in the account to gradually reduce it to zero. However, with the higher than expected volumes and more manual (more expensive) transactions, the planned reduction for the current year will not be realised. Drawdown of the account should begin in 2005/06 with an expected drop in transaction volumes.

DEPARTMENT CAPITAL EXPENDITURE

(to be incurred in accordance with section 24 of the Public Finance Act 1989)

	Forecast 2005/06 \$000	Estimated Actual 2004/05 \$000	Budget 2004/05 \$000	Actual 2003/04 \$000	Actual 2002/03 \$000	Actual 2001/02 \$000	Actual 2000/01 \$000
Computer software	2,820	3,370	3,370	2,790	14,975	28,563	11,975
Computer hardware	500	1,500	1,500	774	371	759	539
Furniture and fittings	100	100	100	86	111	675	5
Motor vehicles	30	30	30	57	0	26	54
Office equipment	50	0	0	0	0	19	43
Total	3,500	5,000	5,000	3,707	15,457	30,042	12,616

The forecast capital expenditure for the 2005/06 financial year is mainly to maintain the Department's information technology capability, which will enable us to deliver the services set out in this Statement of Intent.

NOTES TO AND FORMING PART OF THE FORECAST FINANCIAL STATEMENTS

1. STATEMENT OF SIGNIFICANT UNDERLYING ASSUMPTIONS

- a) These forecast financial statements have been prepared in accordance with section 38 of the Public Finance Act 1989.
- b) These statements have been compiled on the basis of government policies and the Output Plan agreed between the Chief Executive of Land Information New Zealand and the Minister for Land Information at the time the statements were finalised.

2. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

THE REPORTING ENTITY

Land Information New Zealand is a government department as defined by section 2 of the Public Finance Act 1989. In addition, the Department also reports on the Crown activities that it administers.

MEASUREMENT BASE

The generally accepted accounting practice recognised as appropriate for the measurement and reporting of forecast financial performance, and forecast financial position on a modified historical cost basis, has been followed by the Department.

ACCOUNTING POLICIES

REVENUE

The Department derives revenue through the provision of outputs to the Crown and for services to third parties. Third party revenue is recognised when earned while Crown revenue is recognised where it can be reliably measured. The revenue is reported in the financial period to which it relates. Cash receipts for incomplete services are recognised as deferred revenue.

COST ALLOCATION

The Department determines the cost of outputs using a cost allocation system, which is outlined below:

- › costs that are directly related to an output are allocated directly to that output.
- › costs that are not directly related to an output are allocated to Direct Output Producing Cost Centres (DOPCC) using, as a proxy for consumption, cost drivers such as full-time equivalent staff (FTEs), floor area and estimated usage.
- › DOPCC costs are allocated to outputs using drivers appropriate to the source of the cost such as FTEs, estimated usage, and direct costs.

DEBTORS AND RECEIVABLES

Debtors and receivables are stated at estimated realisable value after providing for doubtful and uncollectable debts. A provision for doubtful debts is raised where doubt as to collection exists, and debts which are known to be uncollectable are written off.

LEASES

The Department leases office premises, office equipment and motor vehicles. As all the risks and benefits of ownership are substantially retained by the lessor, these leases are classified as operating leases.

Payments made under operating leases are charged as period expense, in equal instalments over accounting periods covered by the lease term, except in those circumstances where an alternative basis would be more representative of the pattern of benefits to be derived from the leased property.

SURPLUS LEASED ACCOMMODATION

The provision for surplus leased accommodation represents the Department's liability under lease agreements for surplus leased space. The provision is calculated on the net present value of the rental payable. The liability created is then amortised over the term of the lease.

STATEMENT OF CASH FLOWS

For the purposes of the Statement of Forecast Cash Flows, cash includes cash balances on hand and held in bank accounts.

Operating activities include cash received from all income sources of Land Information New Zealand, and record the cash payments made for the supply of goods and services.

Investing activities are those relating to the acquisition and disposal of non-current assets.

Financing activities comprise capital injections by, or repayment of, capital to the Crown.

WORK IN PROGRESS

The value of non-current work in progress is the capitalised direct costs of incomplete capital projects.

RESEARCH COSTS

Research costs are expensed in the period incurred.



PLANT, PROPERTY AND EQUIPMENT

Acquisition: All individual assets or groups of assets forming part of a network or which are material in aggregate, costing more than \$3,000, are capitalised and recorded at cost.

Depreciation: Depreciation is provided on a straight-line basis on all plant, property and equipment, other than non-current work in progress. The depreciation period reflects the expected useful economic lives of the assets and is used to allocate the assets' costs or valuation less estimated residual value. The useful lives of the major classes of assets have been estimated as follows:

Computer hardware	3 to 4 years
Computer software	3 to 20 years
Furniture and fittings	4 to 10 years
Leasehold property improvements	Over term of lease
Motor vehicles	5 years
Plant and equipment	3 to 10 years

The cost of leasehold improvements is capitalised and depreciated over the unexpired period of the lease or the estimated remaining useful lives of the improvements, whichever is shorter.

IMPAIRMENT

If the estimated recoverable amount of an asset is less than its carrying amount, the asset is written down to its estimated recoverable amount and an impairment loss is recognised as an expense in the Statement of Forecast Financial Performance.

PROVISION FOR EMPLOYEE ENTITLEMENTS

Annual Leave: The provision for annual leave represents the amount which the Department has a present obligation to pay, resulting from employees' services provided up to balance date. The provision is calculated at current wage and salary rates.

Long Service Leave and Retirement Leave: The provision for long service leave and retirement leave represents the Department's long-term vested and unvested obligation calculated using the present value of the estimated future cash outflows (future salaries). Obligations payable within 12 months of reporting date are based on current wages and salary rates.

FOREIGN CURRENCY

Foreign currency transactions are translated to New Zealand dollars at the exchange rates prevailing at the dates of the transactions.

Where a forward foreign exchange contract has been used to establish the price of a transaction, the forward rate specified in that foreign exchange contract is used to translate that transaction to New Zealand dollars. Consequently, no exchange gain or loss resulting from the difference between the forward rate and the spot rate on date of settlement is recognised.

Any exchange gains or losses, whether realised or unrealised, are recognised in the Statement of Financial Performance in the period to which they relate.

FINANCIAL INSTRUMENTS

Revenue and expenses in relation to all financial instruments are recognised in the Statement of Forecast Financial Performance. The Department enters into forward foreign exchange contracts to hedge foreign currency transactions. Any exposure to gains and losses on these contracts is generally offset by a related loss or gain on the item being hedged.

Apart from the forward foreign exchange contracts, all financial instruments are recognised in the Statement of Forecast Financial Position.

TAXATION

Income Tax: Land Information New Zealand, as a government department, is exempt from the payment of income tax under section CB3 (a) of the Income Tax Act 1994. Accordingly, no charge for income tax has been provided for.

Fringe Benefit Tax: Fringe benefit tax is paid on all liable benefits, subject to both general and specific exemptions, provided to employees.

