

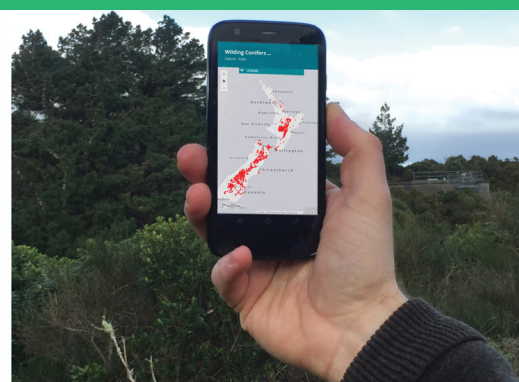
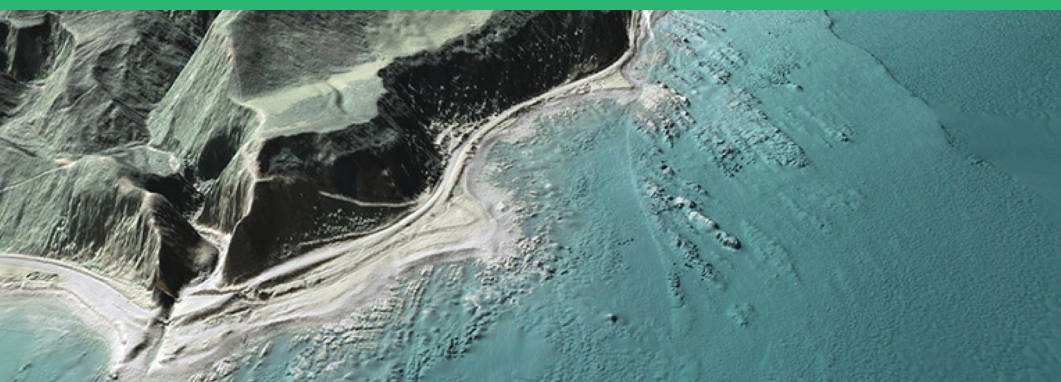
Performance Improvement Framework

STATE SERVICES COMMISSION
TE KAWA MATAAHO



Review for Land Information New Zealand Toitū te whenua

August 2018



New Zealand Government



Contents

Accepting the Challenge	3
Land Information New Zealand's commitment	4
Central Agency support	6
The Challenge	7
Four-year Excellence Horizon	8
Performance challenge	10
What will success look like?	20
Strengths and Opportunities	22
Overview	23
Strengths and opportunities in detail	25
Appendices	45
Lead Reviewers' acknowledgement	46
About Land Information New Zealand	47
Framework questions	48
Ratings scale	49
Stakeholders interviewed	50

Introducing Land Information New Zealand's Lead Reviewers



Jenn Bestwick

Jenn's public and private sector experience has involved working in consulting, management and governance roles. Jenn currently works across sectors as diverse as Science and Innovation, Education, Local Government and Primary Industries.

Jenn is on the boards of Southern Response Earthquake Services and Development West Coast Advisory Body. She was formerly on the boards of Tourism New Zealand and the New Zealand Qualifications Authority and chaired the Ara Institute of Canterbury.

Jenn has participated in PIF Reviews of Education New Zealand, the Ministry of Health and the Ministry for the Environment. She was involved in the review of the Environmental Protection Agency, the CRI core funding review and NIWA and ESR Four Year reviews on behalf of shareholding Ministers.



Lester Levy

Lester has experience as a Chief Executive, entrepreneur and Chairman across the public and private sectors. His roles have involved health, transport, biotechnology, film and television, pharmaceutical, engineering and software sectors coupled with academic interests in leadership and organisational performance.

Lester is the Chair of Auckland Transport, the Health Research Council and Tonkin+Taylor. He is the former Chair of the Auckland, Counties Manukau and Waitemata District Health Boards. He was the foundation Chief Executive of the New Zealand Leadership Institute (University of Auckland) and is Adjunct Professor of Leadership at the University's Business School.

Lester has participated in PIF Reviews of New Zealand Trade and Enterprise, the Ministry for Primary Industries, the Ministry of Business, Innovation and Employment and the Ministry for the Environment.

Published August 2018. ISBN 978-0-478-43491-0 (Online) Web address: www.ssc.govt.nz/pif-reports-announcements

© Crown copyright



This copyright work is licensed under the Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International licence. In essence, you are free to copy and distribute the work (including in other media and formats) for non-commercial purposes, as long as you attribute the work to the Crown, do not adapt the work and abide by the other licence terms. To view a copy of this licence, visit <https://creativecommons.org/licenses/by-nc-nd/4.0/>. Attribution to the Crown should be in written form and not by reproduction of any such emblem, logo or Coat of Arms.

The Performance Improvement Framework (PIF) enables State Service leaders to identify opportunities for improvement, building positive outcomes for New Zealand.

PIF is designed for agencies in the New Zealand State sector.

The PIF Review is a valuable tool that helps leaders drive organisational change. Change that will improve future agency performance, resulting in the delivery of better public services.

Independent reviewers lead each PIF Review. They have significant leadership experience across New Zealand's public and private sectors. Their fresh perspective helps to stimulate 'new thinking' amongst agency leaders as they grapple with the critical issues and challenges that lie ahead for their agency.

The Review is a future-focused exercise. The reviewers consider the questions: what is the contribution New Zealand needs from this agency and what is the performance challenge to make that contribution over the next four years? Taking a four-year horizon encourages medium-term strategic thinking and helps leaders and agency staff to understand what success would look like. Then, by considering current capability to meet future challenges, the reviewers evaluate the agency's preparedness for the future and describe its performance improvement priorities.

Each PIF Review delivers a published report, ensuring transparency and supporting accountability to New Zealanders.



Peter Hughes
State Services Commissioner

The PIF Review is a valuable tool that helps leaders drive organisational change.

Performance Improvement Framework

Four-year Excellence Horizon

What is the agency's performance improvement challenge?

Delivering Government Priorities

How well is the agency responding to government priorities?

Delivering Core Business

In each core business area, how well does the agency deliver value to its customers and New Zealanders?

In each core business area, how well does the agency demonstrate increased value over time?

How well does the agency exercise its stewardship role over regulation?

Organisational Management

How well is the agency positioned to deliver now and in the future?

 Leadership and Direction	 Delivery for Customers and New Zealanders	 Relationships	 People Development	 Financial and Resource Management
Purpose, Vision and Strategy Leadership and Governance Values, Behaviour and Culture Review	Customers Operating Model Collaboration and Partnerships Experiences of the Public	Engagement with Ministers Sector Contribution	Leadership and Workforce Development Management of People Performance Engagement with Staff	Asset Management Information Management Financial Management Risk Management

1

Accepting the Challenge

In this section:

Land Information New Zealand's commitment
Central Agency support

Land Information New Zealand's commitment

The 2018 Performance Improvement Framework (PIF) Review has come at an important time for Land Information New Zealand (LINZ), as we work to advance our ambitious programme to re-position ourselves in an environment that has changed considerably over the last decade.

We are glad the reviewers recognise the value of the work we do for New Zealand, and we thank them for their insights and guidance into how we might make an even greater contribution.

We would also like to thank LINZ people, customers, partner organisations and service providers who shared their opinions with the reviewers. Your comments were essential in helping us to better understand what people think of us and our services, and what we could do better.

The Review calls for LINZ to step up and out across most of our functions. This means expanding our current roles and responsibilities in issues that affect the country, such as the safeguarding of national assets, the management of the Crown Estate, disaster recovery and urban development. It also encourages us, where appropriate, to take more of a leading and influencing role.

In the past two years we have built on the organisation's previous strategic work and have developed LINZ's Outcomes Framework to boost our performance and delivery. This has led to deliberate changes, both to our structure and the style of leadership taken by the senior leadership team.

The strategy also helped us to clarify our priorities as an organisation, which we were pleased to see endorsed by the reviewers. Over the next ten years we'll be focussing on four bold outcomes where we think we can add most value to New Zealand and our customers:

- High-value geographic and property information;
- World-class property system;
- Making the best use of the Crown Estate;
- Safeguarding New Zealand's interest in sensitive assets.

Importantly, we have also landed on three key challenges for New Zealand to help us with prioritisation, namely, a focus on the management of water, resilience and climate change, and contributing to responding to pressures on urban areas.

The Review recognises the outcomes as instrumental to LINZ becoming more of a strategic leader in these critical areas, and it encourages us to progress with delivering the opportunities we have identified as soon as possible.

With that in mind, we're now well into the process of realigning our operating model to achieve the outcomes. Once complete, it will mean significant changes to how LINZ is run and the way we deliver our services.

As the reviewers recognise, ensuring we have the capability and resources to achieve these changes across such a broad range of activities will be a challenge. LINZ is happy to accept this challenge, and will prioritise its efforts accordingly.

As the Review notes, we have some major projects to deliver. These include:

- the addition of new responsibilities to the overseas investment regime;
- the development of the next generation of our digital/online property transfer service, Landonline;
- the modernisation of the property transfer system with the Land Transfer Act implementation, by the end of 2018;
- delivery of a comprehensive register of all land owned or managed by the Crown;
- improvements to the quality of location information across New Zealand by 2025.

With strong leadership and refreshed priorities we're now well-prepared to deliver these projects and also to take on future challenges – whether it's responding to a change in direction from government or to the rapidly-evolving environment in which we operate.

Of course it takes more than strategy and leadership to change an organisation; you also need staff who are engaged and committed. Our internal feedback shows most of our staff are on board with the direction of the organisation and feel supported. The Review echoes these findings, and we'll make sure this continues.

Building strong relationships with customers is another key factor in a successful organisation. As the reviewers have acknowledged, customer service is something we do well. We regularly gather feedback on the quality of our services from users of our online data service and customer centre. We're now building on this, with work underway to be more deliberate about engaging with all the key stakeholders that we work with, and to better understand what they'd like from us in the future.

We also take on board the reviewers' recommendation to explicitly identify the value that we offer to the full range of customer groups we currently serve, and to be open and responsive to the

new customer groups that will inevitably emerge in the future. Our new operating model will explicitly address this. It will also inform and support how we will go about discharging our responsibilities to New Zealanders as stewards of the regulatory systems for which we are responsible.

We would like to thank the reviewers for their insights in this Review. It has helped us to understand more about our potential and what we need to do to get there. With this advice, and the Review's endorsement of our priorities and direction, we're confident we're on the right track to being a more relevant organisation that makes a difference to our country and to the lives of New Zealanders.

The 2018 Performance Improvement Framework (PIF) Review has come at an important time for LINZ, as we work to advance our ambitious programme to re-position ourselves in an environment that has changed considerably over the last decade.



Andrew Crisp
Chief Executive



Jan Pierce



Lisa Barrett



Kathy Mansell



Jerome Sheppard



Aaron Jordan



Robbie Muir



Mandy McDonald

Central Agency support

This Review highlights the importance of LINZ's role for New Zealand's public and private sectors, as well as for New Zealanders more generally. LINZ is responsible for running New Zealand's survey and title system (Landonline) which guarantees people's property rights. It also manages some of the government's land and property, and supports government decision making around foreign ownership of sensitive land and assets.

The Lead Reviewers (the Reviewers) note LINZ's progress and performance in recent years. Landonline continues to deliver low cost and very reliable services, the LINZ Data Service provides open, usable data to a wide range of users and the operations of the Overseas Investment Office (OIO) have been considerably improved. LINZ's roles have expanded, taking on management of the Treaty settlements land bank from the Ministry of Justice and the Residential Red Zone land in Christchurch from CERA, as well as working with other organisations in responding to the Kaikōura earthquakes.

There are, however, ongoing changes to the context for LINZ. The Reviewers note that these include climate change, more frequent and severe natural events, increased and more rapid urban intensification, pressure to deliver more sustainable and

effective use of Crown land, the need for property and land information to support Māori economic development, and emerging technologies.

In light of this changing context, the Reviewers set out the contribution New Zealand needs from LINZ and the performance challenge to making that contribution. The Review highlights that LINZ still has more work to do, with these challenges and opportunities requiring LINZ to not only 'step out' but also to 'step up' to become a more strategic, influential, smart and customer facing agency.

We support the key challenges and opportunities for LINZ that the Reviewers describe. The Reviewers note that addressing these challenges and opportunities will mean a more confident LINZ which acts with prioritisation and pace, and is able to be agile and innovative. It means LINZ demonstrating digital leadership based on a deep understanding of value to customers, as well as LINZ taking a more active role working across central and local government.

We acknowledge that this is a transformative challenge, requiring LINZ to 'step out' and 'step up' in creating, delivering and capturing value; the development of the operating model is key to accepting this challenge. We are keen to support LINZ as it delivers its full

potential. We are mindful of the need for LINZ to strike the right balance between 'running the business', driving organisational change and improvement, and leading a strategic change agenda to broaden its value for New Zealand. As LINZ shifts its focus to strategic change over the medium term, it will need to ensure it has the right resources and capabilities in place, whilst keeping a sharp focus on delivering its immediate priorities.

In the short term we can:

- assist as LINZ builds partnerships and coalitions across central and local government to develop more integrated and accessible data sets to help address key issues facing New Zealand, including optimising the use of the Crown Estate
- help as LINZ gains further insights on its existing and potential customers and what value means to them, and ensures its operating model is aligned to this
- support the specification and value proposition for the investment in key infrastructure including the upgrade of the survey and titles system

In four years' time, in the words of the Reviewers, the result will be a LINZ that has built on its current achievements to become a more strategic, influential, smart and customer facing agency.

Peter Hughes
State Services Commissioner

Gabriel Makhoul
Secretary to the Treasury

Andrew Kibblewhite
Department of the
Prime Minister and Cabinet

2

The Challenge

In this section:

Four-Year Excellence Horizon
Performance challenge
What will success look like?

