



STATEMENT OF INTENT

LAND INFORMATION NEW ZEALAND

2006/2007

Toitu te
Land whenua
Information
New Zealand



ISSN1176-4295

Contents

MINISTER'S INTRODUCTION.....	2
CHIEF EXECUTIVE'S OVERVIEW.....	3
STATEMENT OF RESPONSIBILITY.....	4
STRATEGIC DIRECTION	
LINZ'S ROLE	6
LINZ'S OUTCOMES FRAMEWORK.....	10
OPERATING ENVIRONMENT.....	11
MANAGING FOR OUTCOMES	14
END OUTCOMES.....	15
INTERMEDIATE OUTCOMES.....	17
KEY INITIATIVES	22
CAPABILITY	29
FORECAST FINANCIAL STATEMENTS	
FORECAST FINANCIAL STATEMENTS	36
FORECAST PERFORMANCE OBJECTIVES.....	46
LINZ AS AN AGENT OF THE CROWN	60
APPENDICES	
APPENDIX A: LINZ's Responsibilities	64
APPENDIX B: Legislation LINZ Administers.....	66
APPENDIX C: Policy Advice/Ministerial Servicing Standards.....	67
CONTACT DETAILS.....	68

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

This document can be found at: www.linz.govt.nz/soi2006



Minister's Introduction



Welcome to the Land Information New Zealand (LINZ) Statement of Intent.

I note some substantial initiatives are underway.

New Zealanders are using the Internet more than ever and we

are increasingly accessing government information online. LINZ is an important player in this process with its move towards 100% electronic lodgement of land title and survey transactions. But there are other compelling arguments for the electronic provision of LINZ's services.

In March this year the Government developed priorities for the next decade that included an emphasis on economic transformation and national identity.

A strong economy is based on confidence and certainty; we need confidence and certainty in land rights, for example, in order to develop and progress, and to rise to the challenges of a globally competitive marketplace. As well, New Zealanders have always had a pride in their land, either as landowners or recreational users.

By providing certainty and confidence in land rights, LINZ underpins the New Zealand economy. Its move towards electronic delivery and management of its services supports economic transformation. New Zealanders increasingly need faster, better and cheaper services. This can be met using today's information and communications technology.

Many of LINZ's activities contribute to both economic transformation and national identity, including cross-government projects that LINZ leads,

such as the Ocean Survey 20/20 programme and the New Zealand Government Geospatial Information Strategy. Ocean Survey 20/20 will greatly increase our understanding of New Zealand's vast ocean environment and its potential over the next 15 years, while the Geospatial Information Strategy will result in much better coordination of information held by government agencies.

The Crown owns land worth \$456M, which constitutes 8% of New Zealand's land area. LINZ manages large areas of this land, especially in the South Island high country. The future of the high country is changing as tenure review freeholds land capable of greater and diversified economic use, provides land for protection as public conservation land, and secures public access to and enjoyment of high country land.

LINZ is now responsible for processing applications from overseas investors wanting to invest here. Its Overseas Investment Office assesses the economic benefits to New Zealand while also safeguarding our natural heritage.

The strategic goals and initiatives detailed in this document confirm LINZ as a key contributor to the Government's goals.

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

Hon David Parker
Minister for Land Information



Chief Executive's Overview



We have announced our intention to move towards 100% electronic lodgement of titles and survey plans, a move consistent with the development of Landonline as our primary service mechanism.

This Statement of Intent reflects this and details how this and other initiatives fit into our ongoing strategic thinking about the challenges and opportunities that LINZ faces. It also confirms our commitment to the department's outcomes and our contribution to Government's goals, particularly economic transformation.

We now look forward to developing and integrating Landonline as "business as usual".

In our policy role we have developed the New Zealand Government Geospatial Information Strategy. It defines a governance structure to optimise the benefits from government's geospatial resources, and we're working with other agencies across the geospatial sector to reconcile the various geospatial datasets, services and systems of other government agencies and local government for greater efficiency and adaptability of use.

Complementing the Geospatial Strategy is our Ocean Survey 20/20 Strategy, launched in March last year with the aim of coordinating the research and other initiatives being undertaken in our immediate ocean environment. This important work is now set to continue through the next few years and will require significant inter-agency cooperation.

LINZ is developing a Biosecurity Strategy in support of the Biosecurity Act 1993, and we will continue to apply best practice principles to the management

of the Land Tenure Review process, working collaboratively with the agencies and stakeholders that have interests in the use of Crown land.

In last year's Statement of Intent we committed to a policy of optimal intervention in terms of our regulatory function. This will continue as we strive to achieve equilibrium in New Zealand's regulatory regimes while still allowing for innovation and growth.

The State Services Commission's Goals for the State Sector provide an overarching set of guiding principles to shape how the public service will be arranged and will perform to ensure it meets the needs of New Zealanders. LINZ demonstrates its commitment to these goals and their contribution to our capability.

This Statement of Intent also details our progress and improvement in respect of managing for outcomes.

The production of this annual Statement of Intent helps us to focus clearly on our strategic priorities, to align them with our business planning processes, and to develop our organisational capability. Delivering a consistent service to a high standard electronically should result in increased value to our customers.

I am confident we can look forward to improved performance and delivery of information to meet future delivery challenges.

A stylized, handwritten signature in black ink, consisting of a large, sweeping initial 'B' followed by a smaller, more intricate signature.

Brendan Boyle
Chief Executive
Land Information New Zealand

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 Appropriations (2005/06 Estimates) Bill.

Signed



Brendan Boyle
Chief Executive

Countersigned



Brian Usherwood
Chief Financial Officer

Strategic Direction



LINZ's Role

WHY LAND INFORMATION NEW ZEALAND EXISTS

We exist because New Zealand's economy needs certainty of property rights in order to function and grow.

Land is a fundamental resource upon which economic prosperity and social outcomes are derived. The nation therefore needs systems and processes designed to maintain and deliver quality information relating to New Zealand's land and sea areas, and to manage and enforce land transactions. This information is considered so significant, that the Government has decided to play a role in investing and managing systems to support New Zealand's economic activity. LINZ is charged with this function.

The Government as landowner must also ensure that its own land and property assets are efficiently managed and put to their most effective use economically, environmentally and socially.

LINZ's role therefore is to act as steward of those systems and processes, providing a secure foundation on which quality decisions can be made by everyone with an interest in New Zealand's land – and, increasingly, its immediate marine environments.

CONTRIBUTING TO A GROWING ECONOMY

A strong economy is one which continues to grow to meet the challenges provided by a globally competitive marketplace.

LINZ contributes primarily to the Government's goal of economic transformation. It does so through its

policy programme, and by providing services critical to the functioning of a strong economy which will deliver the living standards and the quality of life New Zealanders expect.

The Government plays a key role in the economy and in generating prosperity for New Zealanders through creating and maintaining the frameworks and institutional structures required for economic growth. In the land market, this means the delivery of:

- an effective and efficient regulatory framework for defining and dealing in property rights in land;
- maintaining publicly available core geographic information that underpins property rights in land, New Zealand's constitutional framework, national security, and emergency services responses; and
- the efficient management of land-related liabilities on land owned by the Crown.

In delivering these functions and services, LINZ is part of the legal fabric supporting the New Zealand economy.

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.

LINZ also dedicates resources 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 decade.

LINZ'S RESPONSIBILITIES

- Providing the policy and regulatory frameworks by which land is defined and transacted.
- Providing a secure environment for the buying, selling and subdividing of land property through:
 - guaranteed titles for property dealings; and
 - an accurate system of land boundary definition.
- Administering the Crown's interests in land through:
 - the acquisition, disposal, or administration of Crown land; and
 - the management of Crown land liabilities.
- Providing a nationally consistent valuation system for rating purposes.
- Assisting Government and its agencies to address Treaty of Waitangi issues through the provision of information on land history and status.
- Administering the Overseas Investment Act 2005 by:
 - making decisions, under delegation, on applications by overseas persons who wish to acquire significant business assets or certain land in New Zealand;
 - advising relevant Ministers (for non-delegated applications, including fishing quota applications) as to how those applications should be decided; and
 - monitoring compliance with conditions of consent and enforcing breaches of the overseas investment legislation.
- Ensuring that New Zealand has high-quality databases for its survey, mapping, hydrographic and property activities.

OUR CUSTOMERS

LINZ has a large and varied customer base including:

- surveyors;
- conveyancers;
- territorial local authorities;
- a range of government agencies, including the New Zealand Defence Force, the Department of Conservation, and Statistics New Zealand;
- emergency services;
- licensed mariners;
- port companies;
- harbour masters;
- search and rescue; and
- overseas investors.

LINZ'S VISION AND PURPOSE – AND OUR SUPPORTING VALUES

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.
Values	CERTAINTY INTEGRITY ADAPTABILITY KOTAHITANGA	A commitment to quality outcomes that endure. Honesty and openness, doing our best. Flexibility and innovation, staying ahead of the game. Everybody working together as one.

We are aiming for others to recognise the contribution we make to the Government's outcomes, so that our expertise is seen as a valuable resource to encourage and contribute to initiatives that require an all-of-government approach.

In working towards our vision we intend to increasingly use electronic channels to optimise the collection, availability and usability of government-owned land information.

The vision also reconfirms that we will continue to effectively deliver and improve our core business functions. At the same time, we will use our expertise in 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.

As customers deal with LINZ, they have an expectation they will receive the same quality service throughout the department. Our corporate values are the building blocks of our organisational culture and help ensure a unity of purpose and direction among staff.

The right information at the right time

New Zealanders rely on the topographic and hydrographic information that LINZ collects and maintains for a range of purposes, including for defence and emergency services.

Geospatial information – put simply, where things are in relation to the Earth – enables emergency services to locate incidents quickly, and helps them to manage any national emergency responses.

Information and communications technologies are transforming the way this information is collected, managed and shared. Improved coordination in

the way the public sector’s geospatial resources are managed will not only mean that information is collected once and is able to be used many times, but will help ensure more innovative and effective responses to issues faced by government in the future.

LINZ is leading the development of a cross-government strategy to provide trusted geospatial information that is available, accessible, able to be shared and used to ensure New Zealand’s safety and security, contribute to the economy and to preserve and enhance the environment.

