



Strategic Plan 2015



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LINZ takes its Māori name Toitū te Whenua from the proverb Whatungarongaro te tangata toitū te whenua: “While people come and go, the land endures”. Land is central to New Zealand’s identity and to the country’s economic growth, and it will exist long after we have gone.

Whatungarongo te tangata toitū te whenua

While people come and go, the land endures

Chief Executive foreword

From a human point of view, the more we know, and the more we use what we know, the better.

Good geographic information and wise land management are a must in a country where land and waters are integral to our wellbeing, economy and identity.

Challenges include the need to boost economic performance while managing environmental impact; intensify housing in our major cities; and respond to climate change.

Accurate, comprehensive and accessible geographic information will help New Zealand meet these challenges by inspiring innovation and driving more informed decisions by central and local government, industry and business, and individuals.

LINZ understands this potential. Our vision is that the power of where drives New Zealand's success. We've signed up to the goal of multiplying by tenfold the value that geographic information creates for New Zealand over the next decade.

This strategic plan focuses our effort on three objectives.



Increase the
use of geographic
information



Unlock
the value of
property



Improve
resilience to
natural events

New Zealanders already depend on us to support property sale and purchase through the survey and title system and Overseas Investment Office. They count on our expertise in geographic information, and in managing government-owned land and property.

Our objectives recognise our roles and expertise, but push us to do better by approaching our work differently. For example, these objectives require our people to work across business groups as well as within business groups, and with colleagues in organisations throughout New Zealand.

This strategic plan also answers a call from our people, who have told us that they need to see more clearly how the work they do contributes to our vision and goal.

Underpinning our objectives are three values: Bold, Expert and Stronger Together (BEST). These values describe the way we will work together to bring our BEST to drive New Zealand's success. They come directly from the words our people used to describe the culture they believe will make LINZ more successful.

So what now?

This strategic plan sets the compass for every plan and action we take from now on, while our values define how we work together. Our 4 Year Plans will add detail, setting out for business groups and teams what they will do and how we will measure value. Every individual's performance plan will make their contribution clear.

LINZ's strategic plan and values are a critical development. Implementation will be challenging. I am confident however, that with these foundations in place, we will realise our vision and goal.

Peter Mersi

Chief Executive / Tumuaki Matua
Land Information New Zealand



Strategic plan overview

Our strategic plan sets out our vision and long term intent through our strategic objectives.

OUR STRATEGY

OUR VISION



The power of where drives New Zealand's success

OUR GOAL

To grow by tenfold the value created for New Zealand through the use of geographic information over the next decade

OUR STRATEGIC OBJECTIVES



Increase the use of geographic information

We will drive the delivery of accessible and usable geographic information for industry and government to provoke better decisions and inspire innovation.



Unlock the value of property

We will target New Zealand's property services and information so that people making decisions on Crown land, Māori land, and urban intensive areas can realise its potential.



Improve resilience to natural events

We will enable those who are making decisions on the impacts and risks of natural hazards to have the right information that will help protect New Zealanders and their assets.

OUR VALUES

Bold

We take personal responsibility to be better every day. We're courageous, agile and unafraid to fail.

Expert

We're among the best in the world, but we never take that for granted. We're passionate about reaching our potential.

Stronger Together

Manaaki connects us. Our diversity is our strength. We back each other, challenge and keep each other safe.

Positioning ourselves

Our strategic plan outlines where we will focus our effort over the next ten years. It describes what we will do to make a bigger difference than we do now.

It will help us make choices about:

- what we do
- what our customers want
- how the environment will impact us
- what capabilities we need to deliver, what we do well, and what we need to do better.

Our purpose

Land is central to New Zealand's social and cultural identity, and its economic growth and prosperity. At LINZ, we create, manage and share information about where things are, in, on and around our land and waters. The value we create for New Zealand is diverse.

While many of the services we provide result in a physical product such as a map or chart, others are largely invisible to the public, such as the collection of core geographic information, maintenance of New Zealand's positioning framework, or management of Crown land. This work is a key part of New Zealand's infrastructure and adds considerable value to New Zealanders.

When last measured, in 2009, the value derived from geospatial information to New Zealand was estimated to add \$1.2 billion in economic benefits.