Goods and Services Tax (GST): The Statement of Forecast Financial Performance and Statement of Forecast Cash Flows are exclusive of GST. The Statement of Forecast Financial Position is also exclusive of GST except for creditors, payables, debtors and receivables which are GST inclusive. The amount of GST owing to or from the Inland Revenue Department at balance date, being the difference between Output GST and Input GST, is included in the Statement of Forecast Financial Position.

3. CHANGES IN ACCOUNTING POLICIES

There have been no changes in accounting policies since the date of the last audited financial statements. All policies have been applied on a basis consistent with other years.

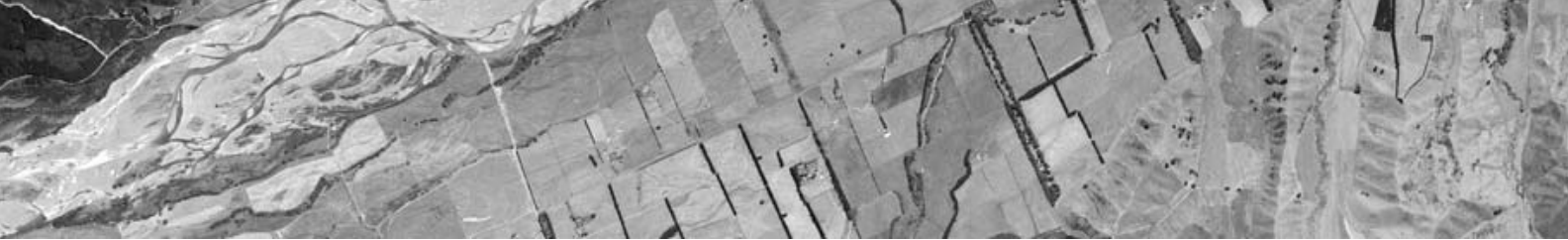
STATEMENT OF FORECAST SERVICE PERFORMANCE

SUMMARY OF DEPARTMENTAL OUTPUT CLASSES

Departmental output classes to be delivered by Land Information New Zealand, and their associated revenue, expenses and surplus or deficit are summarised below:

Departmental Output Classes		Description
1	Policy Advice	Policy advice to the Government and Minister, relating to land and property information, and providing support to the Minister.
2	Standards and Quality Assurance	Ensuring that the regulatory frameworks that create and protect property rights, and protect the public interest in Crown property management, rating valuations and the land information for which LINZ is responsible, are managed effectively and that delivery against the frameworks is quality assured.
3	Land and Seabed Data Capture and Processing	The collection and authorisation of land data and information in accordance with the regulatory frameworks.
4	Land and Seabed Information Storage and Management	Ensuring that the security and management of LINZ’s databases and systems for land information are managed effectively and efficiently.
5	Land and Seabed Information Access and Dissemination	The provision of access to, and dissemination of, information held by LINZ.
6	Crown Property Management and Disposal Services	The acquisition, management and disposal of land and property administered by the Department on behalf of the Crown.

Output Expenses	Revenue: Crown \$000	Revenue: Depts \$000	Revenue: Other \$000	Total Expenses \$000	Surplus/ (deficit) \$000
1	2,090	25	0	2,115	0
2	4,828	101	6,082	10,526	485
3	19,772	702	17,081	44,087	(6,532)
4	6,674	17	25,568	31,980	279
5	779	36	5,154	5,277	692
6	18,728	58	0	18,786	0
Total	52,871	939	53,885	112,771	(5,076)



FORECAST PERFORMANCE OBJECTIVES

OUTPUT CLASS 1 – POLICY ADVICE

This class of outputs includes the provision of policy advice to the Government and to the Minister relating to land, property and seabed information, as well as the provision of ministerial support.

OUTPUT 110 – POLICY DEVELOPMENT AND MINISTERIAL SERVICES

DESCRIPTION

This output involves the provision of policy advice, briefings and support on matters relating to departmental functions and the provision of support to the Minister, which includes:

- › draft replies to ministerial correspondence;
- › answers to Parliamentary questions;
- › draft speech notes;
- › draft communication releases;
- › briefing notes; and
- › the production of the Department’s accountability documents (i.e. Estimates, Statement of Intent, Annual Report, Output Plan).

The policy advice function encompasses new policy proposals, reviews of legislation, proposed new legislation, reports to Cabinet, Cabinet committees and Parliamentary select committees, and consultation with, and advice to, other departments on policy matters relating to departmental functions.

Measures	Standards
Quantity Policy advice, briefings and support on matters relating to departmental functions provided to the Minister. Provision of Ministerial support services as required, including: <ul style="list-style-type: none">› draft replies for letters to the Minister, including Official Information Act requests; and› draft responses to Parliamentary Questions. Accountability documents (as indicated in the description) completed.	As requested. 300 (range is 250 – 350) 100%
Quality All policy advice, reports and draft responses for the Minister’s signature will meet the policy advice/ministerial communication quality standards at Appendix A. % of draft Cabinet papers accepted by the Minister without amendment. % of draft responses to ministerials accepted by Minister without amendment. All accountability documents will meet the advised standards and specifications.	A minimum rating of ‘good’ in six monthly assessments by the Minister. 95% 95% 100%
Timeliness All policy advice will be delivered to specified deadlines agreed with the Minister. Provision of draft responses to ministerial correspondence within 10 working days or by a date agreed with the Minister’s office. Provision of draft responses to Parliamentary Questions to deadline.	100% 100% 100%

CONTINUED OVER →

FORECAST PERFORMANCE OBJECTIVES

OUTPUT CLASS 1 – CONTINUED

Cost

Output Class 1	Cost GST excl \$000	Total Revenue GST excl \$000	Revenue Crown GST excl \$000	Revenue Other GST excl \$000
2005/06	2,115	2,115	2,090	25

OUTPUT CLASS 2 – STANDARDS AND QUALITY ASSURANCE

This output class includes the regulatory activities for which the Department is responsible. The outputs aim to ensure that the regulatory frameworks that create and protect property rights, and protect the public interest in Crown property management, rating valuations and the land information for which LINZ is responsible, are managed effectively and that delivery against the frameworks is quality assured. Specifically, it encompasses regulatory intervention and quality assurance for:

- › the delivery of Crown property management, acquisition and disposal services;
- › property valuation for rating purposes; and
- › the collection, authorisation, management and dissemination of information associated with the:
 - land rights registration system;
 - geodetic and cadastral survey reference systems; and
 - topographic and hydrographic information systems.

There are two outputs in this output class.

OUTPUT 210 - STANDARDS

DESCRIPTION

This output includes the development, review and implementation of the regulatory interventions that protect the public interest in the national systems for which LINZ is responsible. In addition, this output involves:

- › the provision of technical advice to the Government and stakeholders;
- › statutory delegations for registration and survey functions;
- › support to the Valuers Registration Board and the New Zealand Geographic Board;
- › support to the electoral system;
- › dealing with claims for compensation made under the Land Transfer Act;
- › appeals from decisions of delegated staff; and
- › liaison and exchanges of information internationally and with national advisory groups on standards.