Four-year Excellence Horizon

In undertaking this PIF Review the Lead Reviewers considered: “What is the contribution that New Zealand needs from LINZ and, therefore, what is its performance challenge? And, if LINZ meets the performance challenge, what would success look like in four years?”

Context

LINZ is an agency with a strong and rich history of connection with New Zealand’s land and landscapes. As the government agency responsible for collecting data regarding New Zealand’s land and coastal features, it plays a critical part in informing New Zealanders about the landscapes in which we choose to live, work and play. Furthermore it underpins our ability to stay safe, travel, navigate, own and transfer property and reduce our exposure to natural hazards.

LINZ’s stewardship responsibilities include:

- The collection and documentation of New Zealand’s geographic information including the maintenance of the cadastre
- Maintaining New Zealand’s highly respected land title and survey database that establishes, documents and transfers (government guaranteed) property titles in New Zealand
- Surveying and documenting New Zealand’s coastal waters to ensure mariners have accurate information regarding coastal conditions and hazards to avoid accident or harm
- Making available geographic data to the public and business to support choices around land use, whether for personal, professional or commercial uses
- Ensuring that New Zealand benefits from overseas investment

- Establishing the standards for those who regulate land and land use in New Zealand and overseeing their application
- Management of a significant and diverse portfolio of the Crown Estate, ranging from the South Island High Country, to the Residential Red Zone in Christchurch and including parcels of land throughout New Zealand.

Increasingly New Zealanders are seeking high-quality, accurate data to inform their choices around land use at a level of detail that does not currently exist in an integrated, single source of truth format. As we seek to further develop our urban and rural land, New Zealanders are seeking information that pushes into spatial, hazard and planning profiles that are not currently readily available and without which sub-optimal choices may be made regarding our land resources.

At the same time as LINZ faces increased pressure to expand its services to meet the reasonable expectations of New Zealanders, it must operate in a way that recognises the fiscal prudence and constraints expected of the public sector. In acknowledgement of these potentially conflicting pressures and considering the optimal contribution LINZ can make to New Zealanders, LINZ’s new leadership has spent time shaping up LINZ’s focus to optimise value, leading to the development of the Outcomes Framework in late 2017.

As we seek to further develop our urban and rural land, New Zealanders are seeking information that pushes into spatial, hazard and planning profiles that are not currently readily available and without which sub-optimal choices may be made regarding our land resources.

The Outcomes Framework outlines the shifts LINZ needs to make in both what it does and how it does it, taking it from its current operation to meet its long-term strategic objectives. The Framework establishes a pathway for progressing three key challenges facing New Zealand:

- Freshwater management
- Resilience and climate change
- Urban areas.

LINZ will contribute to these challenges by delivering on the four Outcomes:

- Producing high-value geographic and property information that is available and used effectively to deliver value for New Zealand
- Maintaining a world-class property system ready for the future, built for growth and changing needs
- Making the best use of the Crown Estate for the benefit of all New Zealanders
- Safeguarding New Zealand's interest in sensitive assets.

The Framework establishes priorities for each of the Outcomes for the near and medium terms and as such represents an early stage pathway for the organisation's prioritisation of effort and resource.

The PIF Reviewers were asked to consider the Outcomes Framework and provide feedback in the course of the review which we do throughout the report.

Additional context for the report is the leadership changes at LINZ. Since the appointment of the Chief Executive approximately 18 months ago, the Executive Leadership Team (ELT) has been restructured with a number of new appointments made to change and enhance the capability of the team. Significant policy and operational capability has been recruited to support LINZ taking a stronger lead in areas of its mandate and to improve performance across the board. This is discussed further in the report.



Earth Observation mosaic of New Zealand, from LINZ Data Service

Performance challenge

Performance challenge - outcomes

What does New Zealand need from LINZ?

LINZ plays a critical role in New Zealand's public and private sectors and also for the New Zealand public. Our finite land resources and growing population mean that choices about land use matter and the decisions we make today about development, use and location will influence New Zealand's communities, environment, culture, safety and prosperity for generations to come.

LINZ has typically been seen as 'a quiet achiever' in the public system. It maintains a land and survey system which has been the envy of the world for many years, creates topographic and marine maps and charts that have guided New Zealanders' adventures and commercial activities, as well as managing the regulatory frameworks that underpin our location and land based information systems. It is an agency that the general public know little about and yet invariably it is LINZ's systems or information that inform our most significant activities or purchases. In short LINZ has operated 'in the shadows' or 'below the radar' producing quality technical data and providing stewardship to some of our most critical land information infrastructure.

"Is this all we need from LINZ?" is the critical question considered by the Reviewers. The conclusion we have reached is that it is not and the reason for this includes such factors as:

- the speed with which technology is disrupting our way of living and changing how we live, work and play

- the increasing demand for information to manage our environment while balancing our development potential
- our risk to exposure from natural hazards and climate change.

All of these factors point to LINZ needing to become a more strategic, influential, smart and customer facing agency that can rely on the deep technical expertise and experience that has supported its performance to date, but with a more connected, insightful interface to allow it to meet and deliver the challenges outlined below.

In considering the challenges facing LINZ, both in terms of outcomes for New Zealand and how it achieves them, the Reviewers are mindful that we are asking a lot of a relatively small agency in a relatively short-timeframe. We acknowledge that the challenge as framed is ambitious, however, we note that LINZ's leadership is particularly aspirational and fully aware that the pace of change in their wider eco-system is accelerating.

LINZ needs to embrace the challenge and ruthlessly prioritise its resources and efforts to ensure it lifts its current considerable contribution to the country to remain relevant in a rapidly changing world. We have confidence that the leadership of LINZ has the self-awareness, wisdom, experience, energy and commitment to achieve this.

All of these factors point to LINZ needing to become a more strategic, influential, smart and customer facing agency that can rely on the deep technical expertise and experience that has supported its performance to date, but with a more connected, insightful interface to allow it to meet and deliver the challenges.

Challenge 1

Informing the planning and use of a 3D world

Nature of this performance challenge: Innovation, investment and operating model

Technology, innovation, population growth and increasing urbanisation in our main centres has resulted in New Zealand's land planning becoming increasingly three dimensional (3D) and complex. Whether it is elevation data for land to inform hazard management, land use, and infrastructure decisions or building elevations and corridors to inform planning or built environment considerations, New Zealand's authoritative source of land information must be able to navigate in a 3D spatial environment and bring to bear the power of validated, integrated data sources and sets to provide increased clarity on spatial, environmental and infrastructural considerations.

As we move from the era of the 'quarter acre dream' into an age where apartment living is more common, where planning and management of infrastructure needs to accommodate more and more large-multi-storey buildings and where airspace corridors may play increasingly important roles in our transportation (both people and goods) requirements, the need for easy access to high-quality, integrated property and geographic data from a range of sources will be critical to accurately considering the growth, living and stewardship elements of our communities and landscapes.

Several areas of LINZ are required to come together to deliver on this challenge. Not least is the requirement to future-proof one of the critical LINZ systems, the Landonline platform, and ensure that the absolute confidence New Zealanders enjoy regarding their property titles is ensured through the delivery of the Landonline upgrade project. This will be a critical building block in compiling New Zealand's authoritative land information platform and one which underpins overwhelming value nationally, locally and individually.

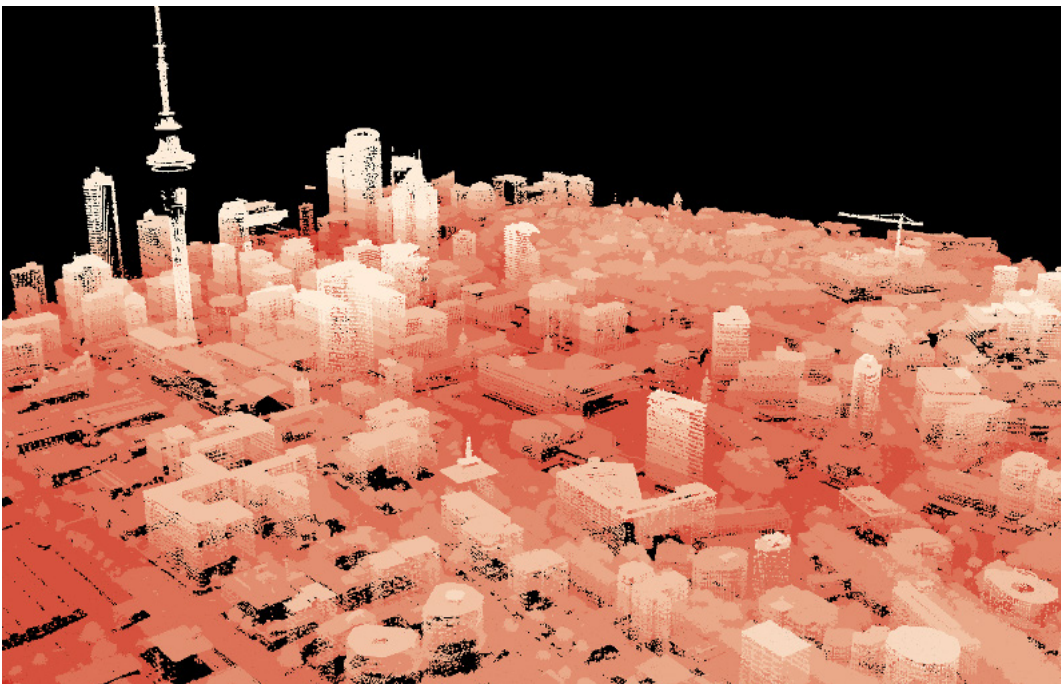
Previous attempts by LINZ to seek funding to develop such platforms and to update current technology have either stalled or are being reconsidered. However, the case for investment is becoming increasingly compelling as agencies from across government and the private sector struggle to access the validated information they require to manage risk, make smart investment choices, responsibly manage and plan for the Crown's current and future asset requirements and reduce inefficiency.

As New Zealanders consider how we work our way through three key challenges facing the country – water, urbanisation and resilience to natural hazards and climate change – we will require detailed, accurate data integrated across a range of datasets collated by varying system players, and presented in a real-time 3D format to inform users, whether they be central or local government, private business or individuals.

LINZ is already prototyping an early stage version of this type of solution, however, it is yet to secure funding or fully develop the concept. Given growth projections over the next decade there is no time to waste on this issue, as every decision which does not adequately contemplate a 3D scenario potentially reduces opportunity for the future, whether for environmental, social, cultural or economic outcomes.

The challenge for LINZ is to accelerate its innovation pathway and secure the backing and funding from government to proceed at pace with the design and implementation of a platform that supports and informs a 3D future. This will involve not only integrating the various datasets currently distributed across central and local government, but also increasing the datasets to include the information required to truly plan in a 3D way and including post planning considerations into 'as built' environments. To successfully secure the necessary funding, LINZ will need to clearly articulate the benefit to New Zealand and obtain support from other agencies for whom this is also a critical information tool. Other agencies have indicated they see LINZ as being the natural home and leader to undertake this work. Consequently, the challenge for LINZ is not one of mandate from its peers but of being able to crystallise the innovative solution that works across the New Zealand system and develop the compelling investment case to government in a timely fashion.

While this is no small feat, it is absolutely critical to reinforce LINZ's crucial information infrastructure role.



LiDAR view of Auckland, showing detected points on buildings, by LINZ

Challenge 2

Improving resilience of our land investments from natural hazards and climate change

Nature of this performance challenge: Collaboration and Influence

New Zealand is currently experiencing unprecedented impacts from natural hazards and climate change, with exposure to seismic risk part and parcel of where we live. Impacts from weather events are increasingly common and having significant impacts on our communities, infrastructure and businesses.

LINZ has a critical role to play across 'reduction, readiness, response and recovery' (the 'four Rs' which make up an integrated approach to civil defence emergency management) as we think about our exposure to such events. LINZ's current and future knowledge and datasets will play a vital role in informing local and central government regarding land hazards and potential impacts. As we think through critical issues such as climate change or seismic risk, understanding where and how areas are most likely to be impacted will be crucial to planning for development. Collaboration between scientists and LINZ's technical experts will be essential to developing an understanding of the complex intersection between the land hazard and the response. In this way LINZ will play an important role in providing the assurance and confidence that will underpin decision making at both central and local government and go some way to reducing the potential exposure to such issues for our communities.

Unfortunately, not all risk associated with natural hazards or climate change can be reduced and inevitably there will be impacts to pre-existing infrastructure or buildings, where risk cannot be fully mitigated or predicted. LINZ has a demonstrated capacity in supporting a response by modelling actual impacts observed and assisting civil defence and emergency management agencies as they work to support communities when emergencies arise. While LINZ already has significant information available to assist with responses to emergencies, an increased focus on the developing tools that reflect the built environment is likely to be required. Emergency response agencies will derive significant benefit in how they are dispatched, ultimately enabling them to make more informed choices to support communities in both the response and recovery phases of emergencies if they are accessing integrated data sources providing 'as built' information. The challenge for LINZ in this domain is to partner with other agencies to understand and develop the product and service suite required to support the foreseeable reduction, response and recovery from natural hazards and climate change. In doing so LINZ will establish itself as a key player in New Zealand's emergency management system.

LINZ played an important role in the establishment of one such tool, namely GeoNet, which is operated by GNS Science with the Earthquake Commission and LINZ as partners. This is a strategic initiative with a range of potential future applications that could align well with LINZ's future ambitions. The interface between LINZ, GeoNet and other agencies with emergency management roles will be a critical issue to resolve to ensure high quality, timely natural hazard monitoring on an ongoing basis.

