

Decision Document

Location Information

15 June 2017

RELEASED UNDER
THE OFFICIAL INFORMATION ACT



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1 Introduction

Kia ora koutou

Thank you to everyone who has provided feedback. I have appreciated the open and honest conversations I have had and the feedback I have received of both support and suggested changes to the proposal.

I know many of you have taken the time to consider the impacts of the change and have shared these with me. I hugely appreciate that you have considered the change from a wide perspective, taking into account the opportunities and the risks from both an internal and external perspective.

I understand fully the personal impact of these changes and appreciate the positive approach everyone has taken during this process.

As I have shared with you previously, I see this as the continuation of an evolution for Location Information, in terms of how we work together, and across the systems we lead and influence. Being an agile and flexible high performing organisation means that we can shift our resources and focus our efforts where we can make the biggest difference.

I would like to reiterate that this high level change is a first step. The Location Information Group Managers will be thinking further about how we can best organise each of the teams in the group to help LINZ make the step change that is required of us for New Zealand, and New Zealanders.

I believe that the functional structure outlined in this document will set us up to have the right conversations about what we need in place to achieve **'The Power of Where'**.

It's an exciting time for Location Information, and I appreciate your continued honesty and commitment. It is also a time of ambiguity as we turn our focus to the next phase. I appreciate change **isn't easy and I will continue to ensure this is managed in a way that** provides everyone with certainty as quickly as possible.

Thank you again for your involvement. Please do continue to support each other, and make use of the assistance available to you.

Please talk to your manager or myself directly if you have any questions.

Jan Pierce
Deputy Chief Executive
Location Information

2 Guiding Principles

Location Information's (LI) direction and structure reflect **LINZ's** core principles for creating a high performing organisation. These are:

- Keep it simple – be clear on what we want to achieve and why we are doing it
- Keep engaged – keep our people and stakeholders engaged and connected at the right time
- Agility – strengthen our resilience and capability to be agile and work positively in our changing environment and context
- Pace and urgency matter – it is vital that due consideration goes into any actions that result and that we implement any change with pace and urgency so that our people have clarity and certainty

The following design principles were also used to underpin this change specifically for Location Information, to enable:

- The biggest positive impact for LINZ's **customers and stakeholders** (towards the tenfold increase)
- The best utilisation of the capability and resources across LI
- The best way to focus our efforts
- Clear roles and responsibilities
- Minimal key person risk and provide for succession planning

3 Overview of Decisions

3.1 Confirmed Functional Structure

A number of written and verbal feedback submissions were received.

