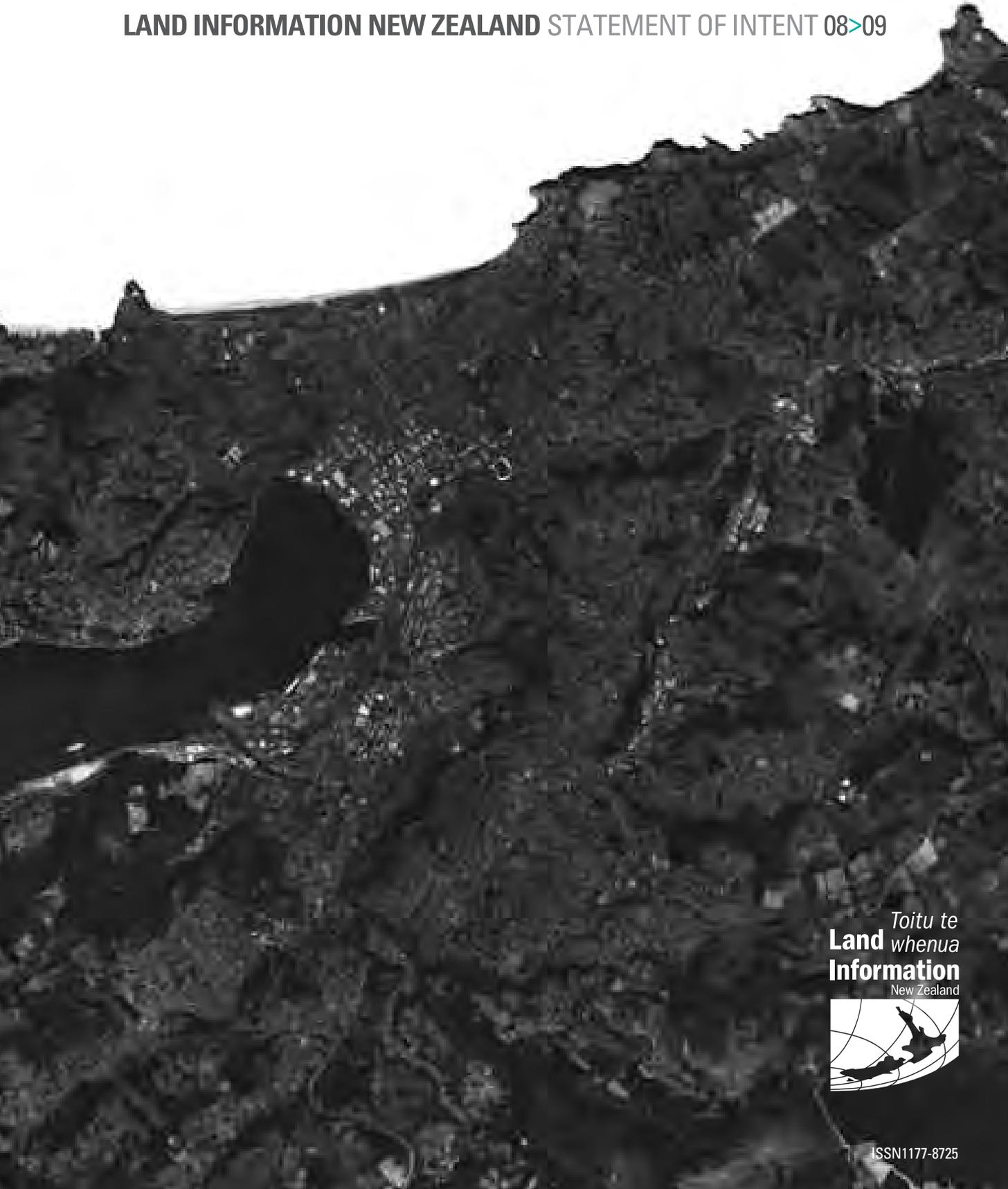
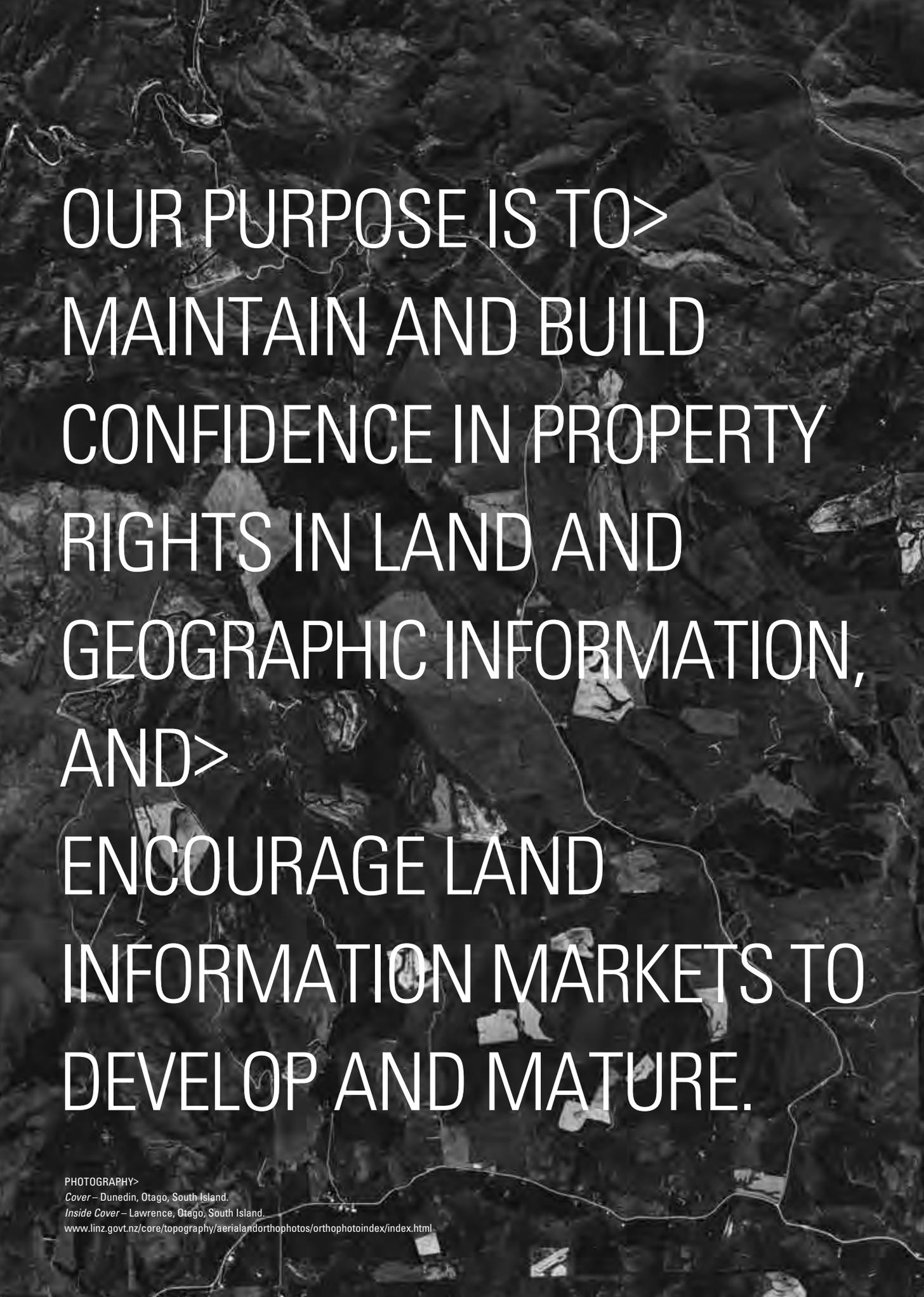


LAND INFORMATION NEW ZEALAND STATEMENT OF INTENT 08>09



Toitu te
Land *whenua*
Information
New Zealand



An aerial photograph of a rugged, mountainous landscape. The terrain is dark and textured, with a winding road or path visible. In the lower right, there is a small cluster of buildings, possibly a settlement or farmstead. The overall tone is dark and moody.

OUR PURPOSE IS TO>
MAINTAIN AND BUILD
CONFIDENCE IN PROPERTY
RIGHTS IN LAND AND
GEOGRAPHIC INFORMATION,
AND>
ENCOURAGE LAND
INFORMATION MARKETS TO
DEVELOP AND MATURE.

PHOTOGRAPHY>

Cover – Dunedin, Otago, South Island.

Inside Cover – Lawrence, Otago, South Island.

www.linz.govt.nz/core/topography/aerialandorthophotos/orthophotoindex/index.html

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MINISTER'S FOREWORD >

A close connection to the land is central to New Zealand's national identity. New Zealanders have a strong sense of pride and interest in their land as the foundation for the nation's confidence and prosperity.

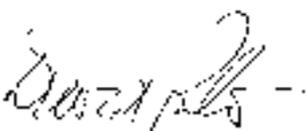
High-quality land information is key to our economic growth and effective land management an essential component towards safeguarding our national identity. New Zealanders can have confidence and certainty in New Zealand's property rights system and land information systems that provide authoritative and accurate information on land and its attributes. Together, these are an essential prerequisite to economic investment and also contribute to safe communities.