Measures	Standards
Quantity New regulatory interventions or amendment to existing interventions required to reflect new government policy, legislation, case law, audit findings, risk analysis and technology changes. Documents related to interventions reviewed (year 2 of 3-year review).	10 (range 5 – 15) 70
Quality All new and reviewed regulatory interventions will be in accordance with the LINZ risk-based standards development framework. All regulatory interventions will be peer reviewed (including Expert Committee for standards) and signed off by the responsible regulator.	100% 100%
Timeliness All regulatory interventions will be developed, reviewed and implemented in accordance with the timeframes specified in the annual business plan.	100%

OUTPUT 220 - QUALITY ASSURANCE

DESCRIPTION

This output involves ongoing monitoring and auditing of compliance to ensure that standards are met.

Measures	Standards
Quantity Annual Quality Assurance plan completed for each regulator. Audit programmes completed in all regulatory areas.	4 9
Quality The annual Quality Assurance plans will include: <ul style="list-style-type: none"> › areas identified by 'high risk area' reports; › follow-up of previous audit recommendations; and › relevant standards to be complied with. All audits conducted under these programmes will meet the criteria specified in the terms of reference for each audit.	100%
Timeliness All timeframes specified in the annual business plan will be met. All audits conducted under these programmes will meet the timeframes specified in the terms of reference for each audit.	100% 100%

Cost

Output Class 2	Cost GST excl \$000	Total Revenue GST excl \$000	Revenue Crown GST excl \$000	Revenue Other GST excl \$000
2005/06	10,526	11,011	4,828	6,183

FORECAST PERFORMANCE OBJECTIVES

OUTPUT CLASS 3 – LAND AND SEABED DATA CAPTURE AND PROCESSING

Output Class 3 involves the collection of data for specific public policy, operational business, or legislative purposes. It includes the capture and processing (receipt, validation, authorisation, manipulation, updating) of hydrographic, topographic, land title, and survey information (cadastral and geodetic). There are three outputs in this class.

OUTPUT 310 - DELIVERY OF THE LAND RIGHTS REGISTRATION AND CADASTRAL SURVEY SYSTEMS

DESCRIPTION

The delivery of accurate and timely services in relation to the land rights registration and cadastral survey systems, including:

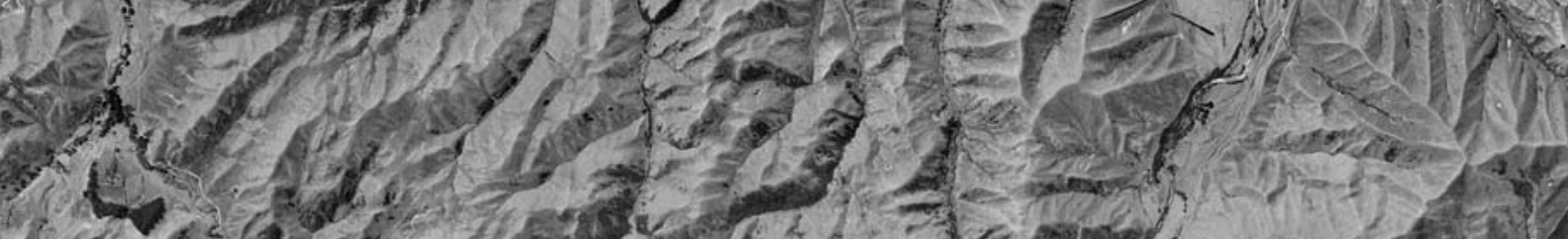
- › registration of land title transactions;
- › issue of new land titles;
- › authorisation of cadastral survey datasets; and
- › updating of the cadastral survey reference system.

Measures	Standards
Quantity Titles documents (instruments) processed from electronic lodgement. Titles documents (instruments) processed from paper lodgement. Cadastral survey datasets processed from electronic lodgement. Cadastral survey datasets processed from paper lodgement.	46,800 (est) ⁶ 793,200 (est) 4,200 (est) ⁶ 9,800 (est)
Quality Rating achieved in the quality category of monthly independent telephone surveys of randomly selected regular customers. All titles documents processed according to standards set by the Registrar-General of Land. Level of error ratings recorded against titles as recorded in the Corrections Register. All cadastral survey datasets processed and integrated into Landonline according to standards set by the Surveyor-General.	Minimum of 'good'. 100% 0.2% or less. 100%
Timeliness Rating achieved in the timeliness category of monthly independent telephone surveys of randomly selected customers. Landonline system is available. Titles documents processed from paper lodgement. Cadastral survey datasets processed from electronic lodgement. Cadastral survey datasets processed from paper lodgement. Cadastral survey datasets integrated into Landonline.	Minimum of 'good'. 99.5% between 7am and 7pm on working days. 95% within 15 working days. ⁷ 90% within 10 working days. 90% within 20 working days. 90% within 20 working days. ⁸

⁶ Based on Landonline e-lodgement targets – 9.92% of routine title documents (instruments) lodged/processed electronically from 1 July 2005 - 30 June 2006; and 30% of cadastral survey datasets lodged electronically from 1 July 2005 - 30 June 2006.

⁷ Electronically lodged titles documents are processed immediately online.

⁸ Twenty working days from deposit of Land Transfer cadastral datasets, or from approval of Māori Land or Survey Office cadastral datasets.



OUTPUT 320 - GENERATION OF THE NATIONAL AUTHORITATIVE GEOSPATIAL RECORD

DESCRIPTION

This output involves the delivery of those services necessary for the generation of the national authoritative geospatial record, i.e. the geodetic reference system, topographic and hydrographic information and the electoral spatial reference dataset.

Measures	Standards
<p>Quantity</p> <p>Topographic mapsheet areas revised.</p> <p>Topographic maps printed.</p> <p>Hydrographic chartsheet areas revised.</p> <p>Surveyed and/or maintained geodetic control marks.</p> <p>Electoral spatial reference dataset actions:</p> <ul style="list-style-type: none"> Address location requests processed. Actions arising from new cadastral datasets processed. <p>Quality</p> <p>All topographic and hydrographic data generated will meet the required standards as assessed by Quality Assurance audit.</p> <p>All geodetic data generated will meet the quality standards of the Surveyor-General as assessed by Quality Assurance audit.</p> <p>All Electoral Spatial Reference Dataset actions will meet the quality standards in the SLAs with Statistics NZ, the Electoral Enrolment Centre, the Chief Electoral Office and the Surveyor-General, as assessed by Quality Assurance audit.</p> <p>Timeliness</p> <p>New data, maps or charts available in the databases or for dissemination.</p> <p>Notified critical changes, errors or omissions to topographic data available on NZTopoOnline.</p> <p>New geodetic data available in the databases or for dissemination.</p> <p>Address location requests processed.</p> <p>Actions arising from new cadastral datasets processed.</p>	<p>22 (est) (range 15 – 22)</p> <p>69 (est) (range 55 – 69)</p> <p>11 (est) (range 9 – 13)</p> <p>8,000 (est) (range 7,000 – 9,000)</p> <p>2,900 (est) (range 2,400 – 3,400)</p> <p>11,700 (est) (range 9,700 – 13,700)</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>95% within 20 working days after acceptance.</p> <p>95% within four working days of acceptance for individual features.</p> <p>95% within 20 working days after receipt.</p> <p>90% within 20 working days from receipt.</p> <p>90% within 10 working days of approval/deposit.⁹</p>

⁹ Twenty working days from deposit of Land Transfer cadastral datasets, or from approval of Māori Land or Survey Office cadastral datasets.