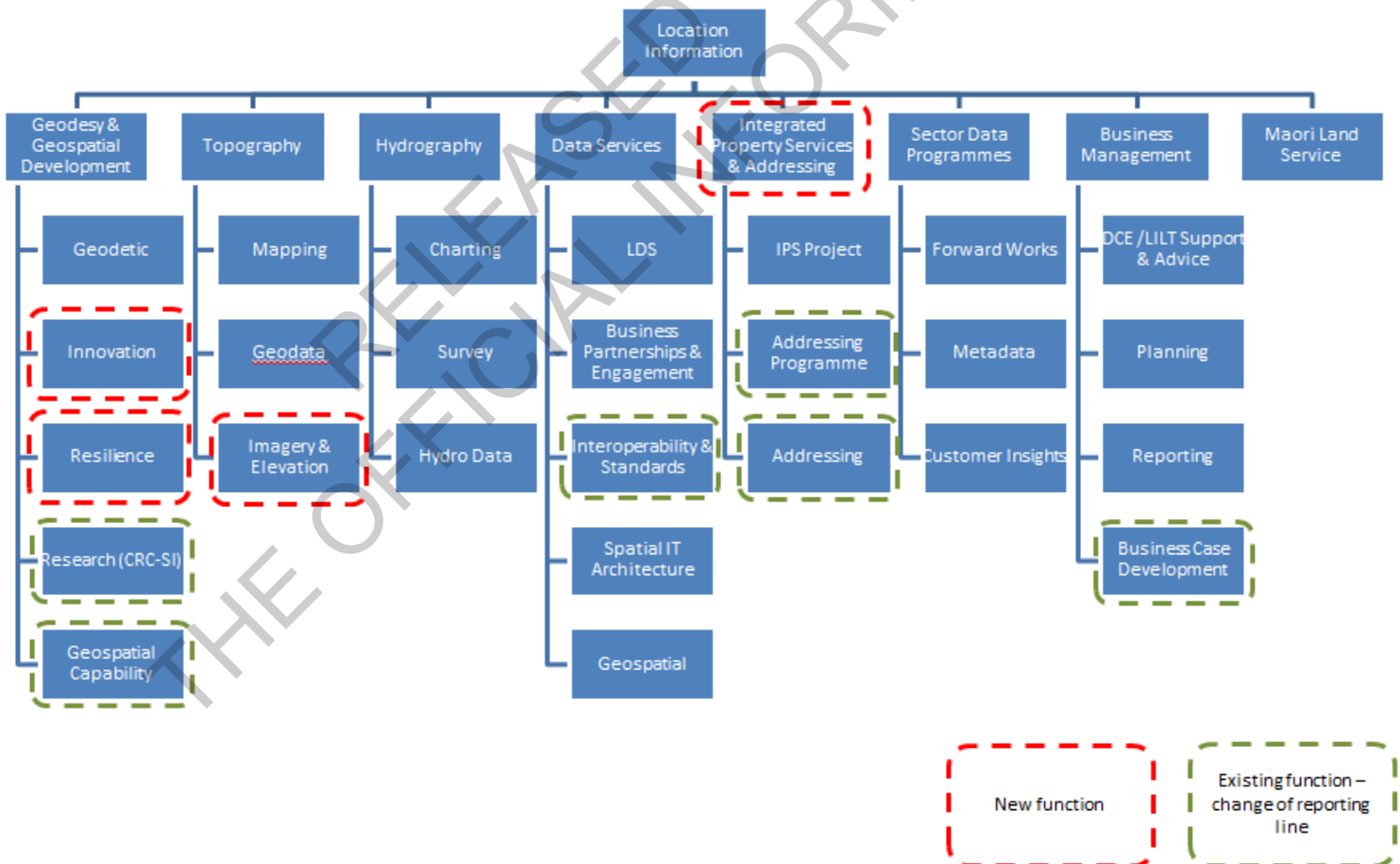
We received a lot of positive feedback to all aspects of the proposal. These included support for the proposed functional structure and the integration of the geospatial strategy principles across LI to shape our work.

Some concerns were raised about the Addressing team (who are currently part of the Topography and Addressing team) becoming part of the IPS and Addressing team and the impacts of the disestablishment of the NZ Geospatial Office.

The written feedback submissions and responses to these are summarised on pages 11-13.

As an outcome of feedback and the guiding and design principles above, the proposed LI functional structure as outlined in the consultation document is confirmed:

3.1.1 New LI Functional Structure chart



3.1.2 Final decisions - tabled summary

The following table summarises the proposed changes and the final decisions. The decisions are then explained in more detail below the table.

Proposal	Decision	When
Disestablishment of the Group Manager Topography and Addressing position	This has been confirmed	Effective immediately
Disestablishment of the Group Manager Sector Data Programmes (SDP) position	This has been confirmed	Refer to page 8. Timing to be agreed.
Disestablishment of the Manager Location Data position	This has been confirmed	Effective immediately
Disestablishment of the Chief Steward National SDI position	This has been confirmed	Refer to page 7. Timing to be agreed.
Establishment of the Group Manager Integrated Property Services and Addressing position	This has been confirmed	Effective immediately
Establishment of Group Manager Topography position	This has been confirmed	Effective immediately
Establishment of Manager Resilience position	This has been confirmed	Refer to page 8. Timing to be agreed.
Change of reporting line for Team Manager Addressing and Electoral Advisor from Group Manager Topography and Addressing to Group Manager Integrated Property Services and Addressing	This has been confirmed	Refer to page 9. Timing to be agreed.
Change of reporting line for Senior Technical Leader (BIG) from Chief Geodesist to Group Manager Topography	This has been confirmed	Refer to page 9. Timing to be agreed.
Change of reporting line for Senior Technical Business Advisor (BIG) from Chief Geodesist to Group Manager Integrated Property Services and Addressing	This has been confirmed	Refer to page 9. Timing to be agreed.
Change of reporting line for Senior Technical Business Advisor (BIG) from Chief Geodesist to Business Manager	This has been confirmed	Effective immediately
Business Management widens its remit to include business case development. An addition of one direct report for the Business Manager position. Senior Technical Business Advisor reports to Business Manager.	This has been confirmed	Effective immediately

