

**OUTCOMES
FRAMEWORK**

2019 UPDATE

About this document

This document outlines the Outcomes Framework LINZ has developed, laying out its strategic direction for the next ten years. The outcomes, priorities and areas of focus are the result of intensive consultation with internal staff and key external stakeholders throughout the public and private sectors.

In this pack you will find

- A context page explaining where we have come from, what the current environment we operate within is, and where we intend to head over the next decade. There is an explanation of how the Outcomes Framework aligns our planning framework with our strategic plan, filling in the ‘missing middle’.
- There is an explanation of the key challenges for New Zealand that LINZ is going to focus our efforts on over the next ten years. The process for choosing these challenges is also explained.
- The ten year outcomes we are committing to are broken down into areas of focus. The areas of focus have a set of short-term and long-term priorities designed to achieving our outcomes and realising significant value for New Zealand.
- Each set of priorities are labelled as either ‘Functional’ **F** or ‘Operational’ **O** Leadership. ‘Operational leadership’ refers to matters largely within LINZ’s ability to manage/control, whether by statutory responsibility or as a matter of commonly-accepted practice. ‘Functional leadership’ refers to matters in which LINZ has a significant interest, but must work with and through others in order to make gains.

We encourage you to take the time and engage with this material, as it indicates the work that lies ahead for our organisation and who will be involved in this.

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Introduction

Respecting the past

The Outcomes Framework is the next step in a 5-year journey. In 2013, our Performance Improvement Framework (PIF) review confirmed that we were well-placed to build on our strengths, but we needed to shift from being a 'quiet achiever' to a strategic leader. A key area identified for improvement was the development of a 10-year vision.

In November 2013, LINZ launched its 10-year vision *The Power Of 'Where' Drives New Zealand's Success*. This put location information at the heart of LINZ's strategy, with a view to doubling (subsequently increased to 10-fold) the value created for New Zealand through its use.

In 2014, to underpin the new vision, LINZ developed three strategic objectives:

- Increase the use of geographic information
- Unlock the value of property
- Improve resilience to natural events

The objectives were intended to provide a sharper focus for LINZ's activities within the vision, so that we had a common view about how best to unlock value for New Zealand.

In 2016, LINZ turned its attention to becoming a high performing organisation. This included identifying an important gap between our vision and our day-to-day work – the 'missing middle'. In essence this meant providing more detail around the strategic objectives, so that they could more directly guide where we focus our effort and resources.

Acknowledging the present

Now we are moving into a rapidly-changing operating environment, with increasing demands and expectations from Ministers, the public and private sectors. This coincides with rapid changes in technologies, the data environment in which we operate, and government priorities. We are already responding to these changes, for example:

- Leading management and policy on Christchurch residential red zone properties
- Supporting the implementation of restrictions on residential ownership by overseas investors
- Working collaboratively with agencies, iwi and communities in our Crown Property role
- Exploring the value from integrating property information through Integrated Property Services

The Outcomes Framework recognises such developments, and sets them in a broader strategic context.