New Zealand's world-leading land registration system reinforces the role that government plays to encourage and support property rights and trading in those rights, contributing to economic growth and prosperity. Electronic lodgement of all survey and title transactions through Landonline is progressing well, with LINZ working hard to ensure customers are comfortable using this system.

A key priority for the Government is the ability of New Zealanders to have greater walking access to our rivers, lakes and public lands. In March 2008, the Prime Minister announced the opening of the Motutapu track – the first back country section of the Te Araroa public walkway to open in the South Island. Putting into action the vision for a pathway throughout New Zealand from Cape Reinga to Bluff, a continued focus for the future will be furthering similar walking access arrangements.

Delivering value to taxpayers is critical for effective and results-focused government. I am pleased to see that this Statement of Intent signals how LINZ will bring an increased value-add focus to its activities and so ensure it continues to contribute to the Government's theme of 'economic transformation'.

I look forward to this strategy being implemented and realised over time, and delivering further benefits for New Zealand's economy and society.



HON DAVID PARKER
Minister for Land Information

INTRODUCTION FROM THE CHIEF EXECUTIVE >

Ka takea mai tō mātau ingoa Māori i ngā kupu o te whakatauki nei, ‘whatungarongaro te tangata toitū te whenua’.

Ka mau ki roto i tēnei kōrero, ‘toitū te whenua’, te wāhi nui ki ā mātau mahi. Ko te whenua te pūtake o tō tātau tuakiri ā-motu, ā, ko tō tātau tūrangawaewae hoki. Ko te whenua te pūtake e tipu ai tātau – he tipuranga ohaoha, tuakiri ā-motu anō hoki – ka toitū i muri mai i a tātau.

Ka aro te kōrero nei ki tā mātau kaupapa e kī ana, ahakoa te toitū o te whenua, me āta poipoi kia tika ā muri ake nei. Ko ā mātau mahi hei tautoko i te ohaoha, tuakiri hoki, me whai painga mō Niu Tirenī, tō tātau whenua, ā muri ake nei.

LINZ takes its Māori name from the last three words of the proverb, ‘whatungarongaro te tangata toitū te whenua’ – ‘people pass on, but land remains’.

‘Toitū te whenua’ captures why our work is so important. Land is central to who New Zealanders are and where we belong. Land is the foundation for our growth – both economic growth and growth in our national identity – but it will remain long after we are gone.

‘Toitū te whenua’ speaks to LINZ’s recognition that, while the land is permanent, it must be managed sustainably. Our contribution to economic growth and national identity for the people of New Zealand will also be done for the future benefit of New Zealand, the land.

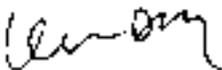
Over the three years prior to 2008, we concentrated our capability and strategy on being valued as the Government’s centre of electronic land information and expertise. By the end of 2008, LINZ will have completed the major achievement in attaining this vision: the move to 100% electronic lodgement of all land title transactions and surveys, a world first.

LINZ’s core work of maintaining and building confidence in property rights in land and geographic information remains. Even though our economy is currently ranked first in the world for registering property as an indicator of the ease of doing business, LINZ will not rest on the status quo. As regulators, managers of land, and providers of land information, we seek to improve – we can aim to be better, faster, cheaper.

Beyond improvements to our core work, LINZ now looks at how we can create additional value. With our land information and expertise, we seek to enhance and build on our contribution to the Government’s themes of ‘economic transformation’, ‘sustainability’ and ‘national identity’.

To that end, this Statement of Intent outlines a new outcome to the existing three outcomes – ‘enhanced economic and social transformation through facilitation of connections in land information markets’. This fourth outcome reflects an emerging focus on encouraging land information markets to develop and mature.

LINZ is still in the stage of examining the framework and concepts for this new fourth outcome. In this Statement of Intent, we outline at a high level how our capability and business strategies are being fine-tuned to incorporate this new focus – remembering that while people pass on, the land remains.



KEVIN D. KELLY
Acting Chief Executive

NATURE AND SCOPE OF FUNCTIONS>

NATURE AND SCOPE OF FUNCTIONS >

WHY LINZ EXISTS

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

In the land market, this means enabling the environment necessary for private property rights to exist and develop. 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 in land. This system depends on an ability to access the geographic information that gives these property rights meaning ‘on the ground’.

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 government agencies comply with statutory requirements when buying and selling land.

In addition, we are responsible for managing a significant amount of Crown land, and for controlling pest plants and animals on that land.

In summary, LINZ:

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

Societies around the world are placing an increasing emphasis on delivering economic growth and social well-being for citizens in a sustainable way. To meet the New Zealand Government’s expectations, LINZ seeks to develop and apply policies, and to make decisions that are sustainable in practice.

WHAT WE DO

LINZ is responsible for:

- developing land information policy
- regulatory frameworks used to define and transact land
- providing a secure environment for buying, selling and subdividing 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 address Treaty of Waitangi issues by providing information on land history and status and contributing to the policy relating to Treaty settlements
- administering New Zealand’s inbound investment regime under the Overseas Investment Act 2005, and
- ensuring that New Zealand has high-quality databases for its survey, mapping, hydrographic and property activities.

NATURE AND SCOPE OF FUNCTIONS>

HOW WE SUPPORT THE GOVERNMENT'S THEMES

LINZ makes significant contributions to the Government's themes of 'economic transformation', 'families – young and old', and 'national identity'.

Economic transformation

"Working to progress our economic transformation to a high-income, knowledge-based market economy, which is both innovative and creative, and provides a unique quality of life for all New Zealanders."

LINZ supports this theme through the sub-themes of 'world-class infrastructure' and 'environmental sustainability'. Private property rights are an economic cornerstone, part of the economic infrastructure that underpins all economic activity and enables transformation. LINZ provides for certainty of property rights in land by recording cadastral survey and land title information and by making this information available to support economic activity. In the area of environmental sustainability, LINZ has contributed to New Zealand's biosecurity strategy and controls weeds and pests on Crown-owned land.

Families – young and old

"All families, young and old, have the support and choices they need to be secure and be able to reach their full potential within our knowledge-based economy."

LINZ supports this theme through the sub-theme of 'safe communities' by providing relevant information to emergency services and to mariners. For example, we provide information that enables Police, Fire, Ambulance and other central and local government agencies to plan for and respond to emergency situations. Our hydrographic services help to ensure the safety of mariners by providing charts that enable

them to know where they are and plan safe courses to their destinations. We also provide information about significant changes to the seabed and natural and man-made features that may hinder safe passage.

National identity

"All New Zealanders to be able to take pride in who and what we are, through our arts, culture, film, sports and music, our appreciation of our natural environment, our understanding of our history, and our stance on international issues."

LINZ supports this theme primarily through the work of our Crown Property Management and Overseas Investment Office teams. For example:

- in the South Island, LINZ ensures public access to the high country and protects the landscape and sensitive lands, ensuring that future generations continue to enjoy our natural heritage, and
- the Overseas Investment Office makes recommendations on overseas investments in sensitive New Zealand land, significant New Zealand business assets, and fishing quota, by assessing applications from foreigners who intend making substantial investments here.

STRATEGIC DIRECTION >

STRATEGIC DIRECTION >

TRANSITIONING TO A NEW STRATEGIC DIRECTION

Over the past three years, LINZ has worked to achieve the vision of being valued as the Government's centre of electronic land information and expertise. This vision has served us well by focusing us on the tangible contributions we can make against the Government's themes, and it has also guided us in working toward our four strategic goals of 'land market leadership', 'optimal regulation', 'e-delivery excellence' and 'expert decision-making'.

LINZ is now nearing completion of the change to electronic delivery of our land registration function. This shift to full electronic lodgement completes the move of land transactions from a paper-based system to an electronic survey and title register – Landonline. We will continue to build on this technology and find more innovative ways to make land information available to New Zealanders so they can continue to make investment decisions and engage in economic activity with confidence.

Statutory decision-making is a central function for LINZ. Decisions need to be transparent, well-documented and clearly communicated. This is an ongoing focus for LINZ, where we emphasise continuous improvement of our processes, knowledge-gathering and analysis.

Quality of regulation is also an ongoing focus for LINZ, with our aims being to achieve 'optimal regulation' appropriate to the level of risk, minimise compliance costs, and promote self-regulation where appropriate. The impact of our work to date is reflected in New Zealand being ranked first out of 178 economies for ease in registering and transacting property in the World Bank's 2008 report on business regulations¹.

BUILDING ON OUR SUCCESS

Looking to build on our expertise and knowledge so that we continue to deliver value for New Zealand, over the last year LINZ has been developing a framework for describing the value we currently deliver and how we can deliver greater value for New Zealand.

This process confirmed the importance of providing accurate and trustworthy land information and effectively managing Crown land, which remain LINZ's core business. We must continue to provide the core policy, regulatory frameworks and delivery services that contribute to economic transformation and New Zealanders' national identity, and we must do so in a sustainable way.

While we will continue to improve our performance as the Government's centre of electronic land information and expertise by doing what we do better, faster and cheaper, LINZ has begun the transition to a longer-term strategic focus that will describe our contribution into the future. Our analysis showed that we can add further value by enhancing the core and by further sharing our expertise, knowledge and data.

Therefore, we aim to build on the trusted position we have secured in the land information sector and identify new opportunities for land information to contribute further to economic and social outcomes.