FORECAST PERFORMANCE OBJECTIVES

OUTPUT CLASS 3 – CONTINUED

OUTPUT 330 - DELIVERY OF THE CROWN PROPERTY CLEARANCE SERVICE

This output is the provision of a property clearance service for work undertaken by accredited suppliers. This work involves ensuring that all relevant information has been researched and assessed for relevance to the specific property, that the conclusions reached are in line with the facts and the legislative provisions, and that the recommendation is consistent with those conclusions.

Measures	Standards
Quantity Property reports cleared and a statutory decision made.	3,000 (est) (range 2,500 – 3,500)
Quality Standard to which the service will be provided.	In accordance with the Crown property standards as assessed by Quality Assurance audit.
Timeliness Statutory reports and recommendations cleared or responded to.	95% within 5 working days.

Cost				
	Cost GST excl \$000	Total Revenue GST excl \$000	Revenue Crown GST excl \$000	Revenue Other GST excl \$000
Output Class 3				
2005/06	44,087	37,555	19,772	17,783

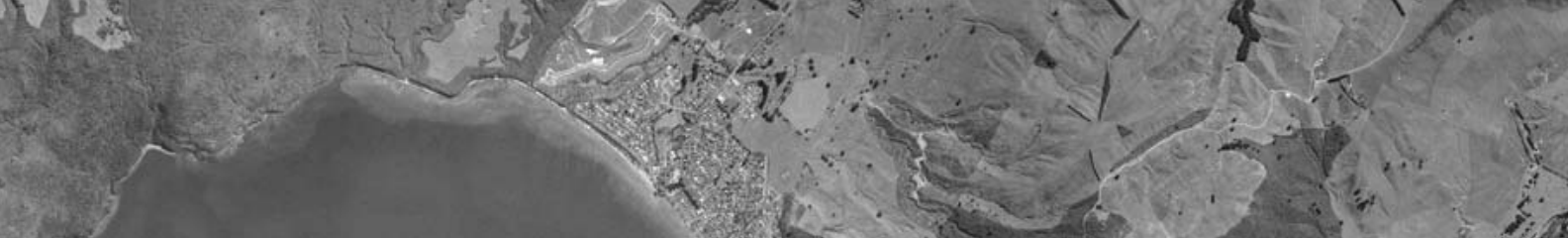
OUTPUT CLASS 4 – LAND AND SEABED INFORMATION STORAGE AND MANAGEMENT

This output class includes the efficient and secure management of LINZ’s databases and systems for storing and managing data, including enhancements to relevant processes and systems. Protection of the Government’s ownership interest in terms of maintaining capability and future-proofing is an important aspect of this output class. It has two outputs.

OUTPUT 410 - ONGOING MAINTENANCE OF AN INFORMATION SYSTEMS INFRASTRUCTURE THAT PROTECTS THE INTEGRITY AND SECURITY OF AUTHORITATIVE DATABASES

DESCRIPTION

This output ensures the ongoing maintenance of an information systems infrastructure protecting the integrity and security of LINZ’s authoritative databases (including the land rights register, the geodetic and cadastral survey reference system, topographic, hydrographic and Crown land databases, and the electoral spatial reference dataset). It includes database management, disaster recovery systems, protection of intellectual property rights, and protection against physical damage, corruption, illegal alteration, deterioration and obsolescence.



Measures	Standards
Main Items Electronic facilities management for Landonline. Maintenance of information systems infrastructure.	
Quality Standard to which the electronic facilities management service will be provided. Standard to which the information systems infrastructure will be maintained.	In accordance with the quality standards in the contract. In accordance with the code of practice for Information Security Management systems and consistent with the New Zealand e-Government interoperability framework ¹⁰
Timeliness Facilities Management for Landonline is available.	99.5% between 6am and 8pm Monday-Friday, and 9am-12 noon on Saturdays.

OUTPUT 420 - INFORMATION SYSTEMS DEVELOPMENT

DESCRIPTION

This output involves developing and implementing enhancements to the information systems infrastructure – as distinct from the routine or programmed maintenance covered in Output 410. Because of their one-off nature and probable scale in terms of time and money, these developments will be prioritised and generated on a project basis.

Measures	Standards
Quantity Projects as determined by the LINZ strategic project approval process and aligned with the Government's objectives and funding priorities.	12 (est) (range 10 - 15)
Quality Standards to which projects will be managed.	In accordance with the LINZ project framework which includes: <ul style="list-style-type: none"> › risk management; › robust governance arrangements; and › evaluation and review.
Timeliness Timelines to which projects will be managed.	To the quality standards defined in the relevant project plan. As set in the project plan for each project.

¹⁰ The NZ e-Government interoperability framework enhances the capability of agencies to integrate information/services across agency boundaries and provide easy electronic access to government information/services for individuals and businesses.

FORECAST PERFORMANCE OBJECTIVES

OUTPUT CLASS 4 – CONTINUED

Cost				
	Cost GST excl \$000	Total Revenue GST excl \$000	Revenue Crown GST excl \$000	Revenue Other GST excl \$000
Output Class 4				
2005/06	31,980	32,259	6,674	25,585

OUTPUT CLASS 5 – LAND AND SEABED INFORMATION ACCESS AND DISSEMINATION

This output class involves the provision of easy, widely available and equitable access to, and dissemination of, information (both electronic and paper) held by LINZ. Access means, amongst other things: choice of means of service delivery (paper or electronic); affordability; accessibility by Māori; and the ability of deaf, blind and English as a second language speakers to access the information they need in a usable form.

OUTPUT 510 - PROVISION OF ACCESS TO INFORMATION AND SERVICES

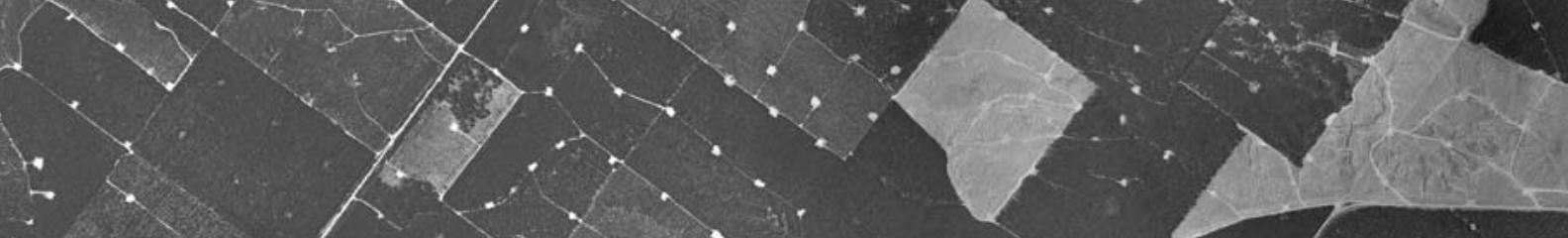
DESCRIPTION

This output involves providing access and a dissemination service for the public to the following:

- › land title, and cadastral and geodetic survey information; and
- › topographic and hydrographic information.