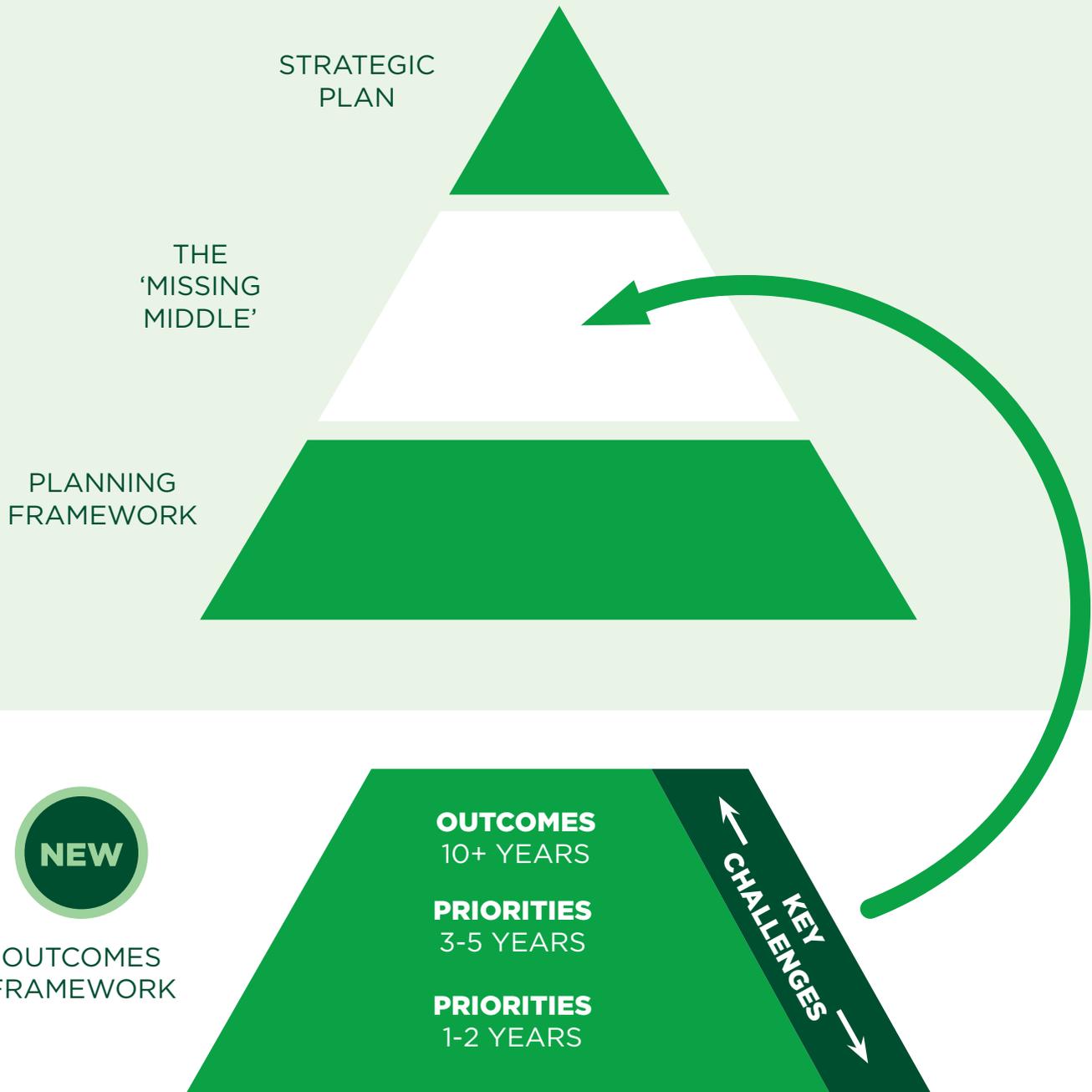
Being deliberate about the future

Delivering more value for New Zealand will mean that we need to make some significant shifts in what we do and/or how we work. Consultation feedback has strongly reinforced our BEST values – we need to be bolder; we need to use our comparative advantage to its fullest extent; and we will achieve much more if we work with and through others. In addition, consultation pointed to a need to identify and deliberately focus on a small number of critical challenges for New Zealand where we have the ability to make a significant difference.

This means that over time, we need to become much clearer about our comparative advantage, and what day-to-day activities can add most value. This will reflect a combination of our formal mandates and Ministerial priorities; our unique capability and expertise; and the willingness of our partners to see us take on more active leadership roles.

The Outcomes Framework is an important tool to help us be more deliberate about what we focus on and where we put our effort.

Filling in the missing middle



Where the Outcomes fit in

Our outcomes are not the only things that determine LINZ's work. They sit alongside two other key drivers – government/Ministerial priorities (as specified in a “priorities letter”, for example); and statutory obligations, including stewardship requirements under the State Sector Act.

