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## STATEMENT OF INTENT 2010 > 2013

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Land Information New Zealand  
May 2010  
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/soi2010](http://www.linz.govt.nz/soi2010)  
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# Ministerial foreword

LIFTING NEW ZEALAND'S ECONOMIC PERFORMANCE IS THIS GOVERNMENT'S PRIORITY, AND LAND INFORMATION NEW ZEALAND PLAYS AN IMPORTANT ROLE IN SUPPORTING PRODUCTIVE BUSINESSES, AND DELIVERING OPPORTUNITIES AND PROSPERITY TO NEW ZEALANDERS.

LINZ oversees a world-leading system for regulating and transacting land (or real property) rights, which in turn provides a secure foundation for growth in the economy. Because LINZ ensures rights over land are accurately recorded, New Zealanders can feel secure in their rights over their homes, the biggest asset many of us will ever own. Because the department delivers quick and cost-effective services for transacting land, our entrepreneurs can easily turn land assets into productive capital and focus on profits and growth.

My priority activities for LINZ focus on areas where the department can build on its strong foundations and experience to deliver substantial results for New Zealand's economy and people.

The geospatial sector is small in its own right, but the location information and services it provides bring productivity gains in many areas, such as construction, agriculture, tourism, and central and local government. The use of geospatial information ranges from sending an ambulance to a medical emergency to Fonterra's use of GPS systems in the daily collection of milk from dairy farms around the country. In general, through its adoption we can make better decisions about how we use land, our water and other resources.

LINZ will continue to drive the widespread use of geospatial information in our economy, and ensure the valuable information held by government agencies can be accessed and used innovatively. Accelerating development of this emerging sector will help grow the \$1.2 billion a year that geospatial information already contributes to New Zealand's economy.

My government has set the objective of negotiating fair and durable settlements for all historic Treaty of Waitangi claims by 2014. LINZ plays a key role in the Treaty sector and its services are needed to conclude every settlement. The expertise and resources that reside in LINZ will be used to help meet the 2014 deadline and the wider aim of unlocking Treaty assets for the benefit of iwi and regional economies.

Over the past two years, the Government has set a new direction for the management of New Zealand's iconic South Island high country. As a third priority for 2010, LINZ will put in place a method for setting rents for Crown land in the high country that is based on run-holders' earning capacity. This will enable run-holders to both manage their properties productively and protect the value of Crown land on behalf of all New Zealanders.

In line with my Government's demand for better performing public services, LINZ will continue to deliver these priorities, and the bulk of its core business, as effectively and efficiently as possible. This Statement of Intent reflects my expectation that the department will not only focus on areas where it can help deliver economic growth, but embed ongoing performance improvement into every area of its operations.



Hon Maurice Williamson  
MINISTER FOR LAND INFORMATION

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# Ministerial Statement of Responsibility

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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 Maurice Williamson

RESPONSIBLE MINISTER FOR LAND INFORMATION NEW ZEALAND

1 APRIL 2010



# Chief Executive's introduction

## LAND INFORMATION NEW ZEALAND'S STATEMENT OF INTENT FOR 2010–13 OUTLINES OUR PLANS FOR HELPING TO GROW THE ECONOMY AND IMPROVING THE SERVICES WE DELIVER TO NEW ZEALANDERS.

LINZ's core roles are managing land, information and transactions. We are responsible for 8% of this country's land, for delivering geospatial information that underpins many essential services, and for providing New Zealanders and businesses with secure property rights.

The Government has set three priorities for us, two of which are in the area of land management. We will work with the Office of Treaty Settlements and other agencies to meet the Government's deadline of 2014 for negotiating historic Treaty of Waitangi claims. We will also continue to implement the new direction for iconic Crown land in the South Island high country by ensuring the rents we set allow run-holders to manage their land productively and protect its value.

The third priority area is where LINZ can use the expertise and knowledge we have developed since our inception in 1996 to create new growth for New Zealand: the potential in geospatial information.