We lead and work with others

We work with central and local government agencies, businesses, iwi and Māori, surveyors and conveyancers, as well as the users of our products and services. We work with others to make sure New Zealand has:

- accurate and interconnected geographic information
- robust property rights
- sustainably managed Crown property.

Together, we make sure New Zealand has data, information and technologies that work together so people can unlock benefits to build New Zealand's prosperity.

We make geographic information accessible and usable

We're connecting geographic information into a national spatial data infrastructure for New Zealand. A spatial data infrastructure can be broadly defined as a network of components that allows people to find, share and use spatial data.

This includes topographic maps and nautical charts, property information and aerial imagery. Most of our information is available free, online, in readily reusable formats through the LINZ Data Service. We champion sharing and exchange of public information through the New Zealand Open Government Information and Data Programme and our role in promoting a national infrastructure for geographic information.

We protect New Zealanders' property rights

We regulate and administer the survey and title system which records ownership and guarantees titles for New Zealand. This provides people, businesses and banks with confidence in property rights, and a system that facilitates the sale, purchase and development of property at a reasonable cost.

We manage and protect our land

We are the guardians of two million hectares of Crown land, including some of New Zealand's most iconic land, from South Island high country pastoral land to the beds of lakes Wanaka and Wakatipu. We manage \$500 million of assets for other government agencies, using our expertise to deliver greater efficiency and benefit to New Zealand. We also oversee overseas ownership of sensitive New Zealand assets, through the Overseas Investment Office.

We are leveraging our core strengths

Our strategy, goals and priorities for the next 10 years should leverage our core expertise and our strengths in geographic information, and in land and property administration.



Knowing our customers

Our end-users range from people working with surveyors and lawyers to buy a property; mariners navigating at sea; people using our maps; tenants of Crown land, data analysts and software developers using our data; through to defence and emergency services who need to know the terrain of an area.

Our customers

People use our data to decide on buying, selling and developing property

People want to know more about the land they're interested in, and the best possible options for the land's use. This information will help them more easily unlock the value of their land, whether that be economic, social, cultural or environmental.

LINZ supports better decision-making by Māori and iwi, by making land information available, along with knowledge to help them to identify the best use of land. We have strong working relationships with Māori and iwi and intend to improve our support of Māori economic, environmental, social and cultural development.

Our Business with Māori Strategy, He Whāriki Maurua, is giving effect to this through Memoranda of Understanding signed with iwi, and projects to improve access to geographic information.

People analyse our data to innovate, invest and make decisions

Our annual customer satisfaction surveys tell us that our data customers want us to grow the types of data we make available, and make the data more integrated. They are also looking to us for an increased range of services and products. They are asking for LINZ to take a leadership role in establishing the infrastructure (platform) that they can use to get access to more information faster in seamless and automated ways.

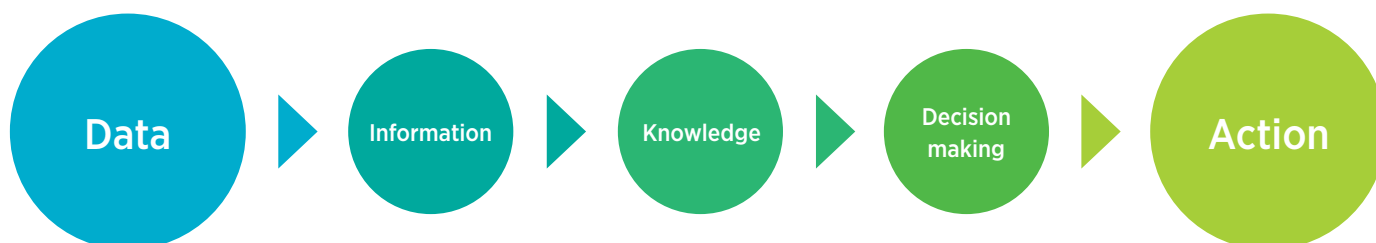
We want to deliver more information to an acceptable standard of quality and timeliness. Customers use our data to produce information that becomes the knowledge they use for decision-making and action. It is important that customers know the quality and completeness of the information on which they base decisions and action.

We will build stronger relationships with key stakeholders and customers

We value our customers and stakeholders. We know that to achieve our vision, we must gain a deeper understanding of external groups so we can engage with them at an appropriate level, and provide support at the right time. We will work with them to shape future products and design our service delivery.

