

Performance Improvement Framework

Formal Review of the Land Information New Zealand (LINZ)

ACTION PLAN

Sept 2010

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**Performance Improvement Framework
Formal Review: Land Information New Zealand
ACTION PLAN**

**Land Information New Zealand
Wellington, New Zealand**

**Published September 2010
Web address: www.ssc.govt.nz/pif**

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LAND INFORMATION NEW ZEALAND: PERFORMANCE IMPROVEMENT FRAMEWORK ACTION PLAN

Land Information New Zealand has a strong track record in improving efficiency and effectiveness. We are therefore pleased to have been included in the first group of agencies participating in the Performance Improvement Framework and support its goals of driving a culture of continuous improvement across the public sector.

As the report notes, LINZ is an agency in transition. Our focus in recent years has been to oversee changes to the way New Zealand property transactions are processed. Having achieved a world-first milestone of 100% electronic lodgement for land transactions, we have begun a transition to emphasise other activities, particularly those involving geospatial information and its potential to have a greater impact on New Zealand's productivity. We are making this transition whilst aiming to maintain our core functions and services to a high standard.

The review shows that we are operating well and are positioned to achieve our goals. It also validates many of the activities that are underway or planned and rightly points out a number of areas where we need to improve. The recommendations have helped us to sharpen our focus and prioritise those activities that best support our transition and our desire for continued improvement.

Our action plan sets out the things we will do to:

- establish a stronger influence over the use and re-use of New Zealand's geospatial information,
- drive an improved customer experience for our customers, and
- ensure our people, culture and capability align to support our strategic direction.

Importantly, our action plan includes work to improve how we prioritise and evaluate our activities, and work to ensure a strong and continued focus on efficiency. In the past, LINZ has achieved efficiency gains through delivering large scale programs like Landonline. In the future, we will ensure a continued emphasis on efficiency, but through a broader range of targeted activities, including better measurement of efficiency of core functions and pursuing efficiency gains in the wider systems and sectors that we participate in.

LINZ appreciates the opportunity that the PIF review has provided for us to reflect on our performance and we are encouraged by the reviewer's view that implementation of existing and planned initiatives should see an improvement in our performance ratings within six to nine months.

	managers is necessary c) Finalise the implementation plan for LINZ's recently refreshed Customer Strategy and begin implementation	SLT	30 Nov 2010
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Priority Area for Action from PIF review	What LINZ plans to do in response		
<p><i>Move more firmly to establish cross-govt leadership in the geospatial discussions, working with Ministers and sector organisations to emphasise the economic benefits. (Recommendation #2)</i></p>	<p>One of LINZ's three priority areas for 2010-2013 is to champion the New Zealand Geospatial Strategy, with the goal of ensuring that New Zealand's geospatial information is available, accessible and able to be shared. Several of the Key Initiatives in our Statement of Intent contribute to this¹ and we have a range of activities underway to ensure that our people and capability align to support our strategic direction. The PIF review has highlighted that important elements of this work include:</p> <ul style="list-style-type: none"> • effective cross-system leadership, including policy leadership capability, and • cultural and behavioural change, especially a focus on customer needs <p>The action steps below emphasise what we will do to more firmly address these areas within our overall approach to delivering against our priorities and building our capability.</p>		
	<p>Action Steps (tier one priority)</p>	<p>Lead</p>	<p>When</p>
	<p>a) Actively engage with recently revised Geospatial Executives Group and Steering Committee on effective ways to advance the NZ Geospatial Strategy and associated Work Programme</p> <p>b) Finalise and begin to implement an engagement strategy to further emphasise the economic benefits with key stakeholders</p> <p>c) Develop and begin to utilise a prioritisation framework for Geospatial Strategy activities that focuses on the areas of greatest impact to the economy</p> <p>d) Identify the levers that would enable LINZ to expand its influence in the geospatial arena, including:</p> <ul style="list-style-type: none"> • placement of geospatial priorities more coherently within the government's wider open data and information re-use agenda, and • the possible implications for LINZ's role 	<p>Geospatial Custodian</p> <p>Mgr Strategic Communications</p> <p>Geospatial Custodian</p> <p>GMPR</p>	<p>30 June 2011</p> <p>30 Sept 2010</p> <p>31 March 2011</p> <p>30 June 2011</p>

¹ Land Information New Zealand Statement of Intent 2010-2013, p16

<p><i>Recruit and build cross-govt policy leadership capability. (Recommendation #3)</i></p>	<p>e) Recruit and build cross-govt policy leadership capability through the Talent Management & Technical Capability workstreams underway within LINZ. Focus on:</p> <ul style="list-style-type: none"> • defining and starting a policy workstream to support the Geospatial Strategy, and • strengthening leadership in natural resources activities. 	<p>GMPR</p>	<p>31 Dec 2010 30 June 2012</p>
<p><i>Continue the overall emphasis on achieving the culture change to explicit focus on customer needs, and driving this down into the organisation. (Recommendation #4)</i></p>	<p>f) Initiate a dedicated workstream focused on culture and capability within the Customer Strategy implementation</p> <p>g) Continue with implementation of people strategy, including further embedding of customer focused behaviours through the activities of that strategy</p>	<p>GMCS GMSDS</p>	<p>Jan 2011 – Dec 2012 Ongoing through to 30 June 2013</p>

Organisational Management – Financial and Resource Management

Priority Area for Action from PIF review	What LINZ plans to do in response		
<p><i>Continue to integrate strategic risk management with business risk processes. (Recommendation #15)</i></p> <p><i>Review the depreciation arrangements for Landonline, and when the next overall IT strategy is developed integrate the results of this review into a revised long term capital asset plan. (Recommendation #13)</i></p>	<p>LINZ uses a risk management framework to support our activities. A current focus for LINZ is to ensure that this framework:</p> <ul style="list-style-type: none"> • is better integrated with our core business processes and activities and • the expectations on managers and staff in relation to managing risks to LINZ's success are clear. <p>The PIF review supports this direction and identifies specific actions we need to focus on.</p>		
	Action Steps	Lead	When
	<p>a) Review the strategic risk management processes to ensure they are integrated with LINZ risk management, assurance and planning activities.</p> <p>b) Clearly describe and communicate expectations of LINZ managers and staff in relation to managing risks to LINZ's success.</p> <p>c) Review the depreciation arrangements for Landonline</p> <p>d) Integrate the results of the above review into a revised long term capital asset plan</p>	<p>Manager Risk and Security</p> <p>Manager Risk and Security</p> <p>CFO</p> <p>CFO</p>	<p>31 Dec 2010</p> <p>30 June 2011</p> <p>31 March 2011</p> <p>30 June 2011</p>

<p><i>Review whether more integrated regulatory processes across different regulatory activities in LINZ would benefit customers who have transactions that fall under more than one regulatory process (Recommendation #9)</i></p>	<ul style="list-style-type: none"> a) Assess this issue as part of the LINZ Customer Strategy implementation and stakeholder engagement activity b) Make any necessary changes to regulatory processes 	<p>GMCS & GMPR</p>	<p>31 Dec 2011 31 Dec 2012</p>
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