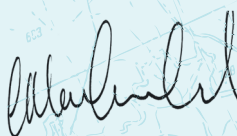
Over 12 years, LINZ developed an automated system for transacting and registering land rights – Landonline. This major project transformed us from a traditional paper-based organisation into an agency that uses e-delivery in our core services. Landonline brought New Zealanders a world-class system for transacting land rights, and productivity gains to the public sector and the land development market. This helped us develop the capability to further leverage our expertise, and unlock more value from the geospatial information we hold, thereby creating additional opportunities to contribute to greater economic growth for New Zealand.

At the heart of our plans for 2010–13 is geospatial information. We will champion the national strategy for geospatial information, by encouraging and supporting the delivery of accessible, available and shareable geospatial information to New Zealanders. We will also ensure our own data is more readily available for others to use. These actions will significantly help to remove some of the barriers to accessing and using geospatial information innovatively, which currently cost New Zealand an estimated \$481 million in productivity-related benefits every year.

As you will read in this Statement of Intent, 'how' we deliver our services is as important as 'what' we deliver.

Our results in many areas will depend on our ability to work more collaboratively with our customers, stakeholders and other agencies. Collaboration will bring us opportunities to develop the most effective solutions to complex issues, and share knowledge and services, to both save money and create value for New Zealanders. That is why we are leading work to develop coordinated land use management systems with other government agencies involved in the natural resources management sector, and why we are creating research and development linkages with geospatial agencies and businesses across the Tasman.

LINZ has a good track record in performing successfully within our baseline funding. Over the next three years, we will increase that existing focus on efficiency by putting in place a more thorough system for improving and measuring our performance. We will also increase our organisational 'agility' to ensure that, regardless of economic conditions, we can deliver our core services, the priorities set annually by Government, and the longer-term ambitions of our strategic direction.



Colin MacDonald  
CHIEF EXECUTIVE

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# Chief Executive's Statement of Responsibility

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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 (2010/11 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



Bridgette Hickey  
CHIEF FINANCIAL OFFICER



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# The nature and scope of our functions

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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.

As an agency we are here to:

- build and maintain confidence in property rights in land and geographic information, and
- encourage available, accessible and shared geospatial information in New Zealand,<sup>1</sup> and
- effectively manage Crown assets.

We carry this out through:

- **Transaction management** – maintaining and operating the regulatory framework and systems for rights and transactions involving land.
- **Information management** – generating, collecting, compiling, and providing geospatial information and information relating to property rights and transactions, and facilitating more widespread use of New Zealand's broad range of geospatial information.
- **Land management** – administering a range of Crown-owned lands for the benefit of the New Zealand public.

Through carrying out these three roles, LINZ delivers the four lasting outcomes we seek for New Zealand:

- Build and maintain certainty of property rights
- Available, accessible and shared geospatial information
- Authoritative land information, and
- Effective management of Crown assets.<sup>2</sup>

## Transaction management

Buying property is one of the biggest investments New Zealanders make. It is important the framework for doing so is clear and that the system works well. For transactions involving land to happen smoothly, New Zealanders and overseas investors need to know exactly what they are buying, selling or trading, and what their rights and responsibilities are. They should 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, value and transact land, and
- administering the process by which land is transferred, including creating new land titles, and recording changes of ownership and interests in land.

Our role here also includes the Overseas Investment Office, situated in LINZ, which administers New Zealand's inbound investment regime under the Overseas Investment Act 2005. LINZ is accountable for the Office's performance in processing overseas investment applications, while the Treasury develops overseas investment policy.

The Office's work contributes to the performance of the New Zealand economy by administering a regime that promotes and encourages the flow of capital into New Zealand, while addressing valid concerns about foreign investment.

<sup>1</sup> Geospatial information relates to the location and names of features beneath, on, or above the surface of the earth.

<sup>2</sup> See our Strategic Direction section on page 12 for more information on our outcomes.

## Information management

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

Beyond defining property rights, geospatial information serves a wide range of purposes, from providing essential services such as emergency response to defining electoral boundaries and assigning place names.