Our strategy, goals and priorities for the next 10 years should focus on increasing the value we deliver to our customers and stakeholders.

The process from data to action



External trends

We have chosen to focus on four major trends where LINZ can make the biggest difference. We believe these trends will have a wide-ranging impact on LINZ's activities and operations by 2025. Together they emphasise the increasing need for geographic information to be managed as a national asset.



The capabilities we value

There are capabilities we already have, and others we need to strengthen, in order to confidently deliver on our strategy.

We need to build our leadership and business capabilities

To achieve our goals, we need to lift our capability to:

- **Think strategically:** We need to think strategically about our role across government and for New Zealand. We need to build greater awareness of the issues and opportunities for our customers.
- **Lead with influence:** We need to champion the benefits that geographic information can bring, and to work as business partners with our customers. This will require skills in building relationships and working collaboratively.
- **Engage at the political interface:** We need to understand how the political system works in the context of what we do and how it can enable us to make things happen.
- **Develop talent:** We need to attract, keep, inspire and grow the diverse capabilities our people need to achieve our vision.
- **Manage work priorities:** We need to bring discipline to the way initiatives are managed throughout their life cycle. This includes improving prioritisation to support our strategic objectives, and a stronger focus on outcomes and benefits.
- **Measure and manage performance:** We need to develop a stronger focus on results and accountability to support faster decision-making and address performance gaps.

LINZ will deliberately build these capabilities to lift our level of influence and impact across government and for New Zealand.

Our professional and technical capabilities are core to our success

We must preserve core capabilities that cut across and enable our strategic objectives.

Regulation is a critical responsibility for LINZ, protecting the integrity of land ownership, and giving New Zealanders confidence in their property rights. We take pride in and respect the independence and expertise of our statutory officers and the teams who support them.

Surveyor-General – regulates cadastral and geodetic survey systems

Valuer-General – regulates the rating valuations system

Registrar-General of Land – regulates the land registration system

Commissioner of Crown Lands – has statutory responsibility for all Crown land

Specialist expertise in geographic information is essential to our reputation. We contribute to global forums and work programmes, and have built international relationships and a respected position as a neutral and credible voice. We need to foster the transfer of knowledge and to build capability throughout New Zealand. We can do this by facilitating movements in and out of LINZ.

Business with Māori is a strong focus throughout LINZ – in our role to support the Treaty settlement process and through He Whāriki Maurua, our Business with Māori Strategy which makes all our people think about how we support better outcomes for Māori. Improving the potential of Māori land to support social, economic, environmental and cultural outcomes for Māori is an important driver behind our strategic objectives.

Data and Information Management is at the centre of what we do. To achieve our vision we need to apply good data management practices to our important datasets. We must support other agencies to do the same for theirs.



Greater detail on these areas and others can be read on our website:

<http://www.linz.govt.nz>



Scan to link to the LINZ website.

Mapping our strategy

Our strategy focuses our efforts to create greater value for New Zealand. The plan sets out why we have chosen our direction, what we will do to deliver on our vision and how we will work differently.

Our vision

Our vision is that the power of where drives New Zealand's success

Geographic and property information matter. They tell us where and what things are. They help us plan for the future and make good decisions. They enable us to build and care for our resources and property, and recover faster from natural disasters. This information needs to be easy to find and use, alongside all the other information that New Zealanders, businesses, communities and government use every day.

We have the opportunity to increase the significant contribution that geographic information already makes to New Zealand's success – its economic, environmental, social, and cultural prosperity.

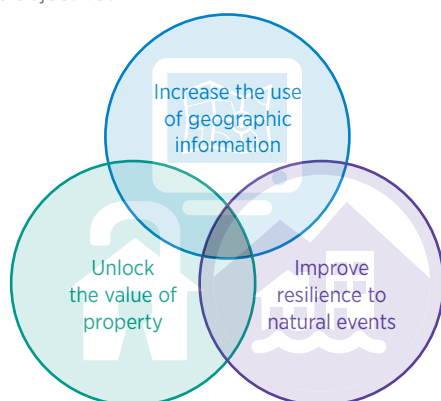
Our goal

Our goal is to grow by tenfold the value created for New Zealand through the use of geographic information over the next decade.