Challenge 3

Active planning and co-ordination for best use of the Crown estate to achieve New Zealand's growth and environmental objectives

Nature of this performance challenge: Influence and operating model

LINZ is the steward for a significant and diverse portfolio of the Crown estate based on its experience of overseeing the Crown's South Island High Country. In recent times LINZ has developed new capabilities associated with demolition and disposal and is increasingly focused on alternative uses (both temporary and permanent) in areas such as the Residential Red Zone in Christchurch.

The South Island's High Country represents a unique environment with distinctive eco-systems. The biodiversity and habitat existing in these areas is highly valued by many New Zealanders. LINZ has a key role in managing the ongoing state of these sensitive environments for the future benefit of all New Zealanders. This has not traditionally been an area of competency for LINZ given the contracted nature of these assets. Going forward LINZ needs to develop strong partnerships with expert organisations to support it to responsibly exercise its landlord and stewardship responsibilities in relation to the preservation of these unique eco-systems.

Other Crown land is held across many agencies with little or no transparency relating to the total portfolio in terms of location, use, life-cycle stage and furthermore without any standardisation around its management. Furthermore, no single information source exists that can document the entire portfolio.

As New Zealand continues to experience growth and the pressure for available land for development becomes even more acute, the question about the best use of the Crown estate becomes a key consideration, particularly in urban settings as new communities are planned and developed.



The Mackenzie Basin. NZ by Bernard Spragg

LINZ has correctly identified that the opportunity exists for it to be the lead agency with responsibility for mapping, documenting and overseeing the entire Crown estate, beyond the land holdings it currently manages. This would provide central and local government with a single source of information regarding its portfolio and allow for transparent prioritisation of use according to long-run plans for communities. It would also ensure that competency associated matters such as disposal and demolition could be leveraged and also provide clarity of process, single point access, workplace safety and increased customer centricity.

The outcome for New Zealand is that the planning, management and disposal of Crown land is transparent and optimised in a way that is not currently possible, which in turn allows for prioritisation of assets, investment where necessary and long-term asset portfolio approaches to be taken across government.

It would also simplify the Crown's mechanism for ensuring it honours its commitments to iwi with regards to right of first refusal or other Treaty settlement provisions relating to Crown estate disposals.

Challenge 4

Supporting New Zealanders to make the best choices around land use through the provision of customer facing products and services

Nature of this performance challenge: Operating model

There is no disputing that LINZ provides very good customer service to its known customers. LINZ professionals go to great lengths to respond to and address customer queries or requests in all areas of operations.

However, LINZ's understanding of its customer (current and potential) segments is not as strong as it should be. LINZ needs to develop a sophisticated and compelling view of its key customer segments and insights into the value (and potential value) it can deliver to those segments as the government's authoritative agency in this area. Furthermore, applying clear intervention logic approaches it must describe the role that it should play on behalf of government in providing products and services rightly the domain of the government's agent in this regard without fear of owning that role and position in New Zealand's land information landscape. In this context as LINZ more clearly defines its value proposition based on its view of the true and correct role of government, it should subject the 'LINZ: Private Sector Interface' to deeper examination by way of developing the appropriate intervention logic.

As part of the development of this intervention logic, the current nature of LINZ's third party revenue (60 per cent of its total revenue), mainly through property title transactions and survey charges, should also be stress tested. This challenge requires an underlying robust internal pricing mechanism to ensure accurate pricing. This is not unfamiliar to LINZ as it already has fee setting and review regimes in place and has established a Fees and Charges Review Governance Committee.

The challenge for LINZ is to develop a structured, informed customer segmentation model that supports increased targeting of products and services. LINZ's current approach is to make its datasets available as open source data through the LINZ Data Service and if there is any need to productise that information, then the private sector will step in to do that. While this may in part be true, it is not sufficient to support LINZ as the system leader of information relating to New Zealand's land, nor does it support deep partnering with key customer segments or groups.

We believe LINZ can deliver significant value to its key customers by segmenting them and obtaining insights into the products and services that as the government's agent in this area are rightfully provided by LINZ and that will support those customers in their businesses/operations. This may mean creating products and services that are only available to certain customer groups (eg, local government or other central government agencies) while other products or services may have broader appeal to the wider customer set.

By working closely with its key customer groups LINZ will be able to progress a forward looking product development plan over the foreseeable future, thus allowing the private sector to determine where its future efforts need to focus.

As New Zealand's authoritative land information agency, LINZ must be clear about the information products and services it needs to produce to inform its clients' decision making and then make that available in ways that are readily accessible by those clients. LINZ is aware of this challenge and it is included in the Outcome Framework as a priority area to progress and implement over the next five years under LINZ's 'High-value geographic and property information' outcome.

Performance challenge – agency

From credible to incredible - LINZ steps 'out of the shadows'

As previously mentioned, LINZ is widely and consistently perceived internally and externally as a 'quiet achiever' operating 'in the shadows', eclipsed by its larger sibling agencies such as the Ministry for Primary Industries, the Ministry of Business, Innovation and Employment, the Treasury and the Department of Conservation.

To meet the steep gradient set by the four outcomes challenges described here, LINZ needs to not only 'step out' but also to 'step up.' The essential reason is that these challenges call for even more ambition and compelling leadership along with consummate cultural alignment and a capacity to work effectively beyond self-imposed boundaries. LINZ will need to more effectively mobilise its resources for greater momentum and quickly build coalitions to acquire more resources, directly or indirectly.

'Stepping out' and 'stepping up' is a transformative challenge, not an improvement challenge, and will require a mindset change about prioritisation, pace and urgency. LINZ's leadership team understands the need to increase the pace and urgency with which the organisation operates, and is planning to achieve this shift.

For LINZ to travel this more elevated and accelerated trajectory, senior management need to quickly progress their current development of an effective operating model.

What was striking in this review is the very high level of consistency of feedback, both internal and external, about the efficacy, quality and drive of the Chief Executive. ELT similarly received consistent feedback about its approach and rapidly growing effectiveness. This, coupled with what

is strongly perceived to be a positive organisational culture and undoubted excellent technical capacity, gives us as Reviewers confidence that LINZ can become 'incredible' for New Zealand, provided that the agency truly sets its mind to it and importantly undertakes some 'course corrections'. Previous PIF reviews have also called for greater ambition and while progress has been made, there is further to go for LINZ to be the influential organisation it needs to be. For the sake of New Zealand this must occur.

One of the most important 'course corrections' is for senior management to land and implement an effective contextually based operating model, which LINZ's own PIF Self-review confirms is yet to be fully developed. To date management have been using proxies or building blocks for an operating model, such as 'High Performing Organisation' and the 'LINZ Plan', while developing the 'LINZ Outcomes Framework' which they regard as the structure on which they will develop the operating model.

LINZ characterises its Outcomes Framework as resolving what it describes as a large hiatus between its strategic plan and planning framework, however, it does not adequately address the hiatus between its strategy and operations, which we believe the operating model would bridge.

These differences are not simply semantic - the operating model carries weight because it answers the enduring question as to who the customer is and what they value¹. This critical relationship between the customer and the value proposition is mediated through both customer channels and relationships. Defining and understanding these elements will create the clarity essential for LINZ to make the shift from 'credible' to 'incredible.'

At its core the operating model should become LINZ's narrative and the platform for setting the benchmark for LINZ 2.0. We doubt LINZ can and will

'step out' and 'step up' without a new agency narrative and this narrative must include the critical instruments of innovation, influence, collaboration and investment.

An effective operating model will help LINZ's management intentionally operate through the full value chain, becoming the filter for all judgements, decisions, work programmes, projects and ultimately the metrics to determine progress and achievement. LINZ will find that the ultimate strength of an effective operating model is that it will bring the separate pieces of LINZ together into an organic actionable whole. Fundamentally, a fit for purpose operating model will define how the different pieces of LINZ fit together making it much more effective as an entity as well as a system player. In doing so LINZ would embrace what Zott² and colleagues describe as boundary-spanning activities with the spotlight firmly on value creation (for customers) and value capture (for New Zealand).

Internationally, the reticence of public sector organisations to adopt operating models has been described by Kaplan³ as being derived from an (often) implicit perception that their organisations are clearly not commercial businesses and therefore accepted business conventions are unlikely to be relevant.

The reality is that all organisations in both the public and private sector need an effective operating model, if like LINZ they have an intent to create, deliver and capture value. The one point of difference may be that a public agency like LINZ has a value proposition that is mission, rather than profit led. To deliver the impact required under the four-year excellence horizon LINZ needs an underlying sustainable model from which it can deliver value to New Zealand at scale.

Kaplan describes operating model innovation emerging as the new strategic imperative and in this context LINZ is no different, particularly as traditional boundaries within and outside the public sector continue to blur.

1 Magretta, J. (2002). Why Business Models Matter. *Harvard Business Review*.

2 Zott, C., Amit, R. H., & Massa, L. (2011). The Business Model: Recent Developments and Future Research. *Journal of Management*.

3 Kaplan, S. (2011). Business models aren't just for business. *Harvard Business Review*.

Small but smart – the agile LINZ

LINZ is a relatively small agency carrying a wide set of important responsibilities for New Zealand. The fact that it lacks scale is frequently raised as a negative, however, this does not need to be the case as when it comes to agility there is almost always an inverse relationship to organisational size.

There is no doubt that there are very smart and well qualified people in LINZ and therefore the focus should not be on size, but on being smart and the quickest route to being smarter is leveraging the existing capability through agility. To be agile LINZ will need to ensure it is rewarding and reinforcing the appropriate behaviours, encouraging the unique contributions of individuals and fostering a genuinely collaborative spirit.

It is unlikely LINZ will ever receive the level of resources that may be warranted and therefore it needs to take a non-linear approach to building capacity, which includes offering secondments into critical work programmes or projects with different experiences and expertise to staff from other agencies or the private sector, with strong reciprocal advantages and benefits.

Accuracy and verification are critical to the core activities of LINZ and this could easily have the tendency to create risk aversion amongst LINZ staff. There is a need for the culture to be developed in a way in which people are comfortable with risk aversion and conservatism where it is relevant and equally comfortable with an adaptive, explorative approach with quite different thresholds for risk appetite where relevant. LINZ's focus should be agile, which is all about a lightweight approach, characterised by simplicity and action. LINZ will need to be very intentional about being agile as this is generally not the intuitive 'sweet-spot' for public agencies.

Digital leadership – LINZ's new normal has greater dimension

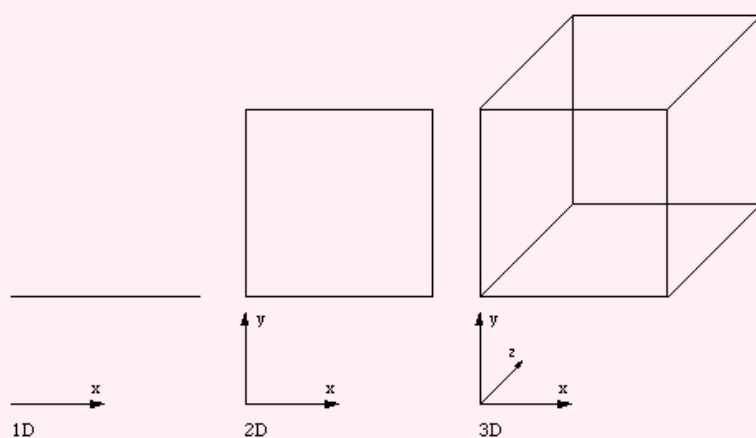
With the extent and speed of technological breakthrough and digital disruption a customer's most recent remarkable experience quickly becomes their new normal. Many of LINZ's customers (particularly land professionals) daily experience is with 3D software except when they interface with LINZ and are required to compress their 3D image to 2D (see figure 1 below to appreciate the significant difference in adding – or subtracting - another dimension). A digital leadership position cannot be reconciled with your key product features being characterised by digital followership. The reason LINZ's customers are actively using a greater dimension than LINZ provides is that the world has changed, with form and elevation now a requirement to adequately inform critical judgement and decisions on land use and hazard management. In becoming a digital leader, LINZ will of course need to be aligned within the wider government digital landscape, including having regard to digital security developments led by Department of Internal Affairs and the Government Chief Digital Officer, and the cross-government data strategy led by Statistics New Zealand and the Government Chief Data Steward.

As always it will be critical that LINZ holds tightly to the driver for this and not let its response be 'watered down' through compliance driven paradigms.

There is no doubt that Landonline has been a world-leading system that has served LINZ and New Zealand exceedingly well, but it now needs to be modernised with a major upgrade or new system needing serious traction (and quickly). It is worth keeping in mind that any replacement system to Landonline will not simply be information technology, but also a critical component of the operating model. It is easy to overlook that while LINZ's customers have moved forward, LINZ's staff also want to move forward and the current system is holding them back.

An important part of LINZ's digital leadership role is to maintain one source of the truth, which is critical for trust and confidence in the system and underpins the government's guarantee. Realistically any change to the system will be an inflight change with the system continuing to be in everyday use. Any replacement to Landonline will need to be a coherent, rigorously staged, well governed and managed implementation.

Figure 1



In its digital development LINZ has been moving tentatively along the trajectory of data to intelligence and intelligence to insight. Frequently, the private sector has taken the responsibility for adding value to LINZ's datasets, however, LINZ has the capacity and responsibility to provide more than just the underlying datasets. It is important for LINZ to link and integrate quality data from other agencies and the private sector with its own underlying datasets to form a comprehensive base of data from which much more sophisticated and targeted intelligence and insight can be developed. LINZ needs to take on this role because as New Zealand's government land information expert it can create wider value for New Zealand and has the means to connect up data across agencies.

Digital leadership by LINZ will require very much closer customer connection and deeper customer insight coupled with the utilisation of existing technologies such as artificial intelligence, machine learning, quantum computing and augmented reality.

Connect the unconnected – LINZ in the system

LINZ needs to urgently step up and confidently play a more active role (including thought leadership) working across government agencies and creating networks that build consensus on issues critical to achieving its strategic imperatives.