Proposal	Decision	When
Change of reporting line for Technical Leader (BIG) from Chief Geodesist to Manager Resilience	This has been confirmed	Refer to page 8. Timing to be agreed.
Change of reporting line for SDI Technical Leader (3 positions). One position changes reporting line from Chief Steward National SDI to Group Manager IPS and Addressing	This has been confirmed	Effective immediately
The remaining two positions change reporting line from Chief Steward National SDI to Group Manager Data Services	This has been confirmed	Refer to page 9. Timing to be agreed.
The SDI Engagement Leader position becomes open-term. Change of reporting line from Chief Steward National SDI to Group Manager Data Services	This has been confirmed	Refer to page 8. Timing to be agreed.
Change of reporting line for Director CRC-SI from Group Manager SDP to Chief Geodesist	This has been confirmed	Effective immediately
Change of reporting line for Principal Analyst from Group Manager SDP to Chief Geodesist	This has been confirmed	Effective immediately

3.2 Confirmed Functions and Responsibilities

3.2.1 Sector Data Programmes (SDP)

- To ensure the geospatial strategy principles are fully integrated into LI's work, functionality which currently falls under the SDI umbrella will be focused across LI to provide the most value, and also **align to LINZ's strategic objectives**. SDP work programmes are nearing completion and the Customer Insights team which is currently part of SDP will move to the Strategy and Stewardship business group in the near future. As a consequence, the Sector Data Programmes team is disestablished as a separate entity, however this will take time as we work through the transition of SDP programmes.
- As LI reprioritises its work programme to align with LINZ's strategic objectives there is no longer a need for a single point of leadership for SDI. The focus of the leadership needs to be where it can provide the most value plus the geospatial strategy principles will be integrated across LI. Therefore, the role of Chief Steward National SDI is disestablished. However, the Geospatial Office has a current work programme in place that needs to be considered as part of the transition to the new functional structure. This will occur over the coming months and will include a detailed communications plan with customers and stakeholders.

- As there are programmes to be completed, the Group Manager Sector Programmes position, while disestablished, is retained until an agreed date is confirmed. Consequently, the Customer Insights team will continue to report to the Group Manager Sector Data Programmes. This will also provide the opportunity for the DCE Strategy and Stewardship to review requirements for her business group, including the assessment of needs in relation to a customer insights function.

3.2.2 Geodesy and Geospatial Development

- The Geodesy and BIG team becomes the Geodesy and Geospatial Development team to enhance the system leadership of positioning and innovative thinking in the geospatial area and reflect the new functions of, Innovation and Resilience, and the incorporation of the Research (CRC-SI) and Geospatial Capability functions from SDP.
- Innovation will focus on new technologies, testing the things we do now and our plans for the future. Technology is moving fast and we need to be attuned to this change and look for the best opportunities. This function will have an across LI view.
- **Resilience is one of LINZ's organisational strategic objectives.** The aim of this function is to continue scoping the resilience work, identifying opportunities and working closely with stakeholders. The focus of this work is **on the four R's** - Research, Response, Recovery and Reduction and have an across LI view. Consequently, a new position, Manager Resilience, is established, to drive this work. Further work to determine how this function operates needs to occur. The Chief Geodesist will have oversight of this.
- The Technical Leader position (BIG) which currently has a focus on resilience will change reporting line from Chief Geodesist to Manager Resilience. As outlined above, further work needs to be completed to determine how best this function will operate. **This reporting line won't change until this work has occurred.**
- The Research function needs to be closely aligned with the Innovation function, so it transfers from Sector Data Programmes to become part of the Geodesy and Geospatial Development team. For similar reasons, the Geospatial Capability function will also become part of the Geodesy and Geospatial Development team to enable working closely and alignment with both the Research and Innovation functions. Both roles, within these functions, Director CRC-SI and Principal Analyst, change reporting line from Group Manager SDP to Chief Geodesist. This is effective immediately.