Our work programmes must deliver on our statutory obligations and agreed government/Ministerial priorities – we can choose how we do them to some extent, but not whether we do them. Work programmes will also reflect our outcomes – we can decide both how much we do and how fast we do it. Typically, much of what we do will relate to all three. But as a public agency, there will also be some things that we choose to do because they are important for New Zealand over the long term. Our outcomes guide these choices.



Purpose of the Outcomes Framework

- 1** Provide all our people with a 'line of sight' that connects what we do day-to-day to the bigger picture.
- 2** Signal LINZ's high-level priorities both internally and externally, so that everyone knows what LINZ's interests are.
- 3** Provide teams with a tool to assess and prioritise their work programs against, so that our work is progressively better aligned to the things that matter most for New Zealand.

The Outcomes we're working towards



Our outcomes identify where we think LINZ can add most value to New Zealand and New Zealanders, consistent with our 10-fold goal. They span both what we can directly contribute ('operational leadership') and where we can work with others to contribute ('functional leadership'). The outcomes are a statement about where LINZ thinks it can add most value over the long-term.

LINZ's four outcomes are set out below and in the following pages. The outcomes include paying particular attention to 'key challenges for New Zealand' (see next page). The key challenges are relevant to all four outcomes – which means we need to work collaboratively across LINZ to contribute to addressing them. They are part of – not separate from – achieving the outcomes.



High-value geographic and property information

Geographic and property information are used effectively to deliver value for New Zealand.



World-class property system

The property system is ready for the future, built for growth and changing needs.



Making best use of the Crown Estate

Getting the best public value from the Crown Estate, for the benefit of all New Zealanders.



Safeguard New Zealand's interest in sensitive assets

Ownership of sensitive assets reflects New Zealand's best interests.

Key challenges for New Zealand



Being more proactive and leading more deliberately means we need to be looking more to the world in 10+ year's time – beyond the immediate future. This means – while keeping a firm eye on what our customers want – we also need to take into account the 'big' challenges that New Zealand is facing, which will in turn impact on our current customers and shape who our future customers will be.

Key challenges are by nature complex and enduring – not solved in a year or two. While new challenges might arise from time to time, we would generally expect them to remain priorities for LINZ for over five years. This is recognising that the capability required to effectively address them represents a significant investment. They are selected on the basis of how 'big' the challenge is; whether it is amenable to solution; and how much effect LINZ can have.

Addressing the key challenges is part of delivering on our outcomes – not separate from them. Further details are included in this document.

Challenge	 Water	 Resilience and climate change	 Urban areas
Description	Contribute to better management of fresh water, including quality and allocation (3-waters are in 'urban areas').	Support efforts to prepare for, mitigate and adapt to the impacts on land and sea of climate change and one-off events (natural and human-induced).	Contribute to managing and responding to pressures on urban areas from population growth.
LINZ's value-add	Build on our existing strengths and expertise in managing data, the property system, land and foreign ownership to: <ul style="list-style-type: none"> • Support better government, council and private decisions by enabling access to key high-value, linked datasets • Target direct improvements through our operational responsibilities. 		
Possible Actions Illustrative only	<ul style="list-style-type: none"> • restrictions on foreign ownership of water rights • datasets to support councils' planning for water quality and access • use Crown Estate to rehabilitate waterways, lakes 	<ul style="list-style-type: none"> • mitigation measures (e.g. riparian planting) in overseas investment consents • datasets to support hazard mapping, research and forecasting of events and climate change • advise government on long-term options for Edgecumbe, etc. 	<ul style="list-style-type: none"> • identify surplus/underutilised land for housing • datasets to support local infrastructure planning • require overseas investors to build new houses • deliver IPS to support councils' urban planning
Is critical	LOW MEDIUM HIGH	LOW MEDIUM HIGH	LOW MEDIUM HIGH
Solvable	LOW MEDIUM HIGH	LOW MEDIUM HIGH	LOW MEDIUM HIGH
Our impact	LOW MEDIUM HIGH	LOW MEDIUM HIGH	LOW MEDIUM HIGH



High-value geographic and property information

Geographic and property information are both used effectively to address key challenges for New Zealand, improve outcomes for Māori, and deliver significantly higher-value public services (national and local).