Essentially LINZ operates in a matrixed environment and therefore the intersections between the horizontals and verticals are potential points for either 'gain' or 'pain.' To achieve outstanding results in the vertical domain is realistically easier because there is less ambiguity, but frequently the major gains are a result of working across the horizontal domain (within LINZ and across the wider public sector system). This is particularly important for

LINZ because a number of its core activities are discrete and isolated from each other, with the potential for the default position to be silo working. In many ways these discrete and isolated activities of LINZ resemble a federation making connection and cohesion (internally and externally) that much more difficult.

LINZ should consider its various stakeholders as an ecosystem rather than a linear relationship, by way of example 'customer – intermediary – supplier', is no longer a relevant way of describing and understanding relationships. There is much more complexity to these relationships, including a wider set of feedback loops.

Implementation

LINZ, as previously described, has effective management, strong technical capability and the fundamental structures and systems in place to execute on its strategy, other than the underdeveloped operating model and the critical decision about the future replacement of Landonline.

From the implementation perspective urgent resolution and confirmation of both the operating model and the future of Landonline are critical as other issues relating to implementation are more easily resolved.

There are some aspects of internal systems that require fine-tuning, however, senior management have already commenced down this path and where they may not have, are fully aware and have plans in place.

The serious weakness in the policy function has been addressed and LINZ is well down the implementation path of resolving this.

The significant changes required of the Overseas Investment Office (OIO) due to new ministerial priorities is also well understood with implementation underway.

Future focus

- Resolution and implementation of the appropriate operating model that builds on a deep understanding of the customer value chain.
- Final decision made on the replacement to Landonline with a clear implementation path and investment secured.
- Policy advice is thoughtful, timely and highly rated.
- Ministerial priorities for the OIO are effectively implemented with anticipated outcomes achieved.



View across the harbour to houses on Mount Victoria, by Andy Palmer/LINZ

What will success look like?

In four years' time LINZ will be a substantially more visible agency in New Zealand's government information architecture system. Working collaboratively alongside its 'sibling' agencies, LINZ will be the acknowledged lead and 'go to' government agency for all information relating to land and the Crown estate.

New Zealanders will better understand the value that LINZ delivers to New Zealand and the customer experience will be value adding. It will be known for its high quality information with its products and services widely accessed by its target customer groups. Key features of LINZ's data will be its integrity, completeness and ease of access.

The solution to the current Landonline software will be implemented, operational and a key pillar of LINZ's integrated property information system. This system will draw information from a number of validated sources to provide real time 3D land and property information for any location in New Zealand. The information will range from title, land mapping and location information through to 'as built' information on services and buildings. The customer portal will credential customers and ensure appropriate levels of access to publicly and non-publicly available data in accordance with LINZ's documented information access policies. As a result the public, commercial interests, emergency services, civil defence and central and local government will be able to better access quality information from a single source, enabling enhanced decision making across a range of purposes.

Not only will this system support information on privately held land, but also provide the same level of granularity of information for the Crown estate and Māori land and in doing so represent the complete New Zealand land information system.

LINZ's customer segmentation will have crystallised the benefits to key LINZ customers of taking a pan-organisational perspective to its services and products. Its integrated offerings to key client groups such as local government, iwi, land professionals and other central government agencies will have driven innovation in the products and services for those client groups and confirmed the rightful place for provision of government in land information infrastructure. In turn, the usability and ease of access will result in increased use and demand for LINZ's services and contribute to a growing revenue stream and stronger profile for the agency. A company working on the potential use of autonomous vehicles for delivery purposes is an example of the way in which LINZ's integrated data system is currently being piloted. This company will be basing its systems on LINZ's geographic information and land title database.

LINZ's seamless technology upgrade to its core property platforms will be seen as having been a successful migration, with the increased functionality and performance required to keep pace with changes in work practices and timeframe expectations. Moreover, its increased automation, intelligence functions and augmented reality will have increased consistency and quality of

processing, resulting in even greater confidence in New Zealand's land and survey title system and in doing so further support New Zealand's land ownership investment attractiveness.

As an attractive investment proposition, it will be clear to overseas investors interested in and motivated to invest in New Zealand how to progress their interest. Processes and advice will be sufficiently transparent and structured to allow investments that meet the criteria of 'benefit to New Zealand' to be progressed at a pace, supporting both purchaser and vendor outcomes as well as wider benefit to New Zealand.

On the flip side, proposed investments that do not meet the criteria will largely be able to self-assess the likelihood of success through straightforward tools and guidance, thereby limiting any unnecessary expenditure or delay.

In four years, there will be a comprehensive database of all Crown property complete with prescribed datasets that allow the government to make informed decisions about use, both in the interim and on a long-term basis.

LINZ will be partnering to implement biodiversity and habitat protection and enhancement programmes aimed at ensuring the High Country is a model for best practice environmental management.

Oversight of the wider Crown estate will be guided by long-term planning priorities that support and align central and local government planning. LINZ will be the lead agency for all matters relating to acquisition, disposal and demolition of Crown assets. It will also have strong relationships and frameworks for working with iwi to support innovation through public/iwi partnerships as a mechanism for developing core community infrastructure. LINZ will leverage its integrated property system, overseas investor knowledge and work with other government agencies and local government to create options based on rich data and evidence. In doing so it will optimise use and application of the Crown estate, alongside private investment for the benefit of New Zealand.

All of the above will mean that New Zealanders have confidence in their ability to invest in land and property, that the future of their communities is being planned from an informed position and that environmental, social, cultural and economic considerations are balanced. They will understand the critical underpinning work LINZ does in this regard and feel confident that this aspect of their future is in good hands.

LINZ professionals will similarly have greater confidence and clarity of the benefit and value the organisation delivers to New Zealand. They will continue to see LINZ as a strong career opportunity and be proud of the reputation LINZ has rightly earned as the backbone of New Zealand's land and property system.

All of the above will mean that New Zealanders have confidence in their ability to invest in land and property, that the future of their communities is being planned from an informed position and that environmental, social, cultural and economic considerations are balanced. They will understand the critical underpinning work LINZ does in this regard and feel confident that this aspect of their future is in good hands.

Jenn Bestwick
Lead Reviewer

Lester Levy
Lead Reviewer

3

Strengths and Opportunities

In this section:

Overview

Strengths and opportunities in detail

Overview

The Four Year Excellence Horizon in this report sets out Land Information New Zealand’s performance challenge for the future. These ratings indicate the agency’s current preparedness to meet that future challenge.

Delivering Government Priorities

Rating

Implement the ban on foreign ownership of residential property and strengthen the Overseas Investment Office’s enforcement capabilities



Improve the protection of indigenous biodiversity and significant inherent values of Crown pastoral land in the South Island high country



Delivering Core Business

Rating

Value to customers & New Zealanders

Rating

Increased value over time

High value geographic and property information



World class property system



Making best use of the Crown Estate



Safeguard New Zealand’s interest in sensitive assets



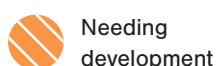
Regulatory stewardship



Strong



Well-placed



Needing development





























Weak



Not able to rate

The ratings descriptions can be found in the appendices.

Organisational Management

 Leadership and Direction	Rating
Purpose, Vision and Strategy	
Leadership and Governance	
Values, Behaviour and Culture	
Review	
 Delivery for Customers and New Zealanders	
Customers	
Operating Model	
Collaboration and Partnership	
Experiences of the Public	
 Relationships	
Engagement with Ministers	
Sector Contribution	
 People Development	
Leadership and Workforce Development	
Management of People Performance	
Engagement with Staff	
 Financial and Resource Management	
Asset Management	
Information Management	
Financial Management	
Risk Management	
 Strong  Well-placed  Needing development  Weak  Not able to rate	

The ratings descriptions can be found in the appendices.

Strengths and opportunities in detail

The performance story so far

LINZ undertook PIF Reviews in 2010 and 2013, and PIF Follow-up Reviews in 2011 and 2014. The 2013 PIF Review report noted the increasing importance of readily accessible location-based information as a key tool to improve delivery of services and infrastructure by central and local government and the private sector, by assisting planning and decision-making for the provision of services, infrastructure and sustainable economic growth. It noted that LINZ has struggled to get traction on the geospatial strategy and that it must be at the vanguard of ensuring more comprehensive, nationally available location-based infrastructure and more open access to location data.

The report said LINZ needs to shift from being a quiet achiever to a strategic leader driving an ambitious location-based geospatial infrastructure strategy and articulating a motivating sense of purpose. Success requires collaboration with other agencies to integrate information, applications and co-investment to develop the necessary location-based infrastructure. LINZ needs to demonstrate pace, progress and value at milestones within the four year excellence horizon.

It said LINZ is in a good position to build from, with a range of initiatives underway and strengths identified in the Review. The strengths include the delivery of high quality services, high staff engagement and a high level of recognised and respected technical expertise. But more of the same or incremental change will be insufficient. Its leadership team must lead and add

value at an all-of-government level, partnering with local government and the private sector.

LINZ has taken on additional responsibilities since the 2014 PIF Follow-up Review. It has responsibility for managing the land bank properties for the Office of Treaty Settlements and has taken over the management of earthquake affected land in Christchurch from CERA. It worked with a range of organisations in assisting with the response to the Kaikoura earthquakes and now has wider roles in working with local government.

Andrew Crisp was appointed Chief Executive of LINZ in late 2016 and put in place work to help LINZ clarify its priorities, which led to the establishment of the High Performing Organisation and Outcomes Frameworks incorporating focus areas and targets. This was accompanied by some structural changes and the Leadership Team working together to lead the organisation and increase its outward view.

This PIF Review

Andrew Crisp commissioned this PIF Review alongside implementation of the changes noted above to specifically provide challenge and confirm the direction to a high performing organisation.

Andrew Crisp and the ELT set in place a strategy to maximise LINZ's performance and contribution to New Zealand. This strategy framed as 'High Performing Organisation' was developed to create the momentum LINZ required to deliver on the strategic outcomes. A number of intentional changes followed, including

a very strong focus on strategy and improving ELT cohesion to effectively lead the organisation.

The strategy allowed LINZ to clarify its priorities and, through the creation of the 'Outcomes Framework', establish challenging ten year targets.

A particular request from Andrew Crisp was that the PIF Reviewers provide incisive feedback on senior management's thinking about the operating model, indicating that the PIF Review would be a very helpful foundation for LINZ further developing and finalising its operating model.

In summary, this 2018 PIF Review reveals that whilst LINZ still has more work to do, its quality leadership, organisational culture, technical expertise and growing sense of confidence and ambition create a real sense that its 'time has come.' With focus, intentionality and discipline LINZ has an authentic opportunity to finally be the organisation it is capable of being – this is good news for New Zealand.

Delivering Government Priorities

This section focuses on LINZ's response to, and delivery on, the Government's priorities for the agency. While the Lead Reviewers consider past and current performance, their findings and ratings take into account the scope and scale of the challenge to deliver on the Government's priorities over the next four years.

Government Priority 1: Implement the ban on foreign ownership of residential property and strengthen the Overseas Investment Office's enforcement capabilities

Rating



After challenges regarding its performance in this area as recently as 2015, LINZ has responded and undertaken a significant body of work to address issues regarding process and capability and has invested significantly in the performance of this core function.

This investment has meant that with new government priorities in this area LINZ was in a position to be able to and has responded very positively to the Government's 100-day priority. LINZ seconded four staff to the Treasury, the policy department for overseas investment, to assist with working through the detailed policy approaches as the basis of the draft legislation. These proposals will mean considerable change to LINZ's systems, processes and relationships and a team is in place in LINZ to manage the project, even though this has stretched existing resources in the OIO. The team is having to be flexible and adaptable as LINZ needs to be able to implement the changes very soon after legislation is passed, but its final form is still not clear. Other

agencies involved in these changes have commented favourably on LINZ's input and engagement.

LINZ has demonstrated both the policy and operational capacity to adapt and respond to the changes in Government direction and inspired confidence from other agencies in its approach to partnering and collaboration in this regard.

The Reviewers are of the view that LINZ's ability to implement the ban on foreign ownership of residential property has benefitted from the considerable work that has occurred over the past 18 months in streamlining and strengthening the 'business as usual' operations of the OIO (see Core Business 4 below). Part of these changes have involved strengthening monitoring and enforcement capabilities, with a new fees regime introduced in 2016 helping to fund additional resources in this area. This is work in progress but enforcement is already in a much better position.

Future focus

- Continue full engagement with the legislative process, with other interested agencies and with external stakeholders on overseas investment in sensitive assets, and continue preparations for implementation
- Further consider the options to support enforcement of the overseas investment regime and implement these as appropriate.

Government Priority 2: Improve the protection of indigenous biodiversity and significant inherent values of Crown pastoral land in the South Island high country

Rating



This is another new priority area for LINZ and it is working to determine the scope and high level outputs. Biodiversity is not a traditional competency for LINZ and it will need to build its skills and relationships, such as with the science system and the Crown Research Institutes in particular. A good start is the work on agency alignment to support the McKenzie Basin Agreement. This involves LINZ, the Department of Conservation, Environment Canterbury and the Waitaki and McKenzie District Councils developing more meaningful ways to work together and to engage and involve other stakeholders. The Department of Conservation and LINZ have jointly appointed a manager to

lead this initiative and stakeholders say this is a very good start.

We heard positive feedback that LINZ is more engaged and available in these areas. An example of this is the tenure review process where LINZ is said to be thinking more broadly about options and in particular how environmental concerns are considered as core to this process.

The role LINZ's spatial tools can play has not been well recognised by others in the past but their importance is now becoming more apparent. The work to map the spread of wilding pines to assist their eradication is an example of this.