Emergency services rely on geospatial data to plan how to manage disasters.

Credit: Ministry of Civil Defence and Emergency Management.



LINZ's Outcomes Framework

The Government's priorities for the next decade that LINZ contributes to:

- Economic Transformation: progressing our economic transformation to a high income, knowledge-based market economy, which is both innovative and creative and provides a unique quality of life to all New Zealanders.
- National Identity: all New Zealanders to be able to take pride in who and what we are, through our arts, culture, film, sports and music, our

appreciation of our natural environment, our understanding of our history and our stance on international issues.

This will be achieved by:

- growing globally competitive firms;
- world class infrastructure;
- innovative and productive workplaces, underpinned by high standards in education, skills and research;
- environmental sustainability; and
- an internationally competitive city – Auckland.

End Outcomes: (What LINZ and others contribute to)

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.

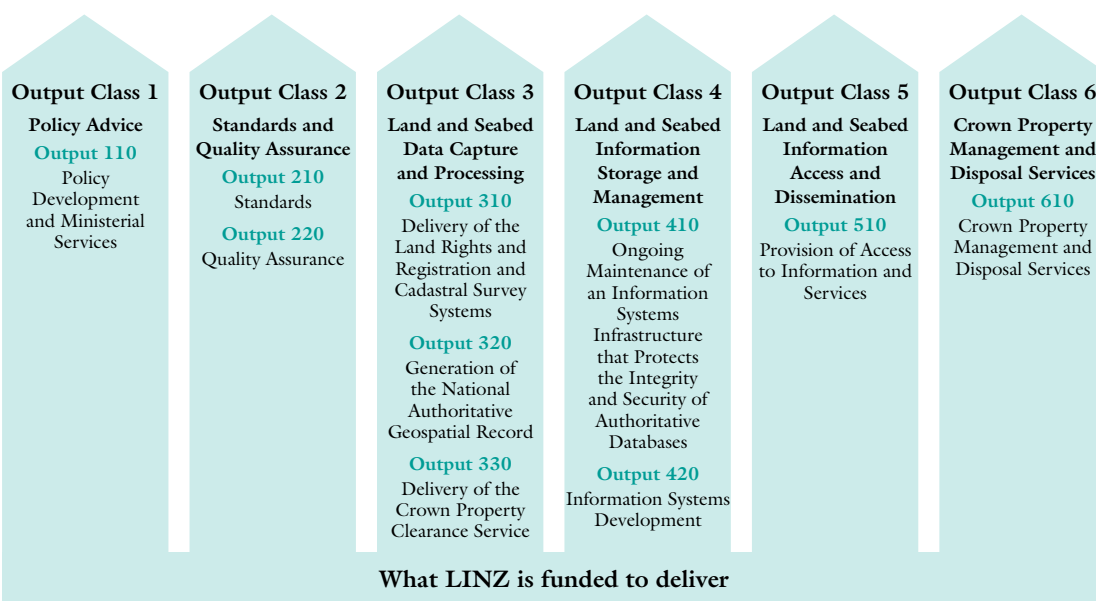
Crown assets are put to their best use.

Intermediate Outcomes (LINZ is the main contributor)

An effective system for defining and transacting land.

Convenient access to integrated land information.

Effective and efficient management of Crown land and liabilities.



Output Class: Policy Advice

Policy advice contributes to all intermediate outcomes.

Output Class: Standards and Quality Assurance

The outputs in this class contribute to all intermediate outcomes by ensuring regulatory frameworks protect the public interest, necessary land information is available and statutory decisions are properly made.

Output Classes: Land and Seabed Data Capture and Processing, Land and Seabed Information Storage and Management, and 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: Crown Property Management and Disposal

These outputs relate to the delivery of Crown property services for the land on LINZ's Crown balance sheet. It contributes directly to the third intermediate outcome.

Operating Environment

With the increasing demand for information and technology continuing to influence New Zealand's economic growth and ongoing innovation, LINZ has a critical role to play in the provision of digital land information. Competing pressures on the use of land will also impact how decisions are made about the future disposal of Crown land administered by LINZ and when dealing with requests from overseas investors.

To understand the impact of these and other challenges on our strategic thinking, we undertook scenario planning during 2006 to:

- provide a wider perspective about emerging issues or new developments in LINZ's fields of responsibility; and
- discover new ways to listen and respond to challenges and opportunities, enabling LINZ to be more responsive to the changing circumstances that the future presents for New Zealand.

This work will continue to help shape a longer-term vision for land information in New Zealand.

SOME KEY CHALLENGES FOR LINZ

GREATER DEMAND FOR GOVERNMENT ONLINE SERVICES

New Zealanders' appetite for electronic delivery of government services continues to grow. Our Internet use remains high and when compared internationally is well above the global average. This demand however has to be matched with the capability to deliver information through new and improving technologies. The ability to deliver digital solutions supports the Government's desire for stronger economic growth and greater business productivity. LINZ is continuing to meet the demands for information and digital technologies by contributing to the Government's Digital Strategy.

For LINZ this means the delivery of land information will be more integrated with other government information, accessible and customised to meet the needs of our customers, and therefore better able to contribute to productivity improvements across industry.

CONTINUED UPTAKE OF ELECTRONIC LODGEMENT THROUGH LANDONLINE

LINZ processes approximately 17,000 title and survey transactions a week through Landonline. Progressive improvements to the system, since it was introduced in 2000, have enabled conveyancers and surveyors to access land information and to lodge most of their transactions remotely.

In February, LINZ announced it would be phasing out paper-based lodgement of land transactions by 1 July 2008. The move is entirely in keeping with the Government's Digital Strategy and will bring about even greater efficiency gains for our customers.

IMPROVING GEOSPATIAL INFORMATION

There are many agencies within government that have individual roles in collecting and maintaining geospatial information. Given the crucial role of this information to decision-making, inside and outside government, it is essential that its management is better coordinated, more consistent and therefore of more relevance to those who use it. We consider that the development of an effective cross-government strategy will help to overcome some of these issues and will depend on the involvement and commitment of all stakeholders.

BIOSECURITY ISSUES

The Biosecurity Act 1993 covers pre-border and border activity, surveillance incursion responses and eradication, and pest management.

The provisions within the Biosecurity Act pertaining to LINZ relate to regional pest management strategies. We have a number of opportunities to achieve biosecurity outcomes on the Crown-owned land that we manage and in particular to reduce damage caused by harmful weeds and pests.

We are now developing a Biosecurity Strategy for LINZ to contribute to this and will be implementing it over the coming years.

INCREASING PRESSURE ON LAND FOR INFRASTRUCTURE

As the New Zealand economy grows so too does the demand for infrastructure able to support economic growth, business activity and our domestic requirements.

Two critical areas requiring ongoing investment are energy and transport. Both require either acquisition of, or access to, land and there is increasing pressure on the Government to secure property rights for those authorities that need them, and for LINZ to provide quality advice and information.

ENVIRONMENTAL OUTCOMES AND ECONOMIC DEVELOPMENT

There is an increasing need to find a balance between environmental sustainability, recreational use and economic development. For LINZ this means weighing up the often competing interests of those who wish to access Crown land for economic development purposes and those who wish to access Crown land for recreational or environmental purposes.

The complexities of this are evident largely through land tenure review. While the inherent tensions of this process will continue to challenge LINZ into the foreseeable future, we are committed to working collaboratively with those agencies and stakeholders with interests in the use of Crown land and to achieving balanced outcomes that best safeguard the interests of New Zealand.

LINZ'S CULTURE AND VALUES

LINZ's organisational values help shape our future by creating the conditions to ensure we continue to deliver products and services and to encourage ongoing performance and learning.

For LINZ the challenge is to ensure greater collaboration and information-sharing across the organisation, improve communication, and future-proof our capability and technical skills. We have initiatives underway to address these areas.

EVOLVING PUBLIC SECTOR MANAGEMENT

The State Services Commission has developed a set of Development Goals for the State Sector. These are intended to provide an overarching set of guiding principles to shape how the public service will be arranged and will perform to ensure it meets the needs of New Zealanders.

LINZ supports the achievement of these goals and contributes to them through our strategic priority areas and by developing our organisation, information and human potential. See the Capability section on page 29 for more details.



An angler at work in Southland's Mararoa River.

Credit: Len Prentice, Brown Trout Fly & Tackle

Guardian of New Zealand's Crown estate

LINZ administers three million hectares of Crown land – ranging from large pastoral leases in the high country, and forests held in trust for Treaty of Waitangi settlements, to lakes and riverbeds – including Southland's Mararoa River.

An infestation of crack willow has been gradually choking the river bed in its lower reaches, preventing the passage of high water flows. There is also the risk that the river will change course, eroding valuable farm land. LINZ has joined forces with Meridian Energy, the Department of Conservation, Transit New Zealand and Environment Southland on a five-year project to clear the riverbed of the willows and other vegetation.

As well as protecting adjacent land from flooding, this initiative is about ecological restoration to safeguard tourism, recreational and other amenity values.

Managing for Outcomes

DEMONSTRATING OUR ABILITY TO MANAGE FOR OUTCOMES

Last year we continued to work on our strategic focus, which contributed to the achievement and ongoing improvement of our policy and regulatory functions and our key service delivery initiatives.

This thinking has been reflected in our planning and reporting frameworks to enable better alignment between our strategic priorities and our business activities. More effort has been put into improving our planning process. This has helped us determine what activities will best meet our strategic priority areas, identify the value that our customers will receive from undertaking these activities and how we will manage risks associated with their achievement.

LINZ will continue to progress towards achieving our strategies and outcomes by:

- reviewing the strategies and activities to see how they have contributed to our outcomes so we can know what works and also foster a culture of learning and ongoing improvement;
- continuing to improve our governance and decision-making processes to ensure we use our resources appropriately and to best effect; and
- reinforcing the importance of policy-setting as a key ingredient in shaping and achieving our outcomes by:
 - improving the evidence base that contributes to the policy process to ensure that it is future focused, informed by trends and our strategic thinking, and reflects a coordinated approach to the identification of solutions; and
 - using policy research and evaluation in addition to the other performance information we collect to build up a body of evidence that supports our understanding of what is effective.

- continuing to work collaboratively with other agencies, when appropriate, who also contribute to the objectives that the Government is seeking for economic transformation.

