

STATEMENT OF INTENT 2009 > 2012

Our purpose is to maintain and build confidence in property rights in land and geographic information, and encourage land information markets to develop and mature.



STATEMENT OF INTENT 2009 > 2012

Land Information New Zealand
May 2009

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

This document can be found at the following URL:
www.linz.govt.nz/soi2009

© Crown Copyright

CONTENTS

Minister's Foreword	1
Ministerial Statement of Responsibility	2
Introduction from the Chief Executive	3
Chief Executive Statement of Responsibility	4
1. NATURE AND SCOPE OF FUNCTIONS	5
Transaction management	5
Information management	5
Land management	5
Statutory positions	5
2. STRATEGIC CONTEXT	6
LINZ's operating environment	6
Strategic issues	7
3. STRATEGIC FRAMEWORK	8
Outcome areas	8
4. OPERATING INTENTIONS	10
Outcome areas and key initiatives	10
Certainty of property rights	10
Authoritative land information	14
Federated geospatial information	17
Best use of Crown assets	20
5. MANAGING IN A CHANGEABLE OPERATING ENVIRONMENT	23
6. COST EFFECTIVENESS	24
7. ASSESSING ORGANISATIONAL HEALTH AND CAPABILITY	26
8. CAPITAL INTENTIONS	28

Minister's Foreword

A prosperous and economically secure nation is one in which there is confidence in property rights, and Crown assets are effectively and efficiently managed. By ensuring the integrity of New Zealand's land information systems – and realising the potential and long-term viability of those assets – people will be encouraged to invest in them. This will have long-term benefits for individual New Zealanders and our nation's economic wellbeing.

Consistent with this approach, my priorities for the Land Information portfolio include:

- developing and implementing the Government's South Island high country policy
- implementing the New Zealand Geospatial Strategy, and
- encouraging overseas investment in New Zealand.

The Crown's South Island high country is economically important and features a landscape that makes New Zealand a renowned tourism destination. To ensure the current and future viability of this important part of our country we will develop a clear policy and strategic direction for the high country and review associated legislative requirements imposed on it.

This Government recognises the importance of geospatial information and its impact on productivity. Most of what we do depends on knowing where things are and how they relate to one another. This information is increasingly critical for both commercial products and services and core government functions. Improving access to and the use of geospatial information has significant economic benefits for New Zealand. Giving effect to the New Zealand Geospatial Strategy will involve creating a national geospatial data infrastructure that will enable the efficient and productive use of geospatial information. Engagement with key stakeholders who have an interest in, and use spatial data, will be key to the success of this strategy.

Encouraging and facilitating overseas investment in the current economic environment is essential for ongoing growth and prosperity. We will review the current regime to ensure that a strategic approach is taken to simplify processes and to identify the barriers hindering foreign investment, while at the same time protecting our sensitive land, assets and resources.

There are some additional priorities for the portfolio that I am keen to progress in line with the Government's expectations. They are the ongoing improvement and efficiency of the land titles and cadastral survey systems to ensure that the benefits of recent changes are being realised, assisting the Office of Treaty Settlements to progress Treaty claims, and managing biosecurity issues to ensure the best use of Crown assets.

Finally, the way we deliver these priorities is important. Given the current economic climate, effective public management and fiscally prudent decision-making will be imperative in achieving the Government's expectations.



Hon Dr Richard Worth
Minister for Land Information

Ministerial Statement of Responsibility

I am satisfied that the information on future operating intentions provided by my department in this Statement of Intent is in accordance with sections 38, 40 and 41 of the Public Finance Act 1989 and is consistent with the policies and performance expectations of the Government.



Hon Dr Richard Worth

Responsible Minister for Land Information New Zealand

21 April 2009

Introduction from the Chief Executive

I am pleased to introduce you to Land Information New Zealand's Statement of Intent for 2009–2012 – and my first as Chief Executive since taking up the position in July 2008.

2008/09 saw the achievement of the final milestone in a 12-year journey to full electronic lodgement of survey and title transactions. This has been a major focus for LINZ. The time is now right for us to take a step back and consider our core role in supporting New Zealand through property rights and management, and land information. We recognise we are operating in an increasingly dynamic world. In addition, uncertain economic times have heightened our need to ensure we are contributing fully to New Zealand's economic future.

As a result, we have refined and further developed our strategic framework, identifying some key areas of focus where we expect to make the most impact towards achieving our outcomes. We have called these our "key initiatives".

The driving goal of the Government is to grow the New Zealand economy in order to deliver greater prosperity, security and opportunities to all New Zealanders. The key initiatives we have identified and outlined in this document are aimed at supporting this goal, and reflect the priorities of the Government for LINZ.

We will contribute to the Government's review of the Overseas Investment Act and continue to improve the efficiency of our application processing, with a view to enabling overseas investment while protecting sensitive land, assets and resources.

Geospatial information is increasingly relied on and pervasive in our daily lives. There is growing awareness of the benefits of geospatial information to modern economies (as well as developing ones). These benefits are economic and social, and across the public and private sectors. There is also a growing expectation and belief that there is a role for government in geospatial information. Given LINZ's functions and information, we are taking a leadership role this area, co-ordinating across government, with a view to achieving federated geospatial information for New Zealand.

The South Island High Country is an important part of New Zealand's economic and cultural fabric; this iconic country is capable of productive use for farming and tourism opportunities, as well as forming a part of our New Zealand identity. LINZ will review the policy settings for pastoral leases in the high country, to ensure economic and ecologically sustainable policy settings for pastoral leases into the future, recognising high country leaseholders are effective stewards of the land.

Supporting sustained economic growth has always been a focus for LINZ. In a climate of New Zealand and world-wide economic recession, this focus is even more important. The public sector also needs to ensure we are working smarter and cost-effectively. LINZ has a track record in working smarter through utilising technology and we have also focused in recent years on ensuring our regulatory frameworks are optimal, with compliance costs minimised given the risk. We will continue to focus on these areas, as well as on continually improving the efficiency of our processes. We will also work to improve our information gathering, analysis and planning, so we ensure we focus on the right things, and our research and evaluation, so we can measure our progress and adjust as needed.

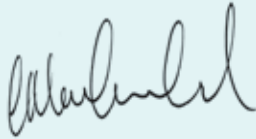
The challenges facing us over the 2009–2012 period are significant as we work to deliver our outcomes, encouraging economic growth and prosperity, while recognising the fast-changing economic environment surrounding us and adapting to that. I have confidence in LINZ's ability to meet those challenges.



Colin MacDonald
Chief Executive

Chief Executive Statement of Responsibility

In signing this statement, I acknowledge that I am responsible for the information contained in the Statement of Intent for Land Information New Zealand. This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriations (2009/10 Estimates) Bill, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.



Colin MacDonald
Chief Executive



Brian Usherwood
Chief Financial Officer

1. Nature and scope of functions

Land Information New Zealand (LINZ) carries out a range of activities that underpin social and economic activity and public services that benefit New Zealanders every day. Our work supports activities as diverse as buying a house, navigating the seas, and sending emergency services to the right place.

LINZ's purpose is to:

- maintain and build confidence in property rights in land and geographic information, and
- encourage land information markets to develop and mature.

LINZ carries out three core roles relating to our purpose:

- **transaction management** – maintaining and operating the regulatory framework and systems for rights and transactions involving land
- **information management** – generating, collecting, compiling, and providing geographic information, and information relating to property rights and transactions, and
- **land management** – administering a range of Crown-owned lands for the benefit of the New Zealand public.

Transaction management

Buying property is one of the biggest investments New Zealanders make. It is important the framework is clear and the system works well. For investment and transactions involving land to happen smoothly, New Zealanders and overseas investors need to know exactly what they are transacting, what their rights and responsibilities are, and they need to be able to carry out the transaction easily and at reasonable cost. LINZ oversees the regulatory framework and systems for defining, and dealing in, property rights in land. Our functions include:

- maintaining and improving regulatory frameworks used to define and transact land
- administering the process by which land is transferred, including creating new titles, and recording changes of ownership and interests in land
- providing a secure environment for buying, selling and subdividing land through guaranteed titles for property dealings, and an accurate system of land boundary definition
- providing a nationally consistent valuation system for rating purposes, and
- administering New Zealand's inbound investment regime under the Overseas Investment Act 2005.

Information management

An effective system of property rights depends on having authoritative land information that gives property rights meaning 'on the ground'.

Beyond defining property rights, geographic information serves a wide range of purposes, ranging from essential services such as national security, and emergency service responses, to defining electoral boundaries, and for commercial applications. This information is increasingly being used by sectors, organisations and individuals to plan and run their businesses, as well as provide products and services. It also has significant potential to assist local and national government planning and management. Our functions include:

- ensuring New Zealand has high-quality databases for its survey, mapping, hydrographic and property activities, and
- working across the wider land information sector to ensure useful geospatial information of many different kinds is readily available to support innovative use of this information by others.

Land management

LINZ manages almost three million hectares of Crown land, which is around 8% of New Zealand's land area. This includes 1.6 million hectares of high country pastoral land in the South Island, Crown forest land in the North Island, approximately 4,000 properties, and river and lake beds. In managing Crown land effectively and efficiently, LINZ aims to protect New Zealanders' interests by ensuring this land is put to best use. Our functions include:

- the acquisition, management and disposal of Crown land for which we are responsible
- the management of liabilities arising in relation to Crown land for which we are responsible, and
- the framework for disposal of Crown lands by other government agencies.

Statutory positions

In carrying out our functions, LINZ has a number of statutory officers with specific functions under the various Acts we administer – these are:

- Commissioner of Crown Lands
- Registrar-General of Land
- Surveyor-General, and
- Valuer-General.