Future focus

- Continue to develop the thinking, outputs and work-plan for this area which is at an early state
- Work through the challenges as the McKenzie Basin accord progresses
- Develop biodiversity and environmental mindsets and skills including through better connections with the other government agencies in this space.



Lake Pukaki by Rosanna Price

Delivering Core Business

This section focuses on how well LINZ delivers value to customers and New Zealanders and how well LINZ has positioned its services to deliver increased value over time. While the Lead Reviewers consider past and current performance, their findings and ratings take into account the scope and scale of the challenge to improve the value delivered over the next four years.

Core Business 1: High value geographic and property information

Rating (Value to Customers and New Zealanders)



Rating (Increased Value Over Time)



LINZ has wide roles in the provision of geographic and property information. In particular it:

- provides the geodetic system and survey control network - a reference framework for cadastral surveys, engineering surveys, topographic mapping, hydrographic charting and various geospatial or geographic information systems
- maintains New Zealand's land title and cadastral survey records
- is the authoritative source of addressing information, which individuals and organisations use to identify locations and deliver their services
- produces products, such as printed and online maps and charts and the Nautical Almanac and Notices to Mariners.

The LINZ Data Service, established in 2011, provides free online access to a wide range of authoritative data sets with the end objective being economic and wider benefit to New Zealand. It is internationally recognised as a leading example of open, usable public data. LINZ holds six-monthly meetings with the topographic community and other users of this data to encourage wider use and help determine priorities for further developing data. These meetings are well regarded. LINZ people are regarded as being very competent in their technical fields, and willing and passionate about their work.

The rapidly moving digital world means users are now seeking more and more timely data. We heard of many opportunities where LINZ is contributing to thinking in progressing leading-edge technologies, such as use of autonomous vehicles in New Zealand. People are also seeking more integrated data sets, with LINZ data being integrated with data from local and central government agencies. LINZ data can play a big part in how New Zealand responds to climate change, the resilience from one-off natural events, the growth of urban areas, the management of water resources and a range of social and other issues when integrated with data from other validated sources.

In this environment LINZ should play a stronger leadership role than it has to date. Several elements will be key in this. LINZ should be clear on who the customers are and the value to them of the data LINZ produces. We were told that "it's not about location, it's about what makes location important". This requirement to understand value to customers (direct and indirect) is important for the large Integrated Property Services (IPS) and Advanced Survey and Titles System initiatives underway, and for the many other opportunities facing LINZ. A clear understanding of value to the customer and economy will be vital in driving prioritisation of resource.

LINZ needs to explore its interface with the private sector for the data and services it provides. It should not feel constrained by a hard line between government and the private sector. Rather it needs to determine what LINZ needs to provide as the authoritative source with a unique across-central and local government mandate and what to leave to the private sector. At times this may involve a more commercial approach than used to date.

The LINZ leadership team is well aware of the points set out in this section. Through the development of the Outcomes Framework in particular the team is developing a road map for this area. However the changes to be made will stretch LINZ.

Future focus

- Take a stronger leadership role across the central and local government sectors and partner for key initiatives
- Understand value to the customer, direct and indirect
- Explore the boundary with the private sector and what LINZ needs to provide and what it should leave to the private sector.

Core Business 2: World class property system

Rating (Value to Customers and New Zealanders)



Rating (Increased Value Over Time)



New Zealand's property rights system is world leading and delivers low cost and very reliable services. The confidence this system gives helps underpin the New Zealand economy. The system is delivered through Landonline, an integrated survey and title database supported by electronic lodgement. A high proportion (87%) of transactions are completed electronically with no manual intervention. Improvements have been made in recent years to business processes and ways of working including redesign of the business unit and the use of continuous improvement methodologies for services for customers who need to deal with staff.

While Landonline is still regarded as a world leading system, it has been in place for 15 years and there are concerns about supportability and the need for enhancements to improve usefulness. Surveyors in particular have expressed frustration at the lack of ability to lodge 3D surveys as the packages they use are now in that format. Landonline is also not enabled for mobile computing interfaces. The workload of users is considerably increased as a result and the information filed, especially for high rise developments/apartments or other elevated properties is incomplete.

In recent years considerable thinking and work has gone into exploring the upgrade or replacement for Landonline, called the Advanced Survey and Titles System. This is a major undertaking and has faced difficulties. Progress has been made recently and new governance has been put in place for the project. A full range of options must be considered and the project will continue to be a major call on resourcing and specialised skills for an agency of LINZ's limited size and experience of large projects.

A gap in the New Zealand system for a long period of time is a title register for Crown land and Māori owned land. LINZ has started work on a register for Crown land. It will be an important tool to assist decisions on the best use of Crown land (see next section) and to assist Government objectives such as freeing land for housing.

There has been thinking about a register for Māori owned land in conjunction with others and LINZ needs to advance this, although it will need to compete for resources with other projects. Like so much of LINZ's work, this cannot be undertaken in isolation, it will need to partner with a number of other participants and relationship skills will be vital.

Future focus

- Build the business case for the upgrade or replacement of Landonline and progress the options identified. The IPS project should be considered in combination with this.
- Consider how to put in place the expertise and resource for a project of this nature
- Continue to build additional functionality into Landonline in the meantime where economic to do so
- Build a Crown land register
- Work with lead government agencies to scope the building of a register of Māori land.

Core Business 3: Making best use of the Crown Estate

Rating (Value to Customers and New Zealanders)



Rating (Increased Value Over Time)



LINZ manages almost 2 million hectares of Crown land worth \$1 billion including pastoral land in the South Island, lakebeds and riverbeds, Crown forest land and a broad range of residential and commercial properties including closed schools, courthouses and prisons. The function has grown considerably in recent years as it has taken on the Residential Red Zone properties in Christchurch from CERA, the Treaty settlements land bank from the Ministry of Justice and properties from other agencies as the Crown Property Centre of Expertise.

The focus has been on being a good manager of property held and undertaking the acquisition and disposal of property. Other agencies have appreciated LINZ's expertise when working on their behalf. LINZ has managed the South Island tenure review process. It undertakes a biosecurity programme which includes weed and pest management in the South Island High Country and lakebed weed control.

However LINZ realises that it needs to be much more than just a manager and transaction agent of the Crown estate, and stakeholders also made this point strongly. There needs to be much more strategic approaches

which recognise the economic, social, cultural and environmental values of the land as a way of conceptualising the best use of land across the overall Crown. The recently developed Crown Property Strategy is a start. Progressing this will require innovative thinking (including policy resource) and excellent engagement. This is another area where the central agencies need to play a role, to help facilitate those relationships and sort out questions of mandate. The prize is large and will mean optimised benefit across government of land including much more coordinated decisions on the use and transacting of Crown land in a changing world with issues such as urban development, resilience and environmental concerns very real.

As noted above a register of Crown land is a high priority and work has commenced on this.

Future focus

- Implement the Crown Property Strategy with a vision to maximise the long-term value of Crown property
- Work with the central agencies and stakeholders to confirm LINZ's position as government's centre of expertise for property.

The prize is large and will mean optimised benefit across government of land including much more coordinated decisions on the use and transacting of Crown land in a changing world with issues such as urban development, resilience and environmental concerns very real.

Core Business 4: Safeguard New Zealand's interest in sensitive assets

Rating (Value to Customers and New Zealanders)



Rating (Increased Value Over Time)



LINZ's OIO undertakes the operational and regulatory functions for the overseas investment regime, with the Treasury undertaking the strategic policy role. LINZ undertook a review of operations in 2016 which resulted in the OIO being established as a standalone business group with a dedicated Deputy Chief Executive. An excellent programme of work has occurred since to address problems identified and streamline and strengthen the operations of the OIO.

The OIO Quality Programme has delivered improved timeliness of processing applications with the average number of days to process applications falling and the quality of applications received improving. There has been an increase in enforcement activities with the OIO establishing a dedicated enforcement team to investigate potential breaches of the Overseas Investment Act. As a consequence the number of enforcement actions taken in 2015/16 was four, increasing to 21 in 2016/17 and 32 in 2017/18. LINZ has realised it needs to be more connected with the overseas investment community, not just a remote decision maker. It is now engaging more proactively with intermediaries and is providing more information including newsletters and templates to assist the application process. To specifically highlight two examples:

- The OIO is now a member of the Investment Attraction Taskforce, which consists of central government agencies including New Zealand Trade and Enterprise, the Ministry of Business, Innovation and Employment, the Treasury and the Ministry of Foreign Affairs and Trade.

- The establishment of the OIO Reference Group consisting of key legal advisors and others who frequently advise on Overseas Investment Act matters, with the OIO convening this group on a quarterly basis to discuss improvements and obtain feedback.

A major improvement has been a process to undertake an initial assessment of applications when they come in to give early feedback of any matters for attention. This is appreciated by applicants and their agents and is bringing down timeframes for the process. Overall it is part of LINZ's plan to become a more agile and responsive regulator and this is appreciated by the community.

As noted under Government Priority 1 above, engaging with the current changes to the overseas investment legislation is stretching resource considerably at the OIO, and implementing the new environment is a large project. There will be a large increase in volumes of applications handled and increased complexity of applications. The detail of policy will need to be worked through, new staff brought in and trained and new systems developed. To date this project has been handled well.

In April 2018 the Auditor-General reported on how the OIO uses information following a review. The findings revealed that the OIO provides the right information to the decision-makers and also that it was appropriately placing much more emphasis on both monitoring and enforcement.

Future focus

- Continue to resource and manage the project to implement changes to legislation
- Continue to build engagement with stakeholders
- Continue to build systems and performance measures in this area.

Regulatory stewardship

Rating (Value to Customers and New Zealanders)



Rating (Increased Value Over Time)



LINZ is responsible for four regulatory systems – Overseas Investment, Crown Land, Property Rights and Property Information. LINZ administers 25 Acts including the Public Works Act 1981, the Land Act 1948, and the Land Transfer Act 1952 which will be replaced by the Land Transfer Act 2017 later this year. There are four statutory officers appointed under the State Sector Act 1988 who have regulatory functions, namely the Valuer-General, Registrar-General of Land, Surveyor-General and Commissioner of Crown Land.

In delivering their regulatory functions, these four statutory officers are recognising that their roles sit within broader regulatory systems, of which their regulatory responsibilities are an important part alongside other functions such as policy development, professional capability, information flows and governance. They have good interaction with professional bodies and are broadening their other external connections. LINZ Internal Audit and Assurance conducts an annual regulatory assurance programme for the land titles and surveying, which samples work undertaken and reports back to the Registrar-General of Land and the Surveyor-General for their respective responsibilities.

Stakeholders see the importance of these statutory roles for setting standards, guidelines, assurance, monitoring, audit and review, although we heard of some concerns about the degree of concentration of power within these roles, particularly the Commissioner of Crown Lands. There could also potentially be misalignment between the statutory

officers and broader priorities and/or LINZ's strategic profile and this situation needs to be kept under review. However generally we consider these arrangements to be understood and work.

As part of the Government's regulatory stewardship expectations LINZ, along with other agencies with regulatory responsibilities, reported to the Treasury in 2017 on the strengths, weaknesses and development plans for its regulatory systems. In late 2017 it established a new role, Director Regulatory Systems.

The recently appointed Director Regulatory Systems is leading work to better define the four regulatory systems, allocate responsibilities and conduct system assessments. This work will result in a Regulatory Stewardship Strategy. In the meantime work is occurring or planned within each of the regulatory systems to review rules and standards and engage with stakeholders to explore opportunities for improvement.

A contributing factor to the efficacy of these independent statutory functions is the nature of the fragmented and dated legislative frameworks that apply. As we consider issues of convergence of interests and integration of information and roles, we feel that it would be timely to consider whether the legislative and regulatory framework remains fit for purpose or presents barriers to the functions envisaged.

Overall we consider LINZ carries out its regulatory responsibilities well and the planned activity will put in place a sound regulatory stewardship regime.

Future focus

- Undertake regulatory system assessments and develop a formal Regulatory Stewardship Strategy with expectations and performance measures.

Organisational Management

This section focuses on how well LINZ is positioned to deliver now and in the future. The Lead Reviewers look at current organisational capability and performance and consider how LINZ ensures it is fit for the future. Their findings and ratings take into account the scope and scale of the performance improvement challenge.

Leadership and Direction

Rating

Purpose, Vision and Strategy

- How well do the staff and stakeholders understand the agency's purpose, vision and strategy?
- How well does the agency consider and plan for possible changes in its purpose or role in the foreseeable future?



Leadership and Governance

- How well does the senior team provide collective leadership and direction to the agency and how well does it implement change?
- How effectively does the board lead the Crown entity? (For Crown entities only)



Values, Behaviour and Culture

- How well does the agency develop and promote the organisational values, behaviours and culture it needs to support its strategic direction and ensure customer value?



Review

- How well does the agency encourage and use evaluative activity?



Purpose, vision and strategy

Over the last 18 months LINZ has reconsidered its purpose and strategy and has undertaken a comprehensive engagement process with both staff and external stakeholders as key inputs into the process. This was initiated after LINZ's new leadership reached the conclusion that there was a gap between the long-term vision for LINZ and the near-term planning the organisation routinely undertakes. 'The missing middle' as it became known internally was the genesis of the work LINZ has undertaken to develop its Outcomes Framework.

The Outcomes Framework describes the four key outcomes LINZ has identified it needs to deliver to add the most value to New Zealand and describes how in doing so LINZ contributes to three key challenges facing New Zealand. We consider this is an excellent framework for LINZ to continue to develop its strategy.

At this stage the Outcomes Framework identifies priorities to be delivered over the next 1-2 and 3-5 years. These priorities effectively act as 'placeholders' at present and require substantial development to be meaningful for staff and stakeholders. Consequently at present both staff and stakeholders are supportive of the direction provided by the Outcomes Framework, but as yet unclear how to engage with it or more specifically what they need to do to implement or contribute to its achievement. This is to be expected at this stage of the Framework's development but as a consequence there is a sense amongst staff and stakeholders of waiting for further information before taking the step to engage with the Framework fully.