BETTER VALUE WILL BE IMPORTANT

To demonstrate progress towards our outcomes, we need to assess the effectiveness of the interventions we manage. LINZ will be expected to do this along with other government agencies. By assessing our cost-effectiveness, we can better focus our priorities on those areas that have the greatest impact on our ability to influence and support the economic sustainability of New Zealand.

LINZ receives funding from Government from third party users of our services. We are obliged to ensure that we use this money appropriately and wherever possible to demonstrate value and efficiency to our customers. To do this we will:

- continually improve the efficiency of our systems and processes to deliver services that minimise the cost of compliance;
- improve the certainty of our decision-making processes about property management to minimise costs to the Crown;
- invest in our capability to remain up to date and able to anticipate emerging trends;
- ensure our business support and information technology functions align with the needs of the organisation to deliver our key outputs; and
- improve our business planning so that we are able to justify the selection of outputs and consider any potential to reprioritise resources.

End Outcomes

LINZ aims to ensure:

- certainty of New Zealand’s property rights and interests;
- land information is available:
 - to enable the New Zealand economy to function effectively; and
 - for New Zealanders’ safety and security; and
- Crown assets are put to their best use.

LINZ’s end outcomes specify our high-level focus for planning and service delivery. 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 OF NEW ZEALAND’S PROPERTY RIGHTS AND INTERESTS

“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. The Treasury and LINZ work together to manage overseas ownership of New Zealand land and assets.

AVAILABILITY OF LAND INFORMATION

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 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 any particular purpose.

BEST USE OF CROWN ASSETS

Ensuring that Crown assets are put to their best use is an outcome to which all government agencies aspire. 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. the Ministry of Education for schools, Department of Conservation for conservation purposes (national parks, reserves, etc), and the Ministry of Corrections for prison facilities.

LINZ is attempting to progressively allocate the land it holds to its best possible use, in accordance with statutory requirements and current government policy.



What lies beneath: surveying New Zealand's oceans

New Zealand's marine jurisdiction is one of the largest in the world. To be able to protect, manage and sustainably utilise the ocean's resources we need to understand more about them and where they are located.

LINZ has led the development of a comprehensive cross-government programme to survey New Zealand's oceans by the year 2020.

Ocean Survey 20/20 brings together a range of government agencies to plan for long-term information needs and undertake joint data collection.

The project will eventually provide a similar level of mapping of our oceans to that available for New Zealand's land mass.

The crew of RV Tangaroa lower a dredge to gather information about the Antarctic

Marine environment.

Credit: NIWA



Intermediate Outcomes

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

- an effective system for defining and transacting land;
- convenient access to integrated land information; and
- effective and efficient management of Crown land and liabilities.

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”. There are two major aspects. First, 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 tradability – meaning that property rights can be traded (bought and sold), providing, among other things, a secure investment base for New Zealanders.

Secondly, in addition to providing certainty for New Zealanders, LINZ provides advice to Government regarding applications from overseas persons to invest in land and assets in New Zealand.

LINZ develops the regulatory framework and provides our primary customers with 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; and
- 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.

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).

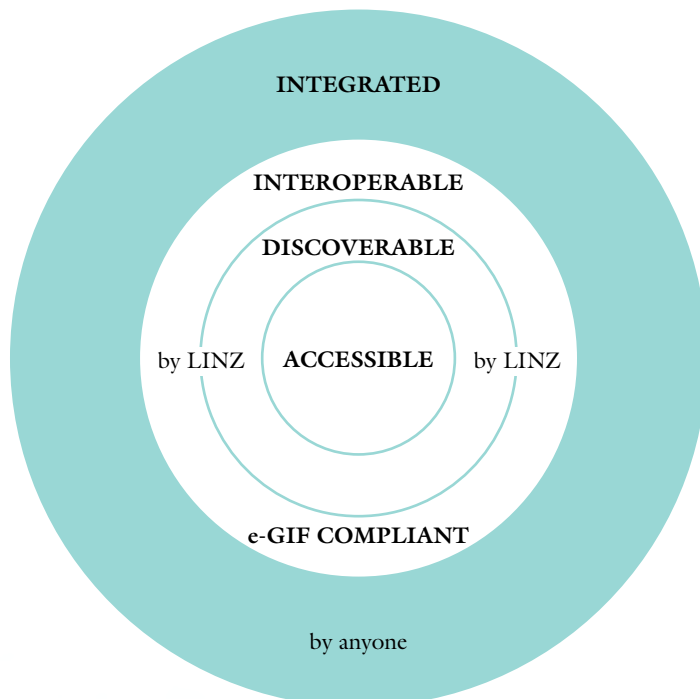
This outcome contributes to all three end outcomes:

- 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.
- 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.



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 the information is known.

ACCESSIBLE

Information is able to be accessed for the purpose for which it was collected.

e-GIF COMPLIANT

New Zealand e-Government interoperability framework.



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, 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.

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 changes in the public service over the last 18 years. Crown property comprises mostly, but not in all cases, land and buildings owned in the name of Her Majesty the Queen. LINZ administers three million hectares of Crown land – 8% 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.

With the diversity of LINZ's land portfolio, we are looking to manage land in a manner appropriate to its type. For example, through the tenure review process 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 given Government's desired economic, social and environmental outcomes).

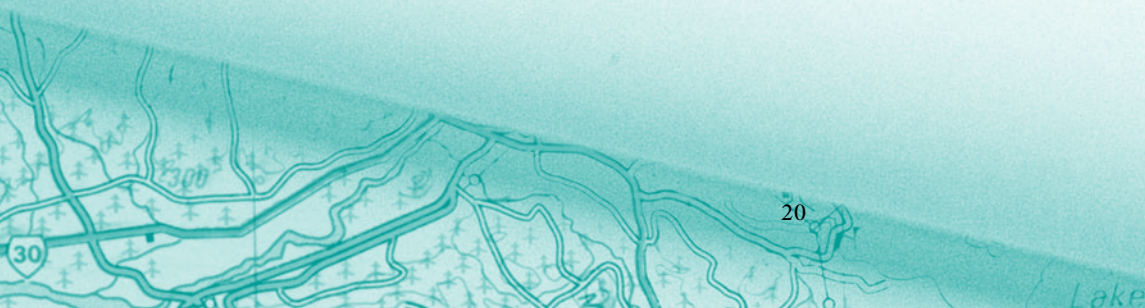
In this context, effective and efficient management means:

- when the Crown disposes of land, landowners' rights are protected;
- 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.





Intervening only when necessary

LINZ administers legislation, sets standards and ensures compliance for a range of land information-related activities, such as property valuation for rating.

Under an Act of Parliament, the Valuer-General provides technical advice to the Government on valuation issues and on the regulation of rating valuations. He sets minimum quality standards and specifications for maintaining district valuation rolls, and monitors and audits rating valuations.

The end result? New Zealanders owning, buying or selling property can be sure of a consistent, impartial, independent, and equitable rating valuation system.

In these and other areas, a key long term goal for the department is around providing an optimal regulatory environment where those who work in a particular sector – in this case local authorities and valuers – will be free to conduct their business, but within standard frameworks and parameters that continue to ensure certainty of property rights and information.

Key Initiatives 2006-2009

Our key areas of focus over the next three years are designed to fully achieve our vision, which ensures that LINZ is valued as Government's centre of electronic land information and expertise.

In this section we describe what we want to achieve, the range of strategies and activities that will contribute to these achievements and how we will measure our performance.

REVIEWING OUR STRATEGIC DIRECTION

In the 2006/07 year our target is to have indicators in place to track the validity of our strategic direction as defined in a 10-year vision for LINZ.

This strategy will be supported by enhancing LINZ's capability in environmental scanning, scenario planning, and long-term evaluation of trends – work which commenced in 2005/06.

Working across government and with industry is a critical focus of this strategy, and LINZ will invest in collaborative relationship-building to support this. Also critical is ensuring government and sectoral understanding of LINZ and its offerings, and towards this end we plan to promote LINZ's unique contribution to government outcomes and our expertise in the land market.

To do this effectively LINZ will:

- identify our optimal role in the land market;
- prioritise and develop strategic policy; and
- evaluate our contribution to outcomes.

GOVERNMENT'S OBJECTIVES FOR THE SOUTH ISLAND HIGH COUNTRY

LINZ, with the Department of Conservation and the Ministry of Agriculture and Forestry, will continue

to work 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). As at 31 March 2006, LINZ administered 275 Crown pastoral leases in the South Island high country, comprising about 2 million hectares. A pastoral lease gives the holder exclusive occupation but use is restricted to pasturage 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.

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 2006 LINZ had:

- completed tenure reviews substantive proposals for 53 pastoral leases² with a further 142 leases under review at various stages of the process.
- transferred one pastoral lease purchased by the Crown to the Department of Conservation.

The 53 completed reviews and the Crown's pastoral lease purchase provide for approximately 141,130 hectares of pastoral lease land to be returned to full Crown ownership and approximately 162,049 hectares to be freeholded.

² 3 substantive proposals put, 22 substantive proposals accepted by lessees, 28 implementation complete (excludes Birchwood).

THE NEW ZEALAND GOVERNMENT GEOSPATIAL INFORMATION STRATEGY

Geospatial information concerns 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 coordination 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 coordination in the sector around the management of geospatial information.

As a result, LINZ has prepared 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 coordinate geospatial

activities across government. This strategy addresses issues of governance, data management, data access and standards to enable data integration, and reflects widespread support for such a strategy.

MĀORI LAND STRATEGY

Land ownership in the Torrens land system is premised on having "title" to land. The ability of Māori to utilise their collectively-owned land assets, in turn, is based on a number of factors including title improvement. For this reason, in the case of Māori land, section 123 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 landowners 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.

LINZ continues to work with Justice to progress the registration of Māori Land Court Orders into the Land Transfer system. Six Māori Land Court project teams are now in operation. LINZ has established a project team to deal with the registration of these Orders and work is progressing to schedule.