Geospatial information is used extensively by New Zealand businesses to help plan and run their operations; it is estimated that up to 80% of information managed by businesses is somehow connected to a specific location.<sup>3</sup> For example, in the construction, transport and agricultural sectors, geospatial systems ensure more efficient management of trucks supplying materials to construction sites, of taxi fleets servicing our cities, and of fertiliser services delivered to farms around New Zealand.

A small but growing number of businesses are also using geospatial information to provide products and services, ranging from complex geospatial information systems used by organisations to the GPS products in vehicles.

Geospatial information also has significant potential to assist with local and national government planning and management.

Our functions include:

- ensuring New Zealand has high-quality databases for survey, mapping, hydrographic and property activities, and
- working across the wider geospatial sector<sup>4</sup> to ensure useful geospatial information of many different kinds is readily available and can be used innovatively by others.

## Land management

LINZ manages over 5,000 properties. These properties total almost three million hectares of Crown land, which is around 8% of New Zealand's land area. They include:

- around 1.6 million hectares of high country pastoral land in the South Island
- Crown forest licensed land
- the beds of many lakes and rivers, and
- a number of major sites, for example the former Telecom New Zealand lands at Musick Point, Auckland.

Our functions include:

- buying, managing and selling the Crown land we are responsible for
- managing liabilities arising in relation to Crown land we are responsible for, and
- overseeing the framework for disposal (or selling) of Crown land by other government agencies.

<sup>3</sup> Geospatial Information and Technology Association, 2008.

<sup>4</sup> Broadly, the geospatial sector includes: government agencies that provide and maintain geospatial information; private businesses that provide geospatial services and products; academics; and central and local government agencies and businesses in other sectors that use geospatial information services.



## Statutory positions

LINZ also has a number of statutory officers with specific functions under the various Acts we administer:

- The Commissioner of Crown Lands exercises rights of ownership and has statutory responsibility for all Crown land. The Commissioner establishes regulatory standards and independently reviews decisions made by officials to ensure standards have been complied with.
- The Registrar-General of Land is responsible for the regulatory aspects of the land title system.
- The Surveyor-General oversees and regulates New Zealand's surveying industry and is the Chairperson of the New Zealand Geographic Board Ngā Pou Taunaha o Aotearoa.
- The Valuer-General ensures district valuation rolls, which are used by territorial authorities for rating purposes, are maintained to minimum standards.

We have special responsibilities relating to land transactions under more than 50 statutes. More detail on this legislation and our different responsibilities and functions can be found on our website [www.linz.govt.nz](http://www.linz.govt.nz).

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# Managing in a changeable operating environment

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## The operating environment

### Tight fiscal climate

LINZ continues to be affected by global and national economic instability. Sales activity in the New Zealand property market directly impacts our revenue because 47% of our funding is sourced from fees associated with property (survey and title) transactions. These transactions have dropped an unprecedented 33% since 2008.

### Increasing efficiencies within our existing funding

LINZ has a good track record in finding ways to deliver our services more efficiently, and needs to continue this focus as we contribute to the Government's drive for improved public sector performance and savings. We are implementing a range of new strategies to build on a culture of improvement and efficiency, develop our people, to better work with customers and to manage our information technology infrastructure.<sup>5</sup>

### We cannot work alone

Our strategic focus has shifted from delivering more efficient land transaction services through e-lodgement to increasing the use of geospatial information as another driver of productivity gains throughout New Zealand's economy. In this, and other areas of work, we will be working in wider communities of interest, and with a much broader range of stakeholders, agencies and customers.

While the opportunities to provide New Zealand with economic and social benefits are greater, success will rely much more on our ability to influence, work collaboratively, and manage complex relationships and issues.

### Untapped potential in the geospatial sector

Geospatial information technologies are being increasingly adopted by individuals and public and private organisations. Across many sectors, from agriculture to construction to government, geospatial systems are helping organisations manage their assets and services more efficiently and increasing their knowledge about markets.