LINZ is aware of this gap and is commencing work to further develop the priority tasks through its planning and budgeting process, but as yet this is not available or visible to staff.

Future focus

LINZ needs to continue to develop its Outcomes Framework into a comprehensive and detailed framework that provides clarity of direction and action with measurable outcomes and milestones owned by business owners throughout the organisation. This work needs to be progressed urgently and with input from the business owners so they can grow their understanding of the Framework and priorities as a precursor to moving into full implementation.

Furthermore, as many of the outcomes require LINZ to work pan-organisationally there are implications for LINZ's way of working. The leadership understand this and are working through how to implement this relatively new way of working for the organisation.

Leadership and Governance

In the 18 months since his commencement the new Chief Executive has given considerable thought to the capacity and capability required by the organisation to improve its ability to deliver for New Zealand. As a result the ELT has been significantly altered and restructured with the injection of new capability to the organisation.

Despite the new ELT being effectively only just 12 months old it appears to be a well-functioning, cohesive and considered leadership team. In the short time the ELT has been together it has led the development of the Outcomes Framework, implemented significant improvements in communication with staff and led some substantive change processes within individual business areas.

The Chief Executive has introduced a matrixed model of responsibility for significant projects being implemented across the organisation with at least two members of the ELT being assigned to lead those projects and accountable to the ELT for delivery. This appears to be working well both in terms of delivery and also in building cross business unit understanding of the organisation and interfaces between business units. This should result in increased opportunity identification and pan-organisation interface going forward which aligns with the direction the leadership is taking LINZ.

Staff commented that they really appreciate the 'stand-ups' by the Chief Executive and wider ELT. They felt the ELT members were approachable and were taking the organisation in the right direction and despite being a relatively new team, staff felt confidence in the ELT.

Furthermore there has been a significant injection of capability into the third tier over the last year, reflecting the need to strengthen areas of support particularly in the corporate services area. These changes are starting to deliver benefits for the organisation.

Future focus

The reviewers consider the leadership at LINZ is performing well and providing effective leadership to the organisation. To continue to strengthen performance the three key areas of focus for the ELT to work on are:

- Consistency of messaging
- Ensuring leadership is visible throughout change processes
- Embedding effective system influence

In relation to visibility during change processes, there is a perception in pockets that the leadership is not engaged directly enough. While there is significant evidence that indicates this is not the case, the perception of staff is critical in this regard. We acknowledge that in terms of the visibility of ELTs in organisations, LINZ's ELT is visible and accessible and pays attention to the need to visit teams and offices on a regular basis. In our opinion, the perception is being contributed to by third tier leaders who are still developing their way of leading in LINZ's new context. Given the shift in behaviours the agency is seeking this is not surprising and suggests that the organisation needs to consider how it can provide more support to its third tier to enable them to lead with more confidence. One thing that may assist in this regard is progressing the consideration of governance structures within LINZ and how third tier and technical leaders can be more actively involved and engaged in those structures. We consider this critical to mobilising a broader cohesive leadership cohort across the organisation. This is an area LINZ can strengthen to support its improvement in leading change.

Values, behaviour and culture

As an organisation LINZ has a very positive culture that is consistent across the organisation. In general people like working at LINZ and feel fondly towards the organisation, its purpose and operations. Staff consistently referred to LINZ as a family-like organisation where

people build strong relationships with colleagues and enjoy both professional and social relationships. However to date these tend to be within business units reflecting the relatively siloed nature of LINZ's work to date.

Staff demonstrated a good understanding of the organisation's values and were consistently able to articulate both the 'on the wall' version and their personal experiences of how the organisation lives the values.

This is a great starting place for an organisation that is seeking to shift behaviours in its way of working aligned to its strategy. The ELT has identified five behavioural shifts it needs to make to deliver value and increase its relevance to New Zealand in the future. It is starting to think about how these behavioural shifts are delivered across four elements, namely Relationships, People, Leadership and Resources. The intention is that once this work is completed it will not only describe the actions to be taken to lead and implement the desired shifts but also describe the desired future state. We believe this will be useful in helping staff understand the shift required but must be linked to the operating model which is yet to be developed.

Future focus

LINZ needs to be deliberate about supporting its staff to make the shifts and provide tangible pathways to the desired future state. Simply describing the difference will not be sufficient on its own to achieve this. LINZ needs to anchor the shifts to tangible projects, tasks and initiatives aligned to the priorities in its Outcomes Framework and operating model. Senior management needs to be explicit about how those shifts support the realisation of the benefits to the organisation, its customers and New Zealand. LINZ's staff are strongly motivated to deliver for customers and as such linking the desired behaviours to positive outcomes for customers and New Zealand, alongside deliberate support to help them make that shift, will go a significant way towards the organisation being successful in this regard.

Review

It does not appear that this has been an area of particular strength of focus in LINZ. While the organisation does undertake some customer survey work it appears to be ad hoc and without particular clarity of outcome. There was little evidence to show that the organisation has a systematic or structured approach to reviewing, reflecting and amending its processes or practice as a result of feedback. That said, at an individual staff level, there does appear to be reflective practice undertaken, with staff individually taking on board feedback from customers and making changes.

Future focus

LINZ needs to develop its customer feedback framework and processes that allow global improvements to be made, driven both from surveys and other group feedback mechanisms and also from individual feedback. The critical piece is that the improvements are widely and systematically implemented rather than being done at the individual level in isolation. The key for LINZ in doing this will be to adopt a 'design thinking' model that allows it to implement improvements in an agile way, rather than getting bogged down in over-complicated processes. Using existing team 'stand-ups' and

other group forums to discuss and embed changes with business owners responsible for documenting agreed changes and iterations, will help LINZ to achieve this.

A further opportunity for LINZ in this regard is to complete and implement the performance measurement framework currently in development and in doing so include scope for reflective practice and review as part of its monitoring processes.



Delivery for Customers and New Zealanders

Rating

Customers

- How well does the agency understand who its customers are and their short and longer term needs and impact?
- How clear is the agency's value proposition (the 'what')?



Operating Model

- How well does the agency's operating model (the 'how') support delivery of government priorities and core business?
- How well does the agency evaluate service delivery options?



Collaboration and Partnerships

- How well does the agency generate common ownership and genuine collaboration on strategy and service delivery with partners and providers?
- How well do the agency and its strategic partners integrate services to deliver value to customers?



Experiences of the Public

- How well does the agency employ service design, continuous improvement and innovation to ensure outstanding customer experiences?
- How well does the agency continuously seek to understand customers' and New Zealanders' satisfaction and take action accordingly?



Customers

LINZ provides good customer service to the majority of customers it interfaces with. LINZ staff generally go to great lengths to meet or exceed individual customer's expectations in their dealings with them. As a result, in their individual areas of specialisation, LINZ staff have perceptions of what their customers want and expect based on their interface.

However, at a broader level LINZ has insufficient understanding of its actual or potential customer base. It does inadequate customer segmentation and where it does undertake customer surveys it does so in relation to particular service offerings, rather than at a 'whole of organisation' level, and does little with the information it receives to inform or improve its products and services. Its lack of effective customer insight and segmentation means that it has little understanding of the value proposition of the organisation or the actual or potential products and services it might provide.

Until LINZ undertakes this work, it is going to be very difficult for it to accurately describe its value proposition and the operating model that will deliver upon it.

Future focus

LINZ needs to develop a pan-organisation customer segmentation model that crystallises insight and intelligence about existing customers and potential customers' experiences of LINZ and understands their current and desired future experiences.

For example, if LINZ were to decide that local government is a key customer segment and take an 'all of LINZ' approach to considering how to meet the needs of local government organisations now and in the future, then it might design a very different solution than if it merely amended current service offerings business unit by business unit. For this to be effective, LINZ needs to develop an informed customer segmentation model that anticipates demand for products and services within LINZ's mandate. While at an intuitive level LINZ may know some of this, it does not currently have a deliberate and structured customer strategy that identifies its major customer groupings and their needs at an 'all of LINZ' level.

In short LINZ needs to invest in its efforts to understand its customers and take a more integrated and strategic approach to achieve insights

that will benefit both customers and LINZ. This will assist it to develop its understanding of the value proposition in relation to each of those customer groupings, inform its operating model and allow it to target its products and services accordingly.

Operating model

LINZ has been undertaking development work to design its operating model which it is currently conceptualised as a 'starter plan on a page.' The plan takes its steer from the four outcomes and uses the five key shifts the organisation has identified it needs to make to influence actions across four paradigms. The work to date anticipates that this will support the organisation to describe the future state.

The key challenge with this is that while the outcomes and shifts were informed by engaging with stakeholders, it is not clear how the proposed operating model explicitly takes into account the customer's expectations and therefore it risks missing the mark as far as value proposition is concerned. In turn this makes it hard to determine channels, products and services, organisational structure and processes that will deliver against that value proposition

for customers which are critical to delivering against the strategy or Outcomes Framework.

Understanding the LINZ Eco-System

LINZ operates in a complex 'eco-system' working both horizontally across the public sector, largely through the Natural Resources Sector grouping of agencies, and vertically with multiple sectors such as local government, iwi, property professionals, private sector players and the wider general public. To design an effective operating strategy that supports LINZ in implementing its Outcomes Framework, it first needs to understand its eco-system and the value proposition that is core to all customers and then unique to key customer segments. This will then support it to design an operating model that supports system performance, which we believe at its simplest looks something like the following diagram (figure 2).

Working with the framework that LINZ has developed to date, we suggest that LINZ consider developing its operating model slightly differently from the current conceptualisation being explored by the ELT and conceptually more aligned to the following diagram (figure 3). The Reviewers believe that by more explicitly including customer insights, value delivery chain and proposition in its operating model, it will round out the work done by the ELT to date and provide a more complete model for LINZ to implement.

What is critically important is for the operating model to link strategy to operations and be clear about how LINZ delivers value to customers and captures value for New Zealand and its citizens.

Working from an informed understanding of key customers, LINZ will be far better able to determine how it delivers value and as a result achieve greater clarity on the partnering/collaboration models it needs to implement with other organisations. Furthermore, this will inform its channel to market strategy and in turn will enable it to design its key organisational parameters including its structure, people and

Figure 2

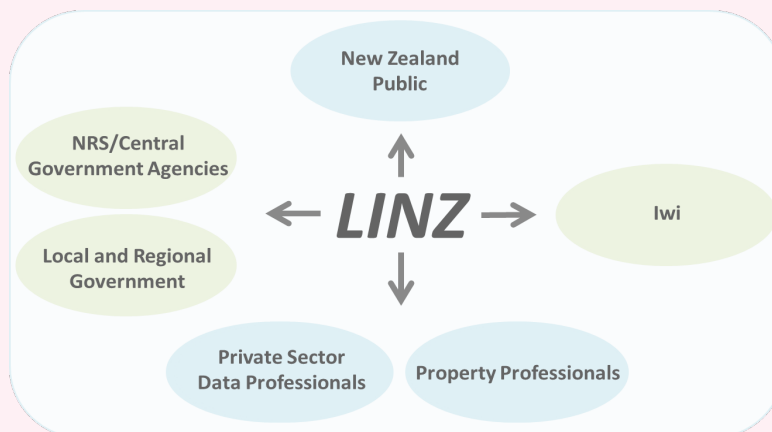
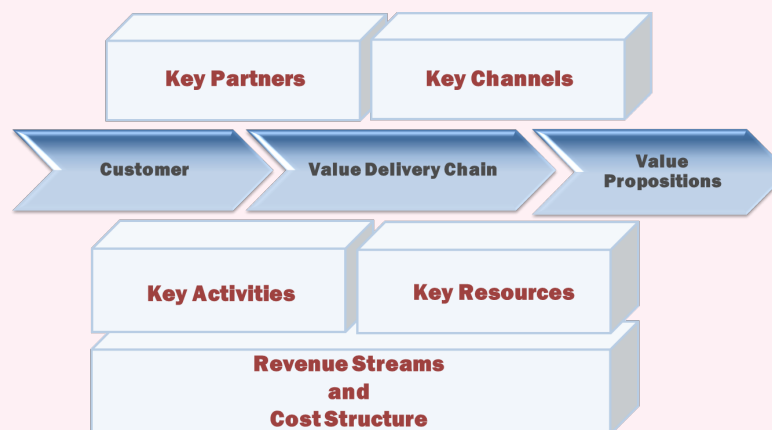


Figure 3



capability model, its processes and systems and its organisational resource needs.

We believe a model informed by the eco-system (or rather a more developed model created by LINZ to reflect its deeper understanding of its key customers) will support LINZ to deliver huge and enduring value to New Zealand.

We also believe that creating the link to customer value in the operating model will be highly motivating for LINZ staff. As an organisation whose staff are individually highly motivated to satisfy their customers this link will be critical to the operating model 'making sense' to staff.

Collaboration and partnerships

A number of LINZ's natural partners and collaborators observe LINZ taking a more thoughtful and considered

approach to its way of working with others in recent times. Both central government and local government agencies report that LINZ is working proactively and in a considered manner, thinking carefully about the resourcing it brings to the table. This is indicative of an agency that has had a history of being quite introspective, working largely to task on issues within its mandate and control.

However, with the increasing complexity both of issues and of the system in which LINZ must operate and lead, LINZ is reflective and showing signs of trying new models for working and collaborating.

LINZ has chosen to focus on four of its key partners to pilot new ways of working. Each pilot is at a different stage of design and evolution, but the pilot partners report progress being positive and comment on LINZ's openness to working in different ways, information sharing and customer/partner responsiveness. This is pleasing progress and reinforces a growing awareness led by the ELT that the organisation needs to become more external facing and extroverted. Indeed this is one of the key organisational shifts identified by the leadership for the organisation.