LINZ will also continue to 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 15-year programme for surveying New Zealand's total ocean area, known as Ocean Survey 20/20. The vision provides for the 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 has developed a comprehensive work programme to achieve the Ocean Survey 20/20 vision. This programme, once achieved, will provide comprehensive information on the coastal area around New Zealand and a representative level of data for offshore locations. It will provide a level of mapping for New Zealand's oceans similar to that which has been achieved, over the last 150 years, for the New Zealand landmass. The governance of this project emphasises cooperation among agencies and the information provided will form the basis for future decisions within government agencies about mapping activities in the ocean environment.

IMPROVED SEA LEVEL MONITORING TO ENHANCE TSUNAMI WARNING SYSTEMS

LINZ has reported to Ministers on ways to improve the ability of the system of sea level gauges to detect tsunamis. The appropriate locations for sea level gauges have now been confirmed and further analysis is underway to pinpoint the coordinates for these. During 2006/07, LINZ will focus on work required to upgrade existing gauges or install new gauges.

LINZ'S BIOSECURITY STRATEGY

The purpose of this strategy is to provide direction on how LINZ can achieve the outcomes of the New Zealand Biosecurity Strategy 2005 when administering land on the LINZ part of the Crown balance sheet.

The related outcomes that biosecurity contributes to include:

- protecting marine and terrestrial primary industries and facilitating exports and tourism;
- protecting New Zealand's indigenous biodiversity: our native species, natural habitats, ecosystems and landscapes;
- enabling sustainable use of natural resources and protection of natural environment;
- maintaining the relationship between Māori and their culture and traditions with ancestral lands, waters, sites, wahi tapu and tāonga;
- protecting the health of New Zealanders from zoonotic and pest-borne diseases and from venomous species; and
- reducing the damage caused by pests and diseases introduced in the past.

The strategic direction recommended in this strategy will be complemented by LINZ's continuing to undertake a collaborative and coordinated role with other central and regional government agencies, iwi and the wider community.

REGULATORY FRAMEWORKS

LINZ will implement a regulatory framework ensuring consistent practices across regulatory regimes as appropriate. In 2005/06 regulatory outcomes and objectives were developed and documented. Work now focuses on using this base to determine the optimal level of intervention and then developing standards that reflect that level.

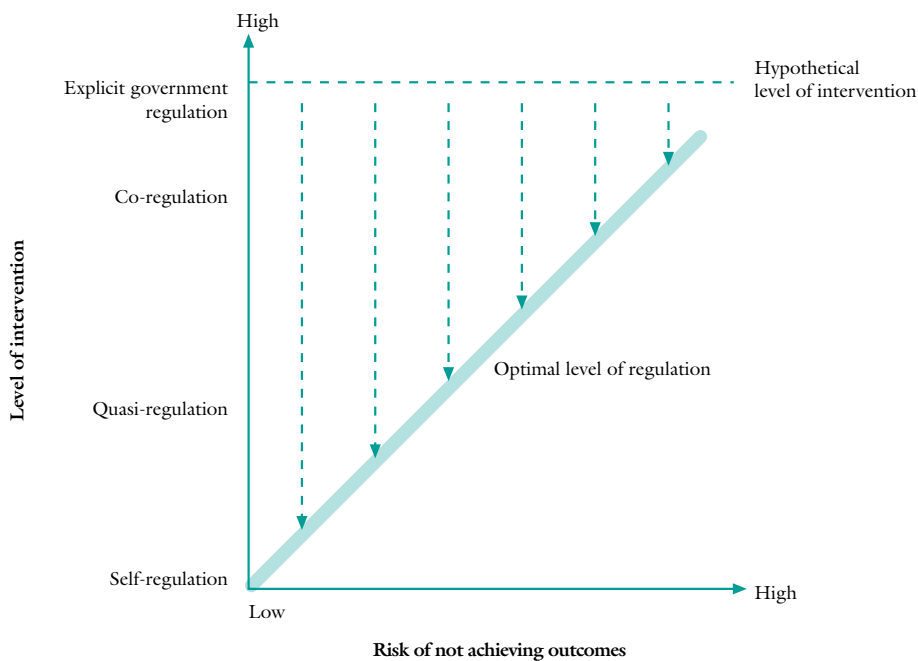
To raise the level of compliance with legislation and standards, we will engage more with the people who transact with LINZ – the “targets of regulation” – to ensure they understand and accept their obligations. Where appropriate, LINZ will promote self-regulation. Our challenge is ensuring the type



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 LINZ are treated fairly.

To achieve the goal of optimal regulation, the level of intervention for all regulatory areas must be viewed in the context of risk. In making a decision about the type of intervention to use, the level of risk in a given area must be considered. High risks generally require high levels of intervention – potentially resulting in higher compliance costs but ideally also in lower residual risk. The diagram below illustrates this, so if there is a high risk of not achieving an outcome, a high level of intervention is required. Conversely, a low risk of not achieving an outcome means a low level of intervention is necessary. Achieving this balance and mix of levels of intervention across each of our regulatory areas will result in optimal intervention.

OPTIMAL INTERVENTION



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:

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

A significant milestone in this strategy was achieved in February 2006 with the announcement that LINZ will phase out paper-based lodgement of land transactions by 1 July 2008. The implementation of this decision will be the focus for much of the department's work over the next two years.

With fewer paper lodgements, the volume of manual processing work will decrease significantly. As electronic lodgement increases, 112 positions are expected to be phased out, with most of this reduction occurring over the next two years. LINZ is committed to supporting staff throughout the transition and we will be working with staff and the PSA to implement management of change processes that are fair, transparent and simple. LINZ will also be developing staff with the capability to process the complex transaction types that will still require manual intervention in the future and with the skills to provide remote real-time support to users at the point of lodgement.

A smaller workforce also means we will no longer require five regional processing centres. In the long term, we are proposing to retain two processing centres, in Hamilton and Christchurch. By 2015 we expect to have closed the Dunedin, Wellington and Auckland centres.

To give customers time to prepare, 100% electronic lodgement will be phased in gradually, starting with

discharges on 1 May 2007, transfers and mortgages on 1 August 2007, survey transactions on 1 September 2007, and all remaining title transactions, such as caveats and rights of way, on 1 July 2008. To help conveyancing professionals and surveyors make the transition, LINZ will provide free training to firms around the country. LINZ websites will also be improved to aid the transition.

Public counters in all processing centres will close from 1 July 2008. Members of the public wishing to obtain a copy of a title or survey plan will do so via other providers or via the Internet. LINZ is developing and consulting on a strategy to manage access to its core paper records before the 2008 deadline.

LINZ will make enhancements to the Landonline system to enable all survey and title transactions to be lodged electronically. In an environment of 100% electronic lodgement our customers will be totally dependent on the availability and robustness of Landonline and this will be a key area of focus over the next year.

TOPOGRAPHIC AND HYDROGRAPHIC INFORMATION

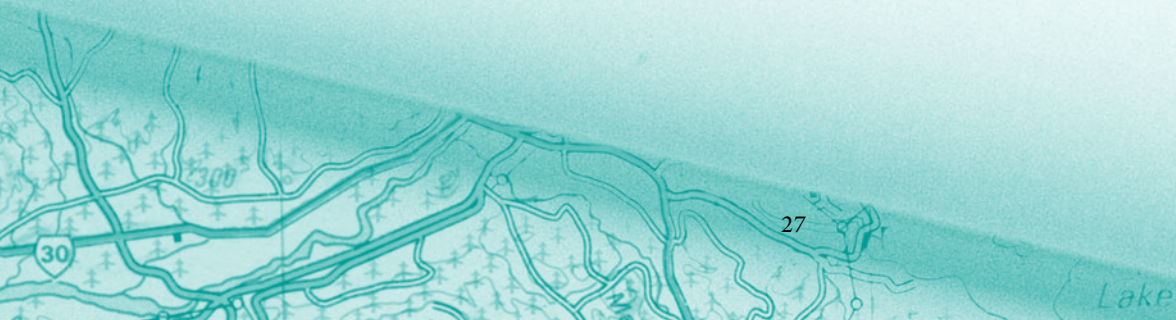
Another initiative is to identify and evaluate e-channels for our other core services, primarily the provision of topographic and hydrographic information. LINZ has researched customer needs during 2005/06 and intends to apply the knowledge during 2006/07 by developing the infrastructure that will enable the provision of topographic and hydrographic products and services that are fit for purpose. We will continue to look at options for delivery of electronic land information, where appropriate, to our primary customers.

CUSTOMER RELATIONSHIP MANAGEMENT

Over the next three years, we will develop relationship management capability and systems to proactively identify and manage customer needs.

OVERSEAS INVESTMENT OFFICE

The Overseas Investment Act 2005 requires the Overseas Investment Office to consider a wider range of factors and undertake a wider range of activities than it did under the previous legislation. Applicants are required to provide information about an increased range of factors. This means that the Office must be able to analyse a wider range of issues. The Office is expected to monitor compliance with the conditions that may be imposed as part of any successful application for a longer period than it did historically. It has increased powers to take action for any breaches. This increased breadth of activity means that the Office requires skills that it did not require in the past. This will be an area of focus for the 2006/07 year.





Julie Gillatt, Team Leader Training, demonstrates the benefits of Landonline to Elizabeth Young, of Phillip Wong & Ben Bong Law Office.

Landonline streamlines business processes

Buying, selling and sub-dividing property in New Zealand will be easier and faster from July 2008, when all survey and land title transactions will be lodged electronically using Landonline.

Landonline is the electronic database for all of New Zealand's title certificates and survey information. Since it became fully operational in 2002, Landonline has streamlined business processes, enabling conveyancers and surveyors, and their customers, to

benefit through faster turnaround times for issuing new titles and lower fees than in a paper-based system.

Practice Manager Elizabeth Young, from Auckland law office Phillip Wong & Ben Bong, is impressed with the efficiency of the electronic system. "Instead of waiting a couple of weeks for registration to come through, our clients can collect their keys and their title at 4 pm the same day."

Capability

Capability is about bringing together the right people, resources, systems and structures to deliver LINZ's outputs and outcomes.

Over the 2006/07 year, LINZ will continue to focus on:

- attracting and retaining capable staff, ensuring LINZ has the skills and competencies to deliver its outputs with changing technology;
- building capability to be able to work strategically with other government agencies;
- taking a consistent, risk-based approach to regulation;
- strengthening our focus on delivering services electronically;
- aligning our culture to ensure we deliver the strategy outlined in the Statement of Intent; and
- choosing technology that gives us stability of service, and lets us continue to grow and enhance our services.