We will do this by being the champion for world-class geographic information to inspire better decisions and innovation. We want to support anyone making any decision where location matters. Better access to geographic information will enable us to:

- reduce transaction costs and frustration in finding information
- speed up planning and decision-making
- aid more sustainable decisions that benefit future generations
- drive greater resilience and faster recovery from natural events.

Our strategic objectives



Our strategic objectives

We have set ourselves three strategic objectives to deliver on our vision

Our strategic objectives are the critical things we need to achieve in order to reach our goal. We will focus our actions on these strategic objectives over the next ten years and align our skills and resources with what is most important.

In developing our strategic plan we identified and focused on where we can contribute most and drive the greatest return in economic, social, cultural and environmental value for New Zealand.

Our strategic objectives reflect these opportunities, and build on our strengths and core capabilities.



Increase the use of geographic information

We will drive the delivery of accessible and usable geographic information for industry and government to provoke better decisions and inspire innovation.



Unlock the value of property

We will target New Zealand's property services and information so that people making decisions on Crown land, Māori land, and urban intensive areas can realise its potential.



Improve resilience to natural events

We will enable those who are making decisions on the impacts and risks of natural hazards to have the right information that will help protect New Zealanders and their assets.

Our strategic plan provides line of sight between what we do every day and what we achieve for our customers and for New Zealand.

Living our values

Our values are the qualities we need to create the right culture to achieve our vision.

Our values

We have set what we consider to be the values and key behaviours to collectively drive our culture in the right direction.

Our three core values – **Bold, Expert, Stronger Together** – reflect what we stand for, who we are and the way we need to work to achieve our vision and goals.

We bring our **BEST** to drive New Zealand's success.



We take personal responsibility to be better every day. We're courageous, agile and unafraid to fail.



We're among the best in the world, but we never take that for granted. We're passionate about reaching our potential.



Manaaki connects us. Our diversity is our strength. We back each other, challenge and keep each other safe.

To achieve our vision we need to work more collaboratively, both internally across business groups and externally across government and industry. We need to seek out and partner with people across New Zealand who share the same passion for the outcomes we aim to bring about: open access to interconnected geographic information; unlocking the value of property; and making New Zealand more resilient in the face of natural events. This is what being stronger together means.

Working with others will require us to lift our sense of purpose, confidence, and ability and to step beyond our comfort zone. We need to be open to different ways of working, trying new things and speaking up when it matters. This is what being bold means.

Our expertise is something we value and should not take for granted. We must continue to challenge ourselves to learn and to openly share knowledge and capabilities within our organisation and the community. This is what being expert means.

Taken together, our values represent a change in the way we work and how we see ourselves.

Strategic objective 1

Increase the use of geographic information

OVERVIEW

Drive the delivery of accessible and usable geographic information for industry and government to provoke better decisions and inspire innovation

We are leading the development of a national spatial data infrastructure for New Zealand. The spatial data infrastructure links the different geospatial data sets to make them more easily accessible for all potential users.

We can't do this alone, so we are working alongside other central government agencies, local government, industry, other businesses with geographic information interests, Māori and iwi, and not-for-profit organisations.

We are **BEST** placed to do this because:

- We have the technical skills and experience and are in the best position to provide the core spatial data infrastructure for New Zealand.
- We are the lead agency for the New Zealand Geospatial Strategy. We are leading by example through the success of the LINZ Data Service and our cross-sector work to identify national geospatial research and development priorities.
- We have already successfully coordinated the maintenance, release and distribution of key datasets of national interest such as aerial imagery, cadastre, and title. We can do more.

We are seeking to accomplish:

Improved efficiency in the use of geographic information across local and central government, stimulated growth and innovation based on geographic information; and leading by example in the realisation of New Zealand's national spatial data infrastructure.

WHAT WE WILL ACHIEVE

There will be a national infrastructure for geographic information.

We will enable publishing of geographic information within New Zealand via the LINZ Data Service.

We will support other agencies to release geographic information, and to publish data by appropriate means.

Datasets of national importance that LINZ is responsible for will be accessible and reusable by government, businesses and the public.

We will have coordinated the maintenance, release and distribution of key datasets of national interest with a focus on information for addressing (see below), property (see strategic objective 2) and natural hazards (see strategic objective 3).