Focus areas

1

Data and use

Opening up key datasets for public access.

2

Connecting data

Linking, aggregating and integrating.

3

Reporting

On nationally important information.



Focus area		<p>1 Data and use Opening up key datasets for public access, building capability.</p>
Priorities		<p>1 - 2 years</p> <ul style="list-style-type: none"> O “Key datasets” have been identified, are fit-for-purpose and accessible to key users that need them. F A common view about who should pay for what geospatial and property data held by government agencies is adopted and understood by affected parties. F A small number of agencies have trialled and evaluated actions aimed at building capability to use data effectively.
		<p>3 - 5 years</p> <ul style="list-style-type: none"> O “Key datasets” are readily accessible and being used effectively. F The common view about ‘who should pay for what’ is largely in effect. F Agencies that can benefit most are building capability to effectively use data.
Extent of change		<div style="display: flex; justify-content: space-around; align-items: center; margin-bottom: 10px;"> <div style="border: 1px solid #008080; border-radius: 15px; padding: 5px 15px; background-color: #e0f2f1;">PROGRESSION</div> <div style="border: 1px solid #008080; border-radius: 15px; padding: 5px 15px; background-color: #e0f2f1;">RELATIVELY MINOR</div> <div style="border: 1px solid #008080; border-radius: 15px; padding: 5px 15px; background-color: #e0f2f1;">MODERATE</div> <div style="border: 1px solid #008080; border-radius: 15px; padding: 5px 15px; background-color: #008080; color: white;">MAJOR</div> </div> <p>Focus on “key datasets” is major change; the common view about ‘who should pay for what’ will be controversial.</p>



<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Focus area</p>	<p>2 Connecting data Linking, aggregating and integrating.</p>				
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Priorities</p>	<table border="1"> <tr> <td data-bbox="188 546 277 920"> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">1 - 2 years</p> </td> <td data-bbox="277 546 1495 920"> <ul style="list-style-type: none"> O Key national datasets are linked and in wide public use. O Public agencies (local and central) that publish key datasets use nationally-consistent data standards which support data interoperability. F Core property data is integrated and publicly trialled. </td> </tr> <tr> <td data-bbox="188 920 277 1312"> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">3 - 5 years</p> </td> <td data-bbox="277 920 1495 1312"> <ul style="list-style-type: none"> F Key datasets are linked to other national public data through a national data framework. F Geographic and property data are widely interoperable. F Property data is integrated and publicly trialled nationwide. </td> </tr> </table>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">1 - 2 years</p>	<ul style="list-style-type: none"> O Key national datasets are linked and in wide public use. O Public agencies (local and central) that publish key datasets use nationally-consistent data standards which support data interoperability. F Core property data is integrated and publicly trialled. 	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">3 - 5 years</p>	<ul style="list-style-type: none"> F Key datasets are linked to other national public data through a national data framework. F Geographic and property data are widely interoperable. F Property data is integrated and publicly trialled nationwide.
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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Focus area</p>	<p>3 Reporting On nationally-important geographic and property information.</p>	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Priorities</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">1 - 2 years</p>	<p>O National report programme for geographic and property data is approved, piloted and trialled for value.</p>
	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">3 - 5 years</p>	<p>O National report programme is continued, modified or discontinued based on an evaluation of its value to users.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Extent of change</p>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid #008080; border-radius: 15px; padding: 5px 15px; background-color: #e0f2f1;">PROGRESSION</div> <div style="border: 1px solid #008080; border-radius: 15px; padding: 5px 15px; background-color: #008080; color: white; font-weight: bold;">RELATIVELY MINOR</div> <div style="border: 1px solid #008080; border-radius: 15px; padding: 5px 15px; background-color: #e0f2f1;">MODERATE</div> <div style="border: 1px solid #008080; border-radius: 15px; padding: 5px 15px; background-color: #e0f2f1;">MAJOR</div> </div> <p style="text-align: center; margin-top: 10px;">New activity, but fully within our control.</p>	





World-class property system

The property system is built for growth and changing needs, and maintains public confidence in fundamental property rights.