To achieve this goal, we will need to further our understanding of land information markets, and build the types of relationships and business skills required to gain, and make use of, that understanding. Over time, LINZ plans to engage with third parties, determining what they require from us in the longer term and helping them to create and deliver new products and services that benefit New Zealanders.

¹ World Bank Report: *Doing Business 2008*, page 24.

STRATEGIC DIRECTION>

In parallel to furthering this market understanding, LINZ will seek opportunities to use our land information and expertise in new or improved ways, ensuring we contribute to New Zealand's economic growth into the future.

We can do this by encouraging the development of land information markets within New Zealand's economy. Building on our existing capabilities, we will work with other agencies and relevant industries to encourage the development and maturation of land information markets for the benefit of all New Zealanders.

PURPOSE AND VISION

LINZ recognises the importance of keeping the focus on our core business and on finding ways to perform those functions better, while looking ahead to use our expertise to further New Zealand's growth and development. Therefore, we have refined our purpose to:

- **maintaining and building confidence in property rights in land and geographic information, and**
- **encouraging land information markets to develop and mature.**

Vision

Our vision – **LINZ is valued as the Government's centre of electronic land information and expertise** – continues to reflect the importance we place on providing trusted land information as we move to 100% electronic lodgement for survey and title transactions.

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

The outcomes set out below demonstrate at a high level what LINZ intends to help achieve for New Zealanders.

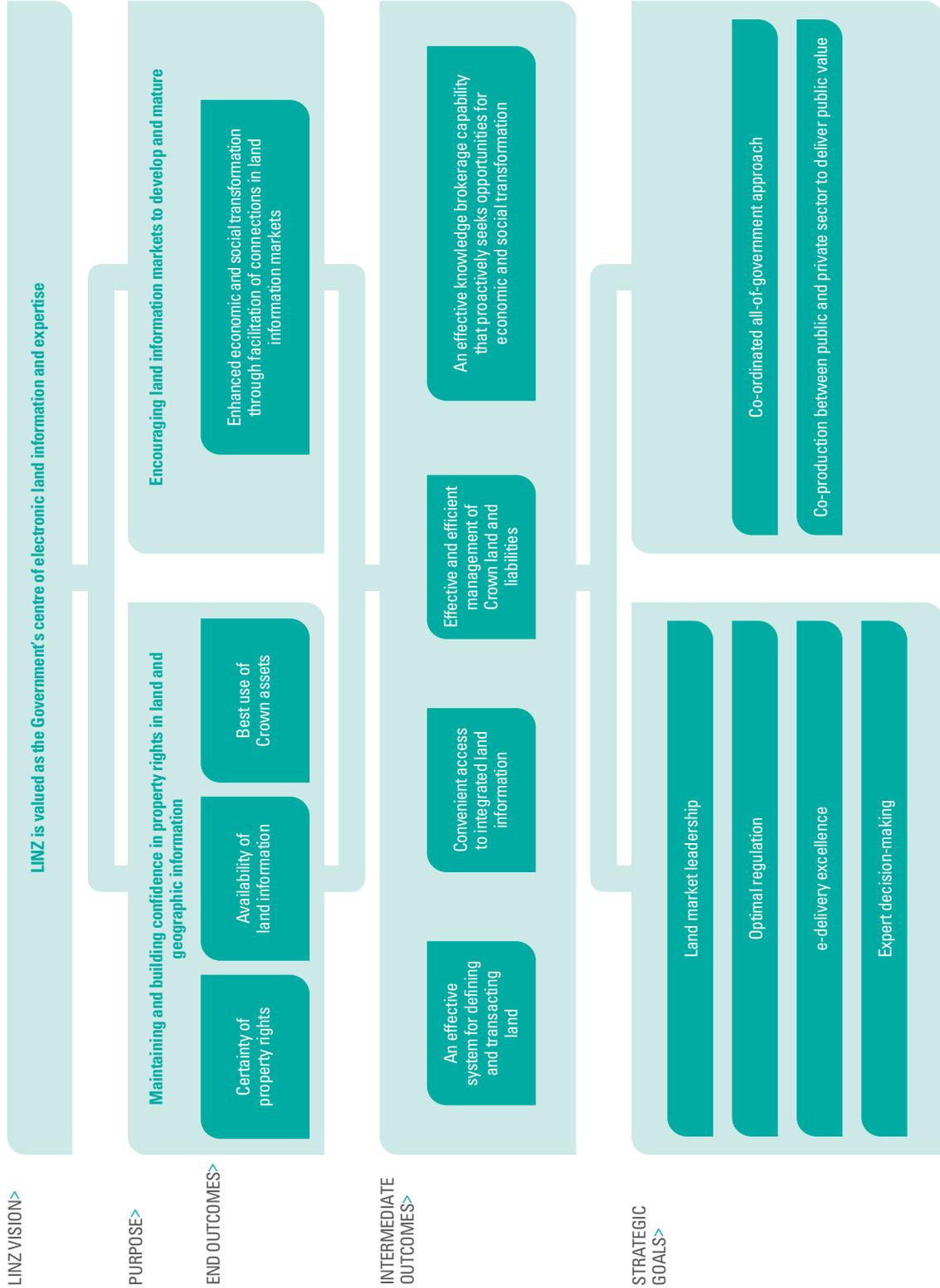
In line with our purpose, LINZ has added a fourth outcome to our current three end outcomes. The current three end outcomes reflect the importance we place on continually improving our performance in maintaining and building confidence in property rights in land and geographic information. The fourth outcome reflects our new focus on encouraging land information markets to develop and mature.

End outcomes:

1. **Certainty of property rights**
2. **Availability of land information**
3. **Best use of Crown assets**
4. **Enhanced economic and social transformation through facilitation of connections in land information markets.**

In the Operating Intentions section on page 13, we describe these outcomes and demonstrate how our business activities are aligned to them. We acknowledge that we are not the only contributor to these outcomes. LINZ works with other government agencies, our stakeholders, and land information markets to improve on what we might individually be able to contribute.

STRATEGIC DIRECTION>



STRATEGIC DIRECTION>

SUMMARY OF OUR END OUTCOMES AND THE IMPACTS WE WILL MAKE

End outcome 1: Certainty of property rights

‘Certainty’ means that New Zealand property rights and interests are able to be determined practically with an appropriate level of confidence.

Impact:

Land transactions may be undertaken efficiently and with confidence that the legal framework supports them.

End outcome 2: Availability of land information

As well as collecting and maintaining land information, LINZ is responsible for making it available for use by other agencies, particularly 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 and lowers risk. Government plays a significant role where the market cannot always generate or provide the necessary information.

Impact:

The public, and particularly the emergency services, are able to use geographic information that is accurate.

End outcome 3: Best use of Crown assets

All government agencies work to ensure Crown assets are put to their best use. However, LINZ has a central role in managing Crown land and property.

Impacts:

- *The Crown realises a fair return on its leases*
- *The public has access to high country land*
- *Sensitive lands are protected.*

End outcome 4: Enhanced economic and social transformation through facilitation of connections in land information markets

Trusted geospatial information is available, accessible, and 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.

Impacts:

- *New Zealand is recognised as contributing to global geospatial developments*
- *There is greater collaboration across the public sector and between the public and private sectors.*

STRATEGIC ENVIRONMENT

The environment within which LINZ operates informs and shapes our future direction-setting and the decisions we make. To understand the issues and challenges the environment poses, LINZ undertakes regular environmental scans. This enables us to be responsive to changing circumstances and plan for the future.

Some future challenges

The growth in demand for geospatial information

We expect the demand for geospatial information to grow over the next few years. This means LINZ will need to increasingly ensure:

- the quality of that geospatial information is underpinned by high-quality and accurate geospatial data
- geospatial information is accessible and can be easily discovered, and
- geospatial datasets, services and systems owned by different government agencies and local government can be combined and reused for multiple purposes.

STRATEGIC DIRECTION>

This demand will need to be matched with increasing capability to deliver information through new and improving technologies.

Sustainability and land management

As the economy grows, so too does the demand for ongoing investment and development to support New Zealand's business and recreational activities. This places additional pressure on LINZ when balancing the competing interests between environmental sustainability, recreational use, and economic development.

LINZ is aware of the importance of good land management practices for creating a sustainable environment and reducing the impacts of climate change, amongst other things. To manage Crown land effectively, we work with those agencies and stakeholders with interests in Crown land to achieve balanced outcomes that best safeguard the interests of New Zealand. For example, through the tenure review process, LINZ balances the interests of those who wish to access Crown land for economic development purposes with those who wish to access Crown land for recreational or environmental purposes.

Building and developing our talent

As we move towards a future where LINZ facilitates connections in and between land information markets, we will need people who can operate with ease between the public and private sectors. People with these sets of skills will become more in demand, and we will have to compete for them not only in the domestic labour market, but globally. The technical nature of LINZ's business is also a factor in the type of capability required as we keep abreast of new developments in both the land information and information technology sectors.

LINZ has developed a human resource capability strategy to identify our people requirements in line with our new purpose.

OPERATING INTENTIONS>

OPERATING INTENTIONS>

This section describes:

- each end outcome
- the impacts we intend to make on it, and
- the contribution of our activities towards achieving these impacts.

For each end outcome we have shown the intermediate outcome that contributes to it.

