

STATEMENT OF INTENT 2007/2008
LAND INFORMATION NEW ZEALAND

FOUNDATION



Toitu te
Land whenua
Information
New Zealand





FOUNDATION

↘ OUR PURPOSE

TO PROVIDE PEOPLE AND SYSTEMS THAT
ENSURE CONFIDENCE IN THE LAND RIGHTS
AND GEOGRAPHIC INFORMATION
UNDERPINNING NEW ZEALAND AS A NATION.

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This document can be found at the following URL: www.linz.govt.nz/soi2007



MINISTER'S FOREWORD

Sustainability underpins the Government's themes for Economic Transformation, Families Young and Old, and National Identity. Effective land management and high-quality land information are fundamental foundations for our economic base, and for the sustainable management of the lands and waterways that are important to our cultural identity.

The quality of our land information ensures that individuals and businesses can have confidence and certainty in our property rights system. Property rights are a deeply-rooted part of our society and a prerequisite to economic investment, which in turn underpins progressive social policy.

New Zealanders have a sense of pride and interest in their land and this helps the nation to be confident and prosperous. Sustainable land practice will be critical to ensuring that future generations can use the land and enjoy its benefits.

One of this year's priorities is to optimise the balance between economic, conservation and social outcomes for the Government's South Island high country pastoral lease land. Another priority is to improve access to the nation's rivers, lakes and foreshore through marginal strips and other legal access-ways.

Balancing competing interests is also a factor when considering applications from overseas investors wanting to buy sensitive New Zealand land. The Government has to weigh the benefits that overseas investment brings to New Zealand as a whole.

Legislation passed in 2005 ensures applications include a greater level of detail and information about the economic, as well as conservation and public access, outcomes of proposed purchases. Improved access for New Zealanders to adjacent rivers, lakes and foreshore has already resulted from these new rules. The legislation also enables a longer period for scrutiny of compliance with conditions imposed on successful applications, and for the Government to take action over any breaches.

Having authoritative information on land and details about the attributes of land are important features of effective land information systems. The push to 100% e-lodgement is one means by which government can improve the way information is collected, managed and shared. Another is the new Geospatial Office, which will ensure that New Zealand's Geospatial Information Strategy results in better co-ordination of geospatial information held by government agencies.

The Statement of Intent is consistent with the priorities and performance expectations of the Government.

HON DAVID PARKER
Minister for Land Information



CHIEF EXECUTIVE'S OVERVIEW

The Statement of Intent supports the Government's themes of Economic Transformation and National Identity by reinforcing the importance that land management and land information have in underpinning New Zealand's economic development and national identity. To achieve this LINZ will ensure the certainty and security of property rights through sound policies, a strong regulatory framework and maintenance of land records.

Economic growth is inextricably linked with secure property rights. This security ensures that individuals and firms have the confidence and incentives to innovate and remain productive. LINZ plays an important factor in safeguarding that security by providing accurate and reliable land information.

This Statement of Intent represents the last of the three-year strategy cycle which established our focus on providing e-Delivery excellence. Accordingly our priorities show that this is where we have placed our resources and capability. We continue to emphasise this effort by ensuring customers are fully supported and ready for the phased introduction to 100% e-lodgement.

The move to 100% e-lodgement will begin with discharges in May 2007, then transfers and mortgages in August 2007, and survey transactions in September 2007. All remaining title transactions, such as caveats and rights of way, will be lodged electronically from July 2008.

The Government has stated its objectives for the high country and LINZ intends to meet these through its policy objectives, including ensuring that rents for pastoral lease land are set in a manner which is fair, reasonable and durable, identifying marginal strips, providing greater protection to certain lands (e.g. landscapes, lakesides and lowland diversity), and improving access to rivers, lakes and public lands.

The Overseas Investment Office is handling ever increasing requests from people interested in investing in New Zealand. This means that we need systems capable of supporting our decision-making processes and monitoring regimes required to ensure compliance with the Overseas Investment Act 2005. To reinforce the importance of these governance arrangements we intend to develop and implement a new database that allows easier recording and monitoring of information.

The Statement of Intent also reaffirms and builds on our commitment to the State Sector goals. We will keep increasing our capability to meet the Government's ongoing and changing expectations. Over the 2007/08 period LINZ will continue to develop cost-effectiveness measures as a key aspect of our performance and monitoring systems.

It is now time to review and assess the environment LINZ will be operating in over the next three to five years. This will be an exciting and challenging time for us, and we look forward to building stronger strategies for the future that will help us address the Government's expectations for land information and land management.

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 (2007/08 Estimates) Bill and the Public Finance Act.

Signed



BRENDAN BOYLE
Chief Executive

Countersigned



BRIAN USHERWOOD
Chief Financial Officer

➤ STRATEGIC DIRECTION

“IN THE WEST, EVERY PARCEL OF LAND, EVERY BUILDING, EVERY PIECE OF EQUIPMENT OR STORE OF INVENTORIES IS REPRESENTED IN A PROPERTY DOCUMENT THAT IS THE VISIBLE SIGN OF A VAST HIDDEN PROCESS WHICH CONNECTS ALL THESE ASSETS TO THE REST OF THE ECONOMY.”

HERNANDO DE SOTO, ECONOMIST.

INTRODUCTION

This Statement of Intent for the period 2007/08 covers the last year of our three-year strategic cycle. It sets out what LINZ proposes to achieve, our wider strategic direction and how we will contribute to the Government's themes of Economic Transformation and National Identity.

The Statement of Intent explains how we intend to use strategic goals and priorities to achieve the Government's outcomes, and how we will measure our progress towards those outcomes. It also outlines our future capability needs.

The Forecast Financial Statements and LINZ's Output Plan are included on page 33 of this document.

OUR STRATEGIC CONTEXT

VISION AND PURPOSE

LINZ exists because New Zealand's economy needs certainty of property rights to function and grow.

The foundation that supports those rights is land information. New Zealand needs systems and processes designed to maintain and deliver quality information relating to our land and sea areas and to manage and enforce land transactions. In this sense, information is essential to our nationhood, legal system, economy and communities. Everyone – from homeowners to emergency services, businesses, iwi, recreational groups and government agencies – needs robust land information.

Our vision that **LINZ is valued as the Government's centre of electronic land information and expertise** reflects the importance we place on providing trusted and legitimate land information in which the public can have confidence.

The vision also confirms that LINZ will continue to successfully deliver and improve our core business functions. We will use our expertise in land information to work with other government agencies to achieve visible results for New Zealand in the areas of economic development and safety at sea and on the land.

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

The key pillars that support this vision are contained in our purpose: **to provide people and systems that ensure confidence in the land rights and geographic information underpinning New Zealand as a nation.**

OUR VALUES

Our corporate values are the building blocks of our organisational culture and help ensure a unity of purpose and direction among staff. The attributes that we will model throughout our work are:

- **Certainty**
A commitment to quality outcomes that endure.
- **Integrity**
Honesty and openness, doing our best.
- **Adaptability**
Flexibility and innovation, staying ahead of the game.
- **Kotahitanga**
Everybody working together as one.

As a public sector agency LINZ expects to deliver high-quality policies and services. To do this effectively we are committed to continually improving our capability to meet the future and changing needs of Government. One of the constructive ways we are doing this is through our ongoing commitment to the Development Goals for the State Sector. (These are outlined on page 31.)

We also recognise the Treaty of Waitangi and the Crown's obligations as the Treaty partner. LINZ will actively engage with tangata whenua and continuously review the implications of our policies and decisions on Māori. We will also build and maintain our responsiveness to Māori and we regard this as an integral part of improving our capability.

OUR ROLE

The Government plays a key role in generating prosperity for New Zealanders through the creation and maintenance of the institutional structures required for economic growth.

In the land market, this means providing the environment necessary for private property rights to exist and develop, including providing a legal system covering land-related property (often referred to as “real” property). At its most basic, the Government creates private property rights through regulation.

Over the past 150 years, New Zealand has developed a robust system for defining and protecting property rights over land. This system depends on an ability to access the geographic information that can give these property rights meaning “on the ground”.

That is where LINZ comes in. We:

- provide an effective and efficient regulatory framework for defining and dealing in property rights in land
- maintain publicly-available core geographic information that underpins property rights in land, our constitutional framework, national security and emergency service responses, and
- efficiently manage land-related liabilities on land owned by the Crown.

As well as supporting private property rights, 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. We also make statutory decisions and ensure that government agencies comply with the statutory requirements when buying and selling land and property.

We are responsible for managing some Crown land and property, and for controlling pest plants and animals on that land.

SUSTAINABILITY

Government is placing an increasing emphasis on the importance of sustainability as a foundation for economic, social and environmental wellbeing.

To meet the Government’s expectations for sustainability LINZ will develop and apply policies and make decisions that enhance good sustainable practice. To do this we will encourage an environment where we can engage with our stakeholders to recognise the concerns of the wider community and to consider if any competing interests exist.

To also ensure we remain a responsible and ethical government agency we will continue to review our corporate governance to reflect sustainable best practice.

OUR FUNCTIONS

We are responsible for:

- the development of land information policy
- regulatory frameworks used to define and transact land
- 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
- helping the Government and its agencies address Treaty of Waitangi issues by providing information on land history and status and contributing to the policy relating to Treaty settlements
- administering the Overseas Investment Act 2005 by:
 - making decisions, under delegation, on applications by overseas people who want to buy 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.



FIVE-SIXTHS OF THE WORLD CANNOT DO WHAT NEW ZEALANDERS TAKE FOR GRANTED – IDENTIFY WHO OWNS LAND, OR USE PROPERTY TO GET FINANCE.

THE PROPERTY RIGHTS SYSTEM ADMINISTERED BY LINZ GIVES NEW ZEALANDERS SECURITY OVER THEIR BIGGEST ASSET – THEIR HOME. WITHOUT A CERTIFICATE OF TITLE, YOU CAN'T EASILY USE YOUR ASSET TO BORROW, INVEST OR DEVELOP.



OUR FUTURE CHALLENGES

To meet the Government's priorities for Economic Transformation and National Identity LINZ needs to understand the environment and uncertainties it faces in the future. We will respond to these challenges by:

- continuing to achieve the Government's High Country Objectives and direction for Crown-owned land, including:
 - ensuring that the Crown receives a fair financial return on high country assets
 - improving identification of marginal strips to make it easier for the public to access high country land
 - providing greater protection for those certain Crown lands (e.g. lakesides, landscapes and biodiversity values), and
 - promoting ecologically-sustainable management practices of high country land
- continuing to improve and deliver our services through e-lodgement as a means of increasing productivity
- participating in all-of-government initiatives that seek to enhance the quality of our policy advice and service delivery
- building our capability to deal with the increased momentum in settling outstanding Treaty claims, and
- developing appropriate measures of cost effectiveness to help us allocate resources and gauge the impact of our work.