3.2.3 Data Services

- Data Services will enhance our system understanding of data customers, connecting with industry and supporting others to use geospatial information internally and **publishing LINZ and other's geospatial data. It will expand its remit focusing on a wider delivery of data across the system and spatial industry.**
- To reflect the above changes, the functions of Business Partnerships, currently with Data Services, and Engagement within Sector Data Programmes will be combined within Data Services. As a result, the SDI Engagement Leader position becomes open term and will change reporting line from Chief Steward National SDI to Group Manager Data Services. Further work to determine how these functions operate is required as Data Services takes on this wider remit of work. This will be completed by the Group Manager in the next period to ensure a smooth transition. **This reporting line won't change until this work has occurred.**
- Business Partnerships and Engagement will focus on opportunities for LI by looking at the experience of our customers - bringing the users voice to the work we do, cultivating how we can better work together. It will aim to provide a consultancy service between government agencies that have a geospatial need.

- With Data Services widening its remit of work, the Interoperability and Standards function will be incorporated from the SDP team into Data Services. Two SDI Technical Leader positions will change reporting line from Chief Steward National SDI to Group Manager Data Services. As mentioned above, further work to determine how these functions operate is required and this will occur over the next period. This reporting line **won't change until this work has occurred.**
- As Data Services expands its remit of work, consideration will also need to be given to the **Geospatial Office's current work programme** as part of the transition to the new functional structure. This will take time to work through.

3.2.4 Integrated Property Services (IPS) and Addressing Programme

- To enhance our contribution to the property system, the Integrated Property Services (IPS) and Addressing Programme is confirmed as a permanent team to reflect LINZ's commitment to enabling decisions around property and land use be informed by quality, easily accessible and linked property information.
- There is a natural fit for work relating to Integrated Property Services and Addressing to be undertaken within the team to make use of capability and to minimise duplication of effort. As a consequence, there will be a change of reporting line for the Team Manager Addressing and Electoral Advisor from Group Manager Topography and Addressing to Group Manager Integrated Property Services and Addressing. However we will need to work through the structure for both the IPS and Addressing team, and the Topography **team and therefore the reporting line won't change until this is complete.**
- There is also a change of reporting line for one of the Senior Technical Business Advisor (BIG) positions from Chief Geodesist to Group Manager Integrated Property Services and Addressing, as the BIG positions move to new functions across LI. Again this **reporting line change won't occur until the structure of the IPS and Addressing team is complete.**
- One of the SDI Technical Leader positions currently on secondment in IPS and Addressing changes reporting line from Chief Steward National SDI to Group Manager IPS and Addressing. This is effective immediately.

3.2.5 Topography

- To provide a wider focus for our Mapping team, Mapping 2025 will seamlessly map New Zealand, from Aoraki/Mt Cook to the Continental Shelf, to contribute to New Zealand's economic, social and cultural prosperity.
- After receiving verbal feedback on the Remote Sensing function, a decision has been made to rename it to Imagery and Elevation, which better reflects the function. It will bring together Imagery, historic imagery and lidar into one function. The coordination of imagery is similar to lidar, and has similar stakeholders.
- As a result, there will be a change in reporting line for the Senior Technical Leader position (BIG) from Chief Geodesist to Group Manager Topography. However there needs to be an assessment of the requirements for this area which will happen over the next few months. Consequently, this reporting line change will occur after this.
- As a consequence of the above, and with Addressing moving to the IPS and Addressing team, the positions of Group Manager Topography and Addressing, and Manager Location Data are disestablished. A new position, Group Manager Topography is established to provide a system approach to our mapping.

3.2.6 Hydrography

- There are no changes to Hydrography. The team is currently recruiting a Manager Marine Geospatial Data and Products, which is a re-definition of the currently vacant Manager Chart Production position to make it more fit for purpose for future needs.

3.2.7 Business Management

- The work of Business Management is expanded to include business case development for LI as well as planning, reporting and providing advice and support to DCE and LILT. To enable focus for LI on customers and stakeholders, the Business Management team will provide a coordination role. This function will also provide a closer connection with Corporate.
- As a consequence, there is a change in reporting line for one of the Senior Technical Business Advisor (BIG) positions from Chief Geodesist to Business Manager. The Business Manager position changes, to include one direct report.