In addition, LINZ has special responsibilities relating to land transactions under more than 50 other statutes. More detail on our different responsibilities and functions can be found on our website www.linz.govt.nz, including a list of the legislation we administer (or administer functions under).

2. Strategic context

LINZ is affected by a broad range of influences and trends that impact on our priorities. This section describes important trends in our operating environment and the associated strategic issues and opportunities that determine our focus as an organisation.

LINZ's operating environment

Our operating environment is increasingly complex and dynamic. Major developments affecting our business include:

- **Instability in the economic system.** Instability in the global and national economic system affects us directly. Sales activity in the New Zealand property market directly impacts our revenue, because a proportion of our income is sourced from fees associated with property transactions. Also, our role in setting policy for economically important land and data, as well as our involvement in decisions regarding overseas investment in New Zealand, demands we maintain a strong emphasis on the economic impact of our activities.
- **Increasing importance of geospatial information.** For many nations, access to geospatial information has become a critical national priority. Geospatial information is a core component of New Zealand's society and economy and is increasingly critical to commercial products and services, as well as core government functions. Significant developments in areas such as satellite imagery, global positioning systems (GPS), location-based services, virtual reality, and increasingly diverse uses of the Internet are changing the way people gather, store and use this information. These trends create opportunities and challenges for us as we look for ways to maximise the long-term value of this information to our society and economy.
- **Changing dynamics in information and knowledge management.** The way knowledge is produced, accessed, distributed and owned is changing in significant ways. Globally, we are seeing the rise of open-source approaches to knowledge development, as communities (as opposed to individuals and organisations) generate and share information. This trend may have a significant impact on the way geospatial information is gathered, maintained and distributed, particularly as more data is generated by citizens. Related to this, is the fact that the expertise needed to achieve our outcomes is increasingly spread across multiple organisations or countries, so we will need to give more emphasis to how we facilitate this knowledge. We will need to understand these developments and opportunities and align our policy, regulatory and legal frameworks accordingly.
- **Changes in how New Zealand's natural resources are used and managed.** The earth's finite natural resources are under increasing pressure. One impact of this complex issue is that natural resources such as fresh water and air may have rights, responsibilities and restrictions applied to them in the future. Because of our expertise in managing the transaction and access system for land rights, we may have a role to play in recording and enabling access to information about rights for these other precious resources.
- **Changes in how we communicate and collaborate.** Increasingly, the outcomes we seek to achieve, and the systems we exist in, have interdependencies with other agencies, with stakeholders and customers, and with broader communities of interest. We will need to strengthen our customer-centric approach across all our products and services, and, recognising our broader focus on land information market leadership, ensure our collaboration and communication practices adapt to this. We will need to establish stronger relationships with the private sector, local government and academia in order to identify and understand trends and issues, and then work together to move forward.

Strategic issues

These developments provide a context for us to review and focus our priorities, to ensure we remain relevant and responsive to our evolving environment and the needs of New Zealanders. A number of strategic issues associated with these developments demand our focus, including:

- **Becoming more agile as an organisation.** The dynamic nature of our operating environment means we need to respond quickly to shifting demands and priorities. Improving our agility will enable us to align quickly to emerging national priorities and support other departments more effectively – for example, being able to respond to an increased volume of Treaty settlements between now and 2014. We will give more emphasis to our planning and prioritisation framework to ensure our efforts over the coming years remain focused on those activities delivering the greatest value to New Zealand.
- **Building our capability to facilitate collaborative solutions.** Much of our future success will be driven by our ability to work with a range of stakeholders to solve complex problems that involve competing interests. For example, we administer land that is economically important and environmentally sensitive and therefore subject to competing pressures from multiple groups. To work through these issues constructively, we will need to strengthen our relationships with stakeholders, improve our engagement capabilities and understand the systemic impacts of our activities.

- **Maintaining operational excellence while co-creating New Zealand's future land development market.** We will need to maintain the systems and processes that deliver certainty of property rights, while working with other stakeholders to plan and create the ideal future state of New Zealand's land development market. Related to this are the challenges of continually assessing the role of government with respect to geospatial data, and enabling a diverse range of interested parties to integrate geospatial data and systems.
- **Broadening our impact while maintaining efficiency.** It is crucial our services deliver excellent value for money. As we focus on the activities that deliver the greatest impact for New Zealand, we will need to ensure these are performed as efficiently as possible.

These trends and issues provide the basis for determining our priorities, but this is not an exhaustive list. Other important issues and opportunities are reflected in the description of our outcomes and key initiatives.

3. Strategic framework

Outcome areas

LINZ's activities are structured around four outcome areas that reflect our purpose and functions.

Certainty of property rights.

This outcome area relates primarily to our 'transactions management' functions, in which we maintain and administer the regulatory framework and system for defining and transacting land.

Authoritative land information.

LINZ is the custodian of several nationally significant geospatial datasets. Management of these datasets is the focus of this outcome area. We aim to ensure that the provision of core geospatial information supports property transactions (included in our certainty of property rights outcome area) and the provision of essential services.¹

Federated geospatial information.

This outcome area relates to our leadership role in the co-ordination and accessibility of geospatial information across government and the private sector. This supports access to information by a wide range of users for diverse purposes.

Best use of Crown assets.

This outcome area relates to our land management functions, including our various responsibilities for the administration of certain Crown lands.

These outcome areas, and the specific outcomes we seek to achieve in each area, are set out in the diagram on the next page. These represent a medium- to long-term focus for LINZ. The outcome areas are not mutually exclusive – activities under one area may contribute in some way to the achievement of outcomes in another.

The descriptions of each outcome area in the following section *Operating intentions* include a brief outline of what LINZ is seeking to achieve in each outcome area, the key issues to be addressed, and the key initiatives relating to that outcome area. To be most effective, we need to prioritise our effort by focusing expertise and resources on the activities within our influence that are most likely to make the greatest contribution towards achieving the desired change in each outcome area. Within our broad set of activities, we have therefore identified a small number of one to three year activities and initiatives that represent our key initiatives. Similarly, our capability requirements are targeted to support the delivery of our outcomes, while also ensuring we can meet the challenges of changes in our environment.²

Every year we examine our view of the key issues under each outcome area, to ensure that our evolving knowledge about the important issues, and the best points of influence, are reflected in the focus of our efforts.

¹ Such as emergency services, defence and security, safe land and sea navigation.

² See section 7 *Assessing organisational health and capability*, pages 26–27.

PURPOSE

To maintain and build confidence in property rights in land and geographic information
 To encourage land information markets to develop and mature

Managing transactions

Managing information

Managing land

OUTCOME AREAS

Certainty of property rights

Investors and rights-holders have confidence that property rights over land are clear and certain, and can be traded efficiently

Regulatory framework is clear and effective

The framework for land transactions is clear, up-to-date, and minimises the cost to investors and rights-holders

Rights are clearly defined

Rights in land are accurately and clearly defined

Transactions

Land transactions are recorded accurately, in a timely way, and at a reasonable cost to users.

Authoritative land information

People can be confident when making decisions and communicating in relation to locations within New Zealand's Territory

Access

New Zealanders involved in the activities supported by LINZ authoritative land and seabed information can easily access the information required by their activity

Confidence

New Zealanders that make decisions or communicate about locations supported by LINZ land and seabed information are inherently confident in the reliability, up-to-date nature, and certainty of that information to fit their purpose.

Federated geospatial information

New Zealand's geospatial data is available, accessible, and is able to be shared

Governance

Effective governance arrangements support the management, development and access to our national geospatial information

Interoperability

Geospatial datasets, services and systems owned by different government agencies and local governments can be easily combined and re-used for multiple purposes

Access

Government geospatial information and services can be readily discovered, appraised and accessed

Data

Priority geospatial datasets are captured, preserved and maintained.

Best use of Crown assets

Crown land is put to the best use for New Zealand

Managing Crown land

Crown land managed by LINZ is put to its best use for economic, social and environmental purposes

Acquiring and disposing of Crown land

The Crown buys and sells property in a way that advances the public interest and protects private rights.

KEY INITIATIVES

Preparing ourselves for tomorrow's land development market

Mandatory e-lodgement – realising the benefits

Future-proofing the real property rights regulatory framework

Encouraging overseas investments in New Zealand

Land and seabed information customer management

Land and seabed information management improvement

Effective leadership and co-ordination

Lead the development of a national geospatial data infrastructure

Pastoral land management

Biosecurity programme for Crown land

OUTPUT CLASSES

Administration of the Overseas Investment Act 2005

Policy advice

Standards and quality assurance

Land and seabed information storage and management

Land and seabed information access and dissemination

Land and seabed data capture and processing

Administration of the New Zealand Geographic Board Act 2008

Ocean Survey 20/20 Programme

Crown property management and disposal services (includes pastoral)

CAPABILITY

4. Operating intentions

Outcome areas and key initiatives

Certainty of property rights

What are we aiming to achieve in this area?

LINZ's outcome in this area is that "investors and rights-holders have confidence that property rights over land are clear and certain, and can be traded efficiently".

For most New Zealanders, buying a house will be their largest investment. This is also true for many businesses, where purchasing or leasing premises or a farm will be a significant part of their capital expenditure.

Achieving certainty of property rights is a cornerstone of a successful economy. For efficient trading and investment involving land, investors and rights-holders need to know exactly what they are transacting, what their rights and responsibilities are, and they need to be able to carry out the transaction easily and at reasonable cost. Other actors in the property market share these needs, including conveyancers, surveyors, real estate agents and the lending community. If rights are unclear, confidence is reduced and unnecessary costs are created throughout the system, generating impediments to economic activity.