We will work across government to establish a national addressing dataset that is accessible and reusable by government, businesses and the public.



HOW WE WILL DO THIS

- We will contribute to the Government Chief Information Officer Partnership Framework, including the New Zealand Data Futures Partnership, and the Open Data and Information Programme initiatives.
- We will ensure the Open Government Information and Data Programme is further developed and is well led.
- We will build capability in managing geographic information through the Natural Resources Sector Information Programme.
- We will lead a work programme to deliver a national spatial data infrastructure.
- We will measure the value of geographic information and regularly promote this to decision-makers and leaders.
- We will provide expertise, support and service for publishing geographic information. We will enable publishing of geographic information within New Zealand via the LINZ Data Service.
- We will support the establishment of nationally consistent standards for collection, recording, holding and sharing interoperable data – making it easy for government and business to make information available and accessible.
- We will apply good data management practice for ourselves. We will promote this for other organisations responsible for datasets of national importance. For all national datasets we will ensure:
 - data is released in open formats
 - datasets are standardised
 - dataset quality is improved
 - data can be combined with, and linked to, other data.
- We will model a stewardship and custodianship framework for the five fundamental data themes for which LINZ is responsible (cadastre and property, positioning, elevation and depth, addressing, and imagery).
- We will establish data linking capabilities across our key systems, including the cadastre and property, and addressing data themes within the building and property sector.
- We will establish partnerships with other agencies to help us create a spatial data infrastructure for addressing.
- We will promote the use of the national addressing dataset to government agencies.
- We will regularly engage with government, business and the public users of addressing data and respond to their infrastructure needs.

SUCCESS WILL MEAN

- Geographic information is being used in the decisions and operations of the public, iwi and Māori, industry and government. For example geographic information is being used to contribute to long term planning and evidence based investment in infrastructure.
- The Government Chief Information Officer Partnership Framework, the Open Government Information and Data Programme, the Natural Resources Sector information programme and the national spatial data Infrastructure are aligned – and work coherently with other government programmes.
- The value of geographic information is widely understood, communicated and the benefits and costs are quantified.
- Consistent and comparable spatial data is available via online services from different central, regional and local government sources.
- The infrastructure and construction industries can work more efficiently because they can more easily integrate spatially referenced engineering design and asset information with other spatial datasets.
- Users can easily find and combine geographic information for their own purposes.
- Information managers have clarity about collection and management standards on geographic information.
- Duplication in addressing data is eliminated.
- People and properties can be more quickly and accurately located.
- Different information systems (such as health, education, and social welfare) containing official address as a common reference can be cross-referenced.
- Online transactions are faster because it is quicker to validate address information.
- There are fewer address clarification requests for local government.

Strategic objective 2

Unlock the value of property

OVERVIEW

Targeting New Zealand's property services and information so that people making decisions on Crown land, Māori land, and urban intensive areas can realise its potential

Much of LINZ's work and responsibilities relate to property rights. We have a leading role to drive ease of use, speed of movement through the system, accessibility, cost, accuracy and clarity.

By working across central and local government to enable the release of comprehensive property and building information, we can make it less time-consuming and expensive for people to make decisions about property.

We are **BEST** placed to do this because:

- We have a strong interest across New Zealand's property system. We are responsible for legislation and regulation through to land management, acquisition and disposal.
- Our Crown Property Centre of Expertise and clearances teams provide leadership across government in managing and disposing of property.
- We administer the overseas investment regime which considers applications for acquisition of sensitive assets.
- Our Crown Property Disposals e-portal has improved the information sharing process between agencies and we are extending this to cover the Right of First Refusal offer-back process for Māori and iwi.

We are seeking to accomplish:

Increased knowledge and management of property so that all rights, restrictions and responsibilities are readily available and understood; joined up and easily accessible property information that is available for reuse; and quicker processes and better decisions about property.

WHAT WE WILL ACHIEVE

There will be open access to property data that is seamlessly linked.

The quality and completeness of property data will be improved.

We will have optimised LINZ's property regulatory settings to unlock the value of property data.

We will have improved government processes around the property it manages.



HOW WE WILL DO THIS

- We will leverage ways to create and open up seamlessly linked property data.
- We will support and engage councils to make property data open.