STATE SERVICES DEVELOPMENT GOALS

The overall goal for the State Services is:

“A system of world-class professional State Services serving the government of the day and meeting the needs of New Zealanders.”

LINZ describes below how it is contributing to this goal and enhancing its own capability.

Development Goals	LINZ's Contribution	Capability Impact
Employer of Choice	Attracting and retaining the right people with the skills we need to deliver our business strategies. Maintaining good relationships with unions as appropriate and reviewing staff perceptions of organisational culture through the use of climate surveys.	People development and management
Excellent State Servants	Providing staff with appropriate professional development, management and leadership capability to meet the current and future needs of the department.	People development and management
Networked State Services	Providing e-lodgement and other online facilities in the delivery of land information.	Delivery processes and information technology
Coordinated State Servants	Adopting an all-of-government approach to ensure the quality of its policy advice to Government and working collaboratively with industry stakeholders.	Policy processes and relationship management
Accessible State Services	Providing transparency and certainty of our processes and decision-making.	Clear and robust decision-making processes
Trusted State Services	Aligning our culture and business values to support the decisions we make.	People development and management

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 Team 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, which is an integral part of our strategic and business planning process. 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 our outputs, together with ways to mitigate those risks.

DEVELOPING OUR PEOPLE

CAPABILITY

LINZ will continue to develop its people to enable them to adapt and contribute to the ongoing strategic challenges that LINZ faces, through a process of feedback, learning and innovation.

We will:

- encourage and support a culture of innovation around our delivery to customers; and
- continue to develop a culture which enables us to attract, recruit, develop and retain high-performing staff who are responsive to our customers' expectations.

This work includes:

- enhancing the application of selection and recruitment, by improving the processes that deliver these activities and the training required to use them. This will also include further changes to the way that roles are defined;
- developing frameworks to align technical competencies and behavioural competencies to roles;
- ensuring the Reward and Recognition framework reinforces the required behaviour changes and that this is reflected in the business planning process and future strategy development;
- reinforcing the connections between individual performance and business plan reporting by strengthening and leading the framework to cascade the SOI and business results to individuals;
- developing and implementing secondment, succession planning and graduate programme frameworks; and
- embedding a collaborative working style through building on the core competency framework (at an individual level) to provide tools and techniques related to team competencies.

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 with 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 (earth mother), tāonga 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.

INFORMATION TECHNOLOGY

In moving to the electronic delivery of services, 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 and enabling the business to achieve its objectives. The key challenges involve managing increasing demand and rapidly changing technology and, ultimately, managing all services electronically. Stability, robustness, and scalability of the technology will become increasingly important in enabling LINZ to achieve its strategic goals.

Opportunities to standardise and rationalise infrastructure to better deliver services will be an ongoing focus. A number of initiatives have been identified and will be the focus for the next period.

With the commitment made to 100% e-lodgement we are reviewing the business continuity around the Landonline data and will be taking steps to improve Landonline availability. In 2006/07 LINZ will review its approach to ensuring availability of the Landonline application and data. This will include implementing new technology initiatives with the aim of increasing the robustness of the system and availability. A work programme will also be established to consider the availability requirements for other critical business systems and implement improvements as appropriate.

During 2006/07 a long-term technology strategy with a five-plus year horizon will be developed. This will help to provide an IT road map establishing the technology direction required to support the strategic business direction. The sustainability of the Landonline architecture to ensure that we future proof this for the long term will now be a key component of this work.

LINZ is committed to implementing best practice frameworks to assist with overall process improvements. These include Cobit, ITIL and a LINZ System Development Life Cycle with supporting tools. These will enable LINZ to better deliver innovative solutions

to business and therefore achieve better value for its IT investment.

The following are the key aims of the LINZ IT group, which are reflected in the 2006/07 IT business plan:

- Establish one LINZ information and communications technology direction.
- Provide innovative end-to-end business solutions.
- Provide certainty of the people, processes and systems within IT.
- Implement best practice services to deliver improved quality services at a reduced cost.

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 website. Following a review of the service in 2004, LINZ made improvements, and will continue to adjust the service to meet customers' needs. 0800 helpdesk support resources will be increased leading up to the implementation of 100% electronic lodgement.

LINZ will also begin to develop organisational capability to manage interactions with stakeholders and customers. The framework will allow LINZ to “listen and talk” to individual customers, “share and remember” those interactions over time, and “improve and advance” what LINZ as a whole does.

LINZ has researched topographic and hydrographic customer needs during 2005/06 and intends to apply the knowledge from this research to new customer strategies during 2006/07.

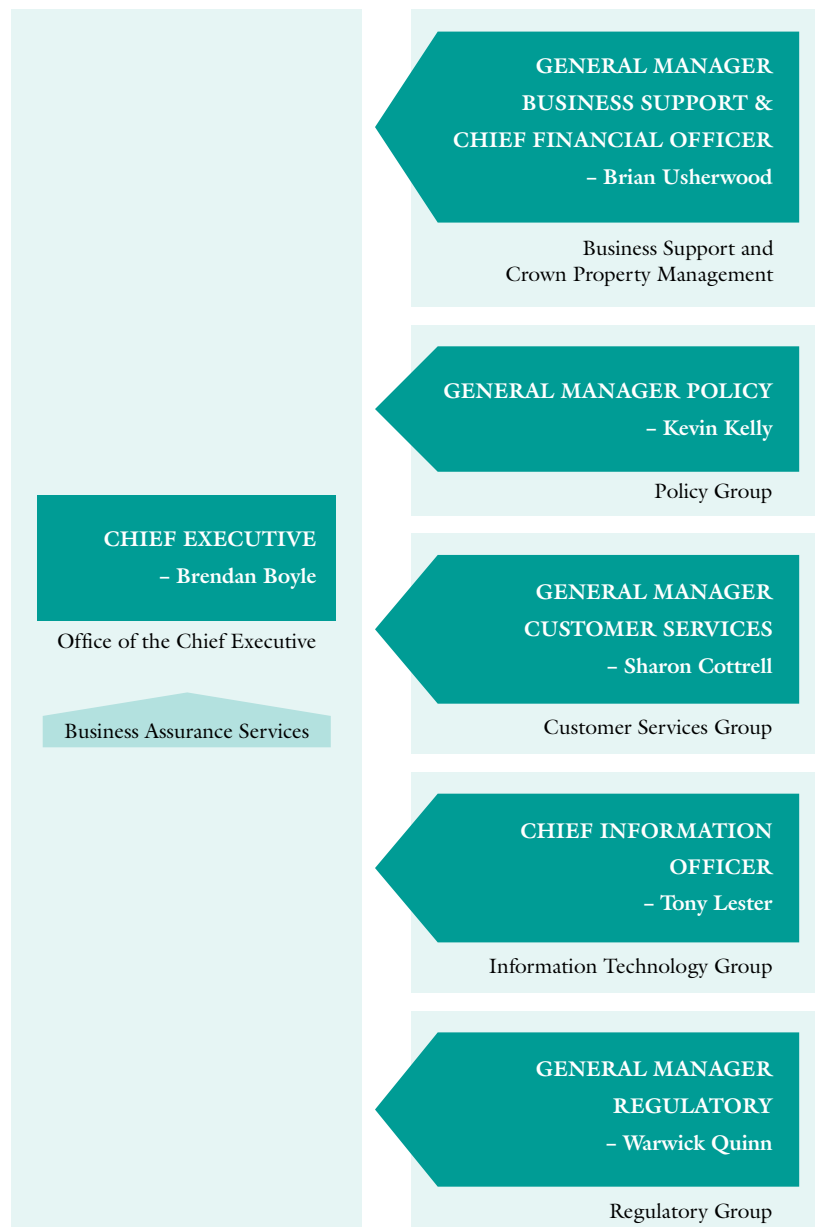
KNOWLEDGE MANAGEMENT

LINZ is developing a Knowledge Management Strategy that seeks to improve the ways we leverage our collective information and knowledge to achieve strategic business objectives. The scope of knowledge management ranges from creating a knowledge-sharing culture to streamlining business processes and identifying technology solutions that work together to foster innovation, collaboration and

learning to enhance our ability to make effective use of knowledge.

In 2005, LINZ implemented a new electronic document management system (known as LinZone). This system has significantly improved the way we now manage corporate information. Additionally, our staff now have access to books, journals and online databases, enhancing our strategic expertise.

ORGANISATION CHART as at 31 March 2006





Sue and John Aspinall of Mt Aspiring Station.



Tenure Review: balancing outcomes

The Aspinall family have farmed Mt Aspiring Station since 1920 and their children – the fourth generation to live on the land – are keen to continue to do so.