Achieving this outcome involves a focus for LINZ on, firstly, setting a robust regulatory framework and, secondly, designing and maintaining robust systems for defining and transacting land.

LINZ is concerned with three contributing outcomes that together create an effective and efficient system of property rights and transactions.

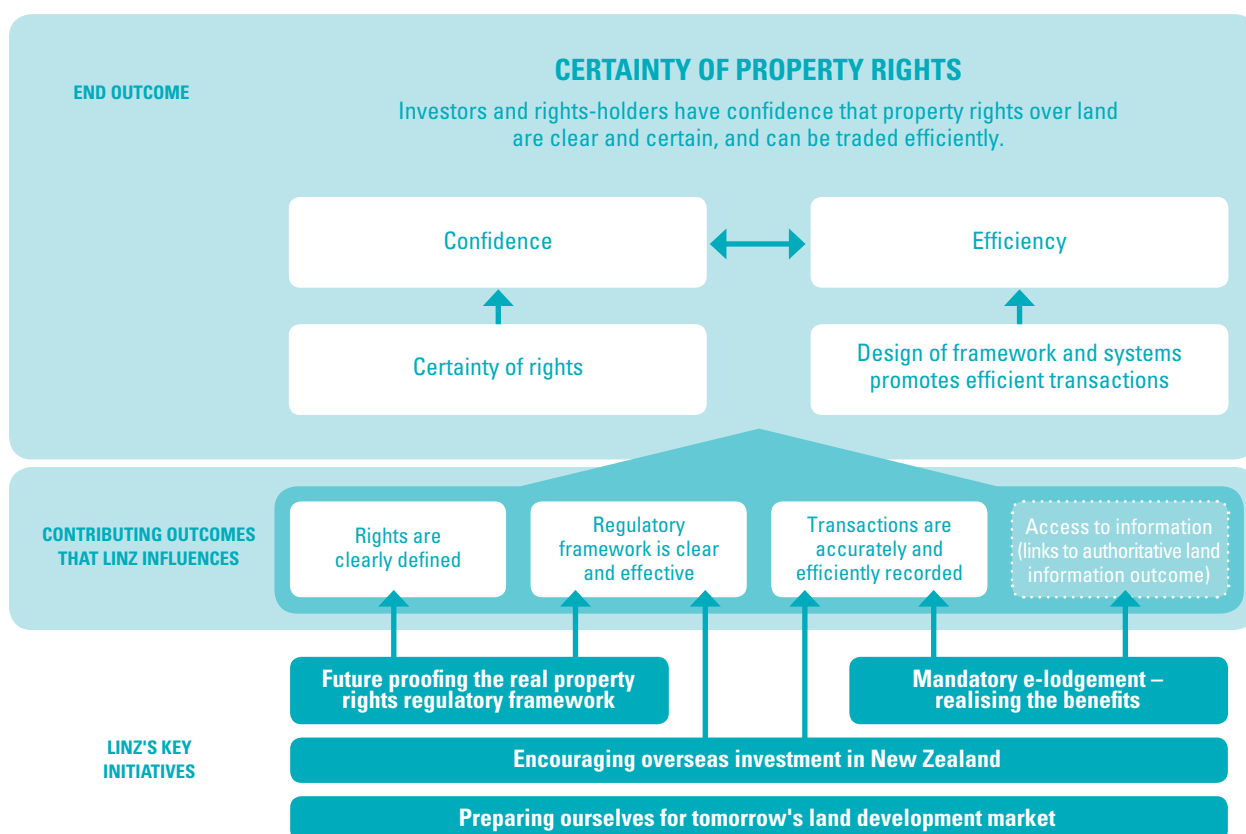
Contributing outcomes

Regulatory framework is clear and effective. The framework for land transactions is clear, up-to-date, and minimises the cost to investors and rights-holders.

Rights are clearly defined. Rights in land are accurately and clearly defined.

Transactions are accurately and efficiently recorded. Land transactions are recorded accurately, in a timely way, and at a reasonable cost to users.

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



Assessing performance

Progress in relation to this outcome area will be measured through the indicators described below.

Outcome	Measures
Investors and rights-holders have confidence property rights over land are clear and certain, and can be traded efficiently	<ul style="list-style-type: none"> Confidence levels of those who use and rely on the land transfer system. If successful, the underlying regulatory framework and system should be 'taken for granted' by the end user. Accordingly LINZ is more likely to monitor for any lack of confidence. Satisfaction levels of users regarding efficiency and cost effectiveness of the processes and systems.
Regulatory framework is clear and effective	<ul style="list-style-type: none"> Level of understanding of policy, legislation and associated systems and processes by key users. Satisfaction levels of key users that emerging trends are identified and changes made to respond, with the level of risk understood and managed.
Rights are clearly defined	<ul style="list-style-type: none"> Accuracy and clarity of recorded information relating to property rights over land.
Transactions are accurately and efficiently recorded	<ul style="list-style-type: none"> Accuracy of recorded information relating to land transactions. Timeliness of transaction recording. Satisfaction levels of key users that continual improvements to the effectiveness and efficiency of the system for land transactions are identified and implemented. Costs of transactions are minimised.

Current situation and key issues

LINZ has come a long way since 1998 when Landonline was approved by the Government. At that time, customers queued in long lines at public counters to search title and survey records, we added one kilometre of shelving each year to house those records, and transaction times were measured in weeks rather than days. The journey to electronic lodgement of land survey and title transactions has now been completed. This robust and efficient system for transacting land helps New Zealand to remain at the forefront of developed economies by having a robust system for transacting land information. However, we need to build on this success by constantly seeking to improve the efficiency of the system, and to work with users and the public to address current and emerging needs.

Some types of emerging property rights do not sit well within the current framework and require clarifying, including rights to water, air, ocean resources and the seabed.

Key initiatives

Within the range of work we do that contributes to this outcome area, we will be focusing on four key initiatives over the next three years.

Preparing ourselves for tomorrow's land development market

What will we do and why is this important?

The land development market involves the subdivision and development of land for new uses and typically includes local government, developers, site surveyors and engineers. The information generated from this process leads to surveyors and lawyers preparing resource consents, survey plans and land title documentation that updates the land title register and provides new information for the land information market.

LINZ will take a leadership role to work with key industry representatives to establish a shared view on shaping the land development market – with a view to how the various professions and players can work more efficiently together to meet the future needs of New Zealand and promote economic efficiencies. LINZ can then consider realigning our regulatory frameworks and processes accordingly.

4. Operating intentions continued...

Specific activities with the surveying, conveyancing and valuation communities include LINZ leading joint programmes to:

- agree on the land development and land information markets of the future, including participants, roles, accountabilities, expectations and systems of tomorrow's industry
- evaluate how we measure up now compared with where we want to be in the future, and
- determine who needs to do what to achieve the land development market of the future.

What impact will this initiative have?

This initiative is intended to improve the functioning of the land development market by:

- influencing and improving LINZ's understanding of the future needs of the land development and land information markets and aligning LINZ's frameworks and processes to it, and
- achieving optimal regulation. Through working with stakeholders to identify future needs, we expect to identify key areas in which regulatory design, and our role in the land development market, can be improved so it is fit for purpose into the future, without imposing unnecessary costs on users.

Mandatory e-lodgement – realising the benefits

What will we do and why is this important?

By maintaining and improving the land registration system, LINZ aims to provide an accurate and up-to-date picture of legal ownership of land in New Zealand. How well this system works is critical to the confidence of users in relation to land rights and transactions. It also affects the efficiency of land transactions and associated costs. Increasing confidence and efficiency will come from lower transaction charges for electronic processing, productivity and efficiency gains that result in faster transactions, and reduced risk and greater security with less reliance on physical document security.

The shift to electronic lodgement of transactions has been a major change in the way property transactions are carried out, and represents a significant piece of continuing work for LINZ. The priority over the next three years is to ensure the programme of work is completed so the benefits of recent changes are fully realised. Specific activities include:

- consolidating processing centre functions into two main offices in Hamilton and Christchurch, and
- maintaining and expanding electronic access to all current, frequently used survey and title records via Landonline, and implementing improvements to the storage and accessibility of LINZ's paper records.

What impact will this initiative have?

This initiative is expected to maintain the accuracy of information that underpins confident transacting, while:

- improving the efficiency of land transactions, leading to cost savings for users, shortening registration time and increasing first time compliance, and
- improving ease of access to information for users (linked to our Authoritative Land Information outcome area).

Future-proofing the real property rights regulatory framework

What will we do and why is this important?

LINZ currently manages a world class system for defining, managing and trading in real property rights and authorises and records changes in rights to land. Together with the geodetic and cadastral survey systems that LINZ maintains, these systems provide the framework for recording rights in land. This framework has served New Zealand well. However, environmental changes and emerging trends mean we need to be prepared and able to contribute to debate and discuss how property rights could expand into new environments.

This initiative will take a longer-term strategic view of the framework, with the aim of being able to future-proof it for new and emerging trends. Already there are current and emerging property rights beyond traditional 'land' that do not fit well within the existing framework and would benefit from further investigation. These include: rights to water, air, ocean resources, the seabed, customary rights and new mixed use land rights (such as public foreshore and seabed rights). LINZ will contribute in this area by examining what is needed to create certainty in ownership and definition of such property rights.

In the short term, research and scanning work will be carried out to develop a better understanding of the nature of emerging issues affecting the regulatory framework. We will also look at the principles and systems required to identify, record, and if appropriate, enable trade in such rights.

What impact will this initiative have?