The key focus for LINZ over the coming years has to be on being able to achieve flexible and responsive ways of working that are repeatable, support organisational performance and contribute towards achieving the identified outcomes. While LINZ needs to avoid taking a 'tick box' or 'one size fits all' approach to partnering and collaboration, neither can it afford to have a bespoke model for each and every customer/client grouping. It has to be able to design its partnering and collaboration models in way that allow it to be a good partner/collaborator but also allow it to deliver for multiple partners. Applying design thinking and learning to its approaches will be critical to achieving this.

LINZ has identified it needs to have strong relationships with iwi, particularly given its role as steward of the database of post Treaty settlement commitments for land on behalf of government. LINZ is aware that it is currently in the early stages of being competent in this area and is taking a cautious and conservative approach to moving ahead. While this is responsible in terms of 'doing no harm' it risks the loss of significant opportunities for both the Crown and iwi if mature discussions about co-investment, partnering and new models for development of Māori land cannot be progressed at pace.

Experiences of the public

With the exceptions of ordinance maps produced by LINZ for which there is a huge level of respect and appreciation, the vast majority of LINZ's services and products are experienced indirectly by the public. The great majority of the public have little idea what LINZ does or how it contributes to their wealth and well-being, with their interface being largely through property or legal professionals acting on their behalf.

While there does not appear to be any problem with this model currently, with increasing focus on ownership of information and data and with technologies such as Blockchain growing in prominence, it is hard to imagine that over the next four years LINZ will not need to have a higher profile with the New Zealand public and potentially to operate on a 'Government to Citizen' model rather than the current 'Government to Business to Citizen' model. This potentially requires LINZ to think very carefully about future proofing its channels, products and services strategy and its engagement and brand positioning for the wider New Zealand public.

Engagement with Ministers

- How well does the agency provide advice and services to Ministers?


Sector Contribution

- How effectively does the agency contribute to improvements in public sector performance?



Engagement with Ministers

LINZ's primary ministerial engagement is with the Minister for Land Information. LINZ also has relationships with two other appropriation Ministers, the Minister supporting Greater Christchurch Regeneration and the Minister for Treaty of Waitangi Negotiations

LINZ's ministerial engagement is still in a relatively early phase as a result of the change of government in 2017 and the appointment of new Ministers. This change has brought a significant shift in ministerial priorities with a focus on data to support climate change commitments, overseas investment in sensitive assets, Crown pastoral land management, biodiversity outcomes, the Government's home ownership objectives and facilitating the greater Christchurch regeneration. This substantive shift, for example around High Country tenure review, in ministerial priorities has been challenging for some LINZ staff, however they are adapting.

LINZ has developed effective working relationships with its Ministers, characterised by an intentional approach of responsiveness and flexibility. Since 2015, following an internal review of the LINZ ministerial support function, additional resources were allocated and operational changes made to ensure the delivery of high quality, timely services to the Minister's office. As an example, LINZ seconded a very experienced second tier executive into the Minister's office very early in its establishment, which has been of significant benefit in giving effect to its relevant components of the Government's 100 day plan.

Engagement with the Chief Executive is regarded as constructive and positive with very good levels of trust and confidence. LINZ is perceived to operate on a 'no surprises' basis, providing good advice and communicating effectively. Its operational management capability is well regarded, but its strategic and policy capability is considered to be relatively weak, although there is a clear understanding the policy function is being rapidly upgraded. There is desire for LINZ to take a greater system leadership role, think more at a portfolio level, be more innovative and demonstrate stronger political context awareness.

Ministers are from time-to-time required to make statutory decisions under a number of important Acts (Public Works Act 1981, Crown Pastoral Land Act 1998, Overseas Investment Act 2005 and the New Zealand Geographic Board Act 2008). As most of these decisions are delegated to LINZ officials, the relevant statutory body or officer, LINZ requires carefully orchestrated and sophisticated communication processes to ensure Ministers are appropriately involved and informed. This is particularly crucial for decisions under the Overseas Investment Act where multiple Ministers are involved in the decision making process.

Overall LINZ is regarded as a credible advisor to the Ministers and has made a real effort to provide high quality, timely advice. It needs to ensure that its management and staff are well aligned with the new ministerial priorities.

LINZ must continue at pace with its emphasis on enhancing its strategic and policy capability. The recently developed LINZ Outcomes Framework will place greater importance on policy driven advice, creating a stronger platform for engaging with Ministers on their strategic priorities.

Future focus

- Continue to ensure strong alignment with the new Ministerial priorities
- Progress further with work to develop stronger and more sophisticated strategic and policy capability
- Take a greater system leadership role
- Be more innovative in informing New Zealand's land use.

Sector contribution

LINZ participates in and contributes to a range of system work, including the Natural Resource Sector (NRS) and the Crown Property Centre of Expertise. LINZ has very close working relationships with a multiplicity of agencies to assess and manage their surplus properties and also works closely with Emergency Services, New Zealand Post and the Ministry of Civil Defence and Emergency Management to provide current data on addresses, street maps and topographical information to better respond to emergencies. A further part of its system involvement includes working with the Office of Treaty Settlements in relation to property for potential treaty settlements and as well as engaging with the Treasury in relation to the OIO.

Whilst LINZ has developed constructive working relationships with these public sector agencies and 'plays nicely' when asked, it is not strong enough in demonstrating what it can bring to the table. LINZ is repeatedly described as a 'quiet achiever,' operating 'below the radar,' 'in the shadows' or as an 'honest broker' in regard to location information across the State sector (and business community). Given LINZ's size and range of activities, managing a high pace complex change like the paradigm shift around overseas investment is not easy. This is an area of immediate demand for LINZ, which although it was already in the process of rebuilding, remains somewhat of a challenge for a relatively small specialised operational agency, however, it is responding very well.

In this context, LINZ's leadership team demonstrated both its wider thinking and new-found agility by embedding its own people in the Treasury to work on the new responsibilities for the OIO. This helped greatly to facilitate the process and has earned LINZ credibility as an agency that can effectively contribute to public sector performance, revealing how LINZ can strengthen its value proposition.

A good example of where LINZ has developed effective working arrangements at a system level is in the management and disposal of Crown properties, where LINZ has

contributed very effectively to an overarching improved performance of the public sector.

The role LINZ plays in the NRS is at a relatively lower tier of system involvement, which is inadequate given its capability and datasets. Any contribution LINZ has to make in the domain of resilience should be at a much higher level.

In Christchurch LINZ's role has been highly technical and it has done this effectively, however, there is an opportunity for LINZ to try a different more customer driven model in this unique environment.

There is a good example of working in this more customer centric mode, which was initiated by Environment Canterbury and is heralded as a potential way of the future to add both value and impact. This relationship has been built on a reciprocity mindset and in this relationship Environment Canterbury is able to act as a trusted source of information on the ground to LINZ. In this pilot LINZ has come to understand the granular detail that it does not have and which has been very helpful in developing better relationships and outcomes. This pilot may point to new alliances being formed in the future between Regional Councils and LINZ, which will improve land information and land use outcomes for the regions.

From the lens of location information and land, LINZ has such an important role across the State sector that it now really needs to step up with a stronger mandate and more effective system leadership. LINZ needs to advance a more sophisticated integrated approach to land and its use, shifting its gaze right across government to include domains such as climate change and the current housing crisis.

LINZ has an accomplished, experienced and effective leadership team, excellent technical capability and is highly regarded at an operational level. It needs to channel these attributes to develop greater confidence as it fights for a place at the 'top table'. Because of its size and need to be more effective in gaining resources, LINZ needs to be bolder and learn how to effectively build a coalition of support within the system.

As a very large landlord, LINZ should progress consideration of its Crown property holdings as an investment portfolio and maximising returns to the Crown.

LINZ has invested wisely in developing and upgrading its policy capability and it is important that this capacity is thoughtfully deployed to those areas of greatest priority.

Future focus

- A confident LINZ will step up revealing and promoting its excellent technical and operational capability and data rich reserve
- LINZ needs to develop a more compelling narrative about its value proposition
- LINZ needs to work out how to build a coalition of support within the system
- LINZ needs to be more active in securing a seat at the 'top table' in the NRS space
- LINZ needs to harness the opportunity around land use. As the agency with the base data it is well placed to productise this data for the public sector and New Zealand and in this regard should not confuse productisation with commercialisation.

Leadership and Workforce Development

- How well does the agency develop its workforce (including its leadership)?
- How well does the agency anticipate and respond to future capacity and capability requirements?



Management of People Performance

- How well does the agency encourage high performance and continuous improvement amongst its workforce?
- How well does the agency deal with poor or inadequate performance?



Engagement with Staff

- How well does the agency manage its employee relations?
- How well does the agency develop and maintain a diverse, highly committed and engaged workforce?



Leadership and workforce development

LINZ is focused on investing in the development of its people leaders and managers, implementing both bespoke and state sector leadership programmes. Further opportunities for development are provided to staff by either acting-up or undertaking secondments. The efficacy of this investment in learning and development by LINZ will be measured in planned future staff surveys.

Development and performance plans are agreed with all staff and these are followed through during the course of the year and recalibrated as appropriate to ensure relevance.

The 2017 and 2018 staff surveys revealed agreement by 77 per cent (2017) and 78 per cent (2018) of staff that LINZ provides appropriate opportunity and investment in their development. These survey results indicate staff are generally satisfied with the regularity and effectiveness of feedback about their performance as well as their learning and development opportunities. This correlates with the feedback from staff who consider they are able to access appropriate professional development that is relevant to their area of capability or expertise and are supported by the organisation to do so.

Preparatory work is being undertaken in LINZ to prepare the workforce for the future and whilst there is appropriate emphasis on leadership development and technical training, there are certain areas that staff identified that require greater emphasis. As previously mentioned given the shift that LINZ is seeking to make, support for leadership development in this area, particularly for third tier and technical leads, will be important to ensure these key people in the organisation are able to step into a new leadership environment easily.

LINZ's most recent people strategy was developed ten years ago and is no longer fit for purpose. Senior management recognise this and have made a deliberate decision to address building blocks of the people strategy ahead of developing the strategy in full, as a way of progressing aspects urgently. Their approach is not to rush the development of the people strategy although this is identified as a key piece of work for the coming financial year, instead progressing areas such as management and leadership, health and safety, the remuneration framework as well as professional and workforce development. The key vulnerability we see in this approach is that it risks work being undertaken in isolation of the broader people strategy, however, we recognise the capability constraints LINZ was working under until recently and the pragmatism of the approach to date.

Management of people performance

In terms of encouraging high performance and improvement in its workforce, the feedback from LINZ staff (particularly at a technical level) is that they are empowered to lead and make decisions. They consider the support they receive from the corporate functions when required is good and that their opinions are respected. There is a sense that the LINZ workforce is generally provided with the appropriate tools, although internet speed and Skype for Business came in for a degree of criticism.

The general feedback from staff is that they have high job satisfaction as well as pride, ownership and passion for their work. There is a strong sense of many staff working to achieve shared goals, however, despite this more general feeling there are some staff who clearly feel undervalued in an organisation where progression is limited until a more senior role is vacated. Career pathways and planning is an area where LINZ could focus to increase staff satisfaction.

Senior management's approach to reward and recognition includes both monetary and non-monetary recognition. Remuneration is an area of concern amongst LINZ staff and senior management know it is regrettable work on the updated framework has yet to be delivered.

They are actively working to resolve barriers, however aspects of this are outside of their control which is contributing to frustration on all sides.

Senior management identified poor performance as being generally well handled at LINZ, despite the low rating in the 2017 and 2018 staff surveys at 47 and 50 per cent respectively. This is the second lowest rating across the entire survey, however, senior management are clear that they manage poor performance confidentially and consequently there is not much visibility of this to staff. There are a number of staff, however, who feel there could be better management of poor performance and that the tolerance of 'below the line' behaviours is disconcerting.

Engagement with staff

The staff engagement survey in 2018 revealed an overall engagement score for LINZ staff at 70 per cent, a healthy increment above the 67 per cent in 2017. This overall engagement score compares favourably to the 63 per cent average engagement of the other 14 government agencies that completed the same survey.

The Chief Executive holds fortnightly stand-up sessions, which are both appreciated and well regarded by staff. During these sessions he updates staff on key issues and developments and this is complemented by the ELT regularly visiting all offices. Like other agencies with a regional presence LINZ needs to continue to consider how it can increase connectivity and cohesion across the entire organisation, irrespective of focus or role as this underpins its ability to be a fully integrated organisation delivering for New Zealanders.

Flexible work policies, meaningful investment in staff development and wellbeing initiatives have been positively received by LINZ's staff and this is reflected in the most recent staff survey, where 79 per cent of staff agree that 'LINZ is a great place to work.' Unsolicited staff feedback revealed that there is a 'great social club' with good activation, breadth of activity and a real sense that this staff centred activity is highly valued by LINZ management.

Work is underway within LINZ to strengthen the existing relationship with the Public Service Association (PSA) particularly as bargaining has historically been frequently drawn out. The new bargaining round with the PSA has been established on an interest-based approach characterising a more progressive approach to union relationships.

LINZ is in the process of developing a new diversity and inclusion strategy, currently surveying its staff about how well LINZ engages with and supports different demographic groups within its workforce. LINZ's workforce with 53 per cent female and 47 per cent male is gender balanced, with two-thirds of its staff identifying as New Zealand/ European 20 per cent as New Zealand/ other, 7 per cent as Maori, 6 per cent as Asian and 2 per cent as Pacific.

LINZ's Diversity and Inclusion Profile sets out its approach to the gender pay gap over the next five years and includes elements such as protecting salary progression for staff on parental leave and working towards achieving a consistent gender balance across all roles and remuneration bands.