Our actions to achieve each end outcome are described in terms of LINZ's strategic goals and represent the primary focus of our activities. The performance measures are also discussed.

STRATEGIC GOALS

LINZ seeks to achieve our first three outcomes by focusing on four strategic goals: 'land market leadership', 'optimal regulation', 'e-delivery excellence' and 'expert decision-making'. Two further strategic goals, 'co-ordinated all-of-government approach' and 'co-production between public and private sector to deliver public value', will enable achievement of our fourth end outcome over time.

Land market leadership

LINZ is in a unique position to provide advice and leadership across government on land-related matters. This goal means that, where possible, LINZ capitalises on our land information, knowledge and expertise to help achieve cross-government policy and broader land market outcomes, as well as undertaking our core functions.

Working with key industry stakeholders, as well as other agencies, is a core component to achieving this goal, as is the ability to identify and respond to emerging issues. This requires adaptability and innovation in the way we approach opportunities to utilise our information. For example, in the area of hydrographic and bathymetric surveys, LINZ has led the co-ordination of the Ocean Survey 20/20 programme for the past three years.

Optimal regulation

'Optimal regulation' can be separated into two key strands: outcome-focused intervention and industry self-compliance.

END OUTCOMES 1 TO 3

1. Certainty of property rights

2. Availability of land information

3. Best use of Crown assets.

STRATEGIC GOALS

Land market leadership	Optimal regulation	e-delivery excellence	Expert decision-making
Private and public agencies understand LINZ's role in the land market and use our expertise	An outcome focus that moves the industry towards self-regulation as far as possible given the level of risk	LINZ's primary customers exclusively use electronic channels, consistent with the e-government strategy	LINZ makes robust and knowledgeable decisions through decision-making processes that withstand scrutiny

OPERATING INTENTIONS>

The objective for outcome-focused intervention is two-fold. First, there must be a clear rationale for intervention, and the intervention needs to be aligned to risk. Second, the intervention needs to be performance-based, providing scope for greater ability to comply.

The objective for industry self-compliance is to assure compliance with regulations and rules through greater reliance on the quality of the systems and controls put in place by providers, rather than through detailed prescription and supervision by LINZ.

In moving toward self-compliance, LINZ's assurance focus has moved away from random sampling to consideration of the quality of systems and controls. For example, during the last 18 months, this approach has been implemented in the survey and conveyancing sectors with the support of the New Zealand Institute of Surveyors and the New Zealand Law Society. As a result, there is a demonstrable improvement in providers taking accountability for the quality of their work.

Now, our focus will be to:

- increase the use of processes and controls for assurance in all areas of regulatory compliance
- gather and use information in a more constructive manner so we identify potential non-compliant trends and issues before they become a problem, and
- continue to educate providers on the benefits of good quality systems and controls.

e-delivery excellence

e-delivery enables access to information more easily and efficiently. There are three key elements to the value of e-delivery:

- Better – information is fit for purpose, current and easy to use.

- Faster – businesses and citizens seeking LINZ information or using our services are able to do so faster, thereby increasing their productivity.
- Cheaper – faster processes mean those interacting with LINZ or using information can do so at lower cost in terms of time and effort. This means the direct cost of delivering information is reduced.

This strategic goal both enables and challenges LINZ to constantly improve information and service delivery, thereby adding value for customers and, more broadly, for New Zealanders. For example, enabling the electronic processing of conveyancing transactions has reduced the time to settlement in a property purchase, providing cost and time savings from the property purchaser to the conveyancer to the vendor. With 100% of survey and title transactions being lodged electronically from 2008/09, LINZ has a clear understanding of how this strategic goal is adding benefit and value. Across the range of our activities, LINZ will continue to focus on where e-delivery can benefit New Zealand.

Expert decision-making

LINZ is responsible for administering 15 statutes and has further statutory responsibilities under more than 60 other statutes. Statutory decision-making is an important part of how we achieve our outcomes, particularly in relation to 'certainty of property rights' and 'best use of Crown assets'. These decisions need to be transparent, well-documented and clearly communicated. They also need to be robust and able to withstand scrutiny. This means following a thorough and balanced process, not only utilising our own knowledge and expertise, but also seeking and carefully considering all relevant points of view.

This is an ongoing focus for LINZ, where we emphasise continuous improvement of our processes, knowledge-gathering and analysis.

OPERATING INTENTIONS>

Two goals to support LINZ's fourth end outcome

Two further strategic goals have been developed to support LINZ's fourth end outcome.

END OUTCOME 4	
Enhanced economic and social transformation through facilitation of connections in land information markets	
STRATEGIC GOALS	
Co-ordinated all-of-government approach	Co-production between public and private sector to deliver public value

Co-ordinated all-of-government approach

LINZ seeks to act as a hub agency for information and expertise required by a number of agencies, acting as champion for projects with complex interdependencies. This hub agency role could take the form of co-ordinating certain cross-agency projects. Cross-agency projects might be internal to the government, or they could involve multi-agency delivery of services to the private sector, or to New Zealanders in general.

Acting as a hub agency will entail building strong relationships with other agencies at both the managerial level, to identify opportunities for co-ordinated activity, and at the operational level, where actual co-ordination will take place. LINZ already acts in this role in Ocean Survey 20/20 and work on the New Zealand Geospatial Strategy.

Co-production between public and private sector to deliver public value

By coupling a thorough understanding of our assets (data, expertise, knowledge and capabilities) and their limitations, and with a sound understanding of the land information markets and their players, LINZ will seek to identify opportunities to use our assets in conjunction with third parties to create or enhance products and services that are valuable to New Zealanders and the rest of the world.

It is not LINZ's intention to create or enhance these products or services ourselves; we intend to help shape the environment in which third parties can deliver them.

Such assistance may take the form of helping a vendor to understand LINZ's data and how integration of that data with the vendor's own data could create something new and valuable. It may take the form of providing new ideas that enhance innovation. It could involve making connections between parties that have complementary products or skills or mutual needs, or entail knowledge transfer that could assist a vendor in reducing time to market.

OPERATING INTENTIONS>

END OUTCOME 1: CERTAINTY OF PROPERTY RIGHTS

What we seek to achieve

‘Certainty of property rights’ ensures that New Zealand property rights and interests are able to be determined practically with a high degree of confidence.

Why this is a priority

This end outcome contributes to the Government’s theme of ‘economic transformation’ through property rights in land enabling economic activity. It also contributes to ‘national identity’ as the use and ownership of land reflect who we are as a nation.

Achievement of this end outcome means:

- land transactions can be undertaken with confidence because they are supported by a legal framework, and
- land transactions can be undertaken efficiently.

Intermediate outcome

The key intermediate outcome supporting the achievement of this end outcome is **an effective system for defining and transacting land**.

Why this intermediate outcome

Providing an effective system for defining and transacting land enables the holders of rights, restrictions and responsibilities in land to confidently know the physical boundaries to which they apply. They can then efficiently identify, trade and use their rights.

This enables economic activity (through trading) as well as certainty for the landowner in his or her investment – the largest investment most New Zealanders make. It means registered landowners or right-holders have confidence that their rights are secure, well understood and easily tradable.

Having convenient access to integrated land information is also necessary. Knowing who owns what rights through convenient access to information enables decision-making and trading. It also plays a key role in providing confidence in and about those rights. This is the focus of LINZ’s second end outcome, ‘availability of land information’.

Measuring ‘certainty of property rights’

Changes in the state of this end outcome will be measured by:

- business confidence and satisfaction levels of those who use and rely on the land transfer system, and
- international comparison of the New Zealand system against other similar land transfer systems.

Achieving the end outcome

Land market leadership

Particularly relevant to ‘certainty of property rights’ is a focus on defining the optimal role for LINZ in the land market. The achievement of this outcome depends upon, and is heavily influenced by, the regulatory frameworks for New Zealand’s property rights registration and survey systems. In this context, ‘land market leadership’ reflects LINZ’s specialist knowledge and policy expertise and how we contribute, in collaboration with other agencies, to the ongoing refinement and further development of these frameworks.

Our priorities include:

- contributing to the Treaty settlement process through providing expert land policy advice
- contributing to access policy and related initiatives, including:
 - the identification of marginal strips, and
 - providing technical policy expertise for

OPERATING INTENTIONS>

the Department of Building and Housing-led review of the Unit Titles Act (designed to improve the regime for shared ownership in unit title developments)

- working with the Law Commission to rationalise and improve the Land Transfer Act 1952
- extending the legal framework for electronic registration of land transactions, and
- further developing a shared LINZ and industry understanding of the strategic context for those industries where LINZ has regulatory oversight.

Optimal regulation

The areas of LINZ's regulatory intervention associated with 'certainty of property rights' relate to standard-setting for the survey and legal professions, and to the maintenance of the survey system and land titles register.

LINZ will continue our review of the existing regulatory framework with a view to implementing improved and less prescriptive frameworks for survey and titles.

Based on the work completed to date, the risk-based intervention methodology used, the performance-based content, and the level of consultation during development, we believe there is acceptance of the regulatory interventions being used, and that they are considered fair by those affected.