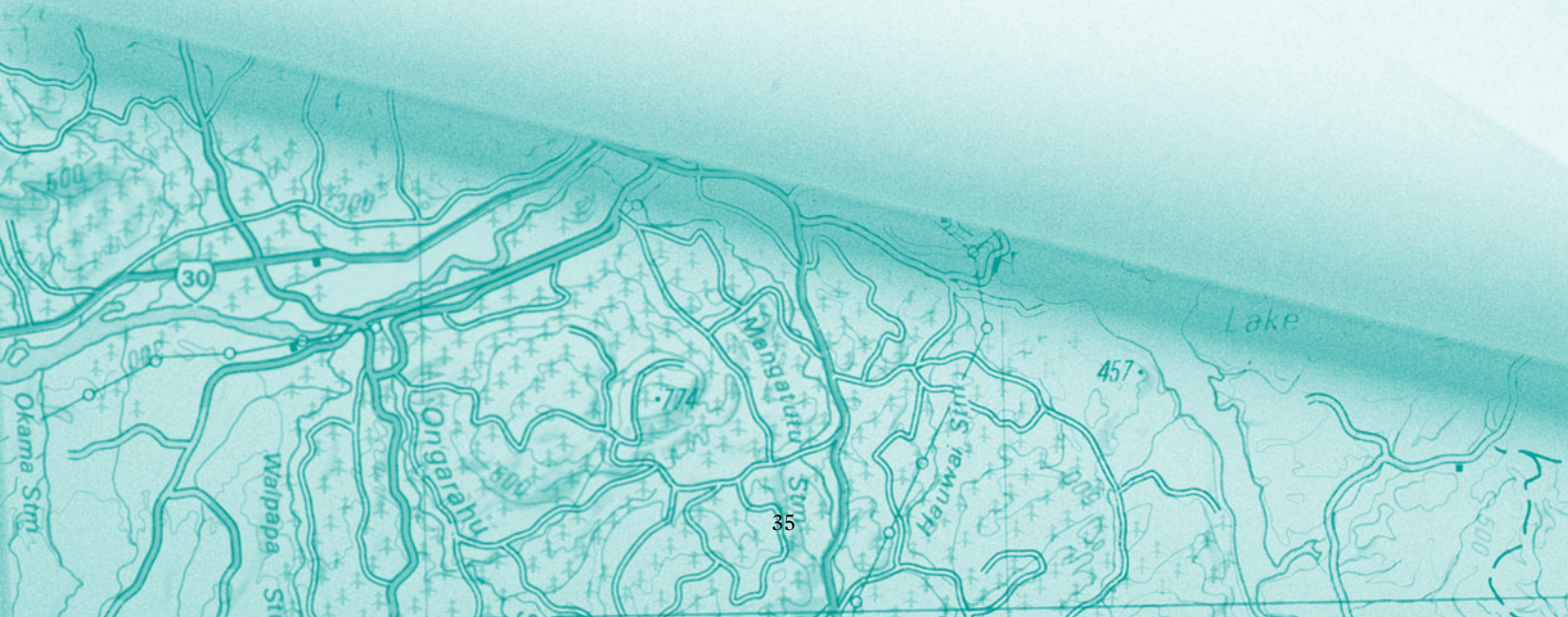
The Aspinalls lease their 10,040 ha high country property, near Wanaka, from the Crown. Pastoral leases allow grazing of the land for farming purposes but there is a range of restrictions on other land uses. To gain ownership of some of the land, lessees can elect to go through Tenure Review.

As well as enabling some land to be freeholded by the lessees, the process enables land with 'significant inherent values' (for instance, historic, ecological,

cultural and scientific values), to be retained by the Crown as public conservation land, or through other means of protection. Tenure Review can also improve public access to the high country. The Station is the gateway to the stunning Mt Aspiring National Park. The family have already provided access across their lease to thousands of visitors.

John and Sue Aspinall have recently opted to enter Tenure Review. "We were pretty happy with the pastoral lease," says John, "but the opportunity to gain freehold title gives us more security for the future. We need to come out of Tenure Review with a viable property."

Forecast Financial Statements



FORECAST FINANCIAL STATEMENTS

Statement of Forecast Financial Performance

for the year ending 30 June 2007

	2005/06	2005/06	2006/07
	Budgeted ⁵	Estimated Actual	Forecast ⁶
	\$000	\$000	\$000
Revenue			
Crown	50,295	51,620	49,407
Other	58,580	58,580	53,422
Total revenue	108,875	110,200	102,829
Expenses			
Personnel	38,384	38,384	33,303
Rental and leasing	3,817	3,817	3,768
Audit fees	139	139	139
Other operating	57,556	55,745	62,941
Depreciation	10,494	10,494	12,637
Capital charge	4,101	4,101	5,002
Total expenses	114,491	112,680	117,790
Net surplus/(deficit)	(5,616)	(2,480)	(14,961)

The accompanying accounting policies and notes form part of these financial statements.

⁵ This column incorporates both Main and Supplementary Estimates appropriations (excluding GST) for 2005/06.

⁶ LINZ is forecasting a loss of \$14.961 million for 2006/07. LINZ runs a Memorandum Account to manage surpluses and deficits incurred across years in the provision of its land title and survey products and services. The Memorandum Account balance is forecast to be \$45.958 million at 30 June 2006. This is due to surpluses accumulated during the Landonline project between 1999 and 2003 from a separate levy on users. The deficit to be incurred in 2006/07 will reduce the level of the Memorandum Account.

FORECAST FINANCIAL STATEMENTS

Statement of Forecast Financial Position

as at 30 June 2007

	30/06/06	30/06/06	30/06/07
	Budgeted	Estimated Actual	Forecast
	\$000	\$000	\$000
Taxpayers' funds	45,643	48,779	40,540
Total taxpayers' funds	45,643	48,779	40,540
<i>Represented by:</i>			
Assets			
Current assets			
Cash and bank balances	6,995	10,131	1,255
Prepayments	600	600	600
Debtor Crown	0	0	0
Debtors and receivables	4,095	4,095	4,095
Total current assets	11,690	14,826	5,950
Non-current assets			
Fixed assets	59,682	59,682	60,212
Total non-current assets	59,682	59,682	60,212
Total assets	71,372	74,508	66,162
Less: Liabilities			
Current liabilities			
Creditors and payables	12,120	12,120	12,120
Provisions	3,609	3,609	3,502
Provision for payment of surplus	0	0	0
Employee entitlements	4,000	4,000	4,000
Deferred revenue	2,000	2,000	2,000
Total current liabilities	21,729	21,729	21,622
Non-current liabilities			
Employee entitlements	4,000	4,000	4,000
Other term liabilities	0	0	0
Total non-current liabilities	4,000	4,000	4,000
Total liabilities	25,729	25,729	25,622
Net assets	45,643	48,779	40,540

The accompanying accounting policies and notes form part of these financial statements.

FORECAST FINANCIAL STATEMENTS

Statement of Forecast Cash Flows

for the year ending 30 June 2007

	30/06/06	30/06/06	30/06/07
	Budgeted	Estimated Actual	Forecast
	\$000	\$000	\$000
<i>Cash flows from operating activities</i>			
Cash provided from:			
Supply of outputs to:			
Crown	57,435	58,760	49,407
Customers	57,999	57,999	53,422
Cash disbursed to:			
Produce outputs:			
Personnel	(34,139)	(34,139)	(43,078)
Operating	(61,489)	(59,678)	(57,180)
Capital charge	(4,101)	(4,101)	(5,002)
Net cash flows from operating activities	15,705	18,841	(2,431)
<i>Cash flows from investing activities</i>			
Cash provided from:			
Sale of fixed assets	0	0	0
Cash disbursed to:			
Purchase of fixed assets	(3,500)	(3,500)	(13,167)
Net cash flows from investing activities	(3,500)	(5,000)	(13,167)
<i>Cash flows from financing activities</i>			
Cash provided from:			
Capital injections	0	0	14,961
Cash disbursed to:			
Repayment of surplus to the Crown	(9,640)	(9,640)	(8,239)
Net cash flows from financing activities	(9,640)	(9,640)	6,722
Net increase/(decrease) in cash held	2,565	5,701	(8,876)
Opening total cash balances at 1 July	4,430	4,430	10,131
Closing total cash balances at 30 June projected	6,995	10,131	1,255

The accompanying accounting policies and notes form part of these financial statements.

FORECAST FINANCIAL STATEMENTS

Reconciliation of Forecast Net Surplus to Net Cash Flows from Operating Activities

for the year ending 30 June 2007

	2005/06	2005/06	2006/07
	Budgeted	Estimated Actual	Forecast
	\$000	\$000	\$000
Net surplus/(deficit)	(5,616)	(2,480)	(14,961)
Add/(deduct) non-cash items:			
Depreciation	10,494	10,494	12,637
Total non-cash items	10,494	10,494	12,637
Add/(deduct) movements in working capital items:			
(Increase)/decrease in debtors and receivables	(943)	(943)	0
(Increase)/decrease in debtor Crown	7,140	7,140	0
(Increase)/decrease in prepayment	(22)	(22)	0
Increase/(decrease) in creditors and payables	2,245	2,245	0
Increase/(decrease) in provisions	2,494	2,494	(107)
Increase/(decrease) in current employee entitlements	(449)	(449)	0
Other items	362	362	0
Working capital movements – net	10,827	10,827	(107)
Add/(deduct) investing activity items:			
Net loss/(gain) on sale of fixed assets	0	0	0
Total investing activity items	0	0	0
Net cash flows from operating activities	15,705	18,841	(2,431)

The accompanying accounting policies and notes form part of these financial statements.

FORECAST FINANCIAL STATEMENTS

Statement of Forecast Movements in Taxpayers' Funds (Equity)

for the year ending 30 June 2007

	2005/06	2005/06	2006/07
	Budgeted	Estimated Actual	Forecast
	\$000	\$000	\$000
Taxpayers' funds as at 1 July:	51,259	51,259	48,779
Movements during the year			
Net surplus/(deficit)	(5,616)	(2,480)	(14,961)
Total recognised revenue and expenses for the year	(5,616)	(2,480)	(14,961)
Capital injections	0	0	14,961
Capital withdrawal	0	0	(8,239)
Taxpayers' funds as at 30 June	45,643	48,779	40,540

Forecast Details of Fixed Assets by Category

as at 30 June 2007

Asset type	Estimated Actual Net Book Value 30/06/06 \$000	Forecast Cost 30/06/07 \$000	Forecast Accumulated Depreciation 30/06/07 \$000	Forecast Net Book Value 30/06/07 \$000
Computer hardware	1,635	4,155	2,876	1,279
Computer software	56,863	108,900	50,632	58,268
Furniture and fittings	989	6,321	5,766	555
Plant and equipment	124	1,148	1,097	51
Motor vehicles	71	456	397	59
Total	59,682	120,980	60,768	60,212

The accompanying accounting policies and notes form part of these financial statements.

FORECAST FINANCIAL STATEMENTS

Forecast of Memorandum Account Balance

for the year ending 30 June 2007

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.

LANDONLINE (LAND TITLES AND SURVEY AUTOMATION)

	\$000
Opening balance 1 July 2005	48,448
Estimated actual during 2005/06	(2,480)
Projected movement during 2006/07	(14,961)
Forecast closing balance 30 June 2007	31,007

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.

Departmental Capital Expenditure

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

Departmental Capital Expenditure	Forecast 2006/07 \$000	Estimated Actual 2005/06 \$000	Budget 2005/06 \$000	Actual 2004/05 \$000	Actual 2003/04 \$000	Actual 2002/03 \$000	Actual 2001/02 \$000
Computer software	12,293	2,626	2,626	2,377	2,790	14,975	28,563
Computer hardware	735	735	735	665	774	371	759
Furniture and fittings	87	87	87	79	86	111	675
Motor vehicle	52	52	52	47	57	0	26
Office equipment	0	0	0	0	0	0	19
Total	13,167	3,500	3,500	3,168	3,707	15,457	30,042

The forecast capital expenditure for the 2006/07 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

FORECAST FINANCIAL STATEMENTS

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.