The short-term impact of this initiative will be a better understanding of the broader issues and types of rights that do not fit well within the current framework, and the contribution to the development of options for the future. Over the longer term, this initiative will ensure the regulatory framework is fit for purpose, meaning rights are clear, and efficiently tradable.

Encouraging overseas investment in New Zealand

What will we do and why is this important?

New Zealand's overseas investment screening regime influences the attractiveness of New Zealand as an investment destination. In the current economic climate, capital is particularly important and New Zealand needs to ensure the screening regime does not unnecessarily deter or prevent overseas investment. LINZ will work with the Minister of Finance, the Minister for Land Information, and The Treasury to review the overseas investment framework to create a screening regime that promotes and encourages the flow of investment into New Zealand, while addressing valid concerns about foreign investment.

Specific activities to consider in the review include:

- how the purpose of the Act could be restated to better reflect the importance of foreign investment to New Zealand's economic growth
- how the screening thresholds for sensitive land and significant business assets can be adjusted to ensure they promote the flow of investment into New Zealand
- how the type and scope of land defined as sensitive land can be refined so that only land of particular significance or importance to New Zealand is screened, and
- how the criteria for consent and factors for determining benefit to New Zealand can be altered to avoid deterring valuable investments and to minimise compliance costs.

What impact will this initiative have?

This initiative and its associated activities are intended to improve the design and implementation of the current screening regime to ensure:

- it provides clarity, certainty and predictability for investors
- it targets relevant concerns about foreign investments, and
- efficient processing of investment applications.

4. Operating intentions continued...

Authoritative land information

What are we aiming to achieve in this area?

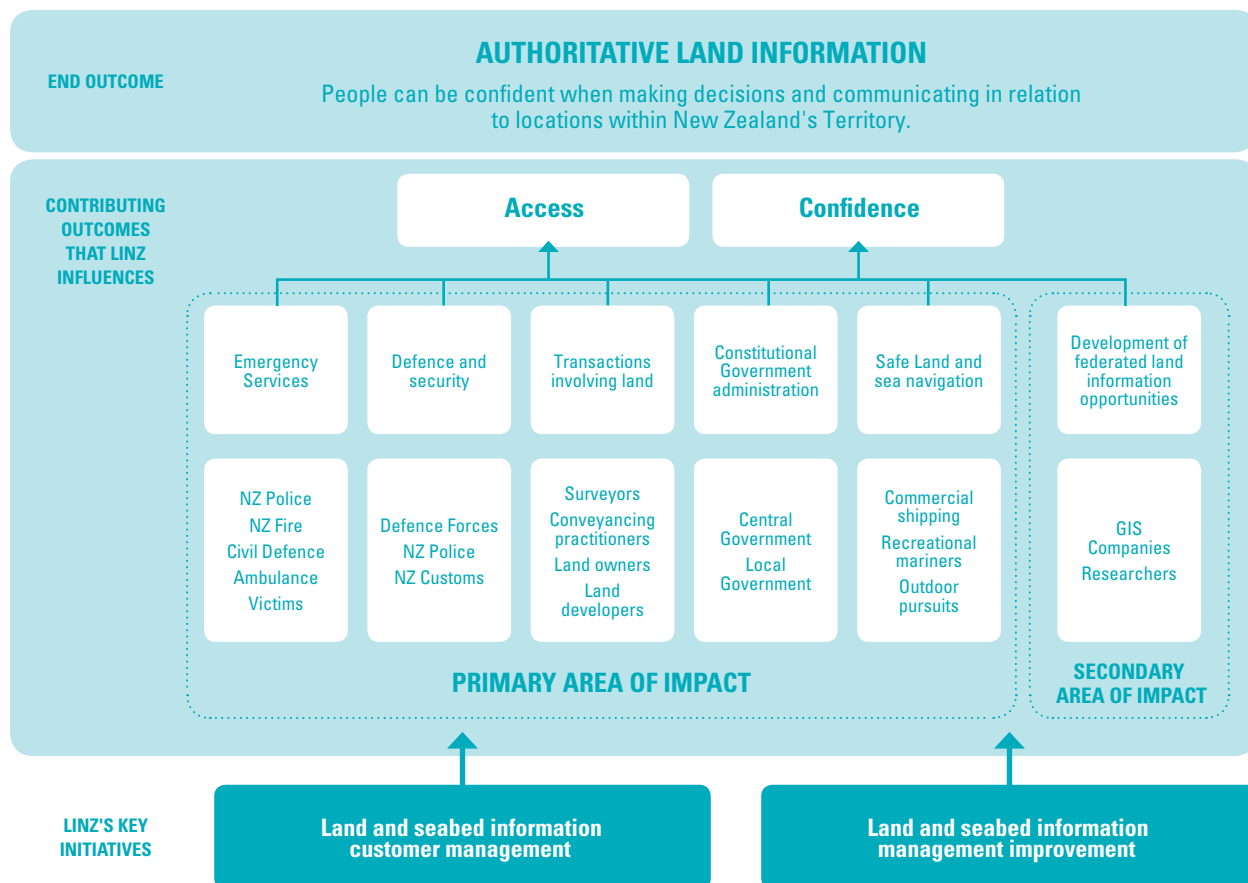
LINZ's outcome in this area is that "people can be confident when making decisions and communicating in relation to locations within New Zealand's Territory".

LINZ is the authoritative source for core land and seabed information for emergency services, defence and security, land transactions, constitutional government administration, and safe land and sea navigation. Users of this information need to be able to take the reliability and fitness for purpose of certain kinds of information for granted. In some cases, it is literally a matter of life or death, in others, a risk to national interests. When integrated with other geospatial information, or otherwise processed, this information can also enable a range of broader economic and social benefits.

LINZ's authoritative land and seabed information supports:

- **Emergency service planning, preparation and response.** This requires certainty about the location of hazards, incidents, offenders, victims and emergency responders.
- **Defence and security of New Zealand's interests.** This requires certainty about the location of borders and boundaries, key physical locations, and threats.

- **Transactions involving land.** For people to transact land with confidence, and keep transaction costs low, the parties require certainty about property boundaries to correctly link to associated rights. Authoritative information is essential in defining the relevant property rights described in our first outcome area, *Certainty of property rights*.
- **Government administration.** Advice, planning and administration of statutes requires certainty of location of nationally significant demographics, boundaries, infrastructure and resources. This includes a range of constitutional central and local government functions, such as conducting democratic elections, place naming, Treaty settlements and sustainable urban development.
- **Safe land and sea navigation.** Ensuring safe passage for mariners and land travellers requires certainty over the location of routes and hazards.
- **Development of federated land information opportunities.** A wide range of other social services and commercial and recreational activities use geographical information. This information is often integrated with other information types, or otherwise processed, to add value for a particular purpose.



To achieve this outcome, LINZ's activities are focused on two contributing outcomes.

Contributing outcomes

Access. New Zealanders involved in activities supported by LINZ's authoritative land and seabed information can easily access the information required by their activity. Easy access means that it is visible, easily obtainable at reasonable cost,

able to be understood, and able to be integrated with other land information as their purpose requires; be it immediate use or further value-add processing before use.

Confidence. New Zealanders who make decisions or communicate about locations supported by LINZ's land and seabed information are confident in the reliability, up-to-date nature, and certainty of that information to fit their purpose.

Assessing performance

Success in relation to this outcome area will be measured by whether the New Zealanders involved in the activities supported by LINZ's authoritative land and seabed information can readily access core land information and rely on this information for their purpose. Progress will be measured through the indicators described below.

Outcome	Measures
People can be confident when making decisions and communicating in relation to locations within New Zealand's Territory	This outcome is a 'composite' of the specific contributing outcomes below. Progress will be assessed using the measures for each individual outcome listed below.
Access	<ul style="list-style-type: none"> New Zealanders involved in the various activities supported by LINZ authoritative land and seabed information report that the information is easily accessible, available at reasonable cost, and able to be integrated.
Confidence	<ul style="list-style-type: none"> Those New Zealanders who use information held by LINZ, particularly those within the primary area of impact, report that it is reliable, up-to-date and fit for purpose.

Current situation and key issues

New Zealand enjoys world-class status for digital management of land information relating to property rights (cadastral and title information) as well as other land and seabed information. These systems are yet to fully mature and the users of these services are starting to appreciate the real potential for the application and accessibility of this digital information to support a wide range of activities.

This maturing process includes improving our understanding of how our land and seabed information is being processed and applied, and how effective the application is. Significant progress has already been made in developing effective relationships with key information users in the primary area of impact (see outcome area diagram, page 14). However, within the secondary impact area it is not clear whether information is being processed or applied within the intended purpose, thereby enabling the desired outcomes in the best way.

Land and seabed information requires ongoing quality improvement to meet ever-increasing user expectations of accuracy, timeliness and integration allowed by advances in technology. An example is demonstrated with the current proliferation of the varied global positioning systems (GPS)

into many aspects of everyday life. This development over the last decade has raised expectations about the certainty of locations. As these expectations are met, further potential is developed. Each advance offers potential economic, social or environmental benefit that must be balanced against the cost to ensure the information is fit for purpose and not just 'nice to have'.

General expectations are that LINZ land and seabed information should evolve in line with contemporary information-age developments. This may mean faster delivery, 24/7 access, close to real-time currency, completeness, and a format that enables core information to be easily used and integrated. Current LINZ systems and processes have been improved over recent years but will need to be enhanced to meet future expectations. When upgrading large and complex information technology systems, the implementation lags behind the commercial availability of that technology. While this is a reality of necessary procurement, test and implementation processes, this lag can cause frustrations for customers with expectations of far quicker changes. However, it remains critical that our systems continue to meet their primary purpose through careful risk management.