THE OUTCOMES WE WANT FOR LAND MANAGEMENT AND LAND INFORMATION

MANAGING FOR OUTCOMES – HOW WE DELIVER RESULTS

To fulfil our role of ensuring trusted land information and the best use of Crown assets, LINZ has adopted effective management and governance processes.

LINZ has an outcomes framework that establishes:

- what we want to achieve
- the business activities and initiatives that will contribute to these results, and
- the type of capability required to deliver those services now and in the future.

We use performance measures to gauge progress towards our outcomes and to make informed decisions about allocating resources to areas of greatest value.

We also acknowledge the value and contribution other agencies make towards these outcomes and actively engage and work collaboratively with them to achieve these results.

Our outcomes framework is illustrated in the diagram on page 13.

END OUTCOMES – THE RESULTS NEW ZEALAND CAN EXPECT FROM OUR WORK

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
- Crown assets are put to their best use.

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.

Availability of land information

As well as collecting and maintaining land information, LINZ is responsible for making it available for use by other agencies such as emergency services and the Defence Force.

In a knowledge economy, the availability of information that can be trusted, understood and aggregated improves decision making, reduces waste, lowers risk and provides greater certainty. Government plays a significant role where the market can't always generate or provide the necessary information.

Best use of Crown assets

All government agencies work to ensure that Crown assets are put to their best use. LINZ, however, has listed this as an end outcome because of our central role in managing Crown land and property.

INTERMEDIATE OUTCOMES – KEY STEPS TOWARDS DELIVERING THESE RESULTS

LINZ has three intermediate outcomes that will help us achieve the end outcomes listed above:

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

An effective system for defining and transacting land

This helps provide "certainty of New Zealand property rights and interests". There are two components to this.

Firstly LINZ is responsible for the regulatory framework that is used to define land by survey – giving definition of property rights in terms of legal authority and the physical extent of rights on the ground.

Secondly LINZ provides advice to Government about a range of regulations, including applications from overseas persons and organisations wanting 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. Our Landonline service supports this activity by delivering land information to our customers.

LINZ will monitor performance in this area by:

- conducting surveys to measure business confidence and customer satisfaction levels, and
- benchmarking our system against similar land transfer systems overseas, particularly those in Australian states.

Convenient access to integrated land information

This helps New Zealanders make better decisions about such things as:

- future land use, particularly resource management
- land investments, and
- where they can go to enjoy recreational activities.

LINZ will monitor performance in this area by:

- measuring changes in the availability of land information needed by the New Zealand economy and the ease with which this information can be found, and
- conducting surveys and measuring customer satisfaction levels.

Effective and efficient management of Crown land and liabilities

This 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. When government agencies buy and sell property we both make the legislation that enables this to take place, and also ensure that correct statutory decisions are made and that statutory requirements are complied with in a consistent manner.

We are also responsible for managing Crown land and property on its balance sheet in accordance with the

regulatory framework. We control pests, plants and animals on this land and on Crown-owned river beds and lake beds.

The land we manage ranges from large pastoral leases to forests held in trust for Treaty of Waitangi settlements, to small plots of land. We also sometimes inherit land contaminated by its previous Crown owners and previous occupiers.

The diversity of our land portfolio means we must manage land in a manner that is appropriate to its type. For example, through the Tenure Review process we are obliged 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. (This is the best 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.

LINZ will monitor performance in this area by:

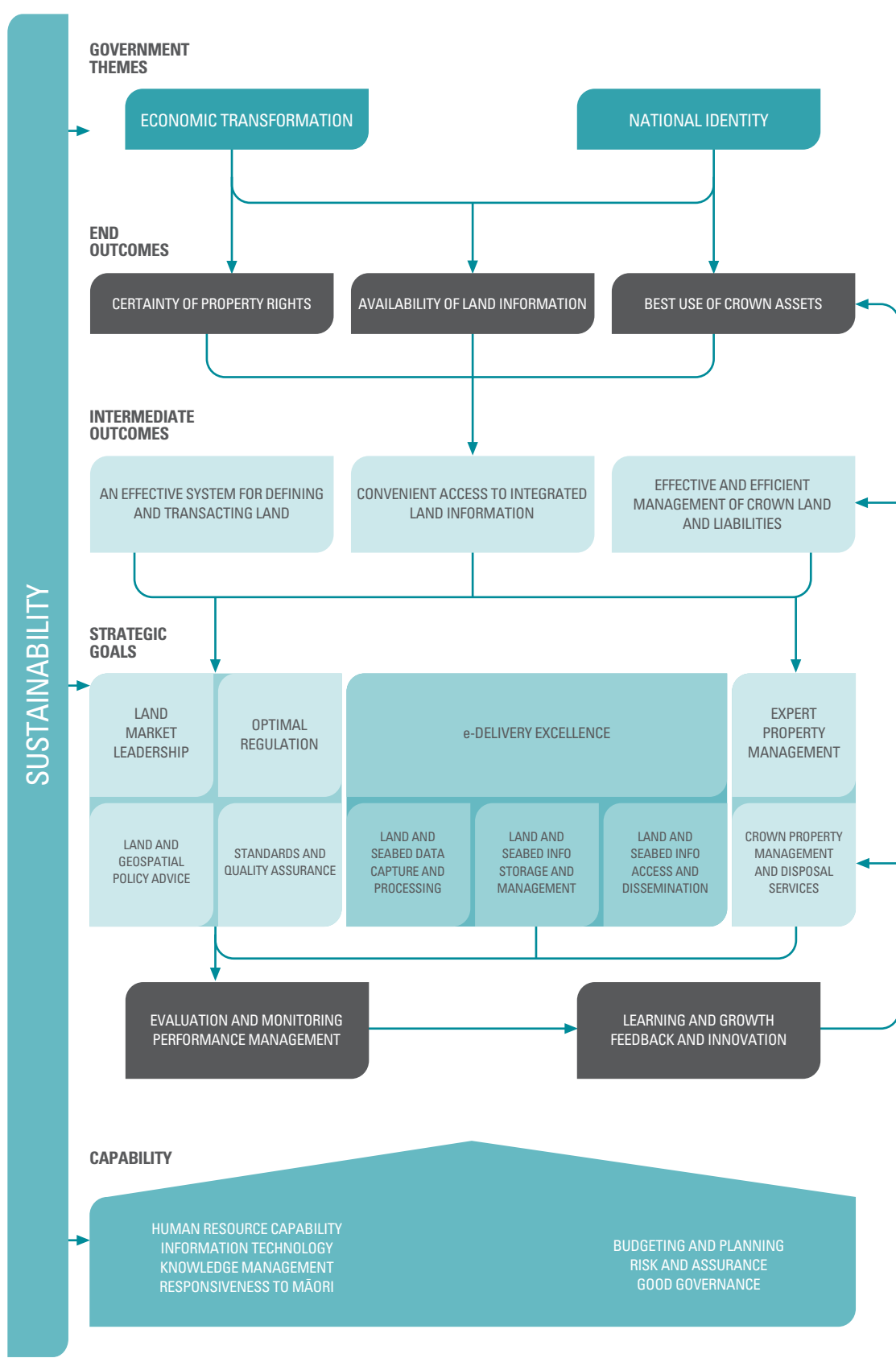
- conducting independent audits of government land and property transaction processes to measure transparency and statutory compliance, and
- seeking evidence of how we have collaborated with central and local government agencies to manage and resolve Crown land-related issues.



LINZ ADMINISTERS MORE THAN TWO MILLION HECTARES OF CROWN LAND – OR EIGHT PERCENT OF NEW ZEALAND’S LAND AREA – RANGING FROM LARGE PASTORAL LEASES TO FORESTS HELD IN TRUST FOR TREATY OF WAITANGI SETTLEMENTS, TO SMALL PLOTS OF LAND.

IN MANAGING CROWN LAND AND PROPERTY ASSETS EFFECTIVELY AND EFFICIENTLY, LINZ IS PROTECTING NEW ZEALANDERS’ INTERESTS BY ENSURING THESE ASSETS ARE PUT TO BEST USE.

OUR OUTCOMES FRAMEWORK



OUR STRATEGY AND PLANNING FRAMEWORK – LINKING OUR WORK TO THE GOVERNMENT’S THEMES AND LINZ’S OUTCOMES

The basis for our strategic direction and planning starts with our vision. This vision represents our over-arching aim to create value by providing land information that uses electronic channels to optimise the collection, availability and usability of government-owned land information and to be a centre of e-Delivery excellence. To help us achieve this vision we have four strategic goals:

- **Land market leadership** – Private and public agencies understand LINZ’s role in the land market and use our expertise.
- **Optimal intervention** – Outcome focus that moves the industry towards self-regulation as far as possible given the level of risk.
- **e-Delivery excellence** – LINZ primary customers exclusively use electronic channels, consistent with the e-government strategy.
- **Expert property management** – Property management that balances economic, social and environmental outcomes.

These four goals are fundamental to LINZ becoming a strategically-focused organisation and underpin our planning and reporting processes.

They contribute directly to our outcomes, and the Government’s priorities, by ensuring that our resources are allocated efficiently and effectively, and are used to achieve our strategic priorities. We measure our performance against each goal every quarter.

The goals, which reflect our functions, have a three-year focus and the 2007/08 period is the last year of this three-year cycle. LINZ expects to review its strategic goals during 2007/08 and to design new targets that reflect the environment we expect to face over the following three years. A new vision statement will also be prepared to reflect our future strategic position and to reiterate the value that we intend to provide to the Government and to our customers.

ALL-OF-GOVERNMENT FOCUS TO OUR WORK

Integrating our work across government remains a key focus for LINZ.

We collaborate with a range of agencies to ensure our policy advice reflects the wider interests of key stakeholders, and so it can better meet the Government’s expectations for Economic Transformation and National Identity. Working proactively across government means we contribute to a sustainable economy by developing policy that is innovative, and where impacts and consequences are robustly considered.

For this reason, we will continue to share information and align our policies with those of other relevant agencies.

An example of this collaboration was our work in 2006/07 with the Ministry of Research, Science and Technology on the Ocean Survey 20/20 initiative. Ocean Survey 20/20 aims to provide New Zealand with greater knowledge about its ocean territory. This work included an agreement that the governance structure for the initiative should comprise representatives of various agencies.