FORECAST FINANCIAL STATEMENTS

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:

FORECAST OUTPUT OPERATING STATEMENTS: 2006/07

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	4,761	101	7,099	11,700	261
3	18,411	702	21,394	50,182	(9,675)
4	7,454	17	19,574	32,388	(5,343)
5	779	36	4,416	5,435	(204)
6	15,912	58	0	15,970	0
Total	49,407	939	52,483	117,790	(14,961)

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
<p>QUANTITY</p> <p>Policy advice, briefings and support on matters relating to departmental functions provided to the Minister.</p> <p>Provision of ministerial support services as required, including:</p> <ul style="list-style-type: none"> • draft replies for letters to the Minister, including Official Information Act requests; and • draft responses to parliamentary questions. <p>Accountability documents (as indicated in the description) completed.</p>	<p>As requested.</p> <p>300 (range 250-350)</p> <p>100%</p>
<p>QUALITY</p> <p>All policy advice, reports and draft responses for the Minister’s signature will meet the policy advice/ministerial communication quality standards at Appendix A.</p> <p>% of draft Cabinet papers accepted by the Minister without amendment.</p> <p>% of draft responses to ministerials accepted by the Minister without amendment.</p> <p>All accountability documents will meet the advised standards and specifications.</p>	<p>A minimum rating of “good” in six-monthly assessments by the Minister.</p> <p>95%</p> <p>95%</p> <p>100%</p>

FORECAST PERFORMANCE OBJECTIVES

Measures	Standards
TIMELINESS	
All policy advice will be delivered to specified deadlines agreed with the Minister.	100%
Provision of draft responses to ministerial correspondence within 10 working days or by a date agreed with the Minister's office.	100%
Provision of draft responses to parliamentary questions to deadline.	100%

COST

Output Class 1	Cost GST excl \$000	Total Revenue GST excl \$000	Revenue Crown GST excl \$000	Revenue Other GST excl \$000
2006/07	2,115	2,115	2,090	25

Output Class 2 – Standards and Quality Assurance

DESCRIPTION

This output 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;
 - topographic and hydrographic information systems; and
 - applications from overseas persons to acquire assets in New Zealand.

There are two outputs in this output class.

FORECAST PERFORMANCE OBJECTIVES

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.	10 (range 5-15)
Documents related to interventions reviewed (year 3 of three-year review).	120
QUALITY	
All new and reviewed regulatory interventions will be in accordance with the LINZ risk-based standards development framework.	100%
All regulatory interventions will be peer reviewed (including Expert Committee for standards) and signed off by the responsible regulator.	100%
TIMELINESS	
All regulatory interventions will be developed, reviewed and implemented in accordance with the timeframes specified in the annual business plan.	100%

FORECAST PERFORMANCE OBJECTIVES

OUTPUT 220 – QUALITY ASSURANCE

DESCRIPTION

This output involves making statutory decisions and recommendations regarding overseas investment in New Zealand and the ongoing monitoring and auditing of compliance with conditions of consent and regulatory interventions to ensure that conditions and standards are met.

Measures	Standards
QUANTITY	
Overseas investment applications processed and decisions or recommendations made	275 (est) (range 250-300)
Annual Quality Assurance plan completed for each regulator.	4
Audit programmes completed in all regulatory areas.	9
QUALITY	
% of recommendations to Ministers accepted without amendment	95%
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 correspondence from overseas investment applicants responded to	90% within 5 working days of receipt of application or subsequent information
All delegated decisions made	90% within 10 working days of receipt of all information
All timeframes specified in the annual business plan will be met.	100%
All audits conducted under these programmes will meet the timeframes specified in the terms of reference for each audit.	100%

COST

Output Class 2	Cost GST excl \$000	Total Revenue GST excl \$000	Revenue Crown GST excl \$000	Revenue Other GST excl \$000
2006/07	11,700	11,961	4,761	7,200

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.	328,000 (est) ⁶
Titles documents (instruments) processed from paper lodgement.	557,000 (est)
Cadastral survey datasets processed from electronic lodgement.	12,750 (est) ⁶
Cadastral survey datasets processed from paper lodgement.	2,250 (est)
QUALITY	
Rating achieved in the quality category of monthly independent telephone surveys of randomly selected regular customers.	Minimum of “good”.
All titles documents processed according to standards set by the Registrar-General of Land.	100%
Level of error ratings recorded against titles as recorded in the Corrections Register.	0.2% or less
All cadastral survey datasets processed and integrated into Landonline according to standards set by the Surveyor-General.	100%

⁶ Based on Landonline e-lodgement targets – 37% of title documents (instruments) lodged electronically from 1 July 2006 to 30 June 2007; and 85% of cadastral survey datasets lodged electronically from 1 July 2006 to 30 June 2007.

FORECAST PERFORMANCE OBJECTIVES

Measures	Standards
TIMELINESS	
Rating achieved in the timeliness category of monthly independent telephone surveys of randomly selected customers.	Minimum of “good”.
Landonline system is available.	99.5% between: 7am and 9pm Monday to Thursday 7am and 7pm Friday 9am and 5pm Saturday
Titles documents processed from paper lodgement.	95% within 15 working days ⁷
Cadastral survey datasets processed from electronic lodgement.	90% within 10 working days
Cadastral survey datasets processed from paper lodgement.	90% within 20 working days
Cadastral survey datasets integrated into Landonline.	90% within 20 working days ⁸

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
QUANTITY	
Topographic mapsheet areas revised.	22 (est) (range 15-22)
Topographic maps printed.	69 (est) (range 55-69)
Hydrographic chartsheet areas revised.	11 (est) (range 9-13)
Surveyed and/or maintained geodetic control marks.	8,000 (est) (range 7,000-9,000)
Electoral spatial reference dataset actions	

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.

FORECAST PERFORMANCE OBJECTIVES

Measures	Standards
Address location requests processed.	2,900 (est) (range 2,400-3,400)
Actions arising from new cadastral datasets processed.	11,700 (est) (range 9,700-13,700)
QUALITY	
All topographic and hydrographic data generated will meet the required standards as assessed by Quality Assurance audit.	100%
All geodetic data generated will meet the quality standards of the Surveyor-General as assessed by Quality Assurance audit.	100%
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.	100%
TIMELINESS	
New data, maps or charts available in the databases or for dissemination.	95% within 20 working days after acceptance.
Notified critical changes, errors or omissions to topographic data available on NZTopoOnline.	95% within 4 working days of acceptance for individual features.
New geodetic data available in the databases or for dissemination.	95% within 20 working days after receipt.
Address location requests processed.	90% within 20 working days from receipt.
Actions arising from new cadastral datasets processed.	90% within 10 working days of approval/deposit. ⁹

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 330 – DELIVERY OF THE CROWN PROPERTY CLEARANCE SERVICE

DESCRIPTION

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

Output Class 3	Cost GST excl \$000	Total Revenue GST excl \$000	Revenue Crown GST excl \$000	Revenue Other GST excl \$000
2006/07	50,182	40,507	18,411	22,096

FORECAST PERFORMANCE OBJECTIVES

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.

There are two outputs in this output class.

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 LINZ information systems. 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 LINZ information systems is available.	The Service Level Agreement for availability of each LINZ information system is met.

¹⁰ The New Zealand 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 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
<p>QUANTITY</p> <p>Projects as determined by the LINZ strategic project governance approval process and aligned with the Government’s objectives and funding priorities.</p>	<p>All projects are approved in accordance with the project governance process.</p>
<p>QUALITY</p> <p>Standards to which projects will be managed.</p>	<p>In accordance with the LINZ project framework which includes:</p> <ul style="list-style-type: none"> • risk management; • robust governance arrangements; and • evaluation and review. <p>To the quality standards defined in the relevant project plan.</p>
<p>TIMELINESS</p> <p>Timelines to which projects will be managed.</p>	<p>As set in the project plan for each project.</p>

COST

Output Class 4	Cost GST excl \$000	Total Revenue GST excl \$000	Revenue Crown GST excl \$000	Revenue Other GST excl \$000
2006/07	32,388	27,045	7,454	19,591

FORECAST PERFORMANCE OBJECTIVES

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
<p>LAND TITLE, AND CADASTRAL AND GEODETIC SURVEY INFORMATION</p> <p>QUANTITY</p> <p>Electronic title records supplied.</p> <p>Paper title records supplied.</p> <p>Electronic survey records supplied.</p> <p>Paper survey records supplied.</p>	<p>3,230,000 (range 2,826,250-3,633,750)</p> <p>32,000 (range 26,000-38,000)</p> <p>220,000 (range 165,000-275,000)</p> <p>4,500 (range 3,200-5,800)</p>
<p>QUALITY</p> <p>Rating achieved in the quality category of monthly independent telephone surveys of randomly selected regular customers.</p>	<p>Minimum of “good”.</p>
<p>TIMELINESS</p> <p>Landonline system is available.</p> <p>Requests for copies or originals of paper records ready for customer collection, viewing or dispatch.</p> <p>Rating achieved in the timeliness category of monthly independent telephone surveys of randomly selected regular customers.</p>	<p>99.5% between: 7am and 9pm Monday to Thursday 7am and 7pm Friday 9am and 5pm Saturday</p> <p>90% in 2 working days.¹¹</p> <p>Minimum of “good”.</p>

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

FORECAST PERFORMANCE OBJECTIVES

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. • Consistent availability of goods and services. 	<p>100%</p> <p>Minimum of “good”.</p>
<p>TIMELINESS</p> <p>New Zealand Mariner and updates dispatched to the customer.</p> <p>Topographic maps/hydrographic charts dispatched to the retailer.</p>	<p>Within 2 working days of order received or update due.</p> <p>Within 2 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
2006/07	5,435	5,231	779	4,452

FORECAST PERFORMANCE OBJECTIVES

Output Class 6 – Crown Property Management and Disposal Services

DESCRIPTION

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

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.