Focus areas

1

Technology platform

Delivering long-term benefits, both stand-alone and through interfaces.

2

Land tenure constructs

Meeting the changing needs of homeowners and Māori land owners.



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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Focus area</p>	<p>2 Land tenure constructs</p> <p>Meeting the changing needs of homeowners and Māori land owners.</p>				
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Priorities</p>	<table border="1"> <tr> <td data-bbox="185 562 277 938"> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">1 - 2 years</p> </td> <td data-bbox="277 562 1497 938"> <p>F The value to New Zealand of reforming land tenure constructs to address long-term issues (e.g. Māori aspirations; shared/co-living arrangements; riparian rights; etc.) is established, and a path forward agreed.</p> </td> </tr> <tr> <td data-bbox="185 938 277 1328"> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">3 - 5 years</p> </td> <td data-bbox="277 938 1497 1328"> <p>F Long-term land tenure reforms that address Māori land ownership and changing housing needs are agreed (potentially via social licence).</p> </td> </tr> </table>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">1 - 2 years</p>	<p>F The value to New Zealand of reforming land tenure constructs to address long-term issues (e.g. Māori aspirations; shared/co-living arrangements; riparian rights; etc.) is established, and a path forward agreed.</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">3 - 5 years</p>	<p>F Long-term land tenure reforms that address Māori land ownership and changing housing needs are agreed (potentially via social licence).</p>
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Making best use of the Crown Estate

Land that the Crown is responsible for or seeking to remediate is assessed, sustainably managed and allocated to its best use to deliver government priorities, outcomes for Māori, and benefits for all New Zealanders.

Focus areas

1

Best use

Based on a common understanding across government of public value.

2

Operational intelligence

Data, analysis and intelligence to make sound land management decisions.

3

Management

Delivering government priorities, outcomes for Māori and benefits for New Zealand.

Focus area	<p>1 Best use</p> <p>Understanding across government of when land is surplus and its public value.</p>	
	Priorities	1 - 2 years
3 - 5 years		<ul style="list-style-type: none"> F Major land-holding agencies begin to operationalise a common approach to identifying “underutilised” land, and its “best use”. F We partner with councils, urban authorities and agencies to achieve collective land-related responses to key challenges.
Extent of change	<div style="display: flex; justify-content: space-around; align-items: center; margin-bottom: 10px;"> <div style="border: 1px solid #008000; border-radius: 15px; padding: 5px 15px; background-color: white; font-weight: bold;">PROGRESSION</div> <div style="border: 1px solid #008000; border-radius: 15px; padding: 5px 15px; background-color: #e0f2f1; font-weight: bold;">RELATIVELY MINOR</div> <div style="border: 1px solid #008000; border-radius: 15px; padding: 5px 15px; background-color: #c8e6c9; font-weight: bold;">MODERATE</div> <div style="border: 1px solid #008000; border-radius: 15px; padding: 5px 15px; background-color: #008000; color: white; font-weight: bold;">MAJOR</div> </div> <p>Functional leadership role across agencies that have typically operated independently of one another.</p>	