Our conclusions

Whilst a good learning and development platform has been set in place, there is much more depth and refinement that needs to be brought to the current approach.

A people strategy for LINZ is urgently needed. The weaker aspects of LINZ's people development - the future workforce, workforce development, remuneration, strategic HR, diversity, HR technology and the management of poor behaviour are all areas that need to be addressed through a new people strategy aimed at supported LINZ's people and work place to perform at their very best.

The new approach to dealing with 'below the line' staff behaviours, being developed in a co-design model with staff and unions, needs to be clearly articulated, well implemented and decisively followed through on.

The LINZ ELT already makes considerable effort to be visible across the organisation including regions to understand what can be done to create a greater sense of

unity and inclusion. In doing this it will be crucial to demonstrate implementation of ideas generated to maintain faith and confidence.

LINZ senior management needs to nurture and consolidate a constructive interest based relationship with the PSA.

Future focus for People Development

- Develop a contemporary people strategy
- Elevate and sophisticate the learning and development platform
- Deliver the new recognition and reward framework
- Develop a new cultural paradigm to effectively deal with 'below the line' behaviours along with stress testing the prevailing management view that poor performance is adequately dealt with
- Support the third management tier to lead in line with LINZ's new way of working
- Create a real sense of unity and inclusion across all LINZ's offices
- Drive the diversity strategy.

Asset Management

- How well does the agency manage agency and Crown assets, and the agency’s balance sheet, to support service delivery and drive performance improvement?



Information Management

- How well does the agency manage and use information as a strategic asset?



Financial Management

- How well does the agency plan, direct and control financial resources to drive efficient and effective output delivery?



Risk Management

- How well does the agency identify and manage agency and Crown risk?



Asset management

LINZ is not a capital intensive agency and its major asset is the Landonline software used to provide survey and titles services. It is well maintained and reliable although as noted in the Core Business section there is a project underway for its replacement.

As noted in Core Business 3 LINZ manages a very large non-departmental asset base of Crown land and property. LINZ is well regarded for its core asset management abilities and considerable work is occurring in the Crown Estate team to increase the strategic focus on the best use of Crown land and to build deeper relationships with stakeholders. Taking on the Christchurch Red Zone land and the Treaty settlement land bank is requiring new skills and this is happening.

Information management

LINZ is an information agency and its open data policies provide substantial economic benefit to New Zealand. Core Business 1 above discusses how the open data policies and the provision of data might evolve. LINZ’s public face is backed by a Data and Information Management Policy which defines how information is managed across the organisation, including that appropriate controls and security

are in place. The LINZ information management function advises on and supports this with business units.

As an information agency LINZ is heavily reliant on technology platforms and software. It has outsourced core IT services but the complex nature of its operations means other internal IT support functions are required, such as for the location information function. There are four IT operations/support functions in total. LINZ uses all-of-government ‘as a service’ offerings including desktop and telecommunications. This is an evolving area with a greater use of the cloud and other developments requiring focus from the team. Overall the environment is working but there is some frustration from staff at the level of usability. The information management leaders are aware of this and some fixes are being considered. When some of these issues are resolved a full Information Systems Strategic Plan will be put in place.

Financial management

Financial management has been transactional rather than strategic at LINZ. In addition the transfer of the Treaty settlements land bank and Residential Red Zone land was difficult and time consuming and meant a loss of focus for the team. The asset transfer and other housekeeping

issues are now resolved and capability and capacity are being built in the finance area.

This year a new and more ambitious planning and budgeting process is being put in place. Roles and accountabilities are assigned for the 1-2 year priorities in the Outcomes Framework and for the first time managers are involved in putting budgets together. This means they are owning the issues and robust prioritisation debates are happening, with consequent shifts in budgets. Finance is starting to engage with the business as a partner and is adding value. This needs to continue.

LINZ uses considerable external services and good work is occurring to improve the procurement function. The Portfolio Panel is an excellent development which assesses project briefs and business cases from the business, and prioritises investment.

The setting and managing of robust performance measures across the business needs attention. The scope, mandate and resourcing of the Enterprise Programme Management Office also needs to be determined in an environment of a lot of change and opportunity, and with the large projects of Landonline upgrade, IPS and the OIO changes occurring outside its mandate and at times somewhat in isolation from each other.

Risk management

Good risk frameworks are in place and there is good ownership by the LINZ leadership team of risk. The Risk and Audit Committee has three external members including the Chair, and takes a wide view across the organisation. The internal audit team undertake a programme of audits focusing on risk and opportunities across the business. Reports are submitted to the leadership team and the Risk and Audit Committee. Examples of good recent work to review risk areas and put in place management structures include health and safety, procurement and IT controls.

The next steps are to embed risk awareness and the management of risk more deeply into the culture of LINZ. The risk team are working with key initiatives and teams across the organisation to build the bottom up identification of risk.

Future focus for: Financial and Resource Management

- Build an investment mindset for the best use of Crown land (and see Core Business 3)
- Take a stronger leadership role across government sectors on the provision of data and explore the boundary with the private sector (and see Core Business 1)
- Resolve current issues with IT services and put in place an Information Systems Strategic Plan
- Continue with the transition of the finance function to a strategic business partner
- Set and manage robust performance measures and consider the scope, mandate and resourcing of the Enterprise Programme Management Office
- Embed risk awareness and the management of risk more deeply into the culture of LINZ.

4

Appendices

In this section:

Lead Reviewers' Acknowledgements
About Land Information New Zealand
Framework questions
Ratings scale
Stakeholders interviewed

Lead Reviewers' acknowledgement

The Chief Executive commissioned this PIF Review to provide challenge to the programme of change occurring at LINZ and to confirm the direction to a high performing organisation.

We thank LINZ staff for the support and insights they contributed during the review. We were impressed by the enthusiasm and commitment to LINZ they show.

We appreciate the time Ministers, stakeholders and the central agencies gave us and for their rich insights and suggestions which helped us to build the performance improvement challenge for LINZ.

About Land Information New Zealand

LINZ has four core roles, to:

- make geographic information accessible and useable
- protect New Zealanders' property rights
- ensure the Crown Estate is sustainably managed
- ensure international investments in our valued assets benefit New Zealand.

Geographic information: LINZ collects core geographic information (for example about the terrain and the depths of our seafloor) and maintains the infrastructure that produces this information. LINZ uses the information to produce maps and charts. It also releases information for others to use through the LINZ data service.

Property rights: LINZ advises on and administers the regimes under which land title is guaranteed, property boundaries are defined and rating values are established. LINZ's electronic system, Landonline, is a critical part of this. LINZ maintains the ownership register and survey records upon which the property market and land development activity depend. LINZ also administers the Crown Estate and regulates the acquisition and disposal of land for public works.

Crown Estate: The Crown (both directly and through its various land holding agencies) is the largest single land holder in New Zealand. The Crown Estate is estimated to comprise over 40% of the total land area of New Zealand and is valued at over \$49 billion.

A core LINZ role is ensuring the Crown Estate is sustainably managed. LINZ manages around 1.8 million hectares and more than 16,000 properties on behalf of 11 agencies, and this is continuing to grow. This land consists of properties including surplus residential properties, South Island high country pastoral leases, riverbed land, beds of lakes such as Wanaka and Karapiro, major sites such as the Waihi gold mine, and Crown forestry licenses.

Overseas investment: The Overseas Investment Office (OIO) sits within LINZ. The OIO administers the overseas investment regime which regulates overseas ownership of sensitive New Zealand assets.

LINZ administers 15 Acts including the Public Works Act 1981, the Land Act 1948 and the Land Transfer Act 1952.

LINZ is primarily funded through Vote Lands and has a total departmental appropriation of \$169 million for the 2018/19 year. Approximately 60% of LINZ's revenue is generated from third parties, mainly through property title transactions and survey charges. In addition to being responsible to the Minister for Land Information, LINZ has responsibilities, with associated funding, to the Minister supporting Greater Christchurch Regeneration and the Minister for Treaty of Waitangi Negotiations.

LINZ had 576 staff at June 2017 based in offices in Wellington, Hamilton and Christchurch. LINZ also has four independent statutory officers, three of whom have regulatory functions and one who acts as land owner for the Crown. They are the Registrar-General of Land, Surveyor-General, Valuer-General and Commissioner of Crown Lands.

Framework questions

Four-year Excellence Horizon

What is the agency's performance improvement challenge?

Results

Government Priorities	1. How well is the agency responding to Government Priorities?
Core Business	2. In each Core Business area, how well does the agency deliver value to its customers and New Zealanders?
	3. In each Core Business area, how well does the agency demonstrate increased value over time?
	4. How well does the agency exercise its stewardship role over regulation?

Organisational Management

Leadership and Direction	Purpose, Vision and Strategy	5. How well do the staff and stakeholders understand the agency's purpose, vision and strategy? 6. How well does the agency consider and plan for possible changes in its purpose or role in the foreseeable future?
	Leadership and Governance	7. How well does the senior team provide collective leadership and direction to the agency and how well does it implement change? 8. How effectively does the Board lead the Crown entity? (For Crown entities only)
	Values, Behaviour and Culture	9. How well does the agency develop and promote the organisational values, behaviours and culture it needs to support its strategic direction and ensure customer value?
	Review	10. How well does the agency encourage and use evaluative activity?


Delivery for Customers and New Zealanders	Customers	11. How well does the agency understand who its customers are and their short- and longer-term needs and impact? 12. How clear is the agency's value proposition (the 'what')?
	Operating Model	13. How well does the agency's operating model (the 'how') support delivery of Government Priorities and Core Business? 14. How well does the agency evaluate service delivery options?
	Collaboration and Partnerships	15. How well does the agency generate common ownership and genuine collaboration on strategy and service delivery with partners and providers? 16. How well do the agency and its strategic partners integrate services to deliver value to customers?
	Experiences of the Public	17. How well does the agency employ service design, continuous improvement and innovation to ensure outstanding customer experiences? 18. How well does the agency continuously seek to understand customers' and New Zealanders' satisfaction and take action accordingly?

Relationships	Engagement with Ministers	19. How well does the agency provide advice and services to Ministers?
	Sector Contribution	20. How effectively does the agency contribute to improvements in public sector performance?

People Development	Leadership and Workforce Development	21. How well does the agency develop its workforce (including its leadership)? 22. How well does the agency anticipate and respond to future capacity and capability requirements?
	Management of People Performance	23. How well does the agency encourage high performance and continuous improvement amongst its workforce? 24. How well does the agency deal with poor or inadequate performance?
	Engagement with Staff	25. How well does the agency manage its employee relations? 26. How well does the agency develop and maintain a diverse, highly committed and engaged workforce?

Financial and Resource Management	Asset Management	27. How well does the agency manage agency and Crown assets, and the agency's balance sheet, to support service delivery and drive performance improvement?
	Information Management	28. How well does the agency manage and use information as a strategic asset?
	Financial Management	29. How well does the agency plan, direct and control financial resources to drive efficient and effective output delivery?
	Risk Management	30. How well does the agency identify and manage agency and Crown risk?

Ratings scale

Rating	What it means
	Strong <ul style="list-style-type: none">• High level of capability and sustained and consistently high levels of performance• Systems in place to monitor and build capability to meet future demands• Organisational learning and external benchmarking used to continuously evaluate and improve performance.
	Well-placed <ul style="list-style-type: none">• Delivering to expectations with examples of high levels of performance• Evidence of attention given to assessing future demands and capability needs• Comprehensive and consistently good organisational practices and systems in place to support effective management.
	Needing development <ul style="list-style-type: none">• Adequate current performance – concerns about future performance• Beginning to focus on processes, repeatability, evaluation and improvement and management beyond and across units• Areas of underperformance or lack of capability are recognised by the agency• Strategies or action plans to lift performance or capability, or remedy deficiencies are in place and being implemented.
	Weak <ul style="list-style-type: none">• Significant area(s) of critical weakness or concern in terms of delivery and/or capability• Management focuses on tasks and actions rather than results and impacts• Agency has limited or no awareness of critical weaknesses or concerns• Strategies or plans to respond to areas of weakness are either not in place or not likely to have sufficient impact.
	Not able to rate <ul style="list-style-type: none">• No evidence upon which a judgement can be made; or• The evidence available does not allow a credible judgement to be made.

Note: There have been four significant upgrades to the PIF Agency Model since it was implemented in 2009. The first was the inclusion of the Four-year Excellence Horizon in October 2011. The second was the Strategic Financial Management upgrade in December 2012. The third was the Better Public Services upgrade in January 2014. The most recent is the Customer refresh. These upgrades affect comparability with previous PIF reports.

Stakeholders interviewed

The Lead Reviewers and Land Information New Zealand are grateful to the following organisations for contributing insights for this Review:

- Auckland City Council
- Boffa Miskell
- Department of Conservation
- Department of Prime Minister and Cabinet
- Environment Canterbury
- Environmental Defence Society
- Federated Farmers
- Geographx
- Geoscience Australia
- Landcare Research
- Marlborough District Council
- Ministry for Primary Industries
- Ministry for the Environment
- Ministry of Business, Innovation & Employment
- Ministry of Civil Defence & Emergency Management
- Ministry of Justice
- Ministry of Transport
- New Zealand Institute of Surveyors
- New Zealand Law Society
- New Zealand Trade and Enterprise
- Ngāi Tahu
- Property Institute Of New Zealand
- Regenerate Christchurch
- Simpson Grierson
- Spatial Industries Business Association
- Statistics New Zealand
- Te Tumu Paeroa
- The Treasury
- Tomtom
- Trademe
- Wellington City Council

This PIF Review was informed by input from Ministers and officials. Officials from State Services Commission, The Treasury, and the Department of the Prime Minister and Cabinet also contributed to the PIF Review.