Measures	Standards
LAND TITLE, AND CADASTRAL AND GEODETIC SURVEY INFORMATION	
Quantity	
Electronic title records supplied.	2,900,000 (range 2,530,000 – 3,270,000)
Paper title records supplied.	21,000 (range 17,000 – 25,000)
Electronic survey records supplied.	200,000 (range 143,000 – 257,000)
Paper survey records supplied.	3,600 (range 2,800 – 4,400)
Quality	
Rating achieved in the quality category of monthly independent telephone surveys of randomly selected regular customers.	Minimum of 'good'.
Timeliness	
Landonline system is available.	99.5% between 7am and 7pm on working days.
Requests for copies or originals of paper records ready for customer collection, viewing or dispatch.	90% in two working days. ¹¹
Rating achieved in the timeliness category of monthly independent telephone surveys of randomly selected regular customers.	Minimum of 'good'.

¹¹ LINZ public counters are open 9am–4pm on standard working days. Copies will be dispatched when payment is received by LINZ.



Measures	Standards
<p>TOPOGRAPHIC AND HYDROGRAPHIC INFORMATION (MAPS, CHARTS AND INFORMATION)</p> <p>Quality</p> <p>Maintain a full inventory of topographic and hydrographic information.</p> <p>Rating achieved in an annual survey of a representative sample of primary customers who use topographic and hydrographic information products and services. The survey will include the following attributes:</p> <ul style="list-style-type: none"> > products and services meet customers' core needs; > channel delivery meets needs; and > consistent availability of goods and services. <p>Timeliness</p> <p>NZ Mariner and updates dispatched to the customer.</p> <p>Topographic maps/ hydrographic charts dispatched to the retailer.</p>	<p>100%</p> <p>Minimum of 'good'.</p> <p>Within two working days of order received or update due.</p> <p>Within two working days of order received.</p>

Cost

Output Class 5	Cost GST excl \$000	Total Revenue GST excl \$000	Revenue Crown GST excl \$000	Revenue Other GST excl \$000
2005/06	5,277	5,969	779	5,190

OUTPUT CLASS 6 – CROWN PROPERTY MANAGEMENT AND DISPOSAL SERVICES

The acquisition, management and disposal of land and property administered by the Department on behalf of the Crown.

OUTPUT 610 - CROWN PROPERTY MANAGEMENT AND DISPOSAL SERVICES

DESCRIPTION

This output involves providing services necessary for the efficient management of Crown land and land-related liabilities. The services include:

- > Crown property management (Note: LINZ administers 4,500 properties on behalf of the Crown; of these, 2,500 properties are in two property management contracts. The minimum criterion for a property to be included in a property management contract is that rates are levied against that property);
- > Crown property disposal;
- > Crown property acquisition;
- > Crown Pastoral Lease Land Tenure Reform;
- > Crown forest management; and
- > Management of land-related liabilities.

FORECAST PERFORMANCE OBJECTIVES

OUTPUT CLASS 6 – CONTINUED

Measures	Standards
Quantity Properties leased or licensed. Revenue sales target from properties available for disposal. Properties purchased. Substantive Tenure Review proposals put to leaseholders. Crown Forest Licences managed. Land-related liabilities managed.	780 (range 750 – 900) \$2,950,000 (±10%) Undertaken on an ‘as required’ basis. 15 (range 12 – 18) 72 (range 70 – 80) 450 (range 300 – 600)
Quality Standards to which the above services will be provided.	In accordance with: <ul style="list-style-type: none"> the specifications in the property management contracts; Statutory requirements; LINZ Crown Pastoral Land Standards; the specifications in Part 2 of the Crown Forest Licence Management Agreement; the requirements in the LINZ “Operating framework for the Investigation and Management of Land Related Crown Liabilities”.
Timeliness Standards to which services will be managed.	In accordance with: <ul style="list-style-type: none"> the timeframes in the property management contracts; Statutory requirements; the timeframes in Part 2 of the Crown Forest Licence Management Agreement; the timeframes in the LINZ “Operating framework for the Investigation and Management of Land Related Crown Liabilities”.
Time by which Tenure Review substantive proposals will be put to the leaseholder.	Within 10 working days of being signed on behalf of the Crown.
Deadline to achieve revenue target.	30 June 2006.

Cost

	Cost GST excl \$000	Total Revenue GST excl \$000	Revenue Crown GST excl \$000	Revenue Other GST excl \$000
Output Class 6				
2005/06	18,786	18,786	18,728	58

OTHER INFORMATION

NON-DEPARTMENTAL APPROPRIATIONS¹²

	2004/05	2004/05	2005/06
	Budgeted	Estimated	Forecast
	\$000	Actual \$000	\$000
For Output Expenses:			
01: Contaminated sites	234	234	500
Total	234	234	500
For Crown Financial Expenses:			
Coalcorp House mortgage interest	394	394	306
Total	394	394	306
For Other Expenses:			
Bad and doubtful debts	25	25	24
Crown forest management	500	500	500
Crown obligations – loss on disposal	1,640	1,640	300
Crown rates	1,107	1,107	1,107
Depreciation	1,379	1,379	1,379
Land liabilities	2,970	2,970	843
Proceeds from sales of Transit NZ properties	22,223	22,223	7,111
Residual Crown leasehold rents	760	760	741
Total	30,604	30,604	12,005
Capital expenditure:			
Crown acquisitions – Huntly East	500	500	500
Crown obligatory acquisitions	410	410	267
Total	910	910	767
For repayment of loans:			
Coalcorp House mortgage principal	5,615	5,615	0
Total	5,615	5,615	0
Total Non-Departmental Expenditure	37,757	37,757	13,578

¹² These appropriations are GST exclusive. The descriptions and explanations for these appropriations are available from the Main Estimates 2005/06.

NON-DEPARTMENTAL MULTI-YEAR APPROPRIATION

Appropriation	Current Appropriation \$000 ¹³	Scope of Appropriations
CAPITAL EXPENDITURE: LAND TENURE REFORM ACQUISITIONS		Acquisition, including outright purchase, of lessees' interest in pastoral lease land that is deemed to have high conservation values.
Term	2002/03 to 2004/05	
Original Appropriation	10,621	
Adjustments	46,209	
Total Appropriation	56,830	
Actual to date (February 2005)	12,327	
Expected Actual to year end	25,442	
Remaining	31,388	
Expected Outcome	25,442	

Appropriation	Current Appropriation \$000 ¹⁴	Scope of Appropriations
CAPITAL EXPENDITURE: LAND TENURE REFORM ACQUISITIONS		Acquisition, including outright purchase, of lessees' interest in pastoral lease land that is deemed to have high conservation values.
Term	2005/06 to 2007/08	
Original Appropriation	40,000	
Adjustments	0	
Total Appropriation	40,000	
Forecast 2005/06	13,333	
Remaining	26,667	
Expected Outcome	40,000	

¹³ The figures presented here include GST.