3.2.8 Business Innovation Group (BIG)

- The BIG positions move to the new functions of Addressing, Business Management, Imagery & Elevation, and Resilience, as outlined above, rather than providing support from a central team. Consequently, the BIG team will be disestablished as an entity.
- Over the next few months we will need to work through where the BIG programmes of work best fit across LI. Consequently changes in reporting line for all positions (apart from the Senior Technical Business Advisor position which reports to the Business Manager, effective immediately) will occur after this happens.

3.3 Strategic Responsibilities

3.3.1 LILT Strategic Responsibilities

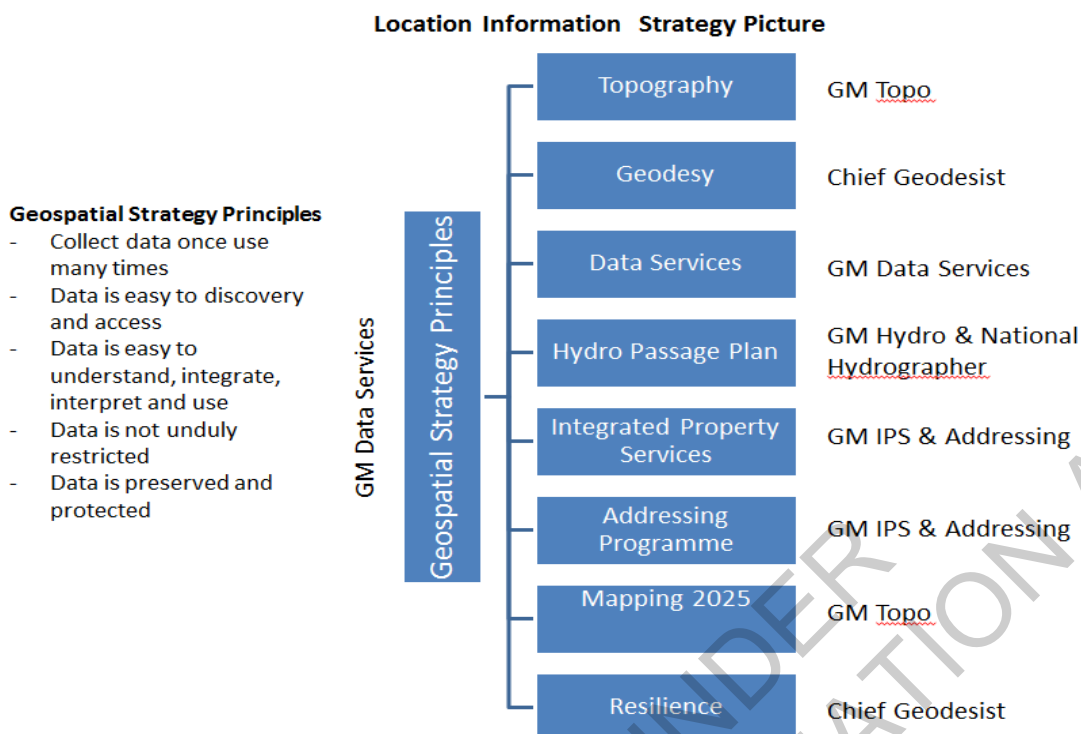
To enable LI to help LINZ make the step change required as a system leader means influencing and connecting across the sectors, and being deliberate in the way we work with our partners, so that we can create the right conversations and opportunities, and to leverage the expertise and knowledge of others to help achieve our wider goals.

Given the changing demands of our customers and advancing technologies as well as our **limited capacity it's critical** our efforts are focused on making the biggest difference. We must also ensure we are more joined up in the property and location systems and leverage collective resources across these systems.

To action this, the Location Information Leadership Team (LILT) will take responsibility for our strategic work. This is to highlight the importance of this work and to emphasise an across system approach. Each Group Manager will have a primary focus of supporting each of the strategic projects and a secondary responsibility for the geospatial strategy principles and customer and stakeholder relationships.

In addition to the above, there will be an on-going process that will require prioritisation at both a strategic and operational level. This will be a role for the LI Leadership Team and will require input from across the group. **With LI's large work programme there's a need to ensure** we are working on the right things at the right time, prioritising work appropriately.