As part of our commitment to maintaining an all-of-government focus during 2007/08 LINZ will work on the following initiatives:

- Establishing the Geospatial Office – this office will be situated within LINZ and will provide a mechanism for co-ordination and collective decision making across the wider geospatial sector.
- Māori land registration – this is a joint agency initiative between the Ministry of Justice and LINZ to enable the completion of registration of Māori freehold land. There are approximately 8,000 Māori freehold blocks where no formal survey data is held, and this project will ensure some form of survey data for every block is held on record. The project will also complete registration for approximately 57,000 unregistered Māori Land Court orders.

DEMONSTRATING OUR PROGRESS TOWARDS OUTCOMES

LINZ believes that understanding the impact of our activities and seeking to improve our performance are the hallmarks of managing for outcomes. For that reason, more emphasis will be placed on measuring cost effectiveness.

In 2006/07 we undertook the following activities to support our focus on better performance:

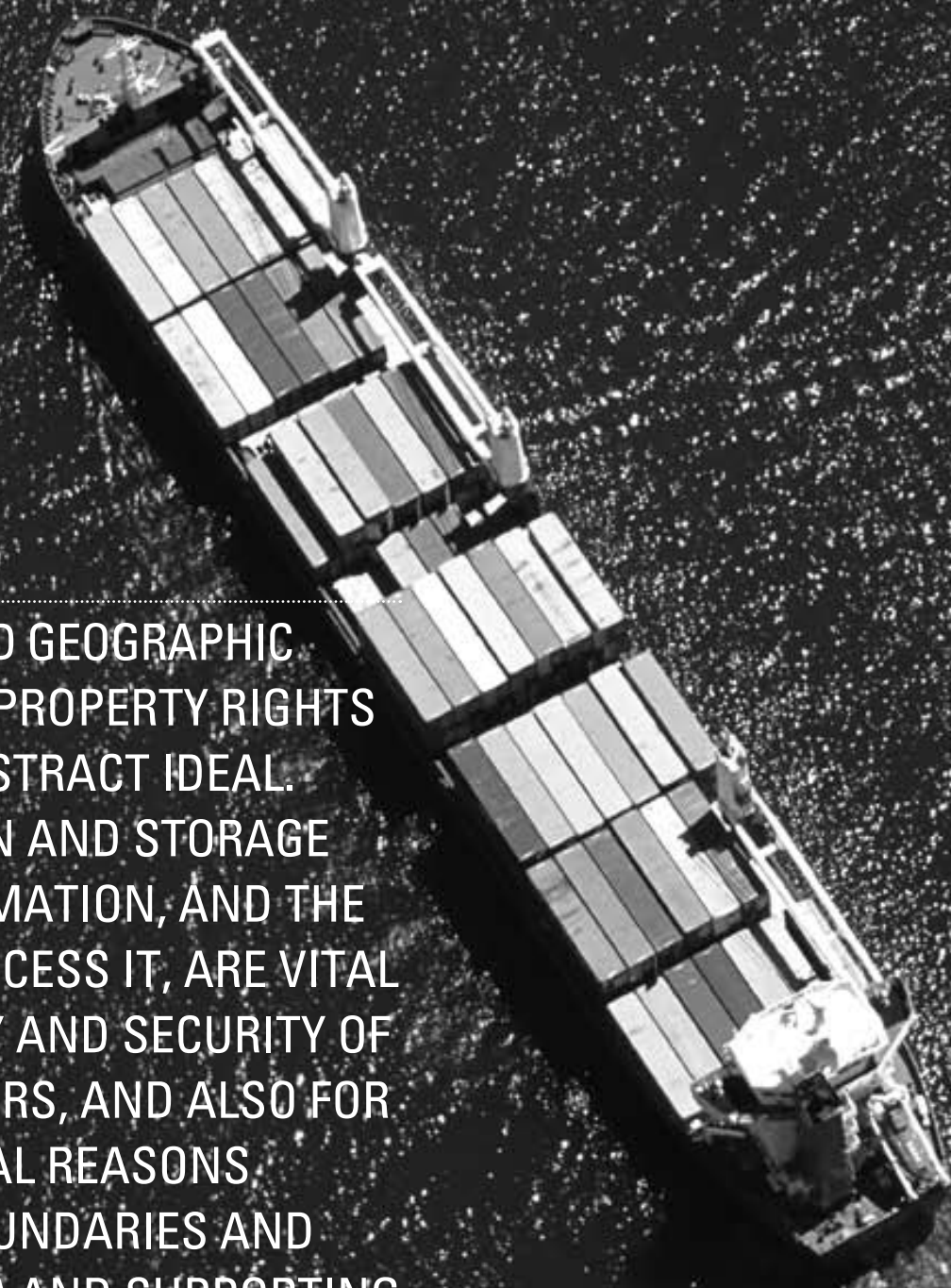
- we reprioritised resources into those areas that best met the Government's expectations and our business needs
- we used a balanced scorecard to advance our strategy-focused planning process and to measure the achievement of strategic goals
- we developed a framework to help build our evaluation capability
- we communicated our vision, values and performance expectations to staff, and
- we developed stronger governance processes to support Tenure Review decision making.

During the 2007/08 year we will continue to build on these areas and concentrate on:

- developing methods to measure effectiveness
- reviewing the appropriateness of our strategic goals for the next three years to ensure they align with, and contribute to, LINZ's future strategic direction, and
- monitoring our capability requirements to support LINZ's future ownership demands.



WITHOUT SOUND GEOGRAPHIC INFORMATION, PROPERTY RIGHTS REMAIN AN ABSTRACT IDEAL. THE COLLECTION AND STORAGE OF LAND INFORMATION, AND THE SYSTEMS TO ACCESS IT, ARE VITAL FOR THE SAFETY AND SECURITY OF NEW ZEALANDERS, AND ALSO FOR CONSTITUTIONAL REASONS (ELECTORAL BOUNDARIES AND PLACE NAMING) AND SUPPORTING THE RATING VALUATION SYSTEM. LINZ PROVIDES ACCESS TO COMPREHENSIVE LAND AND SEA INFORMATION THAT HAS BEEN COLLECTED FOR MORE THAN 150 YEARS.



OUR KEY PRIORITIES 2006-2009

Our strategic priorities do not reflect everything LINZ does. But they are critical for achieving the Government's expectations for National Identity and Economic Transformation. The priorities are at different stages of development and are central to LINZ achieving its business goals.

The Output Plan contained in this Statement of Intent details our business-as-usual activities that also support the achievement of our outcomes.

The table below identifies:

- the costs associated with each strategic goal, and
- links between the goal and Government's themes relevant to LINZ.

It is impossible to cost out each specific priority but aggregated costs are provided for each goal.

The rest of this section explains the significance of each of our key priorities, their contribution to our outcomes, the activities that support their achievement and, where possible, the key performance measures that will demonstrate progress towards expected results.

OUR VISION. LINZ IS VALUED AS GOVERNMENT'S CENTRE OF ELECTRONIC LAND INFORMATION AND EXPERTISE		
TOTAL FUNDING PLANNED FOR 2007/08		
\$128,496,000		
STRATEGIC GOAL 1 <i>Priorities</i> High country policy Establishing the Geospatial Office	LAND MARKET LEADERSHIP <i>Contributes to Government priority</i> Economic Transformation and National Identity Economic Transformation and National Identity	OUTPUT CLASS 1 \$2,126,000
STRATEGIC GOAL 2 <i>Priorities</i> Regulatory interventions review Supporting the 2007 Electoral Representation Commission	OPTIMAL INTERVENTION <i>Contributes to Government priority</i> Economic Transformation National Identity	OUTPUT CLASS 2 \$10,882,000
STRATEGIC GOAL 3 <i>Priorities</i> Landonline 100% e-lodgement programme and associated projects Hydrographic data infrastructure New 1:50,000 map series	e-DELIVERY EXCELLENCE <i>Contributes to Government priority</i> Economic Transformation Economic Transformation and National Identity Economic Transformation	OUTPUT CLASSES 3, 4 & 5 \$92,273,000
STRATEGIC GOAL 4 <i>Priorities</i> Building Overseas Investment Office database	EXPERT PROPERTY MANAGEMENT <i>Contributes to Government priority</i> Economic Transformation and National Identity	OUTPUT CLASS 6 \$23,215,000

HIGH COUNTRY POLICY

Why high country policy is a priority

The Crown owns environmentally-sensitive high country land in the South Island, stretching from Southland to Marlborough. This land is in addition to all of the land in the conservation estate in the South Island. It is generally more than 600 metres above sea level and is concentrated predominately in Otago and Canterbury. The land is generally held under lease or licence, allowing for pastoral production while retaining control over any inherent values present. Historically the land consisted of:

- 304 high country leases (totalling 2,177,571 hectares), granted on a perpetual basis with a 33-year right of renewal
- 17 special leases (totalling 237,807 hectares) with a range of terms and renewal conditions covering land classified as pastoral land under the Land Act 1948 (this includes Molesworth Station¹), and
- seven pastoral occupation licences (totalling 25,597 hectares) issued for a maximum of 21 years with a possible extension of five years.

This land has a long history of pastoral use, having been grazed from the mid-19th century. The adoption of the Land Act 1948 increased incentives to manage the land in a sustainable manner by providing for perpetual rights of renewal, sole pasturage, and exclusive occupancy. These rights were carried over in the Crown Pastoral Land Act 1998 (CPLA), with an increase in the controls the Crown can exercise.

In 2003 Cabinet agreed on 10 objectives for the South Island high country as follows:

- promote the management of the Crown's high country land in a way that is ecologically sustainable
- enable reviewable land that is capable of economic use to be freed of current management constraints
- protect significant inherent values of reviewable land by the creation of protective measures or preferably by the restoration of the land concerned to full Crown ownership and control

- secure public access to, and enjoyment of, high country land
- take into account the principles of the Treaty of Waitangi
- take into account any particular purpose for which the Crown uses, or intends to use, the land
- ensure conservation outcomes for the high country are consistent with the New Zealand Biodiversity Strategy
- progressively establish a network of high country parks and reserves
- foster sustainability of communities, infrastructure and economic growth and the contribution of the high country to the economy of New Zealand, and
- obtain a fair financial return to the Crown on its high country land assets.