Measures	Standards
QUANTITY	
Properties leased or licensed.	775 (range 700-850)
Revenue sales target from properties available for disposal.	\$2.5M (+ or – 10%)
Properties purchased.	Undertaken on an “as required” basis.
Substantive Tenure Review proposals put to leaseholders.	16 (range 14-20)
Crown Forestry licences managed.	71 (range 65-75)
Land-related liabilities managed.	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; and • the requirements in the LINZ “Operating Framework for the Investigation and Management of Land Related Crown Liabilities”.

FORECAST PERFORMANCE OBJECTIVES

Measures	Standards
<p>TIMELINESS</p> <p>Standards to which services will be managed.</p> <p>Time by which Tenure Review substantive proposals will be put to the leaseholder.</p> <p>Deadline to achieve revenue target.</p>	<p>In accordance with:</p> <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; and • the timeframes in the LINZ “Operating Framework for the Investigation and Management of Land Related Crown Liabilities”. <p>Within 10 working days of being signed on behalf of the Crown.</p> <p>30 June 2007</p>

COST

Output Class 6	Cost GST excl \$000	Total Revenue GST excl \$000	Revenue Crown GST excl \$000	Revenue Other GST excl \$000
2006/07	15,970	15,970	15,912	58

*Non-Departmental Appropriations*¹²

	2005/06	2005/06	2006/07
	Budgeted	Estimated Actual	Forecast
	\$000	\$000	\$000
For output expenses:			
01: Contaminated sites	500	500	500
Total	500	500	500
For Crown financial expenses:			
Coalcorp House mortgage interest	0	0	0
Total	0	0	0
For Other Expenses:			
Bad and doubtful debts	24	24	25
Crown forest management	495	495	1,380
Crown obligations – loss on disposal	300	300	300
Crown rates	1,107	1,107	1,107
Depreciation	172	172	172
Land liabilities	2,836	2,836	843
Inventory write-offs	44	44	44
Proceeds from sales of Transit NZ properties	13,244	13,244	7,111
Residual Crown leasehold rents	771	771	728
Total	18,993	18,993	11,710
Capital expenditure:			
Crown acquisitions – Huntly East	500	500	500
Crown obligatory acquisitions	267	267	267
Total	767	767	767
For repayment of loans:			
Coalcorp House mortgage principal	976	976	0
Total	976	976	0
Total non-departmental expenditure	21,236	21,236	12,977

¹² These appropriations are GST exclusive. The descriptions and explanations for these appropriations are available in the Main Estimates 2006/07.

Non-Departmental Multi-Year Appropriation

Appropriations	Current Appropriation \$000 ¹³	Scope of Appropriations
<i>Capital Expenditure: Land Tenure Reform Acquisitions</i>		
Term	2005/06 to 2007/08	Acquisition, including outright purchase, of lessees' interest in pastoral lease land that is deemed to have high conservation values.
Original appropriation	40,000	
Adjustments	0	
Total appropriation	40,000	
Forecast 2006/07	22,222	
Remaining	17,778	
Expected outcome	40,000	

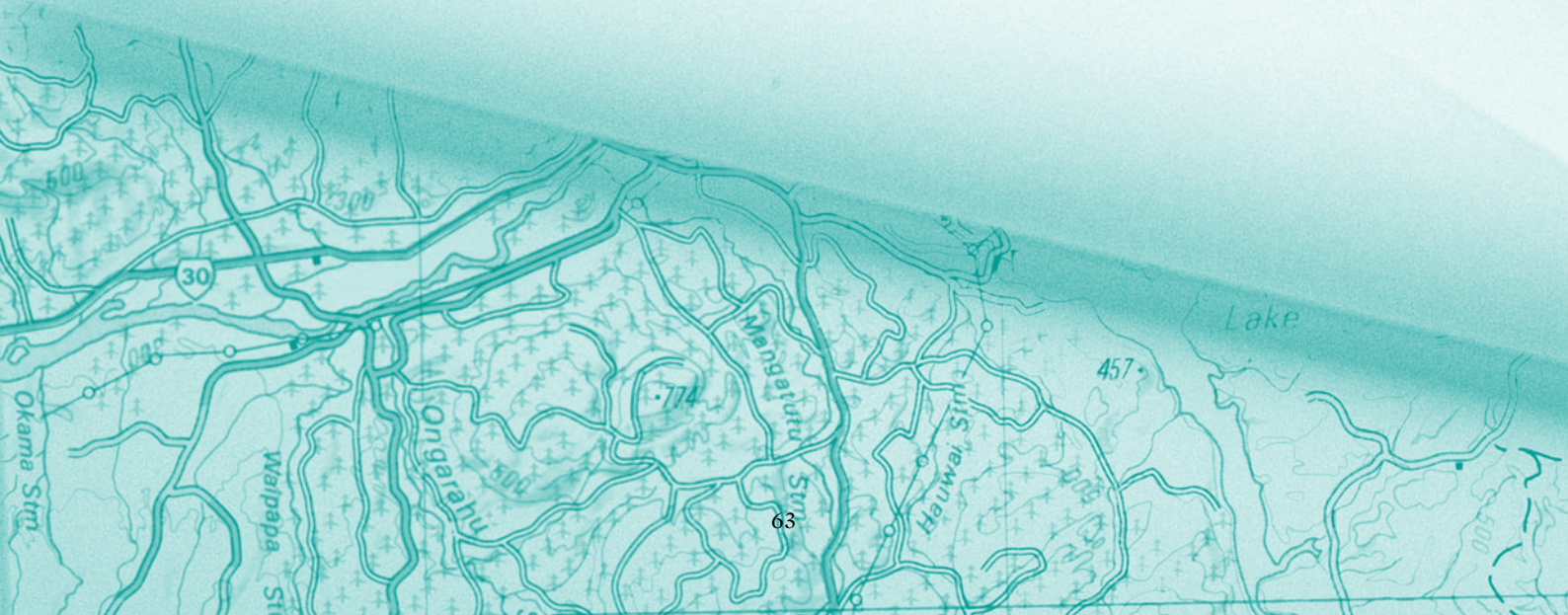
Non-Departmental Revenue and Receipts¹⁴

	30/06/06	30/06/06	30/06/07
	Budgeted	Estimated	Forecast
	\$000	Actual	\$000
		\$000	
Current non-tax revenue:			
Database fees	1,019	1,019	1,019
Pastoral lease rentals	1,815	1,815	1,460
Properties – rents	2,435	2,435	2,470
Sundry operating revenue	1,142	1,142	67
Transit NZ sales	13,244	13,244	8,000
Total non-tax current revenue	19,655	19,655	13,016
Capital receipts:			
Properties sales	4,688	4,688	2,500
Land tenure reform sales	3,251	3,251	5,000
Total capital receipts	7,939	7,939	7,500
Total revenue and receipts	27,594	27,594	20,516

¹³ These appropriations are GST exclusive. The descriptions and explanations for these appropriations are available in the Main Estimates 2006/07.

¹⁴ The descriptions for these revenues and receipts are available in the Main Estimates 2006/07. The figures quoted are GST exclusive.

Appendices



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, M_ori 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 Forestry licences under the Crown Forest Assets Act 1989.

CONTINENTAL SHELF

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

GEOGRAPHIC BOARD

LINZ provides administrative support, research assistance and advice to the New Zealand Geographic Board. The Board is responsible for place-naming in New Zealand (including the Kermadec, Chatham, Auckland, Bounty, Snares, Antipodes and Campbell Islands) and within the territorial waters of New Zealand. The Board's jurisdiction also extends to the Ross Sea region of Antarctica.

APPENDIX B

Legislation LINZ Administers

Legislation administered by Land Information
New Zealand as at 31 March 2006

- 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 50 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.

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 mid-point 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.

Contact Details

Chief Executive

National Office

Lambton House
160 Lambton Quay
WELLINGTON

Postal Address

Private Box 5501
WELLINGTON
NEW ZEALAND

Tel (04) 460-0110

Fax (04) 472-2244

Email: info@linz.govt.nz

Internet: www.linz.govt.nz

www.govt.nz

Auckland Processing Centre

Oracle Tower
56 Wakefield Street
Private Bag 92016
Auckland 1
Ph 0800 Online (0800 665 463)
Fax (09) 365 9901
DX CP22017

Hamilton Processing Centre

Cnr Victoria & Rostrevor Streets
Private Bag 3028
Hamilton
Ph 0800 Online (0800 665 463)
Fax (07) 858 5488
DX GX10069

Wellington Processing Centre

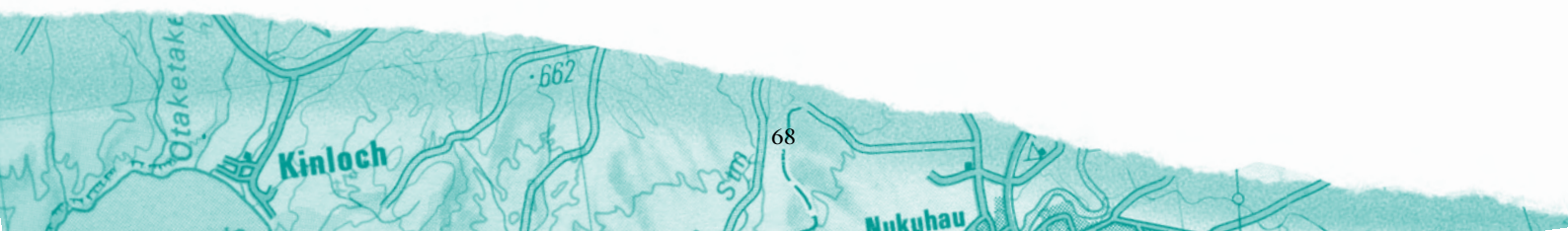
Mayfair House
44-52 The Terrace
PO Box 5014
Wellington
Ph 0800 Online (0800 665 463)
Fax (04) 496 9420

Christchurch Processing Centre

Torrens House
195 Hereford Street
Private Bag 4721
Christchurch
Ph 0800 Online (0800 665 463)
Fax (03) 366 6422
DX WP20033

Dunedin Processing Centre

John Wickliffe House
Princes Street
Private Bag 1929
Dunedin
Ph 0800 Online (0800 665 463)
Fax (03) 477 3547
DX YP80001





12

10

11

04

05