¹⁴ These appropriations are GST exclusive. The descriptions and explanations for these appropriations are available from the Main Estimates 2005/06.

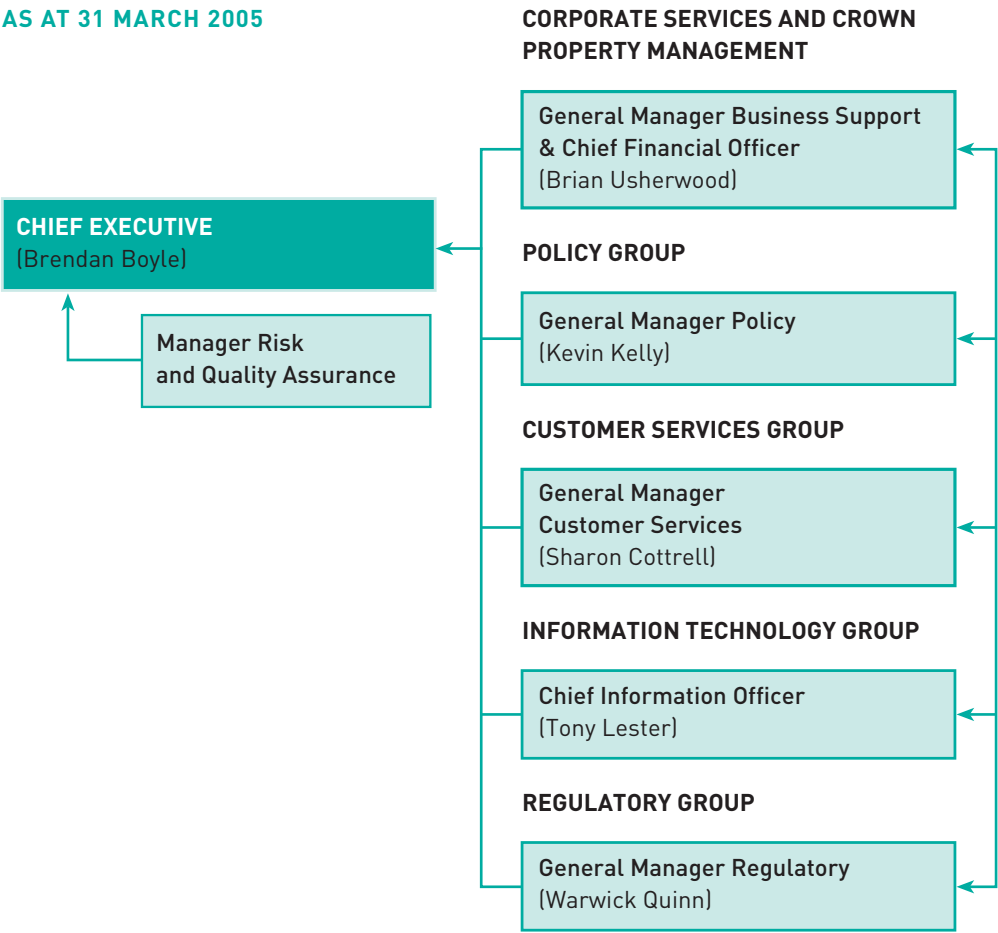
NON-DEPARTMENTAL REVENUE AND RECEIPTS¹⁵

	Budgeted 30/06/05 \$000	Estimated Actual 30/06/05 \$000	Forecast 30/06/06 \$000
Current non-tax revenue:			
Database fees	1,019	1,019	1,019
Pastoral lease rentals	1,460	1,460	1,460
Properties – rents	2,370	2,370	2,370
Sundry operating revenue	988	988	67
Transit NZ sales	20,000	20,000	8,000
Total non-tax current revenue	25,837	25,837	12,916
Capital receipts:			
Properties sales	12,150	12,150	3,318
Land tenure reform sales	1,217	1,217	12,444
Total capital receipts	13,367	13,367	15,762
Total revenue and receipts	39,204	39,204	28,678

¹⁵ The descriptions for these revenues and receipts are available in the Main Estimates 2005/06. The figures quoted are GST exclusive.

WHO WE ARE – LINZ STRUCTURE AND PEOPLE

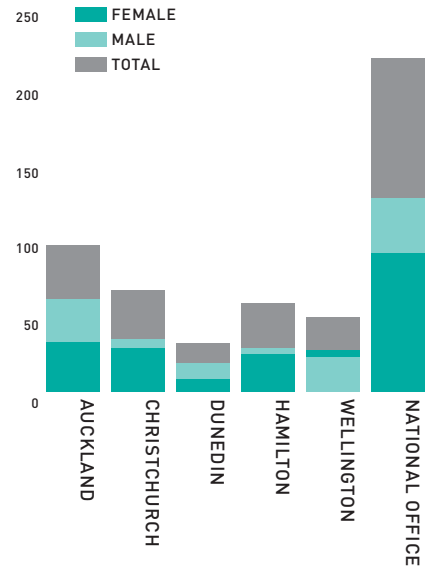
AS AT 31 MARCH 2005



“LINZ will continue to manage the Crown land on its books to best advantage, and to maintain public confidence in the land rights and geographic information underpinning New Zealand”

STAFF RESOURCES BY LOCATION AND GENDER

Location	Female	Male	Total
Auckland	39	66	105
Christchurch	33	38	71
Dunedin	14	22	36
Hamilton	27	33	60
Wellington	30	25	55
National Office	94	132	226
Subtotal	237	316	553





WHAT WE DO – LINZ'S RESPONSIBILITIES

LAND TITLES

LINZ authorises and records changes in rights to land. This includes creating new titles, recording changes of ownership and interests in land (e.g. mortgages) and providing access to these records. The system LINZ maintains provides an accurate and up-to-date picture of legal ownership of land in New Zealand. Titles products and services are provided via the Internet (for Landonline subscribers) and through LINZ's five Processing Centres. Bulk digital title data is also made available through resellers.

GEODETIC AND CADASTRAL SURVEY SYSTEMS

LINZ maintains the geodetic and cadastral systems, which work together to provide the parcel-based framework for recording rights in land. Electoral information (e.g. street addresses and meshblocks) is generated from this framework.

GEODETIC REFERENCE SYSTEM

The geodetic reference system provides the underlying spatial reference system for New Zealand. It involves a network of primary survey marks in the ground. The positions of these marks are recorded in terms of a New Zealand datum, which is compatible with the international global positioning system.

The geodetic reference system provides the spatial referencing framework for the cadastral survey system. It enables the compatible positioning of all other spatial information, such as topographic and geological mapping. Geodetic information is available via the Internet.

CADASTRAL SURVEY SYSTEM

The cadastral survey system consists of a framework which includes all survey reference points, land surveys and boundary marks, and the spatial definition of cadastral records provided by LINZ-approved survey plans. This information enables the identification and definition of land parcels for registration and recording of interests under the Torrens land title, Māori land and Crown land systems. It also provides the national property framework for use in geographic information systems operated by local authorities and utility companies.