To achieve these goals the Government predominately uses the Tenure Review process and undertakes whole property purchases. Using these two methods, 141,333 hectares of high country land has been returned to full Crown ownership and control. The return of these lands allows the Department of Conservation to manage the significant inherent values (e.g. biodiversity and recreation) present on the land. In exchange for the return of these lands 161,783 hectares have been transferred into freehold estate.

A High Country Pastoral Lease Review was completed in 2006 by a panel of three valuers. The review addressed South Island pastoral lease rentals and the Tenure Review valuation methodology. The Government has considered the review and issued its Preliminary Response to it.

The review and response have significant implications for both the Crown and pastoral lessees. LINZ is developing policy to address the implications of the Government response and aims to reach a durable outcome that is fair and reasonable for both parties.

Contribution to end outcomes

Certainty of New Zealand's property rights and interests.

Best use of Crown assets.

¹ In 2005 Molesworth became a recreation reserve administered by the Department of Conservation and farmed by Landcorp Farming Ltd, subject to a special lease under the Land Act.

Contribution to intermediate outcomes

An effective system for defining and transacting land.

Effective and efficient management of Crown land and liabilities.

Activities

The key activities in this area relate to the provision of policy advice, including:

- the valuation methodology for setting rents – the development of policy to address the implications of the Government's response to the High Country Pastoral Lease Review will ensure that a fair financial return is achieved on the Crown's high country assets
- the identification of marginal strips information – this information will make it easier for the public to access high country, one of the Government's High Country Objectives, and
- providing greater protection to certain lands (e.g. landscapes, lakesides and lowland diversity) and improved access to rivers, lakes and public lands – in some cases, there is a need to provide greater protection to certain types of high country land, to ensure outcomes consistent with the New Zealand Biodiversity Strategy, and more generally (e.g. landscapes).

Performance measures

Delivery of policy advice within the timeframes set by the Minister or Cabinet.

ESTABLISHING THE GEOSPATIAL OFFICE

Why establishing the Geospatial Office is a priority

Geospatial information is data about the location and names of features beneath, on, or above the surface of the earth. Geospatial information is important for a wide range of government and private sector activities, including managing hazards and emergencies, planning defence and transport services, managing the environment, settling Treaty of Waitangi claims, and providing health services.

Public agencies, including the emergency services, health and defence, support a co-ordinated approach to geospatial information. A co-ordinated approach

to managing geospatial information will increase efficiency and effectiveness, and optimise the benefits of public investment in geospatial resources. It reduces duplication, increases awareness of existing information, improves access to information, makes information more usable by ensuring interoperability, and ensures that priority geospatial datasets meet the wider needs of New Zealand.

In 2006 Cabinet agreed to a vision for geospatial information, key principles to guide decision making and strategic goals to provide a coherent approach to addressing issues and optimising benefit from public investment. Collectively these constitute the New Zealand Geospatial Strategy.

The New Zealand Geospatial Strategy's long-term vision is:

Trusted geospatial information that is available, accessible, able to be shared and used to support the:

- **safety and security of New Zealand**
- **growth of an inclusive, innovative economy, and**
- **preservation and enhancement of our society, culture and environment.**

The principles that will guide decision making are:

- geospatial information is collected once, to agreed standards to enable sharing by many
- discovery and access of geospatial information is easy
- within the appropriate context, geospatial information is easy to understand and use
- geospatial information that government needs is readily available and its use is not unduly restricted, and
- geospatial content is appropriately preserved and protected.

The four strategic goals (or broad categories of activities) that will support a co-ordinated approach to geospatial issues are:

- **governance** – establish the governance structure needed to optimise the benefits from government's geospatial resources



LINZ IS THE REGULATOR OF LAND IN NEW ZEALAND. WE PROVIDE LOCAL GOVERNMENT WITH AN EFFICIENT AND FAIR BASIS FOR RATING LAND. THAT INCOME GENERATES ESSENTIAL COMMUNITY SERVICES: KEEPING THE STREET LIGHTS SWITCHED ON, THE SWIMMING POOL CLEAN, AND THE COMMUNITY HALL HUMMING.



- **data** – ensure the capture, preservation and maintenance of fundamental (priority) geospatial datasets and set guidelines for non-fundamental geospatial data
- **access** – ensure that government geospatial information and services can be readily discovered, appraised and accessed
- **interoperability** – ensure that geospatial datasets, services and systems owned by different government agencies and local government can be combined and reused for multiple purposes.

The governance arrangements, including the establishment of a Geospatial Office within LINZ, are essential to the achievement of the vision. They provide a mechanism for co-ordination and collective decision making across the wider geospatial sector.

Contribution to end outcomes

Availability of land information – by adopting a co-ordinated approach to the management of geospatial information that will increase the efficiency and effectiveness in the development, management and use of that information. Collectively the following improvements will optimise the benefits of public investment in geospatial resources by:

- reducing duplication
- increasing awareness of existing information
- improving access to information
- making information more usable by ensuring interoperability, and
- ensuring that priority geospatial datasets meet the wider needs of New Zealand.

Contribution to intermediate outcomes

An effective system for defining and transacting land. Convenient access to integrated land information.

Activities

During 2007/08, LINZ will develop an inter-agency work programme focused on creating a more co-ordinated approach to managing government's geospatial information resources. This work programme will initially involve developing an all-of government geospatial policy programme, and will

determine which initiatives should be undertaken in relation to geospatial datasets critical to the effective running of government, and in what order of priority.

It will take into account the importance of active engagement with industry and the desirability of expanding the work programme over time to meet wider national geospatial information requirements.

Performance measures

Development of an inter-agency work programme focused on developing a more co-ordinated approach to the management of government's geospatial information resources.

REGULATORY INTERVENTIONS REVIEW

Why the review of the interventions is a priority

LINZ is now in year three of a three-year programme that aims to rationalise all its standards.

We operate in an environment that separates policy development, regulatory intervention and service delivery. With that in mind we have developed a regulatory framework that aims to ensure all our customers and stakeholders understand the Government's primary objectives. The framework also ensures that our regulatory interventions are optimal for the level of risk being managed, and that consistent practices are adopted across all our areas of accountability.

We aim to develop regulatory outcomes – aligned to the policy – that cascade into a series of objectives, so that the level of risk and the required level of intervention can be determined more accurately. This approach helps establish standards that articulate “what” regulators need to see to ensure risks are adequately mitigated. It also enables suppliers to be flexible and innovative in how they deliver to the standard.

Each stage is fully tested to ensure understanding and agreement. Industry is involved throughout the intervention-setting process, so the focus moves from “why a standard exists” to “how best to comply”. This creates efficiencies in delivery and raises the level of first-time compliance.

With the framework now fully established, we are in the process of reviewing all our standards to ensure

alignment with the goals outlined above. Survey and title standards have been the initial priority given the 100% e-lodgement programme, and are fundamental to achieving our regulatory outcomes.

Contribution to end outcomes

Certainty of New Zealand's property rights and interests.

Contribution to intermediate outcomes

An effective system for defining and transacting land through:

- readily obtainable information – directly or indirectly – at a reasonable cost
- greater reliability of information on rights on which to base investment or development decisions, and
- rights that can generally be transferred without redefinition.

Activities

In 2007/08 LINZ will focus on completing the new standards development for the survey and titles work and will expand this to the valuation and Crown property area. All standards will be undertaken by:

- convening expert committees involving people from outside LINZ who need to use the standards, and
 - publishing both the standards and guidelines on the LINZ website for wider public comment.
- Following the completion of all comment phases, every new intervention will be published on the LINZ website.

In addition to the standards review programme LINZ has changed its focus on how it measures compliance. In the past substantive testing was the predominant methodology. However, we are moving to testing providers' systems and controls. This approach will provide a greater level of assurance to regulators. It is forward looking and therefore preventative, allowing providers to improve their control environment.

In 2007/08 testing of providers' systems and controls will be undertaken in the conveyancing area and become business as usual in the survey sector.

Performance measures

Robust standards and guidelines that all relevant people will assist in developing, and which are directly related to the outcomes and objectives for each technical area.

Greater levels of first-time compliance and increased assistance towards self-regulation.

SUPPORTING THE 2007 ELECTORAL REPRESENTATION COMMISSION

Why supporting the 2007 Electoral Representation Commission is a priority

The Representation Commission is responsible for periodically re-adjusting electoral district boundaries – both general and Māori – and the naming of electorates. LINZ has statutory functions and provides technical services to the Commission.

The Commission is convened by the Surveyor-General every five years, following the five-yearly population census and the electoral option given to New Zealand Māori. The Surveyor-General creates a first draft of the boundaries (called the provisional boundaries), which the Commission builds upon to produce proposed boundaries. The public is then consulted on these proposed boundaries before the Commission produces its final boundaries for the House of Representatives.

The boundaries must meet prescribed population quotas and the Commission is required to take into account existing electoral boundaries, communities of interest, communications and topographical features and, in the case of the Māori electorates, tribal affiliations.

LINZ, in close association with the Chief Electoral Office, is also responsible for providing technical support, which includes arranging for the provision of all mapping for official and public use. Once the boundaries have been finalised LINZ is also required to produce an updated index of all streets and places within each electoral district. This is produced from the information LINZ routinely maintains on advice from territorial authorities.

Contribution to shared outcomes

This activity supports the constitutional arrangements that enhance the quality of democracy and ensure the public can have confidence in the electoral process. LINZ's contribution to the Commission's functions is to determine map and electorate boundaries.

Activities

The Surveyor-General produces the provisional electoral boundaries and is a member of the Commission. LINZ will manage contracts for the production of maps for the electoral boundaries, and will also provide overall quality assurance to ensure the Commission's decisions are reflected correctly on the maps and plans.

Performance measures

The technical support and advice provided to the Representation Commission is to the satisfaction of the Chair of the Commission and the Chief Electoral Officer.

LANDONLINE 100% e-LODGE- MENT PROGRAMME AND ASSOCIATED PROJECTS

Why Landonline 100% e-lodgement is a priority

In February 2006 Cabinet approved the phasing out of paper-based lodgement of land transactions by 1 July 2008. The move to 100% electronic lodgement is expected to bring significant benefits to New Zealanders, including:

- electronic transaction charges that reflect the lower overall cost of electronic processing compared with manual processing
- ongoing productivity and efficiency gains for customers and their clients from an automated process that enables new titles to be issued faster when buying, selling and subdividing property, and
- reduced risk and greater confidence about identity and security when updating the titles register and cadastre, including a decreased reliance on physical document security.

Contribution to end outcomes

Certainty of New Zealand's property rights and interests.

Availability of land information.