Our focus now is to:

- raise greater awareness of the revised interventions
- facilitate industry understanding of obligations
- develop regulatory indicators and targets to evaluate the effectiveness of the improved interventions in achieving the outcomes, and
- complete the rationalisation of regulatory interventions.

e-delivery excellence

Our e-delivery focus for this end outcome has been on the survey and conveyancing professions through the implementation of Landonline. To date, we have achieved 100% electronic lodgement for survey and title transactions in the existing e-system. We have also developed better ways of researching and communicating with our customers to better gauge their needs.

Our focus now is to deliver further benefits for the survey and conveyancing industries, including:

- completing the 100% e-lodgement programme and transitioning it to business as usual
- rationalising LINZ offices based on efficiencies gained through 100% e-lodgement
- implementing our strategy for core paper records, which is focused on the preservation of, and access to, historic and important paper records, and
- developing shared strategies for how best to interact with the survey and conveyancing industries to create additional value.

Expert decision-making

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. This legislation enables government agencies to buy and sell property. LINZ works to ensure that robust statutory decisions are made and statutory requirements are completed in a consistent manner.

Through the Overseas Investment Office, LINZ is responsible for administering the decision-making process under the Overseas Investment Act 2005. A focus in this area will be to review the Office's decision-making processes. In particular, we will look to improve the quality of documentation submitted by applicants, and the certainty of decisions against the criteria of clarity, transparency, consistency, basis of judgement, critical thinking, and consultation.

OPERATING INTENTIONS >

LINZ will also complete the development of a database that will enable easier recording and monitoring of overseas investment information.

Measuring the intermediate outcome

Strategic goal	Measure
Optimal regulation	Level of first-time compliance in the areas we regulate
e-delivery excellence	Time it takes to issue titles Overall cost of processing The rate of error for registration processing
Expert decision-making	Number of successful court challenges to LINZ decisions concerning areas we regulate

Outputs contributing to end outcome 1

The following output classes link to the strategic goals and priorities within this outcome set.

Output class	Descriptor	Strategic goal
Output class 1	Policy advice	Land market leadership
Output class 2	Standards and quality assurance	Optimal regulation
Output class 3	Land and seabed data capture and processing	e-delivery excellence
Output class 4	Land and seabed information storage and management	
Output class 5	Land and seabed information access and dissemination	
Output class 6	Crown property management and disposal services	Expert decision-making

OPERATING INTENTIONS>

END OUTCOME 2: AVAILABILITY OF LAND INFORMATION

What we seek to achieve

This end outcome ensures the collection, maintenance and availability of land information 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.

Why this is a priority

‘Availability of land information’ contributes to the Government’s theme of ‘economic transformation’ via the sub-theme of ‘world class infrastructure’, and to the theme of ‘national identity’ via the sub-themes of ‘who we are’, ‘what we do’, ‘where we live’, and ‘how we are seen by the world’.

In a knowledge economy, the availability of information that can be trusted, understood and aggregated enables and improves decision-making, lowers risks, improves certainty and provides business opportunities. Government plays a significant role because the market cannot always generate or provide the necessary information.

This end outcome also contributes to the Government’s theme of ‘families – young and old’ by ensuring the accuracy of land information for emergency purposes, and hence, safer communities.

Achieving this end outcome means land information is:

- discoverable (i.e. indexed and able to be found)
- traceable back to its source
- accessible conveniently and at reasonable cost
- fit for the purpose for which it was collected

- interoperable where appropriate (i.e. able to be integrated or overlaid with other land information data), and
- collected once, but able to be used many times.

Intermediate outcome

The key intermediate outcome that contributes to the achievement of this end outcome is **convenient access to integrated land information**.

Why this intermediate outcome

LINZ is responsible for the regulatory framework and system used to define property rights in land by survey and by recording ownership of title. An effective system for defining and transacting land defines property rights in terms of legal authority and the physical extent of rights on the ground. This enables economic activity and investment (see end outcome 1 on page 17).

However, this is strongly linked to the availability of that land information. ‘Convenient access to integrated land information’ supports and enables that activity and provides certainty. Knowing who owns those rights through convenient access to information enables decision-making and trading. It also plays a key role in providing confidence in and about those rights.

Measuring ‘availability of land information’

Changes in the state of this outcome will be measured by:

- changes in the discoverability and availability of land information, and
- measuring satisfaction levels of those who use and rely on LINZ’s land information.

OPERATING INTENTIONS>

Achieving the end outcome

Land market leadership

LINZ's key leadership focus in this area is developing sound policy and legislative frameworks for making land information available, easily accessible and suitably priced.

Our priority here is to:

- support the introduction and implementation of new legislation to improve and extend the statutory framework for the place-naming functions undertaken by the New Zealand Geographic Board and to make that information publicly available
- investigate the NZTopo database in terms of content, detail and positional accuracy, currency, metadata, and product consistency (this is in alignment with LINZ's Topographic Information Strategy 2005-2010), and
- provide ongoing support for the New Zealand Geospatial Office and the development and implementation of the Geospatial Strategy work programme.

Optimal regulation

All topographic and hydrographic regulatory interventions have been recently reviewed. Our focus over 2008/09 will be to complete this rationalisation.

LINZ has also implemented compliance assurance based on a systems and controls methodology in the topographic and hydrographic areas. A review in 2007/08 of the extent of the regulatory functions needed in these areas will be implemented over 2008/09.

e-delivery excellence

The strategic goal of 'e-delivery excellence' has underpinned a number of recent initiatives in the hydrographic and topographic areas, including:

- development of a modern infrastructure to support the capture, processing and dissemination of hydrographic data, and
- a needs analysis for enhancing our infrastructure for the collection, maintenance and dissemination of topographic information. Our objective is to ensure LINZ obtains data and provides information in a way that primary customers need it.

In 2008/09, our focus will be on:

- capturing and translating hydrographic metadata and core datasets into the new digital systems and designing business processes that enable us to make best use of the hydrographic system
- enabling the provision of hydrographic products and services through electronic channels
- reviewing the topographic needs analysis to identify whether the infrastructure in place will enable us to meet the needs of primary customers in the future, and
- continuing development of the 1:50,000 Topo50 map series, involving the redevelopment and provision of the New Zealand Transverse Mercator data used and relied upon by primary customers. The new series is planned for release in the spring of 2009.

In the survey and titles areas, our focus will be to:

- enable greater access to land information through Landonline, and
- ensure the preservation of, and access to, historic and important paper records through implementing the core paper records strategy developed in 2007/08.

Expert decision-making

The primary focus for LINZ in this area is that a territorial authority's proposed values for rating (the district valuation role) meets the required standards, and is available for property owners.

OPERATING INTENTIONS>

During the last 18 months, LINZ has focused on territorial authorities undertaking more activities themselves. In particular, we encouraged them to provide a 'preliminary' view that their district valuation role meets the standards. We will continue to promote this approach with a view to having territorial authorities not only self-comply, but potentially self-certify that the values are fit for use.

In addition, we have introduced risk-based dataset validation methodologies and increased automation based on robust business rules, which have resulted in reduced rework and faster turn-around times for survey and title lodgements.

Measuring the intermediate outcome

Strategic goal	Measure
e-delivery excellence	<p>Number of new hydrographic products and services developed that meet customer needs</p> <p>Rate at which hydrographic products and services are produced from raw data</p> <p>Customer satisfaction with the process of map distribution for the Topo50 map series</p>

Outputs contributing to end outcome 2

The following output classes link to the strategic goals and priorities within this outcome set.

Output class	Descriptor	Strategic goal
Output class 1	Policy advice	Land market leadership
Output class 2	Standards and quality assurance	Optimal regulation
Output class 3	Land and seabed data capture and processing	e-delivery excellence
Output class 4	Land and seabed information storage and management	
Output class 5	Land and seabed information access and dissemination	
Output class 6	Crown property management and disposal services	Expert decision-making
Output class 7	Ocean survey 20/20 programme	Land market leadership

OPERATING INTENTIONS>

END OUTCOME 3: BEST USE OF CROWN ASSETS

What we seek to achieve

LINZ has a regulatory and standard-setting role for aspects of the acquisition, management and disposal of lands of the Crown. LINZ also manages Crown land on our balance sheet, and works to resolve land-related Crown liabilities. This work needs to be done in the context of the Government's desired economic, social and environmental outcomes.

Specifically, 'best use of Crown assets' means that:

- the Crown buys and sells property in a way that advances the public interest and protects private rights
- Crown land is put to its best use (as defined by government policies and related legislation) for economic, environmental and social purposes, and
- economic growth and transformation are encouraged, and New Zealand's unique assets and resources are protected.

Why this is a priority

This end outcome has a strong link to 'national identity', given that the land owned by the Crown can have a fundamental impact on who we are as a nation. Key priorities for 2008/09 include the South Island high country work programme and work relating to Treaty settlements.

Achieving 'best use of Crown assets' means that:

- the Crown follows a fair and lawful process in acquiring or taking property
- land is dealt with according to the Crown's responsibilities when it becomes surplus
- Crown land is properly recorded and maintained to ensure the highest return is received

- fair payment is made for the acquisition of land
- land in the South Island high country is freeholded for economic use, while land that has significant inherent value is protected, and reasonable public access is preserved, and
- wider national interests in sensitive Crown-owned land are protected.

Intermediate outcome

The key intermediate outcome that contributes to the achievement of the end outcome 'best use of Crown assets' is the **effective and efficient management of Crown land and liabilities**.