4. Operating intentions continued...

Key initiatives

Over the next three years, LINZ will focus on two related key initiatives, described below.

Land and seabed information customer management

What will we do and why is this important?

LINZ will enhance our current customer management model, which caters for our key customers in the primary area of impact, shown in the outcome area diagram on page 14. Through this work we aim to develop a stronger understanding of the way people are using LINZ's authoritative land and seabed information and better align the information to their purpose. This will include:

- enhancing relationships with those New Zealanders who engage directly with LINZ for land and seabed information, to support the activities within the primary area of impact, and
- establishing an understanding of how those New Zealanders who are supported by LINZ's land and seabed information are processing and using that information within the secondary area of impact.

Land and seabed information management improvement

What will we do and why is this important?

A greater range of users are demanding better access to the geospatial data that underpins our products and services. At present it is not always easy for end users to discover or access the underlying data. We will work on our processes, resources and systems associated with the collection, regulation, maintenance and provision of authoritative land and seabed information to enable and encourage greater access to our data.

This work will commence with enabling easier access to LINZ's core datasets. It will involve changes to how data is packaged and distributed, particularly through the application of open access and interchange standards. The work will be closely aligned with the initiative to lead the development of a national geospatial data infrastructure (see page 19) – as LINZ's information will be an important initial input into the wider system.

What impact will these initiatives have?

Developing our knowledge through better connections with customers will mean those who undertake activities within the primary area of impact will have access to land and seabed information that more closely fits their purpose, subject to resourcing. LINZ will also utilise the knowledge gathered to identify a broad range of common needs that could be met, recognising that not every individual need will be able to be met.

A secondary area of impact will be better knowledge of the fitness for purpose of the data being used in different ways. This will help users to understand and apply information within its intended purpose and with appropriate degrees of certainty.

Better access will enable the rich data that we hold to be used by more New Zealanders, for more purposes. For example, outside of government, a growing cluster of land information businesses and organisations seek to add value to, and exploit competitive advantage from, publicly available land and geographic datasets.

An additional impact can be created through the knowledge that LINZ will develop in undertaking this work. By identifying and implementing the technology standards, systems and protocols necessary to harmonise geospatial databases, and ensure their accessibility through channels like the Internet, LINZ will develop important knowledge that can be shared with customers, industry and other agencies. This will reinforce LINZ's leadership in the sector and links strongly with our *Federated geospatial information* outcome area.

Federated geospatial information

What are we aiming to achieve in this area?

LINZ's outcome in this area is "New Zealand's geospatial data is available, accessible, and able to be shared".

Geospatial data records the location and names of features beneath, on, or above the surface of the earth. Although most people tend not to think consciously about it, many aspects of our daily lives rely on geospatial data – on knowing where things are and understanding how they relate to each other. This data supports a wide range of business, government and community activities – from emergency services and defence planning, to Treaty of Waitangi processes, running an election, the provision of health services and finding local schools.

Coverage and accuracy of this data is constantly improving, and becoming accessible in different ways, including online. Google Earth is an example of a popular tool used to store and display geospatial data. These types of tools are becoming widely available and increasingly used by the general public, as well as businesses. New data, and easier ways of accessing it, are creating new markets and commercial opportunities, as well as demonstrating better ways of providing traditional public services. For example, New Zealand's emergency services are using geospatial data to more accurately pinpoint the location of emergencies, and respond to these emergencies more efficiently and effectively. Improved access to location-based data enables New Zealanders to combine and re-use the data to make new information and better decisions.

This outcome area is about improving the access to, and use of, geospatial data across government, the private sector, and individuals, in a way that supports New Zealand's broader economic and social goals. However, this is not something that LINZ can achieve alone – it will take the co-ordinated efforts of a broad range of parties. LINZ will therefore need to take a leadership role in facilitating this co-ordination. LINZ intends to support the above outcome by contributing to four underlying outcomes.

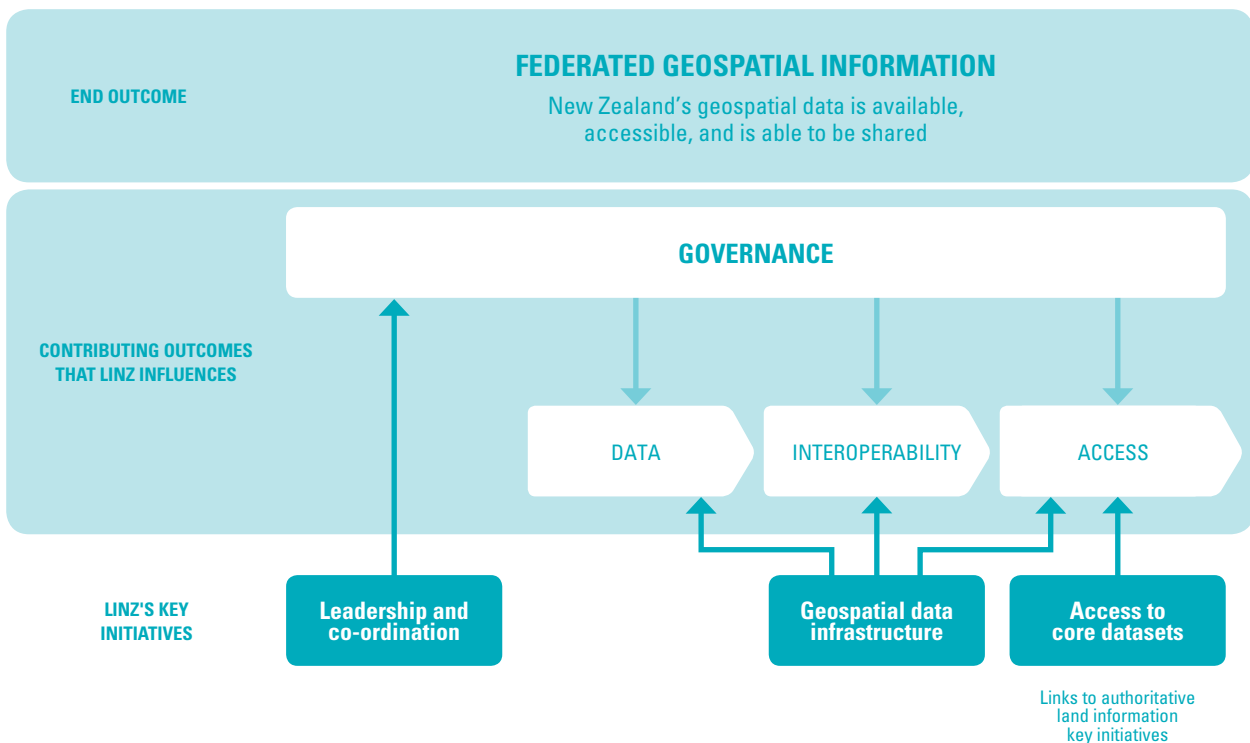
Contributing outcomes

Governance. Effective governance arrangements support the management, development and access to national geospatial information.

Interoperability. Geospatial datasets, services and systems owned by different government agencies and local government can be easily combined and re-used for multiple purposes.

Access. Government geospatial information and services can be readily discovered, appraised and accessed. Access to LINZ-held data is discussed under our outcome area *Authoritative land information*.

Data. Priority geospatial datasets are captured, maintained and preserved.



4. Operating intentions continued...

Assessing performance

Progress in relation to this outcome area will be measured through the indicators described below.

Outcome	Measures
New Zealand's geospatial data is available, accessible, and is able to be shared	This outcome is a 'composite' of the specific contributing outcomes below. Progress will be assessed using the measures for each individual outcome listed below.
Governance	<ul style="list-style-type: none">• Extent to which participating agencies are satisfied with the governance arrangements.
Interoperability	<ul style="list-style-type: none">• Holders of geospatial data have incentives and information that helps them to achieve data interoperability.• Degree of interoperability as reported by users. If successful, local, regional, and central government agencies can readily exchange priority geospatial data, without the need to copy or duplicate that data.
Access	<ul style="list-style-type: none">• Information about what government geospatial data exists is readily available.• User satisfaction levels with access to government geospatial information and services.
Data	<ul style="list-style-type: none">• Priority datasets are clearly identified and are maintained to specifications that meet collective needs. If successful, then organisations that produce or maintain geospatial information would be aware of and follow relevant standards and guidelines.

Current situation and key issues

In the past we used maps to show where people and objects were located. Today this has evolved into a complex digital environment with sophisticated geospatial and related textual databases, satellite positioning, and communication networks like the Internet, as well as wireless applications. It is increasingly understood that geospatial data is a vital ingredient in many modern systems of infrastructure, such as transport or telecommunications. It is an important source of intelligence that underpins decision-making in many domains. Governments around the world are attempting to increase the economic and social impact of geographic information and are facing issues in two main areas.

Managing and integrating geographic information and systems in a dynamic environment

The value of geographic information is often realised when it is integrated with other data and/or services, yet the ability to integrate geographic information from multiple sources is still quite limited. Data exists in many forms, in many agencies, across different systems and to varying standards and protocols. A number of barriers (such as pricing, licensing, discoverability and constraints around data formats) restrict people's ability to access and share the data, and can lead to duplication.

The Internet provides an effective mechanism for ensuring easy access to distributed data holdings, and many governments are responding with initiatives to help ensure their data can be

easily found, accessed and shared. New Zealand is aiming to follow the lead of Canada, Australia and Europe in the development and uptake of initiatives in this area.