Contribution to intermediate outcomes

An effective system for defining and transacting land through:

- readily obtainable information – directly or indirectly – at a reasonable cost

- greater reliability of information on rights on which to base investment or development decisions
- quick processing of transactions
- minimised transaction costs in relation to the tradable rights, and
- systems that are easy to use, both internally and externally.

Convenient access to integrated land information:

- discoverable – meaning it is well indexed, easy to find, and the source of the data is understood
- convenient to access and at reasonable cost
- fit for the purpose for which it was collected
- interoperable – meaning it can be combined with other land information data, and
- collected once but able to be used many times.

Activities

The 100% e-lodgement programme was set up in 2006 and comprises a dedicated team focused on four key streams of work:

Capability and change management

The well-managed change processes started in 2006 will continue during 2007/08. As the volume of electronic lodgements increases, the manual work previously done by LINZ is decreasing, meaning 106 positions will be phased out between 2006 and 2008.

We will continue to train staff to ensure they are able to process the complex transactions that will still need manual intervention in the future, and to ensure they can provide remote real-time support to users at the point of lodgement.

Customer uptake

LINZ finished training conveyancing firms in late 2006 and will continue to work with surveying and conveyancing customers as they move to 100% e-lodgement.

Ensuring customers are fully supported and ready for the phased introduction of 100% e-lodgement remains a key priority for 2007/08. The move to e-lodgement will begin with discharges on 1 May 2007, then transfers and mortgages on 1 August 2007, and survey

transactions on 1 September 2007. All remaining title transactions, such as caveats and rights of way, will be lodged electronically from 1 July 2008.

Public counters are scheduled to close during 2008. Various channels will be available so the public can continue to access survey and title records. Developing and implementing a strategy to manage access to core paper records will be a key focus in 2007/08.

Technology enhancements to Landonline

Enhancements to Landonline that will enable most survey and title transactions to be lodged electronically are well advanced. Detailed design work, developed with input from customers and stakeholders, has been completed and new functionality and system enhancements will be phased in during 2007/08.

A Landonline Performance Taskforce created in late 2006 has worked to improve Landonline's performance and to reduce any risk to performance in future. The Taskforce, under the direction of the LINZ executive management team, will continue to track performance and analyse statistics gathered from diagnostic tools.

The Landonline (information) website will be redeveloped to ensure it provides optimal support for 100% e-lodgement and continues to meet the need for ever-improving online information, self-help tools and assistance. We will continue to use web measurement and research tools, which are crucial to ensuring the effectiveness of our activities.

Policy and legislative changes

LINZ began developing the policy and legislative changes needed to support 100% e-lodgement in 2006 and this work will continue in 2007/08.

Performance measures

LINZ is involved in ongoing consultation with stakeholders and will continually review whether customers' expectations are being met. We are monitoring progress towards achieving the expected benefits of 100% e-lodgement.

HYDROGRAPHIC DATA INFRASTRUCTURE (HDI)

Why hydrographic data infrastructure is a priority

Hydrography is the measurement and description of the seabed and adjoining coastal areas. LINZ is the Government's steward of core hydrographic information that is produced primarily to support navigation and safety of life at sea. It also underpins the study, management and exploitation of the country's marine resources. This information is collected, managed and distributed in the context of standards and agreed areas of national responsibility co-ordinated by the International Hydrographic Organisation.

The current infrastructure supporting the capture, access, management, maintenance and distribution of this information was identified as needing improvement to ensure LINZ continues to meet its responsibilities and future requirements. The HDI project will deliver LINZ the capability to respond to huge increases in the volume of survey data being produced by new technologies. LINZ will be able to deliver products more efficiently and meet customers' increasing expectations through the use of modern database technology.

The first phase of the HDI project is now complete. It established the concept and rationale for HDI, including defining and improving LINZ's processes and capabilities, data agreements, role and responsibilities, capacity and competencies, standards, products, services, and user requirements.

The second phase is the implementation of key hydrographic systems. This is planned for 2007/08 and will enable the delivery of products and services to customers in later years.

Contribution to end outcomes

Availability of land information.

Contribution to intermediate outcomes

Convenient access to integrated land information that is:

- discoverable – meaning it is well indexed, information is easy to find and the source of the data is understood
- convenient to access at reasonable cost
- fit for the purpose for which it was collected
- interoperable – meaning it can be combined with other land data, and
- collected once but able to be used many times.

Activities

In 2007/08 LINZ will begin implementing a new infrastructure that will improve the management of hydrographic data and produce products more efficiently. This includes:

- developing and implementing hydrographic database applications and processes, and
- capturing and translating hydrographic metadata and core datasets into the new databases, ensuring all databases are updated as future data arrives into LINZ, and enabling the provision of data using electronic channels.

TOPOGRAPHIC 1:50,000 MAP SERIES

Why the topographic map series is a priority

Topographic information shows the natural and man-made features of the land represented to scale and provided on maps. It is important for emergency services, land management, defence planning and recreational use. LINZ is New Zealand's national mapping organisation, responsible for providing national mapping at 1:50,000 and broader scales. LINZ makes its topographic data available via the Internet and in printed form through retailers.

Topographic mapping is underpinned by the geodetic reference system, which provides the underlying spatial framework for New Zealand. Currently there are two used for topographic mapping in New Zealand:

- NZGD49
- NZGD2000.

There is a 200-metre difference between the two, a difference that is insignificant in some applications, but potentially life-threatening in others. Wider adoption of the new reference system NZGD2000 is constrained by the lack of an NZTM-based map series.

As a result, LINZ is developing a new 1:50,000 topographic map series to replace the current one. The map series is planned for release during 2009, with much of the underlying development occurring in the coming year. It is based on the NZTM2000 map projection and will see the redevelopment and provision of NZTM data used and relied upon by primary customers. This will be followed by the printing, launch and distribution of the new paper maps.

Contribution to end outcomes

Availability of land information.

Contribution to intermediate outcomes

Convenient access to integrated land information which:

- better meets the needs of our stakeholders
- ensures consistency of information, and
- provides users with information that is of higher definition and quality.

Activities

LINZ will continue the current software development work during 2007/08, with the printing, launch and distribution of the new paper maps planned for 2008 and 2009.



THE GROWTH OF NEW ZEALAND'S ECONOMY IS BASED ON THE FOUNDATION OF GUARANTEED LAND RIGHTS. THAT'S BECAUSE OUR BANKS AND LENDING COMPANIES KNOW THAT THE MONEY LENT OUT FOR DEVELOPMENT AND INVESTMENT IS SECURED ACROSS THE LAND AND PROPERTY ASSETS OF MANY PRIVATE OWNERS AND BUSINESSES.

OVERSEAS INVESTMENT OFFICE DATABASE

Why the Overseas Investment Office database is a priority

The Overseas Investment Office administers the Overseas Investment Act 2005, which both encourages ongoing economic growth and transformation and protects New Zealand's unique assets and resources.

When assessing overseas applications on the basis of benefit to the whole of New Zealand, this new legislation requires the Overseas Investment Office to:

- seek assurance on the accuracy of information received from applicants
- seek evidence to support the application, and verify that information with others knowledgeable about the application
- advise Ministers on investment proposals, and
- monitor compliance with conditions of approval, consent or exemptions granted.

The Overseas Investment Office also compiles and keeps records on applications.

This increased breadth of activity means that the Office now needs new capability and new skills not previously required. To assist with this, the Office is developing a new database application that allows easier recording and monitoring of information. The application will be available for use in 2007/08.

Contribution to shared outcomes

This database application will ensure that overseas investment decisions deliver economic and environmental benefits to New Zealanders or a group of New Zealanders. It will also support the appropriate governance arrangements around the overseas investment regime.

Activities

The development, testing and implementation of a new database.

RISK MANAGEMENT

LINZ has a well-developed risk management framework that treats risk management as an integral part of our strategic and business planning process. This framework's mechanisms enable us to mitigate and regularly report on the impact and likelihood of risk exposure across LINZ. It is also applied to any situation where an undesired or unexpected outcome could be significant.

The framework is continuously monitored to ensure it meets our requirements.

Policy risks are managed through:

- regular briefings to the Minister on key aspects of policy advice
- an evaluation framework to identify possible areas for review, and
- collaboration with other agencies that contribute to our outcomes.

Risks related to our regulatory outputs are managed through:

- ongoing review of standards and rules to ensure an optimal level of intervention
- regular audits to ensure compliance with survey, conveyance and title standards through a Regulatory Quality Assurance function
- involving stakeholders in setting regulatory standards, and
- clear and documented processes that support the statutory decisions and recommendations made about overseas investment.

Customer services risks are managed through:

- external review and reporting of progress to the Chief Executive on the 100% e-lodgement initiative
- ongoing relationship management and consultation with stakeholders to proactively identify and manage customer needs
- standardised risk-based validation procedures to ensure data complies with standards
- managing all new initiatives as projects within robust project management frameworks that identify and report on risks through appropriate governance mechanisms
- regular audit and review of progress against milestones in project plans, and
- building industry capability to ensure smooth transition to an electronic delivery environment.

Crown Property Management risks are managed through:

- the establishment of a Quality Assurance Tenure Review Board that reviews the quality of decision making for Tenure Review milestones.

The management of organisation risks are handled using a variety of mechanisms, including:

- governance and project management for major strategic projects
- security and disaster recovery procedures
- financial management procedures and systems
- planning and performance management procedures
- regular review of strategy through environmental scanning and stakeholder analysis
- legal risk analysis, and
- internal risk and assurance functions.

FOCUSING ON OUR FUTURE CAPABILITY

One of LINZ's primary areas of focus over the past three years has been on building our capability to deliver electronic services to customers. This has led to changes to process, the provision of information technology infrastructure to support new service delivery methods, and ensuring we have the right skill sets to adapt to a new environment. In 2006/07 we said we would focus specifically on the following aspects of our capability:

- attracting and retaining capable staff to ensure LINZ has the skills and competencies to deliver its outputs with changing technology
- building capability so we can 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.