Cadastral survey products and services are provided via the Internet (for Landonline subscribers) and through LINZ's five Processing Centres. Bulk digital survey data is also made available through resellers.

TOPOGRAPHIC INFORMATION

LINZ is responsible for national topographic mapping at 1:50,000 and broader scales. It undertakes this mapping for defence and emergency services and national constitutional purposes. LINZ makes its topographic data and mapping available via the Internet and in printed form through retailers. It also makes its bulk digital topographic data available directly from LINZ or through resellers.

HYDROGRAPHIC INFORMATION

LINZ is responsible for providing authoritative hydrographic information for navigational purposes. It produces this information, which includes charts, nautical almanacs and notices to mariners, in accordance with the standards of the International Hydrographic Organisation. LINZ's hydrographic products are supplied to users via the Internet and through chart retailers.

RATING VALUATION

LINZ ensures that property valuations for rating purposes are provided to a consistent standard. It sets standards for rating valuations and undertakes compliance audits of local authorities.

CROWN PROPERTY

LINZ regulates the management and disposal of the Crown's interest in land and property in accordance with the Public Works Act 1981 and the Land Act 1948. Government agencies undertake acquisitions and disposals for their own purposes. LINZ ensures that correct statutory decisions are made and that government agencies comply with the statutory requirements in a consistent manner.

LINZ is also responsible for managing Crown land and property on its balance sheet in accordance with the regulatory framework, including the control of pest plants and animals on its lands and on Crown-owned river and lake beds. Two of the major areas are the administration of the Tenure Review process under the Crown Pastoral Land Act 1998 for South Island high country pastoral leases, and Crown forest licences under the Crown Forest Assets Act 1989.

CONTINENTAL SHELF

LINZ is responsible for obtaining seabed data, determining the furthest extent of the legal continental shelf and assisting with developing New Zealand's submission to the United Nations' Commission on the Continental Shelf. This will enable the Government to lodge New Zealand's submission by 2009.

GEOGRAPHIC BOARD

LINZ provides administrative support to the New Zealand Geographic Board. The Board is responsible for place naming in New Zealand including the Kermadec, Chatham, Auckland and Campbell Islands and within the territorial waters of New Zealand.



John R Gibson

GIS Co-ordinator

Greater Wellington - The Regional Council

"If LINZ didn't exist and didn't provide what it does, well, we would be at the mercy of a lot of ad hoc and inconsistent data sources"

John Gibson is a geographic information systems (GIS) co-ordinator with Greater Wellington (Wellington's regional council). His primary task is to maintain shared digital mapping information sets for the regional council, so that they are accessible to anyone within the council, as well as to the public and the local community.

He says that many regional council activities rely heavily on information from LINZ.

"We have on average about 15-20 users at any one time using GIS... all of these people will be working with digital information that is sourced from LINZ, so that there is a general pervasiveness throughout our information systems of what LINZ supplies.

"If LINZ didn't exist and didn't provide what it does, well, we would be at the mercy of a lot of ad hoc and inconsistent data sources."

John says that Greater Wellington looks to LINZ for authoritative and standardised data sets, as well as standards to guide their use.

A black and white portrait of Tim Campbell, a man with short, dark, slightly messy hair, wearing a light-colored striped shirt and a dark tie. He is looking slightly to the left of the camera with a serious expression.

Tim Campbell

Director, Land Equity Group
Wellington

Land Equity Group is a Wellington-based property development company which operates in a wide variety of sectors – retail, industrial, hotel, residential and office-type development.

Information from LINZ is applied, particularly during the pre-project investigative phase (due diligence-type work) when a potential development site has been identified and Land Equity needs to know more about it.

Land Equity Director Tim Campbell says that with the introduction of electronic land information, the investigative phase has sped up considerably.

“Previously, when we’d start the due diligence process we needed to involve a solicitor (who would do a variety of searches on the property), a valuer (who would go around and find comparable evidence of similar properties so as we could get some idea of what the subject property might have been worth)... and various other consultants. Much of that information is now at our fingertips.”

Tim says his firm has seen quantifiable cost savings in being able to search their own information and to do it quickly.

“It makes the process for us a very efficient one... both in terms of time, our internal resource, external resource and ultimately cost. And it’s significant, it really is.”

“It makes the process for us a very efficient one... both in terms of time, our internal resource, external resource and ultimately cost.”



Mark Goodin

Project Surveyor, Connell Wagner
Consulting engineers, planners
and surveyors
Wellington

**“It’s critical information
for us because...
basically the whole
cadastre is based on
information held by LINZ”**

Connell Wagner is a multi-disciplinary consultancy firm with interests in engineering, land surveying and town planning.

Project surveyor, Mark Goodin, says the bulk of the information he gets from LINZ is associated with cadastral surveying, as well as obtaining geodetic spatial data through the LINZ database to get co-ordinates for control points around the country.

“It’s critical information for us because... basically the whole cadastre is based on information held by LINZ.

“The Geodetic Database and Landonline are both available through the Internet which means we can obtain information anywhere in NZ without having to go off site.”

LINZ is now providing land transfer surveys through [e-survey](#), which greatly appeals to Mark, even though he says it might seem “fiddly” at first. But he adds that it’s just a matter of time and experience.

“You’ve just got to work through it and do more and more surveys and more complicated surveys... what will happen is that the students will come out of survey school knowing exactly what to do straight away.”

LEGISLATION LINZ ADMINISTERS

Legislation administered by Land Information New Zealand as at 31 March 2005:

- › Cadastral Survey Act 2002
- › Crown Grants Act 1908
- › Crown Pastoral Land Act 1998
- › Deeds Registration Act 1908*
- › Hunter Gift for the Settlement of Discharged Soldiers Act 1921
- › Land Act 1948
- › Land Transfer Act 1952*
- › Land Transfer (Computer Registers and Electronic Lodgement) Amendment Act 2002
- › New Zealand Geographic Board Act 1946
- › Public Works Act 1981, Parts II – VI, and Part VIII
- › Rating Valuations Act 1998
- › Reserves and Other Lands Disposal Acts
- › Unit Titles Act 1972*
- › Valuation Department (Restructuring) Act 1998
- › Valuers Act 1948.

(* Administered jointly with Ministry of Justice.)

source: www.dpmc.govt.nz/cabinet

The Chief Executive has statutory functions under the Public Works Act relating to the disposal of surplus land.

Land Information New Zealand also has functions under a number of other Acts including:

- › Airport Authorities Act 1966 (relating to disposal of land)
- › Crown Research Institutes Act 1992 (relating to disposal of land)
- › Electoral Act 1993 (relating to electoral boundaries)
- › Geographical Indications Act 1994 (relating to geographical names)
- › Health Reforms (Transitional Provisions) Act 1993 (relating to disposal of land)
- › New Zealand Railways Corporation Act 1981 (relating to disposal of land)
- › Resource Management Act 1991 (relating to network utility operators and acquisition of land)
- › State Owned Enterprises Act 1986 (relating to disposal of land)
- › Te Ture Whenua Māori Act 1993 (relating to Māori land)
- › Treaty of Waitangi (State Enterprises) Act 1988 (relating to disposal of land)
- › Treaty of Waitangi Act 1975 (relating to disposal of land)
- › Treaty of Waitangi Claims Settlement Acts (various).