- We will focus on high priority initiatives to improve the cadastre in relation to Crown land and Māori land.
- We will replace Landonline with a next generation system and support Te Ture Whenua Māori Land Act reforms to develop a register of Crown land and to improve the quality of information available for Crown and Māori land.
- We will enable improvements to the information in the cadastre.

- We will lead a review of the framework for acquisitions and disposals to enable better management of Crown land.
- We will implement the changes required in other regulatory areas to remove barriers to transacting property.
- We will engage and support agencies that manage Crown land to improve property management.

SUCCESS WILL MEAN

- There is less frustration, expense and wasted time for homeowners, builders and developers who need access to joined-up property information.
- It is faster and easier for insurance companies to respond to claims from natural disasters.
- Better services are being delivered by the private sector to support New Zealanders to realise the potential of their property.

- Better quality and more complete property data enables people to increase the utilization and productivity of their land.
- Māori landowners can quickly access accurate land related records.
- Māori landowners have access to improved services and support to realise the potential of their land.

- Crown land transactions will be faster and more efficient for those wishing to sell, purchase or lease Crown land.
- Faster decisions on acquisitions and disposals of Crown land.
- Improved management of Crown property leading to greater efficiency and effectiveness.

Strategic objective 3

Improve resilience to natural events

OVERVIEW

Enabling those who are making decisions on the impacts and risks of natural hazards to have the right information that will help protect New Zealanders and their assets

LINZ is well placed to contribute to datasets and information that enable better understanding of natural hazard risks and impacts. Better quality and more consistent data at a national level can be aggregated to support evidence-based investment and risk response decisions around natural hazards. Initially we will focus on providing information that will enable better determination of the impacts from flooding risk.

We are **BEST** placed to do this because:

- We have core specialist geospatial capabilities (mapping, geodesy, topography, hydrography, and elevation) that can contribute to improving natural hazard data and information.
- We have focused on flooding initially as it is the most common natural hazard event in New Zealand, with significant cost and impact on people and their assets. Globally the cost of natural disasters is rising year on year.
- A key priority for governments is to create resilient communities that are able to quickly recovery from disasters.

We are seeking to accomplish:

Improved support for decision-making to identify natural hazard risk in New Zealand; better quality and consistency of data that can be aggregated at a national level to support evidence based investment; and better understanding of flooding and the impacts and risks of river flooding.

WHAT WE WILL ACHIEVE

New Zealand will have better information and tools to assess the risks and impacts of natural hazards.

The policy settings will be in place to enable New Zealand to assess the impacts of flooding on property and land.

By 2020, stakeholders will have the spatial information, analytical models and visualisation tools needed to robustly assess and respond to flooding from rivers.

We will provide the critical positioning, property and elevation datasets to enable the assessment and response to flooding from rivers.



HOW WE WILL DO THIS

- We will focus efforts on improving and making available information and tools both we and others provide to help understand natural hazard risks and impacts.
- We will drive LINZ-related legislative change.
- We will support other agencies to progress related legislative change.
- We will support lead agencies and stakeholders to progress and implement priorities for the flooding information system.
- We will support new systems to manage the flooding information system.
- We will support training for ongoing collection, management and use of information and technologies related to flooding from rivers.
- We will take part in information infrastructure forums relating to flooding from rivers.
- We will leverage the activities, outputs and methods of strategic objective 1.
- We will develop and implement an Integrated Vertical Datum across the land and sea.
- We will coordinate the capture of public sector topographic LIDAR data which will contribute to the development of a national Digital Elevation Model.
- We will develop a 1m Digital Elevation Model for river flood prone areas.
- We will contribute to the capture of and contribute to the development of a database of building footprints with unique identifiers which will be complete in river flood prone areas.
- We will improve the accuracy of river mapping in our topographical database.

SUCCESS WILL MEAN

- Information and tools will support decision-makers to make better decisions about the risks and impacts of natural hazards.
- Resilient communities have information and tools to be able to more quickly recover from disasters.
- Our property rights and land transfer legislation will operate efficiently and effectively in the event of natural disaster.
- Information to identify resources, risks and rights relating to land is captured on property information accessible by landowners. (For example flood areas; building restrictions and/or consent notices.)
- A robust flooding information system is fully operable.
- People have the tools and capability to use the flooding information system.
- The cost and impact of flooding on people and their assets is reduced.
- Our data is being used to mitigate the impacts of natural hazards by those making decisions on the risks of natural hazards.
- People can more easily understand, anticipate and plan for the potential impacts of natural events.
- More informed decisions can be made on the location and protection of new and existing assets.
- Better quality and more consistent data at a national level can be aggregated to support evidence-based investment and risk response decisions around natural hazards.