While this focus will continue in 2007/08, we intend to invest in other critical aspects of our capability. This will ensure that the Government's expectation for ensuring confidence in land rights and geographic information is maintained. Some of these initiatives include:

CAPABILITY INITIATIVE	LINK TO OUTPUTS	TIMEFRAME
Building an evaluation capability within LINZ to help us understand whether our policies are contributing to our outcomes	Policy Advice, Regulatory and Customer Services	2007/08
Building a new database for the Overseas Investment Office that supports better decision making	Regulatory	2006/07 – 07/08
Establishing a Geospatial Office and associated governance structure that will support the achievement of the Geospatial Strategy	Policy Advice, Regulatory	2006/07
Reviewing our roles and functions, identifying the skill sets and appropriate recruitment practices that will best support our future strategic direction	All	2006/07 – 07/08
Getting better alignment between LINZ's business objectives and the performance expectations of individual staff	All	2007/08
Continuing to create a work environment that encourages innovation and flexibility, and is able to adapt to changing work styles and a fluctuating labour market	All	2007/08
Ongoing commitment to building leadership and management capability	All	Ongoing
Questioning and reviewing our resource decisions continually to ensure we create maximum value to LINZ and have the agility to meet changing priorities	All	Ongoing
Building our ability to demonstrate progress towards our outcomes	All	2007/08 – 08/09
Building knowledge of our customers and their needs to inform the development of new products and services	Policy Advice, Regulatory and Customer Services	Ongoing
Promoting knowledge management throughout LINZ to encourage communities of practice for sharing understanding, learning and collaboration	All	Ongoing
Undertaking a LINZ-wide architecture review to establish the long-term information technology environment	All	2007/08

BUILDING OUR KNOWLEDGE OF CUSTOMER NEEDS

Proactively identifying, managing and improving relationships with customers and stakeholders remains a focus in 2007/08.

Work already started in 2006/07 on our responsiveness to customers will continue. We intend to improve and build on the systems and processes that support our customer relationships.

Specifically, LINZ will undertake research that will enable us to develop a deeper understanding of the impacts of our services on our customers' businesses. It also helps us better "sense" customer priorities in relation to product and process development.

Ongoing customer satisfaction research spanning titles, survey, topographic and hydrographic customer segments in 2007/08 will continue to enhance our understanding of customers' requirements and measure their satisfaction with LINZ's services.

Alongside our focus on continually deepening our knowledge of customers' needs, LINZ will evolve our product and service development to ensure it is driven centrally, and that efforts are co-ordinated across the organisation. The first service to experience this approach will be *e-survey*.

For more sophisticated customer interactions we intend to use mechanisms such as the online *e-survey* Forum. This provides a two-way interface and will continue to be developed and improved. Forums help customers discuss topical matters and ask questions relating to the services we provide. They also help inform LINZ about issues requiring further explanation and customer priorities.

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. The key challenges we face are managing increasing demand and rapidly-changing technology and preparing to eventually manage all services electronically. Stability, robustness and scalability of the technology are critical issues that need to be constantly monitored and addressed.

Although significant standardisation and rationalisation of the technology infrastructure have occurred, we will continue to focus on future opportunities for improvement.

Having committed to 100% e-lodgement we are constantly reviewing the business environment Landonline operates in, and are taking steps to improve Landonline availability. This will continue through 2007/08 and will be supported by a long-term LINZ-wide architectural review. This review will look to establish the technology environment required by LINZ for the next 10 to 12 years. The long-term sustainability of the Landonline architecture will now be a key component of this work.

Some key areas of focus in 2007/08 include:

- undertaking a LINZ-wide architecture review to establish the long-term information technology environment
- continuing to provide innovative end-to-end business solutions, and
- continuing to implement best practice services to deliver improved quality services at a reduced cost.

RESPONSIVENESS TO MĀORI

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.

In 2007/08 we will continue to work on the Responsiveness to Māori Strategy and encourage staff to attend our annual hui.

PAY AND EMPLOYMENT EQUITY REVIEW

LINZ will be undertaking a pay and employment equity review during 2007/08 in conjunction with the PSA. The review committee will produce a response plan that will identify any LINZ pay and employment equity issues and provide the foundation for subsequent investigation and change.

DEVELOPMENT GOALS FOR THE STATE SECTOR

In 2006/07 LINZ developed a plan outlining how it intends to contribute to the State Sector Development Goals. We also embedded this plan into our planning and accountability reporting so each business group can indicate how they intend to demonstrate progress:

DEVELOPMENT GOAL	LINZ OBJECTIVE	LINZ CONTRIBUTION
GOAL 1 Employer of choice <i>Ensure the State Services is an employer of choice, attractive to high achievers</i>	Attracting and hiring the best	Introduce an online web-based recruitment model Upgrade the internal LINZ recruitment toolbox Participate in the State Services Commission internship programme Introduce a graduate programme Introduce a coaching programme for new employees in their first 90 days at LINZ
GOAL 2 Excellent State servants <i>Develop a strong culture of constant learning in the pursuit of excellence</i>	Positive workplace Developing for excellence	Continue to embed the research-based competency model Follow up action on our staff Climate Survey results Continue to focus on building and improving employee engagement Introduce a learning and development framework Develop a career framework for succession planning and for managing secondment opportunities
GOAL 3 Networked State Services <i>Use technology to transform the provision of services for New Zealanders</i>	Seamless access to information	Implement 100% electronic lodgement of titles and survey transactions Evaluate and implement e-channels for other core services Future proof technology
GOAL 4 Co-ordinated State agencies <i>Ensure the total contribution of government agencies is greater than the sum of its parts</i>	Adopting an all-of-government approach	Continue to work collaboratively across government on key initiatives such as: <ul style="list-style-type: none"> • Geospatial Strategy • Tenure Review • Māori Land Registry • National Address Register • Ocean Survey 2020.

DEVELOPMENT GOAL	LINZ OBJECTIVE	LINZ CONTRIBUTION
GOAL 5 Accessible State Services <i>Enhance access, responsiveness and effectiveness and improve New Zealanders' experiences of State Services</i>	Providing transparency and certainty of our processes and decisions	<p>Develop an Overseas Investment Office decision and application making information system</p> <p>Establish relationship management capability and systems to proactively meet customer needs</p> <p>Establish a customer research programme to inform e-channel strategies and the development of products and services that are fit for purpose</p> <p>Introduce a transparent regulatory outcome framework and intervention logic</p>
GOAL 6 Trusted State Services <i>Strengthen trust in the State Service and reinforce the spirit of service</i>	Aligning our values to support our business activities	<p>Develop a communication strategy which supports our values</p> <p>Review our code of conduct to reflect changes to the Public Sector Code of Conduct</p>

➤ FORECAST FINANCIAL STATEMENTS AND OUTPUT PLAN

LAND

1. THE PART OF THE EARTH'S SURFACE THAT IS NOT COVERED BY WATER.
2. AN AREA OF GROUND IN TERMS OF ITS OWNERSHIP OR USE.
3. (THE LAND) GROUND OR SOIL AS A BASIS FOR AGRICULTURE.
4. A COUNTRY OR STATE.

OXFORD ENGLISH DICTIONARY

FORECAST FINANCIAL STATEMENTS

STATEMENT OF FORECAST FINANCIAL PERFORMANCE

for the year ending 30 June 2008

	2006/07 Budgeted ² \$000	2006/07 Estimated Actual \$000	2007/08 Forecast ³ \$000
Revenue			
Crown	46,764	46,764	62,793
Other	49,252	49,252	52,140
Total revenue	96,016	96,016	114,933
Expenses			
Personnel	49,190	49,190	31,569
Rental and leasing	3,768	3,768	3,769
Audit fees	139	139	139
Other operating	53,600	53,600	76,977
Depreciation	9,359	9,359	13,086
Capital charge	3,607	3,607	2,956
Total expenses	119,663	119,663	128,496
Net surplus/(deficit)	(23,647)	(23,647)	(13,563)

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

² This column incorporates both Main and Supplementary Estimates appropriations (excluding GST) for 2006/07.

³ LINZ is forecasting a loss of \$13.563 million for 2007/08. 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 \$24.345 million at 30 June 2007. This balance is due in part to a levy put in place between 1999 and 2003 during the development of the Landonline system with the remainder being due to higher than expected transaction volumes in recent years. The deficit to be incurred in 2007/08 will reduce the level of the Memorandum Account.

STATEMENT OF FORECAST FINANCIAL POSITION

as at 30 June 2008

	30/06/07 Budgeted \$000	30/06/07 Estimated Actual \$000	30/06/08 Forecast \$000
Taxpayers' funds	39,411	39,411	39,411
Total taxpayers' funds	39,411	39,411	39,411
<i>Represented by:</i>			
Assets			
Current assets			
Cash and bank balances	5,635	5,635	3,865
Prepayments	1,245	1,245	1,245
Debtor Crown	1,617	1,617	1,617
Debtors and receivables	3,018	3,018	3,018
Total current assets	11,515	11,515	9,745
Non-current assets			
Fixed assets	56,673	56,673	56,380
Total non-current assets	56,673	56,673	56,380
Total assets	68,188	68,188	66,125
Less: Liabilities			
Current liabilities			
Creditors and payables	17,759	17,759	15,759
Provisions	218	218	155
Provision for payment of surplus	0	0	0
Employee entitlements	4,000	4,000	4,000
Deferred revenue	1,500	1,500	1,500
Total current liabilities	23,477	23,477	21,414
Non-current liabilities			
Employee entitlements	5,300	5,300	5,300
Total non-current liabilities	5,300	5,300	5,300
Total liabilities	28,777	28,777	26,714
Net assets	39,411	39,411	39,411

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 2008*

	30/06/07 Budgeted \$000	30/06/07 Estimated Actual \$000	30/06/08 Forecast \$000
<i>Cash flows from operating activities</i>			
Cash provided from:			
Supply of outputs to:			
Crown	47,211	47,211	62,793
Customers	49,484	49,484	52,140
Cash disbursed to:			
Produce outputs:			
Personnel	(48,826)	(48,826)	(41,569)
Operating	(49,598)	(49,598)	(72,948)
Capital charge	(3,607)	(3,607)	(2,956)
Net cash flows from operating activities	(5,336)	(5,336)	(2,540)
<i>Cash flows from investing activities</i>			
Cash provided from:			
Sale of fixed assets	0	0	0
Cash disbursed to:			
Purchase of fixed assets	(6,848)	(6,848)	(12,793)
Net cash flows from investing activities	(6,848)	(6,848)	(12,793)
<i>Cash flows from financing activities</i>			
Cash provided from:			
Capital injections	14,961	14,961	13,563
Cash disbursed to:			
Repayment of surplus to the Crown	0	0	0
Net cash flows from financing activities	14,961	14,961	13,563
Net increase/(decrease) in cash held	2,777	2,777	(1,770)
Opening total cash balances at 1 July	2,858	2,858	5,635
Closing total cash balances at 30 June projected	5,635	5,635	3,865