Land Information New Zealand has a number of statutory officers with functions under the Acts administered by the Department:

- › Commissioner of Crown Lands
- › Registrar-General of Land
- › Surveyor-General
- › Valuer-General.

In addition, LINZ, particularly the Registrar-General of Land and the Surveyor-General, has special responsibilities relating to land transactions under more than fifty other statutes.

The Department acts in a secretarial and administrative support capacity for the New Zealand Geographic Board and the Valuers Registration Board. The Surveyor-General is the Chairperson of the Geographic Board and the Valuer-General is Chairperson of the Valuers Registration Board.



Office of Treaty Settlements Wellington

In managing issues associated with land undergoing the transfer process in Treaty of Waitangi settlements, the Office of Treaty Settlements (OTS) interacts with a number of LINZ groups. These include the Registrar-General of Land's office (to ensure accuracy of titles to properties offered in Treaty settlements), and the Surveyor-General's group (in relation to how the land in question is surveyed).

The OTS team also deals with the Crown Property Management team, which administers Crown forest land that often features in Treaty settlements.

A recent negotiation, completed in 2004, saw Te Arawa and the Crown sign a Deed of Settlement that settles all Te Arawa's historical lakes claims against the Crown. Te Arawa's area of interest ranges from Maketu to Tongariro in the south and the Settlement involves thirteen lakes in the Rotorua District.

Because the lake beds were involved, it was a high profile and more complicated redress than had been offered in past settlements, so required a lot of technical expertise and guidance from LINZ.

Kay Harrison, who manages the OTS policy and negotiations team responsible for negotiating the Lakes settlement says of the LINZ involvement, "It's vital. We couldn't have done that settlement without the input of LINZ."

**"We couldn't have done
that settlement without
the input of LINZ"**

APPENDIX A: POLICY ADVICE/MINISTERIAL SERVICING STANDARDS

QUANTITY

Completion or advancement of policy projects/ministerial communication estimated targets as agreed between the Minister and the Chief Executive in the course of the year. Assessed by comparison against agreed milestones and agreed timelines.

COVERAGE

Provision of a comprehensive service: the capacity to react urgently; the regular evaluation of government policy impacts on outcomes and timely and relevant briefings on significant issues; support for the Minister as required in Cabinet committees, select committees, in the House and in the execution of his or her duties. Assessed by the Minister's satisfaction as reported in the half-yearly response sheet.

QUALITY

All policy advice/ministerial communications must be in accordance with the following quality standards:

- › The aims of the papers have been clearly stated and they answer the questions that have been set.
- › Assumptions behind the advice will be clear, and the argument logical and supported by accurate facts.
- › Expenditure forecasts will be based on logical and clear assumptions.
- › Sales forecasts will be based on the midpoint of known market demands and best projections.
- › All material facts will be included.
- › An adequate range of options will be presented and assessed for benefits, costs and consequences to the economy.
- › Evidence will exist of adequate consultation with interested parties, where applicable, and possible objections to proposals will be identified.
- › Problems of implementation, technical feasibility, timing and consistency with other policies will be considered.
- › Material presented will be effectively summarised in plain English, which is concise, free of spelling and grammatical errors, and will meet ministerial and Cabinet Office requirements.

Where appropriate, written and verbal advice tendered to the Minister will accurately reflect:

- › economic implications;
- › revenue and expense implications (quantified where possible); and
- › administrative implications and costs (quantified where possible).

QUALITY MANAGEMENT

Product quality will be supported by a quality management process including:

- › external review of scope and methodology for major analytical work;
- › internal peer review and quality assurance procedures;
- › circulation of drafts for comment by other government agencies and other parties as appropriate;
- › sign-offs by senior managers; and
- › a six-monthly assessment being sought from the Minister.

TIMELINESS

Specified reporting deadlines will be met. Assessed by comparison against deadlines set, agreed and modified in the course of the year.

COST

The outturn is within budget. Assessed by comparison of outturn with the Estimates of Appropriations.



Dr Chris Hoogsteden

Associate Professor and Dean
School of Surveying, University of Otago

The University of Otago School of Surveying is the only tertiary institution of its kind in the country, and recently acquired 30 Landonline licences for its survey students. Associate Professor and Dean of the Survey School, Dr Chris Hoogsteden, says that the licences are an excellent investment in New Zealand's young surveyors.

“LINZ has been extremely proactive in enabling us to put Landonline in front of the students... and they will come out pretty au fait with Landonline.”

He says that there is also a strong element of social good in LINZ's generosity. “There is something so tangible about investing in professional education and it's a genuine investment in the future. We are grateful to LINZ... it'll give the students an edge in the marketplace and, in turn, the students know that they're going to have to be on top of any new technology.”

Chris says the students at the Survey School are to be introduced to Landonline early in their survey studies.

“As soon as the undergraduates have got the requisite skills base, we will introduce Landonline as early as possible... so it's not something that we say, ‘Oh, by the way guys, you're out in the workforce in six months time, we'd better teach you a little bit.’ Rather, it's a fundamental building block in their undergraduate professional skill-gathering.”

For the survey profession in the long-term, Chris says that e-surveys are the way of the future, and that survey firms will need to adopt the technology actively – and employ the people who can use it – to stay ahead of the game.

“The profession knows that it's going to have to buy in some of the skills... and I think they will recruit, at least partly, on the basis of ‘are you familiar with e-surveys and Landonline?’ Acquiring and refining such skills could well mean it's a win-win for graduates looking for jobs and the industry looking for skilled graduates.”

“LINZ has been extremely proactive in enabling us to put Landonline in front of the students”



Scott Warman

LINZ Quality Control Co-ordinator – Titles
Christchurch

Scott says that the
Landonline technology has
streamlined workflows
immeasurably.

As part of his role as a quality control co-ordinator at the LINZ Christchurch Processing Centre, Scott Warman is also responsible for training his colleagues – something he says he really enjoys.

“I find the training aspect of the job very satisfying... I like being able to go back to the staff and give them advice... help them... extend their knowledge and broaden their knowledge base through training.”

Scott says that the Landonline technology has streamlined workflows immeasurably.

“It really is a good system for getting work done. When I started at LINZ Landonline had already come in... but the improvements in Landonline in recent years have increased production and efficiencies in the way we do the work.”

Bells and whistles aside, Scott says there is still room for improvement in the delivery of a nationally consistent service in the way customers receive the LINZ products.

“The consistency throughout the regional processing centres is improving, but at this stage there are still regional variations... and I think customers deserve a more united presentation from LINZ.”

Scott enjoys working for LINZ, despite what he says is a misconception that LINZ is often thought of as nothing more than a processing department.

“I reckon it’s a great place to work... there’s more to it than just data entry, and I thoroughly enjoy it!”



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