At the same time, traditional models of data capture, maintenance and distribution are being challenged, as large volumes of data are being generated, by more people, in new ways. For example, the convergence of greater access to broadband, the availability of global positioning systems (GPS) at affordable prices, and more participative forms of interaction on the Internet, are enabling vast numbers of individuals to create and share geographic information. Initiatives such as Wikimapia and OpenStreetMap show how 'citizen-generated' information is starting to challenge traditional data suppliers with good-quality products that are openly accessible to all.

Ensuring effective governance and collaborative arrangements

The ever-increasing distributed network of geospatial data spans many government departments and agencies, as well as local government and the private sector. This creates natural opportunities for collaboration and partnerships between government, industry and academia. It also challenges governments to create more effective models for governance and coordination, and to explore new frameworks that can foster co-ordination across sector and jurisdictional boundaries. As well as being important in driving innovation, better co-ordination helps to create efficiencies. For example, data can be purchased once and used many times.

Key initiatives

Within the range of work we do that contributes to outcomes in this area, we will be focusing on the following key initiatives over the next three years.

Effective leadership and co-ordination

What will we do and why is this important?

As champion of the New Zealand Geospatial Strategy, LINZ will help to shape and lead cross-government work in this area. A broad range of interested parties require effective leadership and collaboration to ensure successful implementation. These parties form a diverse community of interest that includes: central government agencies, local government; relevant Crown entities, geospatial industry players (including proprietary vendors, data resellers, exporters, and service suppliers), researchers and academics, regional and international geospatial organisations, and private sector users, including recreational users.

Many of these parties have been involved in the development of a work programme for the New Zealand Geospatial Strategy. Approved in September 2008, the first phase of this programme sets out a range of initiatives that will require the sustained, collaborative effort of many stakeholders.

LINZ will identify and establish the functions and processes required to accelerate the implementation of the Strategy. A strong focus will be placed on:

- programme management to drive the Geospatial Strategy work programme and ensure LINZ delivers on key projects, and
- communications, engagement and relationship management to ensure all stakeholders have a voice and are driving together. Given the broad range of stakeholders involved in the collection, collation and use of geospatial data, LINZ will need to build effective relationships and broker collaborative solutions.

LINZ will also establish regular dialogue with the growing cluster of land information businesses and organisations to better understand their needs and to foster, where possible, their growth. This is important in helping LINZ remain well-connected with the diverse community interested in this topic.

What impact will this initiative have?

This initiative will:

- accelerate the implementation of the New Zealand Geospatial Strategy, and
- improve collaboration and co-ordination across the geospatial sector.

Lead the development of a national geospatial data infrastructure

What will we do and why is this important?

A Spatial Data Infrastructure (SDI) refers to the optimal mix of technology, policies, standards, users, and activities required for geospatial data to be used in an efficient and flexible way. The development and maturity of our SDI is crucial to ensuring geospatial information is utilised to maximum effect for New Zealand. Part of this work will include identifying what is 'optimal' in the New Zealand context.

Data in a SDI is federated and relies on those who hold geospatial data to share it with other potential users. LINZ will focus on creating conditions that encourage this sharing of data. Many of the barriers to sharing are institutional and social, rather than technological. In particular, agencies tend to produce data to carry out their mandate and functions, and do not have incentives to consider the value the information could have across the economy. Some datasets held by government agencies are not readily discoverable. Others, like the topographic and cadastral datasets held by LINZ, are available but would experience more widespread use if they were easier to access.

The work includes developing and implementing effective mechanisms for data exchange as well as recommendations on open data structures and standards. Work on geospatial data infrastructures in other countries has produced mature standards, methodologies and software that can be used here, so LINZ will seek to ensure New Zealand holders of geospatial data benefit from these developments.

What impact will this initiative have?

In the long term, a mature SDI will give decision-makers across New Zealand easy access to location-based information that can help them do their jobs better and more efficiently.

In the short to medium term, the initiative will focus on agencies that are major holders, and users of, geospatial information. LINZ will work with these agencies, as well as the wider community of interest, on initiatives that will:

- establish systems, processes and standards that enable holders of geospatial data to share it as a routine part of their business
- demonstrate the technological and business framework needed to make a spatial data infrastructure work
- show how a SDI can make data more accessible and interoperable, and
- raise the awareness of the importance of a mature SDI to New Zealand.

4. Operating intentions continued...

Best use of Crown assets

What are we aiming to achieve in this area?

LINZ's outcome in this area is "Crown land is put to the best use for New Zealand".

All government agencies work to ensure Crown assets are put to their best use. However, LINZ has a central role in managing Crown land in the best interests of New Zealand.

LINZ manages almost three million hectares of Crown land outside of the conservation estate or around 8% of New Zealand's land area. This includes 1.6 million hectares of high country pastoral land in the South Island, Crown forest land in the North Island, approximately 4,000 properties, and river and lake beds. LINZ also regulates how government agencies acquire, manage and dispose of land under the Public Works Act 1981, Land Act 1948, and related legislation. This includes LINZ exercising statutory powers and functions.

LINZ is concerned with two contributing outcomes that together ensure the best use of Crown land assets.

Contributing outcomes

Managing Crown land. Crown land managed by LINZ is put to its best use for economic, environmental and social purposes.

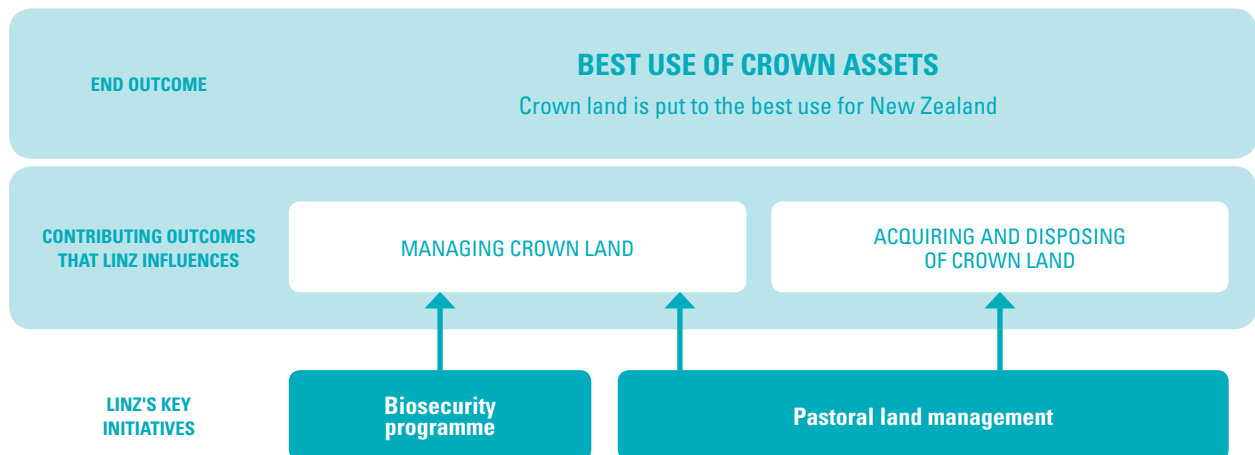
Success means:

- decisions about the uses of Crown land managed by LINZ reach an appropriate balance between relevant economic, environmental, and social considerations, and
- Crown land managed by LINZ is properly maintained and protected to ensure its value is maintained and its use enhanced.

Acquiring and disposing of Crown land. The Crown buys and sells property in a way that advances the public interest and protects private rights.

Success means when government agencies acquire or dispose of Crown land:

- the Crown acquisitions of land are justified
- the Crown follows a fair and lawful process in acquiring or taking property
- fair payment is made for the acquisition of land, and
- land is dealt with according to the Crown's responsibilities when it becomes surplus.



Assessing performance

Progress in relation to this outcome area will be measured through the indicators described below.

Outcome	Measures
Best use of Crown assets	This outcome is a 'composite' of the specific contributing outcomes below. Progress will be assessed using the measure for each outcome listed below.
Managing Crown land	Decisions about the uses of Crown land managed by LINZ reach an appropriate balance between relevant economic, environmental, and social considerations.
Acquiring and disposing of Crown land	Extent to which the Crown acquires and disposes of land in a manner that is legally robust and consistent with Government policy.

Current situation and key issues

Competing demands from central, regional and local government, lessees and licensees, iwi and public interest groups impact on LINZ's management of Crown assets. These competing demands influence decisions on matters such as land activities, sustainability of water extraction, access, erosion, pest management, tree planting, renewable energy, and reserving land for conservation estate purposes.

Environmental sustainability has moved from the periphery to become a central issue for New Zealand. This reflects not only a shift in public opinion but also recognition that some environmental limits have been reached.

Public works infrastructure projects, such as new roads and schools, require decisions to be made on the acquisition of land, including from private landowners. When government agencies wish to acquire or take land for such projects, LINZ must ensure, through its standards and statutory decision-making, a fair, lawful and effective process has been followed and fair compensation is paid.

The Crown's South Island high country is environmentally sensitive, economically important and includes landscapes and scenery that make New Zealand an internationally renowned tourism destination. Affordability of rents, restrictions on land use, the multitude of regulatory consents required, and ongoing stewardship of the land are some of the key issues in this area.

The tenure review programme for assessing and reviewing pastoral leases has legally protected a number of high-priority environments and distinctive or rare ecosystems. There now needs to be wider consideration of alternative mechanisms available to protect significant inherent values while allowing for ongoing economic use, and recognising that leaseholders can be as effective stewards of the land as the Crown.