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

RECONCILIATION OF FORECAST NET SURPLUS TO NET CASH FLOWS FROM OPERATING ACTIVITIES

for the year ending 30 June 2008

	2006/07 Budgeted \$000	2006/07 Estimated Actual \$000	2007/08 Forecast \$000
Net surplus/(deficit)	(23,647)	(23,647)	(13,563)
Add/(deduct) non-cash items:			
Depreciation	9,359	9,359	13,086
Total non-cash items	9,359	9,359	13,086
Add/(deduct) movements in working capital items:			
(Increase)/decrease in debtors and receivables	669	669	0
(Increase)/decrease in debtor Crown	447	447	0
(Increase)/decrease in prepayment	(385)	(385)	0
Increase/(decrease) in creditors and payables	8,357	8,357	(2,000)
Increase/(decrease) in provisions	(63)	(63)	(63)
Increase/(decrease) in current employee entitlements	364	364	0
Other items	(437)	(437)	0
Working capital movements – net	8,952	8,952	(2,063)
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	(5,336)	(5,336)	(2,540)

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 2008*

	2006/07 Budgeted \$000	2006/07 Estimated Actual \$000	2007/08 Forecast \$000
Taxpayers' funds as at 1 July:	48,097	48,097	39,411
Movements during the year			
Net surplus/(deficit)	(23,647)	(21,117)	(13,563)
Total recognised revenue and expenses for the year	(23,647)	(21,117)	(13,563)
Capital injections	14,961	12,431	13,563
Capital withdrawal	0	0	0
Taxpayers' funds as at 30 June	39,411	39,411	39,411

FORECAST DETAILS OF FIXED ASSETS BY CATEGORY*as at 30 June 2008*

Asset type	Estimated Actual Net Book Value 30/06/07 \$000	Forecast Cost 30/06/08 \$000	Forecast Accumulated Depreciation 30/06/08 \$000	Forecast Net Book Value 30/06/08 \$000
Computer hardware	4,159	7,867	4,385	3,482
Computer software	51,647	109,557	57,378	52,179
Furniture and fittings	778	6,295	5,676	619
Plant and equipment	1	959	959	0
Motor vehicle	88	459	359	100
Total	56,673	125,137	68,757	56,380

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

FORECAST OF MEMORANDUM ACCOUNT BALANCE

for the year ending 30 June 2008

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 2006	45,462
Estimated actual during 2006/07	(21,117)
Projected movement during 2007/08	(13,563)
Forecast closing balance 30 June 2008	10,782

ACTION TAKEN TO ADDRESS SURPLUSES IN THE MEMORANDUM ACCOUNT

This account was set up to record surpluses and deficits arising from the sale of land titles and survey products to third parties, with the intention of facilitating a medium-term cost recovery mechanism. The account initially accumulated surpluses resulting from a levy put in place between 1999 and 2003 during the development of Landonline. Fee reductions have been in place from 1 July 2003 to coincide with the rollout of the *e-dealing* and *e-survey* facilities. Fees have been set at a level to under-recover costs, 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 will take longer than originally expected to be realised.

DEPARTMENTAL CAPITAL EXPENDITURE

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

Departmental Capital Expenditure	Forecast 2007/08 \$000	Estimated Actual 2006/07 \$000	Budget 2006/07 \$000	Actual 2005/06 \$000	Actual 2004/05 \$000	Actual 2003/04 \$000	Actual 2002/03 \$000
Computer software	11,919	5,974	5,974	1,476	2,377	2,790	14,975
Computer hardware	735	735	735	589	665	774	371
Furniture and fittings	87	87	87	80	79	86	111
Motor vehicle	52	52	52	30	47	57	0
Total	12,793	6,848	6,848	2,175	3,168	3,707	15,457

The forecast capital expenditure for the 2007/08 financial year is primarily 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.

BASIS OF PREPARATION

The financial statements have been prepared in accordance with Generally Accepted Accounting Practice (GAAP) in New Zealand, adopting the New Zealand equivalents to International Financial Reporting Standards (NZ IFRS) for the forecast financial statements.

LINZ is a public benefit entity, as defined under NZ IAS 1.

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 where debts which are known to be uncollectable are written off.

Leases

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

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

Surplus leased accommodation

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

Statement of Cash Flows

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

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

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

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

Work in progress

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

Research costs

Research costs are expensed in the period incurred.

Plant, property and equipment

Acquisition

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

Depreciation

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

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

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

Impairment

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

Provision for employee entitlements

Annual leave

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

Long service leave and retirement leave

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

Foreign currency

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

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

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

Financial instruments

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

FORECAST FINANCIAL STATEMENTS

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, other than adopting the New Zealand equivalents to International Financial Reporting Standards (IFRS). 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: 2007/2008

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 management and disposal of the Crown's interest in land and property (outside of the conservation estate) and 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	2,101	25	0	2,126	0
2	4,966	101	6,020	10,882	205
3	25,149	702	22,265	53,009	(4,893)
4	6,236	17	18,926	34,005	(8,826)
5	1,184	36	3,990	5,259	(49)
6	23,157	58	0	23,215	0
Total	62,793	939	51,201	128,496	(13,563)

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 ADVICE 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 committees and parliamentary select committees, and consultation with, and advice to, other departments on policy matters relating to departmental functions.

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

COST

Output Class 1	Cost GST excl \$000	Total Revenue GST excl \$000	Revenue Crown GST excl \$000	Revenue Other GST excl \$000
2007/08	2,126	2,126	2,101	25

OUTPUT CLASS 2 – STANDARDS AND QUALITY ASSURANCE

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

- the delivery of Crown property management, acquisition and disposal services
- property valuation for rating purposes, and
- the collection, authorisation, management and dissemination of information associated with the:
 - land rights registration system
 - geodetic and cadastral survey reference systems
 - topographic and hydrographic information systems, and
 - applications from overseas persons to acquire assets in New Zealand.

There are two outputs in this output class.

OUTPUT 210 – STANDARDS**DESCRIPTION**

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

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

MEASURES	STANDARDS
QUANTITY New regulatory interventions or amendment to existing interventions required to reflect new government policy, legislation, case law, audit findings, risk analysis and technology changes.	10 (<i>range 5-15</i>)
Documents related to interventions reviewed (year three 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%

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 the conditions and standards are met.

MEASURES	STANDARDS
QUANTITY Overseas investment applications processed and decisions or recommendations made.	275 (est) (<i>range 250-300</i>)
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
2007/08	10,882	11,087	4,966	6,121

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 two 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.	614,000 (est) ⁴ (range 552,600-675,400)
Title documents (instruments) processed from paper lodgement.	286,000 (est) (range 257,400-314,600)
Cadastral survey datasets processed from electronic lodgement.	14,000 (est) ⁴ (range 12,600-15,400)
Cadastral survey datasets processed from paper lodgement.	1,000 (est) (range 900-1,100)
QUALITY	
Rating achieved in the quality category of quarterly 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%

⁴ Based on Landonline e-lodgement targets – 68% of title documents (instruments) lodged electronically from 1 July 2007 to 30 June 2008; and 93% of cadastral survey datasets lodged electronically from 1 July 2007 to 30 June 2008.

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

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 maps printed. Hydrographic charts printed. Surveyed and/or maintained contracted geodetic control marks. Electoral spatial reference dataset actions: Electoral agency addressing queries processed.	60 (est) <i>(range 55-65)</i> 56 (est) <i>(range 51-61)</i> 1,000 (est) <i>(range 800-1,200)</i> 2,900 (est) <i>(range 2,400-3,400)</i>
QUALITY All topographic and hydrographic data generated will meet the required standards as assessed by quality assurance audit. All geodetic data generated will meet the quality standards of the Surveyor-General as assessed by quality assurance audit. 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% 100% 100%

⁵ Automatically registered titles documents are processed immediately online where there is no prior dealing.

MEASURES	STANDARDS
TIMELINESS	
New data, maps or charts available in the databases or for dissemination.	95% within 20 working days of acceptance.
Notified critical changes, errors or omissions to topographic data actioned.	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 of receipt.
Electoral agency addressing queries processed.	90% within 10 working days of receipt.
Follow-up with Territorial Authorities regarding outstanding addressing queries every 20 working days.	100%
Statistics New Zealand meshblock edits completed.	90% within 10 working days.
Territorial Authority data supplies completed:	90% within:
1-50 edits (roads or addresses)	– 10 working days
50-500 edits (roads or addresses)	– 20 working days
500 or more edits (roads or addresses)	– by negotiation.

COST

Output Class 3	Cost GST excl \$000	Total Revenue GST excl \$000	Revenue Crown GST excl \$000	Revenue Other GST excl \$000
2007/08	53,009	48,116	25,149	22,967

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
QUANTITY IT infrastructure is future proofed to maintain system availability and sustainability.	Architectural principles are maintained and communicated at least annually. IT capacity planning processes are in place by December 2007. The Landonline architecture review is completed by June 2008 with the delivery of a roadmap to ensure ongoing sustainability of the infrastructure.
QUALITY The IT architecture standards are maintained in line with government standards and internationally-recognised standards.	The IT architecture standards are reviewed at least annually to ensure alignment with e-government Interoperability Framework (eGIF) and other international standards.
TIMELINESS The IT infrastructure is maintained to ensure that it is available to the business systems that utilise it.	The service level agreements for the business systems are met each month.

OUTPUT 420 – INFORMATION SYSTEMS DEVELOPMENT

DESCRIPTION

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

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

COST

Output Class 4	Cost GST excl \$000	Total Revenue GST excl \$000	Revenue Crown GST excl \$000	Revenue Other GST excl \$000
2007/08	34,005	25,179	6,236	18,943

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 includes providing access and a dissemination service for the public to the following:

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

MEASURES	STANDARDS
LAND TITLE, AND CADASTRAL AND GEODETIC SURVEY INFORMATION QUANTITY	
Electronic title records supplied.	3,290,000 (range 2,878,750-3,701,250)
Paper titles records supplied.	32,000 (range 26,000-38,000)
Electronic survey records supplied.	260,000 (range 185,000-335,000)
Paper survey records supplied.	5,000 (range 3,800-6,200)
QUALITY	
Rating achieved in the quality category of quarterly independent telephone surveys of randomly-selected regular customers.	Minimum of "good".
TIMELINESS	
Landonline system is available.	99.5% between 7am and 9pm Monday to Thursday 7am to 7pm Friday 9am to 5pm Saturday.
Rating achieved in the timeliness category of quarterly independent telephone surveys of randomly-selected regular customers.	Minimum of "good"
TOPOGRAPHIC AND HYDROGRAPHIC INFORMATION (MAPS, CHARTS AND INFORMATION) QUALITY	
Maintain a full inventory of topographic and hydrographic information.	100%
Rating achieved in an annual survey of a representative sample of primary customers who use topographic and hydrographic information products and services.	Minimum of "good".
TIMELINESS	
NZ Mariner and updates dispatched to the customer.	Within 2 working days of order received or update due.
Topographic maps/hydrographic charts dispatched to the retailer.	Within 2 working days of order received.