LILT’s strategic responsibilities are outlined in the LI Strategy Picture below:



4 Feedback

4.1 Summary of feedback

Below is a summary of written feedback submissions received and responses.

Subject	Feedback (summarised)	Response
Impact of the proposal to transfer the Addressing team from Topography and Addressing, to be part of the IPS and Addressing team	<ul style="list-style-type: none"> • Concern expressed about decoupling the Addressing team from its support network within the Topography and Addressing team • A concern the Addressing team will have to bring in skills to replace those that they currently access 	These comments identify issues with both, across LI support and prioritisation at an operational and strategic level. This is an area that LILT needs to address to ensure the right support and prioritisation is occurring on an on-going basis.
Geospatial strategy principles	<ul style="list-style-type: none"> • Strong support for integrating the Geospatial strategy principles • It is unclear how we carry out our external location system leadership role to encourage other organisations to work to the geospatial strategy principles 	Agreed This will need to be considered by the GM Data Services who has the primary strategic responsibility for the geospatial strategy principles, with support from the rest of the LILT.

Subject	Feedback (summarised)	Response
Disestablishment of the NZ Geospatial Office (NZGO)	<ul style="list-style-type: none"> • How do we manage and maintain the strong relationships developed through NZGO? • Stakeholders may express concern to the Minister 	We will need to ensure that a detailed communication plan is developed to ensure that stakeholders understand the changes and are kept abreast of developments.
Disestablishment of the SDI Leadership role	<ul style="list-style-type: none"> • There needs to be in place some mechanism that ensures that the concept of the national SDI, and its role in supporting a "world class Location System" is not lost • Linz has performance measures in place on the high reuse value fundamental datasets which will need to be reviewed 	This will need to be considered as part of the planning for implementation of the functional structure, along with the detailed implementation of each team structure.
Increasing the use of geographic information	<ul style="list-style-type: none"> • A recommendation to target where geospatial awareness is lowest, so we can have the greatest impact on our tenfold goal, and also our customer's goals. 	The Strategy & Stewardship Group are doing the work to get a clear view of the tenfold goal. There will be opportunity for input to this work, which will then support the direction for our efforts.
Geospatial capability	<ul style="list-style-type: none"> • With geospatial capability being built across LI how will you ensure alignment? 	This will be an on-going process that will require prioritisation at both a strategic and operational level. This will be a role for the LI Leadership Team and the People and Technical Leaders in LI. We will create mechanisms that ensure planning is an active process.
SDI Engagement Leader	<ul style="list-style-type: none"> • A suggestion to change the name of SDI Engagement Leader to something more comprehensible such as Geospatial Engagement & Community Advocate 	This can be considered by the GM Data Services when determining how the functions will operate
Customers	<ul style="list-style-type: none"> • One person thought there is a disconnect with Data Services' work with customers, and the work Customer Insights is doing. 	The requirements for information about our customers will need to be considered as part of the next phase of the structure.

Subject	Feedback (summarised)	Response
Remote Sensing renamed Imagery and Elevation	<ul style="list-style-type: none"> • Support for this function • Under this new function, are there any responsibilities pertaining to bathymetric lidar? 	<p>Agreed</p> <p>Group Managers will assess the requirements for the detailed function and structure in their teams</p>

5 Next steps

Location Information requires a structure that will enable us to focus and align our efforts to **deliver LINZ's strategic objectives**, enable the Group to work in a more connected way, and **maximise LI's capacity** and resources.

The new LI functional structure is at a high level. Some positions will be confirmed immediately, others will move as we work through transitioning to the new functions and part of specific implementation in each team. Work on this transition will occur over the next few months and will require input and involvement from right across LI.

Where necessary, a detailed communication plan will also be developed for our customers and stakeholders to keep them informed of changes within the Group.

5.1 Support for Staff

It is acknowledged that change can be unsettling. If you have any professional or personal concerns that arise as a result of this process, you are welcome to discuss them with Jan Pierce, DCE, or Lyndsey Gilbert in HR.

If you believe you would benefit from independent confidential support you are reminded that the Employee Assistance Programme (Vitae) is available to you at any time for confidential counselling or other assistance.

Their contact details are:

Phone – 0508 664 981

Email – assistance@vitae.co.nz

If you need any further clarity, you are welcome to speak to Lyndsey Gilbert in HR.