Why this intermediate outcome

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. LINZ is responsible for administering the legislation that enables government agencies to buy and sell property, and for ensuring that robust statutory decisions are made and statutory requirements are consistently applied.

LINZ also manages Crown land and property on our balance sheet in accordance with regulatory frameworks. We control pests, plants and animals on this land and on Crown-owned river beds and lake beds administered by LINZ.

The land LINZ manages ranges from large pastoral leases to forests held in trust for Treaty of Waitangi settlements to small plots of land. LINZ also manages some sites contaminated by previous owners or occupiers.

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

OPERATING INTENTIONS>

In this context, effective and efficient management means:

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

Measuring 'best use of Crown assets'

Changes in the state of this outcome will be measured by:

- reviewing government acquisition and disposal processes to improve transparency and statutory compliance, and
- the amount and quality of our collaboration with central and local government as appropriate to manage and resolve Crown land-related issues.

Achieving the end outcome

Land market leadership

LINZ's primary focus here is to provide leadership and expert land policy advice, including:

- managing the framework for screening sensitive land for disposal
- contributing to the Treaty settlement process through the provision of expert land policy advice

- successfully managing policy development and implementation in the context of the Government's High Country objectives², including:
 - rent setting and valuation methodology for pastoral leases
 - rent adjustment policy, and
 - protection of lakeside landscapes
- reviewing the Public Works Act, and
- contributing to affordable housing initiatives.

Optimal regulation

LINZ regulates the acquisition, management and disposal of the Crown's interest in land. This is done through the statutory office of the Commissioner of Crown Lands.

In 2008/09, we aim to complete the rationalisation of the standards in this area and undertake related consultation, awareness and education activities.

A further focus over the medium term will be to review the Public Works Act to ensure it is fit for purpose for New Zealand now and into the future.

Systems and controls compliance assurance has also been implemented in this area. We will continue to map systems and controls in this manner, and encourage the development of industry self-compliance.

Expert decision-making

LINZ is required to make statutory decisions in the areas of Crown property, pastoral land and tenure review. In doing this, we aim to ensure robust decisions that balance all relevant interests. We are also responsible for managing a diverse portfolio of Crown land and property in accordance with statutory and regulatory frameworks.

² In 2003 Cabinet agreed to 10 environmental, social and financial objectives for the South Island high country. See <http://www.linz.govt.nz/docs/supporting-info/about-linz/oia-pol-min-03-19-7.pdf>.

OPERATING INTENTIONS >

In 2008/09 we will:

- deliver greater responsiveness, transparency, control of processes and improved management of relationships and knowledge by:
 - building capability and expertise to bring the management of sensitive or strategic portfolios of land in-house
 - enhancing external relationship management
 - developing systems and processes for effective decision-making, and
 - increasing the integrity and accessibility of data.

LINZ will also:

- develop an operational framework for the implementation of the high country rent adjustment policy

- work with other agencies to develop an all-of-government approach for the best use of high country pastoral land, and
- incorporate new responsibilities for negotiating access outcomes on the government's behalf over pastoral land.

Ongoing work towards this outcome includes:

- improving our collaboration with other agencies, local government and the community in how we work together towards joint outcomes on programmes (such as dealing with regional pests, biosecurity, contributing to new conservation parks, and Treaty of Waitangi work), and
- advising ministers on sensitive land requirements.

Measuring the intermediate outcome

Strategic goal	Measure
Optimal regulation	Number of instances of substantive feedback indicating that the interventions are over- or under-regulating
Expert decision-making	Percentage of transactions in Crown property that come from a self-monitoring and control environment Number of LINZ decisions under the Land Act, the Crown Pastoral Land Act and the Public Works Act that are successfully challenged in court Percentage of re-work required in the Public Works Act area

Outputs contributing to end outcome 3

The following output classes link to the strategic goals and priorities within this outcome set.

Output class	Descriptor	Strategic goal
Output class 1	Policy advice	Land market leadership
Output class 2	Standards and quality assurance	Optimal regulation
Output class 6	Crown property management and disposal services	Expert decision-making

OPERATING INTENTIONS>

END OUTCOME 4: ENHANCED ECONOMIC AND SOCIAL TRANSFORMATION THROUGH FACILITATION OF CONNECTIONS IN LAND INFORMATION MARKETS

What we seek to achieve

This end outcome seeks to ensure that the maximum economic and social benefits from LINZ's data, expertise, knowledge, and capabilities are realised for New Zealand.

Why this is a priority

This end outcome contributes to the Government's theme of 'economic transformation'. LINZ has developed significant data, expertise, knowledge, and capabilities that could provide additional economic opportunity when incorporated into third-party products, services and processes.

Making these assets available, accessible and usable by third parties to enhance their existing products and services or to create new products and services has the potential to contribute to New Zealand's economic growth, particularly in – but not limited to – the geospatial sector.

Achieving this outcome would mean:

- New Zealand is recognised as contributing to global geospatial developments, and
- there is greater collaboration across the public sector and between the public and private sectors.

Intermediate outcome

The intermediate outcome for LINZ that supports the achievement of this end outcome is **an effective knowledge brokerage capability that proactively seeks opportunities for economic and social transformation.**

Why this intermediate outcome

Achievement of this intermediate outcome will contribute to economic and social transformation.

While LINZ is not and does not seek to be a commercial entity, our data, expertise, knowledge, and capabilities have significant potential commercial value. This is particularly so in, but not limited to, the geospatial sector. By incorporating these LINZ 'assets' into their products and services, commercial entities could expand their products or services or create new ones, contributing to New Zealand's economic transformation. However, commercial entities will only incorporate LINZ's data into their products and services if they trust that the data is accurate within known tolerances, timely and reasonably complete. Furthermore, all these LINZ resources must be available, accessible and usable if LINZ is to share them with commercial entities.

By building a knowledge brokerage capability that proactively seeks opportunities and prospective partners for co-production, educates these prospective partners about our resources, co-ordinates resources, and facilitates an environment in which others can commercialise products and services, LINZ will dramatically increase the probability that our resources may be used to effect economic transformation.

OPERATING INTENTIONS>

Measuring 'enhanced economic and social transformation through facilitation of connections in land information markets'

Measures of this end outcome are still being developed. Some prospective measures are the number of successful cross-agency projects or the number of successful public/private collaborative projects in which LINZ is involved.

Achieving the end outcome

Our actions to achieve this end outcome can be broken down by LINZ's strategic goals in this area.

Co-ordinated all-of-government approach

Activities in support of this strategic goal include:

- identifying the key agencies with which LINZ must build close relationships
- building relationships of mutual trust that support shared outcomes, and
- developing cross-agency frameworks, methodologies, funding structures, and reporting structures.

Co-production between public and private sector to deliver public value

Activities in support of this strategic goal include:

- identifying opportunities to align government functions and industry activities in land information markets to promote economic progress
- developing a market-scanning capability that will allow LINZ to identify opportunities for new or enhanced land information market products and services
- helping to develop land information markets by sharing data, expertise and knowledge proactively
- promoting opportunities for innovation in land information markets, and
- connecting public and private organisations to promote co-operation and co-production.

MANAGING IN A CHANGEABLE OPERATING ENVIRONMENT >

MANAGING IN A CHANGEABLE OPERATING ENVIRONMENT >

To fulfil our purpose, LINZ has adopted effective management and governance processes. We work to an outcomes framework, which establishes:

- what we want to achieve (see the outcomes outlined in the Strategic Direction section)
- the business activities and initiatives that will contribute to these results (as detailed in the Operating Intentions section), and
- the type of capability required to deliver those services now and in the future (see the Assessing Organisational Health and Capability section on page 33).

Demonstrating our progress towards outcomes

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.

During 2008/09, LINZ will continue to:

- develop methods to better measure effectiveness
- put into place projects that will identify ways to achieve long-term public value, a workstream that will progress further over time, and
- monitor our ongoing capability requirements to support our future ownership demands.

Audit committee

LINZ's audit committee is an important mechanism for the Chief Executive to ensure effective control arrangements are in place and assurance activities are rightly focused. Made up of a majority of members who are independent of LINZ, the committee is chaired by an independent non-executive member. The members collectively demonstrate expertise in governance, public sector management, risk management disciplines, internal controls and assurance frameworks, and technology and financial matters.

The audit committee independently reviews, monitors and reports to the Chief Executive on the attainment of effective control systems and financial reporting processes. In particular, it focuses on risk management, the internal control environment, the assurance function, legislative compliance, and internal reporting. It also oversees external audits.

Managing for sustainability

In 2005, LINZ joined the Govt³ initiative, run by the Ministry for the Environment. As part of this, LINZ agreed to move towards sustainable practices in four main areas:

- buildings
- transport
- office consumables, and
- equipment and recycling/waste minimisation.

This initiative contributes to the Government's goal that the core Public Service moves towards carbon neutrality by 2012. To achieve that target, LINZ is moving towards the milestones set out in our Govt³ action plan and carbon emissions reduction plan. These milestones include:

- implementing practices to reduce waste to landfill, working towards zero waste
- producing a workplace travel plan to reduce kilometres travelled
- re-drafting our print strategy to reduce demand for copier/printer paper
- introducing more sustainable paper sources to LINZ, and
- implementing practices to reduce energy usage.