Tracking our progress

Our strategic plan sets out our vision and long term intent through our strategic objectives.

Along with our current 4 Year Plan and annual business group and team performance plans, our strategic plan provides line of sight from what we want to achieve, how we will achieve it, and what we do day to day.

The objectives and actions in this strategic plan need to be shared and acted upon throughout LINZ, and progress will need to be evaluated.

Sharing our strategic intent is a senior leader responsibility. However it is the responsibility of all to be guided by the intent, and a journey for the whole of LINZ to embark upon.

As we progress, some actions are likely to be added, some will be modified, and some might be removed altogether. This is how we will ensure we keep focused on where we add most value.

We will also assess how we are tracking against our goal to grow by tenfold the value created for New Zealand through the use of geographic information over the next decade. To do this, we will need to develop an approach to track the value from the economic, social, cultural and environmental benefits.

We will review our progress regularly and assess whether our strategic objectives remain the right ones.



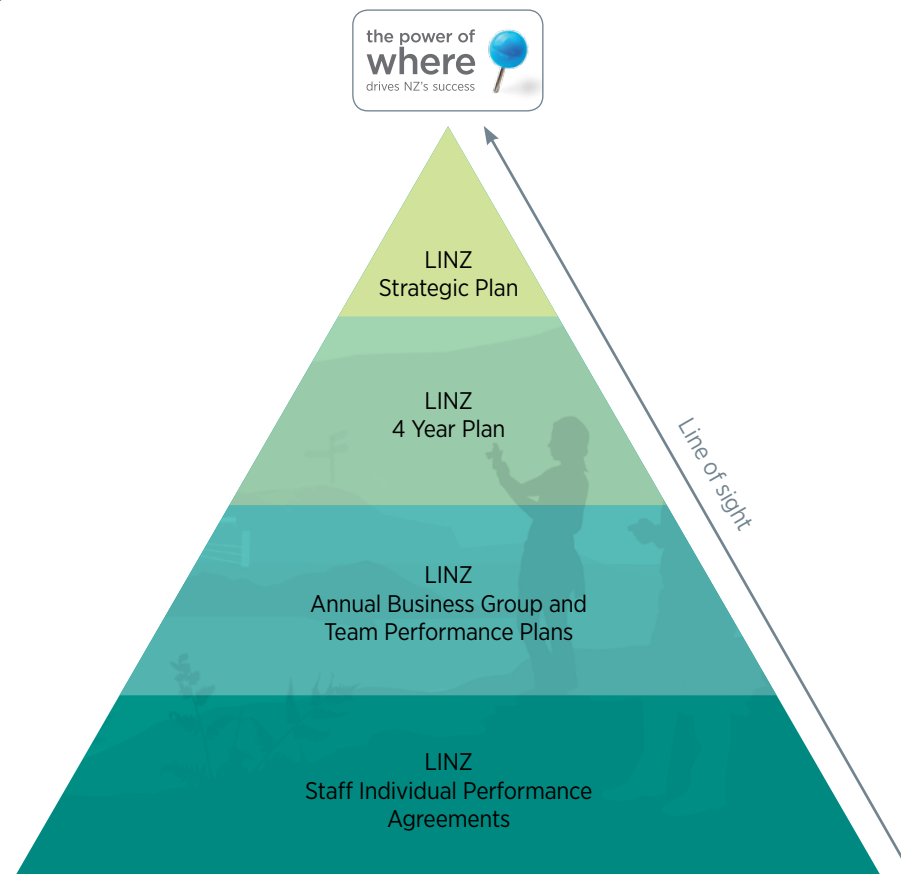
Reporting our progress will be achieved through our most recent Annual Report which is published online at:

<http://www.linz.govt.nz/about-linz/publications/annual-report>



Scan to link to the LINZ Annual Report.

Our strategy framework





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This document can be found at:
www.linz.govt.nz/linz-strategic-plan-2015