Inland water environments (lakes and rivers) are large interconnected ecosystems containing increasingly important resources. Management and property rights for these resources are currently approached on a largely ad-hoc, resource-specific basis and are coming under increasing pressure. Joint management partnerships or accords between the Crown and iwi following settlement of recent Treaty claims involving lakes and rivers have replaced Deeds of Recognition applied in earlier Treaty settlements. These require a much greater level of consultation, with an expectation LINZ will be more directly involved in managing the relationship with iwi.

Weeds and pests on Crown land impact on the use and economic viability of the land. LINZ needs to consider a range of issues with weeds and pests in different locations.

4. Operating intentions continued...

Key initiatives

In the next three years LINZ will concentrate on two key initiatives under this outcome area.

Pastoral land management

What will we do and why is this important?

South Island high country pastoral land is environmentally sensitive, economically and culturally important, and includes attributes of significant inherent value. Current restrictions on land use (i.e. the nature of a pastoral lease) impact its earning capacity. LINZ will be working to ensure pastoral leases are economically and ecologically sustainable through:

- developing and implementing the Government's high country policy. This will include:
 - a high level reassessment of the current policy and legislative settings, and
 - developing and implementing policy for rents based on earning capacity
- developing a greater understanding of the current uses of pastoral land and what future uses are likely
- enhancing engagement between leaseholders and the Crown, and
- exploring options to recognise high country leaseholders are effective stewards of the land.

What impact will this initiative have?

By doing this LINZ will ensure the right range of economic, environmental and social considerations are balanced when making decisions about the best use of Crown pastoral land, recognising leaseholders' proven ability to manage land for conservation and economic outcomes.

Biosecurity programme for Crown land

What will we do and why is this important?

The Crown is a major land owner within New Zealand. The impact of weeds and pests on Crown land inhibits the economic returns achievable and use of our rivers and lakes. Effective programmes can only be undertaken in partnership with our neighbours and territorial authorities. We will work with our neighbouring land owners and key stakeholders to improve the effectiveness of biosecurity programmes on Crown land under our administration. This will include:

- improving the LINZ Property Management Information system to ensure biosecurity activities (including the work undertaken and results) are recorded and maintained for use in the ongoing property management programme, and
- greater collaboration with other affected parties (for example, neighbouring landowners, leaseholders, regional councils, Department of Conservation and iwi) to improve the effectiveness of biosecurity programmes on Crown land.

What impact will this initiative have?

By having an improved biosecurity programme, LINZ will:

- enhance the public recreational use of lakes through the control of water-based weeds such as lagarosiphon and hornwort
- enhance the economic use of land through the control of weeds and pests such as gorse, wilding pines and rabbits
- reduce the threat of weeds and pests spreading to and from neighbouring land, and
- foster a collaborative approach to weed and pest management.

5. Managing in a changeable operating environment

Risk management

A core element of being able to meet challenges and take on new opportunities in achieving our strategic direction is the way we identify and manage risk. We acknowledge, and our policies reflect, that risk management supports good governance and informed decision-making. Our Risk Management Framework developed in 2008/09 will implement our risk policy and provide LINZ with:

- a business-wide approach to risk management
- risk management as part of priority setting and decision-making activities, and
- confidence that risks are identified, communicated and managed.

We already proactively manage risks associated with our e-focused interventions, industry self-compliance and decision-making processes but realise that, as we start to execute our new areas of strategic focus, new risks will need to be managed.

Other aspects of managing our strategic risks are the risks associated with service provision. We manage these through various avenues such as the Project Management Framework, regular independent reviews of our decision-making processes, strategic business planning processes, information technology control processes, and our regulatory intervention risk-based framework. We also have an Audit Committee, and Business and Risk Assurance functions providing advice to the Chief Executive.

Strategic alignment

Strategic risk is the current and prospective risk to achieving our end outcomes, the reputation of LINZ or our capability to operate at the highest level. This may arise from strategic choices, the improper implementation of our strategic choices, or changes to the environment. To mitigate this we need to have a clear understanding of emerging issues by using and monitoring relevant indicators and trend data. We are currently looking at ways to reinforce environmental scanning across the organisation so that we can identify weak signals before they become an issue. The development of a Strategic Research and Evaluation Framework will also contribute to the measurement of progress towards our outcomes and expose any risks that will prevent us from achieving those outcomes.

Our role and mandate authorise us with responsibility for contributing to certain outcomes in relation to land (or real) property rights. In determining LINZ's role within government, particularly our leadership in the geospatial sector, and in developing a clear articulation of the government's expectations regarding the land market, we provide confidence to Ministers that our contributions are aligned with the Government's priorities.

Decision-making

LINZ's statutory decision-making relies on high levels of judgement. This requires robust analysis and sound and documented processes.

Our focus on optimal regulation requires a clear rationale for intervention, and that intervention needs to be aligned with risk. The level of industry co-operation required to move to an 'optimal' level of regulation may require a shift away from the current paradigms in which each industry operates.

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

- ongoing review (including consultation) of standards and rules to ensure an optimal level of intervention
- regular audits to ensure compliance with standards through a quality assurance function
- collaboratively establishing a strategic context with each industry group to identify what is likely to occur in the future and what can be done to shape and meet that future, and
- ensuring decisions are clear and transparent, underpinned by sound documented rationale and cross-agency consultation.

Core business systems – people, processes and technology

LINZ is increasing its reliance on electronic delivery of information, products and services. This increased reliance requires LINZ to have a comprehensive approach to ensuring the stability of the underpinning technology infrastructure. Key to this comprehensive approach are:

- robust architectural principles for guiding decision-making, and
- capacity planning and regular technology maintenance to ensure the infrastructure is current and able to respond to our changing environment.

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

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

We also ensure ongoing development and integrity of our electronic systems through:

- relationship management and consultation with customers to proactively identify and manage their needs, and
- standardised, risk-based validation procedures to ensure data complies with standards.

6. Cost effectiveness

LINZ delivers a range of outputs to different stakeholders and customers. It is through the delivery of these outputs that we achieve our outcomes. To manage our resources effectively and efficiently we need to understand the costs and benefits of those and understand the impact and value of what we do.

In the current economic environment it is even more important the state sector is focused, efficient and productive. This means delivering services more cost-effectively and continually focusing on improving the performance of every tax or fee dollar spent.

Over the past decade LINZ has reduced internal costs, our overall staff numbers and the fees for our services through a focus on electronic delivery. In particular, through the programme of electronic lodgement of survey and title transactions, we have been gradually reducing the number of staff in our processing centres and have closed some regional offices. This programme is now nearing completion but our focus on efficiency and cost effectiveness will continue.

We have identified where we can make savings and have offered funding back to the Government. We will continue to focus on where savings can be made and will ensure our work aligns with Government priorities. This means, where appropriate, the reallocation of resources internally.

LINZ receives funding from third party users of our services. We are committed to ensuring we use this money effectively, and demonstrate value and efficiency to our customers. We have structures and processes in place to review the services provided, and the fees required to fund them, based on market projections and trend data.

We also have other ways of measuring our cost effectiveness. A key focus of our regulatory activity is to continue to develop regulatory indicators and targets to evaluate the effectiveness of interventions in achieving outcomes. Our overall regulatory approach also focuses on optimal regulation, with a view to ensuring compliance costs are minimised, given the risk.

Understanding the changing needs of our customers is a key element in delivering cost effective services. Through our Customer Relationship Framework we can proactively identify and manage customer needs so that resources are targeted into the right areas.

Other ways we will manage and measure our cost effectiveness include:

- continually improving the efficiency of our systems and processes to minimise the cost of compliance
- investing in our capability to anticipate emerging trends and their impact on our business
- ensuring our business support and information technology functions align with the needs of the business to deliver our outputs, and
- constantly improving our planning to ensure we focus on the right things and to prioritise our resources.

LINZ is also developing a strategic research and evaluation framework that will assist in the development of performance measures and an evaluation capability. This will provide information that enables better monitoring and reporting of our outputs and their impact on our outcomes, as well as an improved basis for high-quality performance information to managers, decision-makers and the public. We want to ensure there are clear links between the outcomes we are striving to achieve and our day-to-day activities.

The following table shows where funding allocations are made for each of our output classes and the associated key activities. Funding is split between Crown appropriation and revenue from third parties in the form of fees.

Output Class	Appropriation \$000	Revenue Crown Funded \$000	Revenue Other Funded \$000	Key Activities
Administration of the New Zealand Geographic Board	761	761	–	<ul style="list-style-type: none"> Administration of the New Zealand Geographic Board Act 2008 and funding for the Board.
Administration of the Overseas Investment Act 2005	2,404	–	2,404	<ul style="list-style-type: none"> Processing applications from overseas investors and ensuring compliance with the regulation.
Crown Property Management and Disposal Services (including Pastoral)	25,319	18,158	7,161	<ul style="list-style-type: none"> Crown property management and disposal services, including pastoral lease and license management, the management of land related liabilities and the tenure review process. Delivery of the Crown property clearance service.
Land and Seabed Data Capture and Processing	41,840	16,266	25,574	<ul style="list-style-type: none"> Delivery of the Land Rights Registration and Cadastral Survey Systems. Generation of the National Authoritative Geospatial Record.
Land Seabed Information Access and Dissemination	4,142	1,185	2,957	<ul style="list-style-type: none"> Provision of access to information and services for land title, cadastral and geodetic information.
Land and Seabed Information Storage and Management	27,673	4,560	23,113	<ul style="list-style-type: none"> Ongoing maintenance of an information system infrastructure protecting the integrity and security of authoritative databases. Information systems development.
Ocean Survey 20/20 Programme*	7,176	7,176	–	<ul style="list-style-type: none"> Initiatives of the Ocean Survey 20/20 Programme.
Policy Advice and Ministerial Services	2,741	2,716	25	<ul style="list-style-type: none"> Policy Development. Ministerial Servicing. Geospatial Strategy.
Standards and Quality Assurance	7,443	3,886	3,557	<ul style="list-style-type: none"> Regulatory intervention. Regulators and associated functions.