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Focus area</p>	<p>2 Operational intelligence</p> <p>Data, analysis and intelligence to make sound land management decisions.</p>				
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Priorities</p>	<table border="1"> <tr> <td data-bbox="186 580 277 931"> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">1 - 2 years</p> </td> <td data-bbox="277 580 1498 931"> <ul style="list-style-type: none"> O The Central Record of State Land is in use and valued by users. O Operational information needed to manage the Crown portfolio effectively is accessible and available. </td> </tr> <tr> <td data-bbox="186 931 277 1323"> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">3 - 5 years</p> </td> <td data-bbox="277 931 1498 1323"> <ul style="list-style-type: none"> O Agencies across central and local government have access to the breadth and depth of information needed to inform their own property portfolio decisions. O We publish core Crown estate information to inform public understanding about its use and value. </td> </tr> </table>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">1 - 2 years</p>	<ul style="list-style-type: none"> O The Central Record of State Land is in use and valued by users. O Operational information needed to manage the Crown portfolio effectively is accessible and available. 	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">3 - 5 years</p>	<ul style="list-style-type: none"> O Agencies across central and local government have access to the breadth and depth of information needed to inform their own property portfolio decisions. O We publish core Crown estate information to inform public understanding about its use and value.
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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Focus area</p>	<p>3 Management</p> <p>Delivering government priorities, outcomes for Māori land owners.</p>	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Priorities</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">1 - 2 years</p>	<ul style="list-style-type: none"> O We are clear about the future state we are wanting to achieve for the LINZ portfolio, and are using systematic measures/metrics to monitor and drive performance. O We have an integrated asset management framework that drives our decisions about LINZ, Treaty, client-agency and damaged land.
	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">3 - 5 years</p>	<ul style="list-style-type: none"> F LINZ manages a significant proportion of “surplus” Crown Estate effectively to deliver government priorities, outcomes for Māori, and benefits for New Zealanders. O LINZ is the recognised key advisor to government on surplus and damaged land. F Central and local government agree on their respective responsibilities for managing damaged land.
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Safeguard New Zealand's interest in sensitive assets

The ownership of sensitive assets by overseas persons reflects New Zealand's best interests.

Focus areas

1

Transparency

On net benefits from overseas investment.

2

Influence

Over the evolution of the overseas investment system.

Focus area	1 Transparency On net benefits to New Zealand from overseas investments.	
	Priorities	1 - 2 years
3 - 5 years		○ The New Zealand public has a genuine understanding of the net benefits to New Zealand of overseas investment in sensitive assets.
Extent of change	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid #0070C0; border-radius: 15px; padding: 5px 15px; background-color: #0070C0; color: white; font-weight: bold;">PROGRESSION</div> <div style="border: 1px solid #0070C0; border-radius: 15px; padding: 5px 15px; background-color: white; font-weight: bold;">RELATIVELY MINOR</div> <div style="border: 1px solid #0070C0; border-radius: 15px; padding: 5px 15px; background-color: white; font-weight: bold;">MODERATE</div> <div style="border: 1px solid #0070C0; border-radius: 15px; padding: 5px 15px; background-color: white; font-weight: bold;">MAJOR</div> </div> <p>Already envisaged and consistent with the service model; requires development.</p>	

Focus area	<p>2 Influence</p> <p>The evolution of the overseas investor system over time.</p>	
Priorities	1 - 2 years	<p>F We build the capability and standing needed in order to anticipate and advise on future system priorities, and ensure that related policy decisions are well-informed.</p>
	3 - 5 years	<p>F We work with Treasury and other agencies to influence the long-term evolution of the overseas investor system.</p>
Extent of change	<div style="display: flex; justify-content: space-around; align-items: center; border: 1px solid #006699; border-radius: 15px; padding: 10px;"> <div style="border: 1px solid #006699; border-radius: 10px; padding: 5px 15px; background-color: white;">PROGRESSION</div> <div style="border: 1px solid #006699; border-radius: 10px; padding: 5px 15px; background-color: white;">RELATIVELY MINOR</div> <div style="border: 1px solid #006699; border-radius: 10px; padding: 5px 15px; background-color: #006699; color: white;">MODERATE</div> <div style="border: 1px solid #006699; border-radius: 10px; padding: 5px 15px; background-color: white;">MAJOR</div> </div> <p>Implies an additional role and capability, and progressive shift in relationship with Treasury.</p>	