COST

Output Class 5	Cost GST excl \$000	Total Revenue GST excl \$000	Revenue Crown GST excl \$000	Revenue Other GST excl \$000
2007/08	5,259	5,210	1,184	4,026

OUTPUT CLASS 6 – CROWN PROPERTY MANAGEMENT AND DISPOSAL SERVICES

The management and disposal of the Crown's interest in land and property (outside of the conservation estate) and acquisition, management and disposal of land and property administered by the Department on behalf of the Crown.

OUTPUT 610 – CROWN PROPERTY MANAGEMENT AND DISPOSAL SERVICES

DESCRIPTION

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

- Crown property management (Note: LINZ administers approximately 4,500 properties on behalf of the Crown; of these, approximately 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	
(1) Properties leased or licensed.	775 (range 700-850)
(2) Revenue sales target from properties available for disposal.	\$6m (+ or – 10%)
(3) Properties purchased.	Undertaken on an “as required” basis.
(4) Tenure Review proposals.	6 (range 4-10)
(5) Crown forestry licences managed.	71 (range 65-75)
(6) Land-related liabilities managed.	450 (range 300-600)
QUALITY	
Standards to which the above services will be provided.	<p>In accordance with:</p> <ul style="list-style-type: none"> – the specifications in the property management contracts (1) – statutory requirements (2 & 3) – LINZ pastoral land standards (4) – the specifications in part 2 of the Crown Forest Licence Management Agreement (5) – the requirements in the LINZ “operating framework for the investigation and management of the land related Crown liabilities” (6).

MEASURES	STANDARDS
TIMELINESS Standards to which services will be managed.	In accordance with: <ul style="list-style-type: none"> – the specifications in the property management contracts (1) – statutory requirements (2 & 3) – LINZ pastoral land standards (4) – the specifications in part 2 of the Crown Forest Licence Management Agreement (5) – the requirements in the LINZ “operating framework for the investigation and management of the land related Crown liabilities” (6).
Time by which Tenure Review substantive proposals will be put to the leaseholder.	Within 10 working days of being signed on behalf of the Crown (4).
Deadline to achieve revenue target.	30 June 2008

OUTPUT 620 – 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 6	Cost GST excl \$000	Total Revenue GST excl \$000	Revenue Crown GST excl \$000	Revenue Other GST excl \$000
2007/08	23,215	23,215	23,157	58

NON-DEPARTMENTAL APPROPRIATIONS⁶

	2006/07 Budgeted \$000	2006/07 Estimated Actual \$000	2007/08 Forecast \$000
For output expenses:			
• Contaminated sites	200	200	500
• Lakes	300	300	0
Total	500	500	500
For other expenses:			
Bad and doubtful debts	25	25	25
Crown forest management	1,380	1,380	500
Crown obligations – loss on disposal	300	300	300
Crown rates	1,107	1,107	1,107
Depreciation	172	172	172
Land liabilities	2,304	2,304	843
Inventory write-offs	70	70	44
Proceeds from sales of Transit NZ properties	17,111	17,111	7,111
Residual Crown leasehold rents	226	226	312
Covenant on value of land	0	0	85,000
Total	22,695	22,695	95,414
Capital expenditure:			
Crown acquisitions – Huntly East	450	450	500
Crown obligatory acquisitions	267	267	267
Crown purchases – land exchanges	50	50	0
Total	767	767	767
Total non-departmental expenditure	23,962	23,962	96,681

⁶ These appropriations are GST exclusive. The descriptions and explanations for these appropriations are available in the Main Estimates 2007/08.

NON-DEPARTMENTAL MULTI-YEAR APPROPRIATION

APPROPRIATIONS	CURRENT APPROPRIATION \$000 ⁷	SCOPE OF APPROPRIATIONS
<i>Capital Expenditure: Land Tenure Reform Acquisitions</i>		
Term	2005/06 to 2007/08	Acquisition of the lessees' interest in pastoral lease land and purchase of any land and/or assets required to complete the acquisition of lessee interest in order to achieve Tenure Review outcomes under the Crown Pastoral Land Act 1998.
Original appropriation	40,000	
Adjustments	2,090	
Total appropriation	42,090	
Estimated Actual to 2006/07 Year End	14,661	
Estimated Actual to 2007/08 Year End	42,090	

NON-DEPARTMENTAL REVENUE AND RECEIPTS⁸

	30/06/07 Budgeted \$000	30/06/07 Estimated Actual \$000	30/06/08 Forecast \$000
Current non-tax revenue:			
Database fees	1,019	1,019	1,019
Pastoral lease rentals	1,789	1,789	1,460
Properties – rents	2,506	2,506	3,834
Sundry operating revenue	150	150	67
Transit NZ sales	18,000	18,000	8,000
Total non-tax current revenue	23,464	23,464	14,380
Capital receipts:			
Properties sales	5,500	5,500	0
Land tenure reform sales	1,000	1,000	5,000
Total capital receipts	6,500	6,500	5,000
Total revenue and receipts	29,964	29,964	19,380

⁷ These appropriations are GST exclusive. The descriptions and explanations for these appropriations are available in the Main Estimates 2007/08.

⁸ The descriptions for these revenues and receipts are available in the Main Estimates 2007/08. 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.

GEODETTIC AND CADASTRAL SURVEY SYSTEMS

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

Geodetic reference system

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

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

Cadastral survey system

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

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

TOPOGRAPHIC INFORMATION

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

HYDROGRAPHIC INFORMATION

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

RATING VALUATION

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

CROWN PROPERTY

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

LINZ is also responsible for managing Crown land and property on its balance sheet in accordance with the regulatory framework, including the control of pest plants and animals on its lands and on Crown-owned river and lake beds. Two of the major areas are the administration of the Tenure Review process under the Crown Pastoral Land Act 1998 for South Island high country pastoral leases, and Crown 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. The Government lodged New Zealand's submission in 2006.

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.

VALUERS REGISTRATION BOARD

The Valuers Registration Board monitors education standards for the industry. It has a wide-ranging portfolio of responsibilities all aimed at ensuring the public receives a competent and ethical service from New Zealand's 1,300 registered valuers. It accredits valuation courses offered at Lincoln, Auckland

and Massey Universities and has oversight of the registration examinations for new graduates, which are designed to ensure candidates for registration have the required core competencies. The Board can also take disciplinary proceedings against registered valuers for improper, unethical or incompetent conduct. Members of the Board, which has been serviced from within LINZ since 1998, are all appointed by the Minister for Land Information. Care is taken to ensure a good geographical and rural-urban spread, as well as representation from a cross section of the industry.

APPENDIX B

LEGISLATION LINZ ADMINISTERS

Legislation administered by Land Information New Zealand as at 31 March 2007:

- 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)
- Health Reforms (Transitional Provisions) Act 1993 (relating to disposal of land)
- New Zealand Railways Corporation Act 1981 (relating to disposal of land)
- Overseas Investment Act 2005
- 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 the Chairperson of the Valuers Registration Board.

APPENDIX C

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 will have been clearly stated and they will 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, and
- 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.

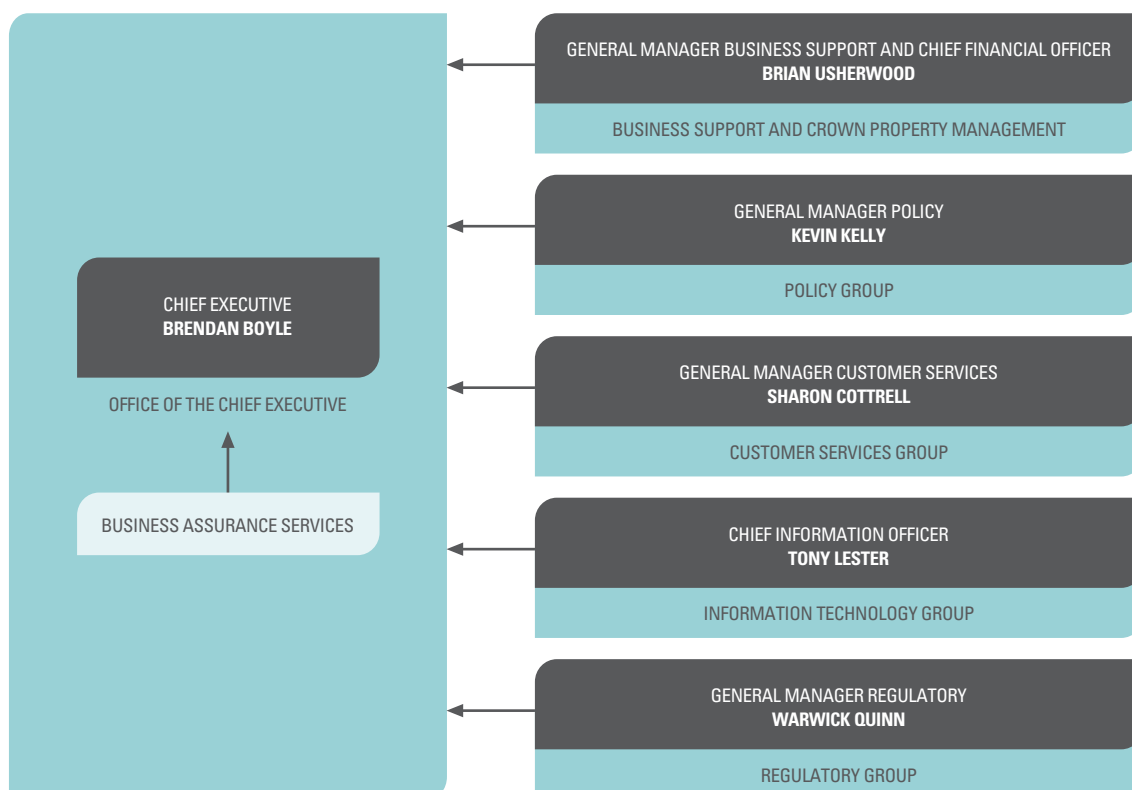
COST

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

APPENDIX D

OUR STRUCTURE

ORGANISATION CHART as at 31 March 2007



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