***Note:** The Ocean Survey 20/20 Output Class consists of base funding of \$3,071,000 for the NIWA Research Vessel Tangaroa and \$4,105,000 for a survey of the Bay of Islands as part of the Ocean Survey 20/20 Programme. The cross-government OS20/20 Programme aims to gather information about the seabed and subsurface, the water column, and biodiversity within New Zealand's marine jurisdiction for navigation, ocean resource management and sovereign rights purposes.

7. Assessing organisational health and capability

LINZ's capability requirements are targeted to support the delivery of our outcomes, while also ensuring we can meet the challenges of changes in our environment.

Strategic influencing factors

Factors influencing LINZ's capability include the fast pace of innovation in an electronic environment and the real time demand for information. This has seen efficiencies in the way we process transactions and will have further implications for the way we provide geospatial information in the future. Operating in these conditions will demand greater agility and faster decision-making, while ensuring our underpinning information systems are robust.

A further factor shaping our capability will be the skills required to manage the growing expectations of our stakeholders. Ongoing technological advancements and a growing appetite for information means keeping pace with, and responding to, the needs of our customers. It also means taking a more proactive role in shaping both the environment and the preferences of our customers as we open access to the potential our information may have to offer. Accordingly, relationship management needs to be a constant theme underpinning the effective achievement of all our outcomes, and the processes that enable that to happen.

We have a diverse range of activities contributing to the effective execution of our business strategy. We are also seen as experts, with some core skill sets that reside only with us. To retain our reputation and to leverage off those skills and expertise we need to capture and use that knowledge. Access and capture of that knowledge will also support the robustness of our systems and keep the legacy of past experience and decisions available to our staff.

An informed organisation requires strong research and evaluation information. A key component in our success will be the ability to inquire and explore possible opportunities, identify trends, and make sense of information to add value to our stakeholders. Measuring the progress we are making in delivering our activities will provide an assessment of our effectiveness and efficiency, and will contribute to a more informed and responsive organisation. Accordingly, a key priority is ensuring we have the research and scanning capability to anticipate the land information market, and demonstrate a clear sense of accountability for our achievements.

Priorities for 2009/10

People management processes and practices at LINZ are fundamentally sound. Our priorities in the area of capability therefore reflect what is most important for LINZ as we ensure we deliver on our outcomes, by both building on our reputation in our current areas of activity and undertaking our leadership role in the land information market.

Information technology – systems and underpinning architecture

The focus of our information technology capability work is on those areas where the needs of the business are changing, reducing the risk of single points of failure, and continuing maintenance of critical systems, maturing them where appropriate.

Initiatives are underway to ensure our information technology staff have the skills sets to respond to changing needs and support LINZ's outcomes. This will help ensure our information technology standards and processes are able to support LINZ requirements for new delivery channels, applications or integration needs.

We are establishing succession planning, which aims to reduce the dependency on some core staff. Critical infrastructure is also being investigated for where single points of failure occur and work initiated where appropriate to mitigate these.

Over the last three years LINZ has invested heavily in technology to support the move towards an electronic lodgement environment. This means LINZ needs to ensure ongoing support and maintenance of the technology infrastructure to meet expectations for stability and reliability, as well as currency, of the technology deployed. LINZ's capability focus includes ensuring these demands are met, as well as building LINZ's capability to ensure technology aligns with the organisation's needs, utilising, where suitable, industry best practice frameworks.

Continuing to build relationship management capability

Success in achieving our outcomes requires the technical skills we have built up over the years, and leveraging off those skills to identify and develop a better understanding of land information markets. We provide a responsive service when users request our data, as well as expertise and assistance in understanding how that data can be used. Our focus will now emphasise a more proactive style by applying that expertise to build greater awareness in both the public and private sectors about the potential uses of LINZ's data to assist them in achieving their own objectives. This will require a shift to a more collaborative approach to achieve our outcomes.

Over the past four years, we have put a lot of effort into analysing our customer needs and building our marketing capabilities in the provision of our core services. To anticipate the emerging business needs of our customers and shape preferences in the land information market, we will now need to make connections among key industry players and identify potential business opportunities. To do this effectively, LINZ will develop our capability to work in relatively complex business environments, and improve our scanning abilities and analysis, and communication skills. Our recruitment, training and performance management practices will continue to include the importance of relationship management, as well as ensuring we continue to retain and develop the technical knowledge and skills that provide the basis for our increased work in land information markets.

LINZ will also continue to review and update its relationship management framework. This will allow LINZ to consider a wider range of potential customers and target marketing and communications to their specific needs.

Knowledge management

Information, by definition, is a key LINZ asset. Capturing, organising, refreshing, sharing and leveraging information relevant to the performance of business activities and to expert decision-making, is practical business knowledge management.

Implementation of enterprise knowledge management is progressive, as it involves changing culture, perceptions and processes. LINZ will continue to operationalise its knowledge management strategies, focusing on knowledge retention, knowledge sharing and embedding knowledge in processes and systems. An example of this practice is LINZ's structured learning programme for new property rights analysts in the survey and titles areas. In the long term, the aim is to achieve willing and proactive engagement by staff in sustainable knowledge management practices.

Monitoring and evaluation capability

We need to build on our current practices for reviewing and reporting our performance. This will form part of a strategic intelligence system that supports our governance structures and ensures we have access to information that is timely and meaningful. Our objective is to develop a framework that enables us to respond to our environment and ensure we have a range of evaluation tools to measure our performance.

We will continue to work on the development of performance measures that better reflect what we do and how that contributes to the achievement of our outcomes. Our focus will include reviewing our outcome and output measures, how we collect and use customer satisfaction research, and what specific programme evaluation may be required to assess our effectiveness.

LINZ also wants to ensure we align our internal work to meet any future strategic demands and projects need to demonstrate their contribution to the achievement of our outcome areas. The framework will therefore include identifying research and evaluation requirements to enable robust trend and issue identification and evaluation to occur.

To ensure LINZ regularly and systematically collects information about its external operating environment, now and looking ahead, we intend to build our environmental scanning and stakeholder engagement skills across the organisation. This will help to inform our planning and strategic direction, our selection of priorities, and our organisational capability requirements.

Development goals for the state sector

LINZ has an ongoing commitment to the goals for the state sector. We will continue to support them through the priorities outlined above and our other areas of focus, such as our involvement on interagency committees, the development and promulgation of good employer policies, human resource practices, and our information technology strategies.

8. Capital intentions

In 2009/10, funding has been set aside for upgrading the Crown property management information system, and upgrading accommodation for LINZ's processing centres in Christchurch and Hamilton. In 2010/11, capital resources will be allocated to Landonline system upgrades. Other than this, LINZ will maintain a programme of prioritised asset replacement within available capital budgets.

Asset categories	2009/10 \$000	2010/2011 \$000	2011/12 \$000	2012/13 \$000
Leasehold improvements	1,519	–	–	–
Motor vehicles	–	33	–	33
Computer hardware	962	2,000	1,500	1,500
Computer software	1,822	2,976	1,160	1,127
Furniture and fittings	–	–	–	–
TOTAL	4,303	5,009	2,660	2,660

DIRECTORY

NATIONAL OFFICE

Lambton House
160 Lambton Quay

PO Box 5501
Lambton Quay
Wellington 6145

Ph: +64 4 460 0110 or
0800 665 463 (New Zealand callfree only)
Fax: +64 4 472 2244
info@linz.govt.nz

Web: www.linz.govt.nz
www.landonline.govt.nz
www.newzealand.govt.nz

AUCKLAND PROCESSING CENTRE

Oracle Tower
56 Wakefield Street
Auckland

Note: please send mail for Auckland to our
Hamilton Processing Centre.

Ph: 0800 665 463 (New Zealand callfree only)

Public services provided:

- reading room for viewing land records by appointment.

HAMILTON PROCESSING CENTRE

Cnr Victoria & Rostrevor Streets
Private Bag 3028
Hamilton 3240

DX GX10069

Ph: 0800 665 463 (New Zealand callfree only)
Fax (main): +64 7 858 5488
Fax (secondary): +64 7 858 5491

Public services provided:

- manual lodgements of land transfer documents
- reading room for viewing land records by appointment.

WELLINGTON PROCESSING CENTRE

Mayfair House
44-52 The Terrace
Wellington

Note: please send mail for Wellington to our
Christchurch Processing Centre.

Ph: 0800 665 463 (New Zealand callfree only)

Public services provided:

- reading room for viewing land records by appointment.

CHRISTCHURCH PROCESSING CENTRE

Torrens House
195 Hereford Street
Private Bag 4721
Christchurch 8140

DX WP20033

Ph: 0800 665 463 (New Zealand callfree only)
Fax: +64 3 366 6422

Public services provided:

- manual lodgements of land transfer documents
- reading room for viewing land records by appointment.

DUNEDIN PROCESSING CENTRE

John Wickliffe House
265 Princes Street
Dunedin

Note: please send mail for Dunedin to our
Christchurch Processing Centre.

Ph: 0800 665 463 (New Zealand callfree only)

Public services provided:

- reading room for viewing land records by appointment.

National Office
Lambton House, 160 Lambton Quay
PO Box 5501, Lambton Quay, Wellington 6145
New Zealand

Tel (04) 460 0110
Fax (04) 472 2244