MANAGING IN A CHANGEABLE OPERATING ENVIRONMENT>

THE KEY RISKS LINZ FACES

As LINZ repositions our strategic direction, the way we identify and manage risk will require careful attention. We already proactively manage the risks associated with our e-focused interventions, industry self-compliance and decision-making processes. As we continue to undergo more change and develop new and more innovative ways of achieving our outcomes, the level and complexity of risk associated with that change needs to be identified and managed.

Below are the key risks LINZ needs to carefully manage, along with the relevant mitigating strategies. By analysing risk we can better understand what is within our control, what is outside that control, and how we can manage those complexities to drive the type of interventions that will best achieve our outcomes.

As we move forward, LINZ will need to ensure we can anticipate and understand the impact of any emerging risks.

Land market leadership

To have a clear understanding of emerging issues and ensure that relevant indicators are identified and monitored, our key risk is the availability of robust and accurate information on trends. Similarly, the availability of robust and accurate information on industry holds an inherent risk for our understanding of the strategic context for developing policy and identifying weak signals before they become an issue.

In determining LINZ's role within government outcomes, and in developing a clear articulation of the environmental impacts on land information markets, we need to provide robust policy advice that will provide confidence to ministers that agency contributions are aligned across government.

These and other risks related to 'land market leadership' outputs are managed through:

- providing regular briefings to the Minister for Land Information on key aspects of policy advice
- taking a leadership role in initiating policy discussions with other agencies, and
- collaboration with other agencies that contribute to our outcomes.

Optimal regulation

The level of industry co-operation required to move to the 'optimal' level of regulation may require a dramatic shift away from the current paradigms in which each industry operates. For instance, our aim to move industries from prescriptive to outcome-focused standards can be expected to result in professions having to take greater ownership of technical development.

These and other risks related to our regulatory outputs are managed through:

- ongoing review (including consultation) of standards and rules to ensure an optimal level of intervention
- regular audits to ensure compliance with standards through a regulatory quality assurance function, and
- collaboratively establishing a strategic context with each industry group as the basis for transitioning from the current state to a desired future state, demonstrating a clear case for change.

MANAGING IN A CHANGEABLE OPERATING ENVIRONMENT>

e-delivery excellence

In an environment of 100% electronic lodgement, our survey and conveyancing customers are dependent on the stability and performance of Landonline. This issue is being constantly monitored. LINZ has a programme in place to support 100% electronic lodgement and manage system stability.

LINZ's current review of the appropriateness of our IT architecture for the future will provide an additional mitigation against the risks inherent with system dependency.

The maintenance of technical capability in an environment of electronic delivery and self-regulation is a key risk for LINZ. We are developing a strategy that will include options such as targeted recruitment and industry secondments.

Associated with e-delivery is a risk of a loss of knowledge about LINZ core paper records, combined with the requirement to move records due to the closure of LINZ offices. The implementation of our strategy for these core paper records aims to ensure continued and improved access, safe and efficient storage, and the preservation of records.

These and other risks related to our e-delivery outputs 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
- management of 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
- encouraging industry capability to ensure smooth transition to an electronic delivery environment.

Expert decision-making

LINZ's ability to meet Government's expectations, and work collaboratively across government, requires willing co-operation from other agencies. We will continue to work with other agencies to translate policy into operational terms, manage ongoing relationships, and work to influence positive outcomes.

To provide relevant information in a timely and constructive manner for making decisions that balance competing outcomes, the Overseas Investment Office requires willing stakeholder co-operation. Our processes mitigate the possibility of not receiving this co-operation by:

- identifying the single point of contact within each agency
- clarifying expectations of each agency's roles, and
- agreeing on protocols with each agency and monitoring adherence to them.

The quality of decision-making for tenure review is managed through a joint LINZ and Department of Conservation Tenure Review Quality Assurance Board.

Finally, our statutory decision-making relies on expert judgement, which in turn relies on our ability to provide assurance that the decisions made are clear and transparent, underpinned by sound, documented processes and reasoning, and provide a collective cross-agency view. We have developed a compliance role to ensure we have the relevant expertise for evaluating the quality of decisions made across all statutory areas of decision-making.

MANAGING IN A CHANGEABLE OPERATING ENVIRONMENT>

Co-ordinated all-of-government approach³

The most significant risk to LINZ acting as a hub agency is developing the appropriate capabilities for working across agencies, which requires strong relationship management and strategic thinking. These capabilities will add to LINZ's credibility.

Co-production between private and public sectors to deliver public value⁴

The key risks to co-production are:

- the need to understand the needs of our key industry sectors in the long term and the players within those sectors, and
- the inability of co-producers to provide all the capabilities complementary to LINZ's that are required for growth.

To mitigate these risks, LINZ plans to consult and collaborate with third parties who have knowledge of, and relationships with, markets of interest.

The environment that LINZ operates in helps to shape and inform our future direction-setting and the decisions we make. To understand the issues and challenges the environment poses, LINZ undertakes regular environmental scans. This enables us to be more responsive to changing circumstances that the future will present to New Zealand.

³ Risks and approaches for risk mitigation in the context of this strategy will be developed further in the coming months. What appears here is a draft of our current thinking.

⁴ Risks and approaches for risk mitigation in the context of this strategy will be developed further in the coming months. What appears here is a draft of our current thinking.

ASSESSING ORGANISATIONAL HEALTH AND CAPABILITY>

ASSESSING ORGANISATIONAL HEALTH AND CAPABILITY>

LINZ will focus on future capability needs into 2008/09 by:

- completing some of the initiatives begun in 2007/08 that are helping us improve performance in meeting our outcomes, and
- starting to consider the capability required to support the second part of our purpose
 - encouraging land information markets to develop and mature.

PRIORITIES FOR CAPABILITY-BUILDING

Retaining practical experience and maintaining technical capability in a self-regulatory, electronic environment

In the context of ‘optimal regulation’, LINZ has been gradually reducing the detailed advice we provide to the industry on the technical aspects of quality assurance and compliance. Instead, LINZ is reviewing the quality of systems and controls industry participants have in place as a means of assuring compliance with outcome-focused interventions.

There is a need, in the process, to ensure LINZ does not lose touch with the industry and their issues.

To keep pace with industry, LINZ will develop and implement a strategy that focuses on ensuring our regulatory and compliance staff are exposed to, and understand, current industry practices and issues. We will review various options for doing this, such as seconding LINZ staff into private sector industry firms and vice versa, and targeted recruitment.

Improving our connectivity

A key focus in our purpose – maintaining and building confidence in property rights in land and geographic information – is to be more aligned internally, and more closely connected with external agencies and other key industry players.

Internally, different parts of LINZ often work with the same customers and stakeholders. Therefore, we need to have a common understanding of their issues and a

unified approach to meeting their needs.

LINZ will develop a strategic context for those industries we work closely with and a holistic view of our primary customers in those industries. From there we can take a more strategic approach to delivering the services they need.

LINZ increasingly interacts with our customers through e-channels. We need to enhance and maintain this electronic interaction capability so that we can proactively and continually identify, manage and improve relationships with customers and stakeholders.

This requires a strong organisational capability in building relationships, and LINZ has worked over past years to improve our responsiveness. We intend to continue improving the systems that support good customer relationships. These help us research customers’ needs and evolve our product and service development to ensure that it is centrally driven and co-ordinated.

Developing external connectivity competencies for identifying market opportunities and initiating public and private sector alliances

LINZ’s purpose includes encouraging land information markets to develop and mature, so we will need to build an externally oriented capability that complements our core competencies of land information and expertise. This capability will consist of competencies needed for spotting opportunities for economic transformation by facilitating connections in land information markets. The competencies focus on:

- analysing market opportunities, qualifying opportunities and rationalising the cost benefit of investment
- collaborating across government and with industry stakeholders to ensure barriers to land information market development are addressed
- building relationships to ensure information providers fully understand the information available to them for use in the development of market opportunities, and

ASSESSING ORGANISATIONAL HEALTH AND CAPABILITY>

- co-ordinating strategy development, managing strategy implementation and evaluating strategy success.

Over 2008/09, LINZ will develop a strategy to ensure these competencies form part of our skill base.

Information technology

LINZ is highly reliant on information technology, as demonstrated by our strategic goal of 'e-delivery excellence'. With the move to electronic delivery of services substantially complete, that reliance will increase.

In addition, our new focus on encouraging land information markets to develop and mature signals significant opportunities for LINZ to further enhance the way we work with other agencies in an integrated way. The focus also places an increasing emphasis on making the land information required by the public and private sectors available in a way that will contribute to economic transformation.

Therefore, the challenge of being responsive to as yet unidentified future needs, while maintaining the core current systems, is a key area of focus for information technology. Given the infrastructure and security implications of this increasingly electronic environment, and the continuing changes expected in the medium to long term, LINZ is reviewing our IT architecture.

We are currently at the stage of agreeing the attributes of a future enterprise architecture that will enable LINZ to evolve and meet business objectives over the next 10 to 12 years. These attributes are based around a formal model for federated IT governance and an enterprise-wide view of the business.

Taking this approach to optimising the design and delivery of information technology will enable LINZ to identify opportunities to re-use information and services, eliminate duplication, reduce the total cost of ownership, increase flexibility and agility to respond to change, and ensure that technology investment decisions are transparent and fit for LINZ purposes.

Our primary focus is to detail how this enterprise system architecture will contribute to achieving specific business objectives in a cost-effective manner. This will also include identifying the skill sets and appropriate recruitment practices that will best support our future strategic direction.

OTHER ASPECTS OF OUR CAPABILITY

Responsiveness to Māori

Māori regard land as papatuanuku (earth mother), tāonga tuku iho (inherited treasures) and whenua (man's umbilical connection with the land). This connection with the land is core to the way LINZ considers and develops our policies and services. We have administrative responsibilities for providing land information and for related statutory processes. LINZ also administers Crown-owned land, provides resources for the New Zealand Geographic Board and plays a key role in assisting the Office of Treaty Settlements.

In fulfilling these functions, it is important to build and maintain capability to meet our obligations to Māori and to deliver services that meet Māori needs and aspirations. LINZ works to a Responsiveness to Māori Strategy, which has three major objectives:

- **Credible organisation**
Having the capability to respond to Māori and understand the relationship of Māori to the land, and delivering services that reflect this understanding. Ensuring Te Reo and tikanga are understood within the organisation.
- **Strong working relationship with iwi**
Having excellent working relationships and interaction with Māori for our business.
- **Strategy embedded across LINZ**
Integrating the Responsiveness to Māori Strategy into LINZ as an integral feature of 'business as usual' within the organisation.

ASSESSING ORGANISATIONAL HEALTH AND CAPABILITY>

Pay and employment equity review

Working with the PSA, LINZ undertook a pay and equity review in 2007/08. Over the coming year we will review the findings and, where appropriate, develop a response that identifies any further investigation required or plans to address any current inequities.

LINZ has specific programmes and activities that support the Public Service's commitment to equal employment opportunities in the workplace.

Knowledge management strategy

LINZ has developed a knowledge management strategy for improving the way we leverage our collective information and knowledge to achieve strategic business objectives. At the core of the strategy are our ability to learn continuously as an organisation, promote change leadership through empowering staff, improve management of our information resources and business processes, embed knowledge management processes, and enhance collaboration.

As LINZ moves into more formalised 'knowledge brokering', it is essential that knowledge management practices are mainstreamed into our businesses processes and our efforts to foster internal and external connectivity. Through effective utilisation of our knowledge assets (processes, information, expertise, and capabilities), LINZ will be in a better position to share our knowledge and expertise, and collaborate, co-ordinate and lead developments in the land information sector.

DEVELOPMENT GOALS FOR THE STATE SECTOR: TRANSFORMING THE STATE SERVICES

In 2007/08, LINZ continued to implement our plan for contributing to the State Sector Development Goals. The goals have been refreshed to include a new goal called 'value-for-money' and two of the 'people' goals have been merged.

As part of our ongoing commitment to these goals we have updated our contribution to them to include the priorities for the forthcoming year and the medium term. The goals drive our planning activities and accountability reporting so each business group can indicate how they intend to demonstrate progress towards them.

Employer of choice

State Services has set a goal of the Public Service being an employer of choice, attractive to high performers who are committed to service and to the achievement of results.

LINZ objectives

- attract and hire the best
- maintain a positive workplace
- develop for excellence, and
- retain practical experience.

To achieve these objectives, LINZ will:

- develop an online web-based recruitment model
- upgrade the internal LINZ recruitment toolbox
- take part in the State Services Commission internship programme
- widen the graduate programme across all of LINZ
- embed the coaching programme for new employees in their first 90 days at LINZ
- continue to embed and align the research-based competency model, and
- continue to focus on building and improving employee engagement.

Networked State Services

State Services has set a goal of using technology to transform the provision of services for New Zealanders.

ASSESSING ORGANISATIONAL HEALTH AND CAPABILITY>

LINZ objectives

- seamless access to information, and
- creation of agile and flexible processes and systems that can respond to opportunities.

To achieve these objectives, LINZ will:

- implement 100% electronic lodgement of titles and survey transactions
- evaluate and implement e-channels for other core services, and
- future-proof technology.

Value-for-money State Services

State Services has set a goal of ensuring that every Public Service agency delivers value for the money it spends.

LINZ objective

- use resources and powers in an efficient, appropriate and effective way.

To achieve this objective, LINZ will:

- continue to develop appropriate organisational performance measures and information systems that will enable us to measure our outcomes
- continue to develop our risk framework, and
- grow our capability in scanning and long-term trend analysis.

Co-ordinated State agencies

State Services has set a goal of ensuring the total contribution of government agencies is greater than the sum of the parts.

LINZ objective

- adopt an all-of-government approach.

To achieve this objective, LINZ will:

- continue to work collaboratively across government on key initiatives such as:
 - the New Zealand Geospatial Strategy
 - tenure review

- the registration of Māori Land Court orders, and
- the Ocean Survey 20/20 programme.

Accessible State Services

State Services has set a goal of enhancing the access to and the responsiveness and effectiveness of, and improving New Zealanders' experiences of, State Services.

LINZ objectives

- provide transparency and certainty of our processes and decisions, and
- develop competencies for identifying market opportunities and initiating public and private sector alliances.

To achieve these objectives, LINZ will:

- establish a relationship management capability and systems to proactively meet customer needs
- establish a customer research programme to inform e-channel strategies and the development of products and services that are fit for purpose, and
- continue to develop our transparent regulatory outcome framework and intervention logic.

Trusted State Services

State Services has set a goal of strengthening trust in the State Services and reinforcing the spirit of service.

LINZ objective

- align our values and behaviours to support our business activities.

To achieve this objective, LINZ will:

- continue to place emphasis on our values, particularly integrity and honesty, and
- continue to reinforce the LINZ and State Services codes of conduct in the induction of new staff, and at regular intervals with all staff.

CAPITAL INTENTIONS>

CAPITAL INTENTIONS >

The capital investment required as part of the 100% e-lodgement programme is the only major capital project for LINZ over the medium term. Other than this, LINZ will maintain a programme of prioritised asset replacement within current capital budgets.

Asset categories	2008/09 \$000	2009/10 \$000	2010/11 \$000	2011/12 \$000
Leasehold improvements	–	–	–	–
Motor vehicles	33	33	33	33
Computer hardware	4,065	1,867	4,376	2,027
Computer software	500	500	500	500
Plant and equipment	–	–	–	–
Furniture and fittings	100	100	100	100
TOTAL	4,698	2,500	5,009	2,660

LINZ INFORMATION>

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LINZ'S RESPONSIBILITIES

Land titles

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

Geodetic and cadastral survey system

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 that 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. We undertake this mapping for defence and emergency services and national constitutional purposes. LINZ makes our topographic data and mapping available via the Internet and in printed form through retailers. We also make our bulk digital topographic data available directly from LINZ or through resellers.

Hydrographic information

LINZ is responsible for providing authoritative hydrographic information for navigational purposes. We produce 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. We set standards for rating valuations and undertake compliance audits of local authorities.

LINZ INFORMATION >

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 our balance sheet in accordance with the regulatory framework, including the control of pest plants and animals on our 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 furthest 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 registers valuers and 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.

Electoral support

LINZ provides technical support to the Representation Commission (which determines electoral boundaries), the Chief Electoral Office, the Electoral Enrolment Centre, and Statistics New Zealand. LINZ's primary functions are the provision of an Index to Places and Streets for use on polling day, mapping support, the collation of street addresses for enrolment purposes, and the spatial definition of meshblocks.

Overseas Investment Office

The functions of the regulator under the Overseas Investment Act 2005 are carried out within LINZ as the Overseas Investment Office. These include receiving and processing applications, consultation with relevant government departments and other agencies as appropriate, and providing information to applicants and the public generally.

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LEGISLATION LINZ ADMINISTERS

Legislation administered by Land Information New Zealand:

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

(* Administered jointly with Ministry of Justice.)

Source: www.dPMC.govt.nz/cabinet

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

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

- Airport Authorities Act 1966 (relating to disposal of land)
- Crown Research Institutes Act 1992 (relating to disposal of land)
- Electoral Act 1993 (relating to electoral boundaries)

- Geographical Indications Act 1994 (relating to geographical names)
- Health Reforms (Transitional Provisions) Act 1993 (relating to disposal of land)
- New Zealand Railways Corporation Act 1981 (relating to disposal of land)
- 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.

LINZ 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.

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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 the Minister's duties.

Quality

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

- The aims of the papers will be clearly stated, and they will answer the questions that have been set.
- Assumptions behind the advice will be clear, and the argument will be logical and supported by accurate facts.
- Expenditure forecasts will be based on logical and clear assumptions.
- Sales forecasts will be based on the mid-point of known market demands and best projections.
- All material facts will be included.
- An adequate range of options will be presented and assessed for benefits, costs and consequences to the economy.
- Evidence will exist of adequate consultation with interested parties, where applicable, and possible objections to proposals will be identified.

- Problems of implementation, technical feasibility, timing and consistency with other policies will be considered.
- Material presented will be effectively summarised, concise, in plain English, and 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-off by senior managers, and
- a six-monthly assessment sought from the Minister.

Timeliness

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

Cost

The outturn will be within budget. This will be assessed by comparison of outturn with the Estimates of Appropriations.

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