However, growth in the use of geospatial information is currently limited by, among other factors, barriers in accessing and using different sets of geospatial data (much of which is held by government) and a lack of awareness about its potential. Removing those barriers could generate hundreds of millions of dollars for the economy.<sup>6</sup>

### Changes in how New Zealand's natural resources are managed

The world's finite natural resources are under increasing pressure. One impact of this complex issue is that in the future New Zealand may need to apply rights, responsibilities and restrictions to natural resources such as fresh water and air.

For example, as the Crown continues to settle Treaty of Waitangi claims, joint management partnerships for inland water environments with iwi are replacing the deeds of recognition applied in earlier settlements. These partnerships require a much greater level of consultation, and LINZ is being increasingly involved in more direct relationships with iwi.

<sup>5</sup> See page 30 for more information on these capability initiatives.

<sup>6</sup> The 2009 report commissioned by LINZ, Spatial Information in the New Zealand Economy, estimates that removing constraining barriers from the geospatial sector in 2008 could have added an additional \$481 million in productivity-related benefits to the New Zealand economy, generating at least \$100 million in government revenue. The report is available online at [www.geospatial.govt.nz](http://www.geospatial.govt.nz).

## Changes in how knowledge is generated and shared

Globally, we are seeing the rise of new ways of generating and sharing knowledge and information. Communities, not just individuals or organisations, are generating and sharing information and using new methods such as crowdsourcing.<sup>7</sup> This trend could have a significant impact on geospatial information, particularly as more and more information is generated by individuals.

## Risks we face

Some of the key risks that could affect our success are failures to:

- accurately forecast activity in the property market and manage the proportion of our funding that is reliant on property transactions
- concentrate on key initiatives that will provide the most value to the economy
- fully consider the impact on our organisation of undertaking new operational activities
- intervene as a regulator when, and only where, appropriate
- balance customer expectations with our capacity to meet their needs
- engage and influence other agencies, stakeholders or customers in collaborative activities
- recruit and retain skilled people, and keep them engaged, as we work on our strategic priorities in a tight fiscal climate
- maintain the technology infrastructure underpinning our core operations and systems as we implement a new strategy for sourcing and delivering our IT services, and
- work with those who use our data more widely to ensure it is applied appropriately, leading to a perception our data quality is poor.

## How we will manage these risks

### Manage our revenue

LINZ recovers the costs of running the system for managing property transactions (the survey and title system) by charging fees to customers. We review our fees in line with cost-recovery principles, using careful transaction volume and revenue forecasts for future years. We aim to ensure we can cover the cost of running a world-class system through any economic climate, while minimising fees where possible through ongoing cost savings.

### Manage within our resources

LINZ has limited resources spread across a broad range of responsibilities. We apply a prioritisation framework to all significant proposals. The result is that we can balance our resources and align quickly to respond to the operating environment and Government priorities.

More broadly, we undertake 'due diligence' when we are considering taking on new operational activities. We ensure there is a clear, strategic rationale, and that we have the people capability, funding and processes to carry out new activities.

### Regulate as little as possible, as much as necessary

In the areas where we act as regulator,<sup>8</sup> our core role is to manage risk. The regulatory framework we use is risk-based and aims to ensure we intervene as little as possible, but as much as necessary – i.e. when the risk warrants it and the rationale for intervening is clear.

<sup>7</sup> Crowdsourcing is where an organisation makes an 'open call' to the public, or a particular community, to help contribute to a task. Government examples are where the public could help contribute ideas and solutions to urban planning or traffic management. In the area of geospatial information, it could mean that people share new data about locations or correct existing geospatial information.

<sup>8</sup> LINZ is responsible for regulating in the areas of land titles, survey, valuation and Crown land.

## Understand our customers and emerging issues

As the New Zealand economy continues to grow and change, market expectations also change. We work to stay abreast of these trends to ensure we identify any risks and are better placed to act on these.

Changes in our operating environment may also mean a gradual shift in who our customers are and what they want from us. LINZ is currently developing a customer management strategy to take a fresh look at our customers and their current and future needs.<sup>9</sup>

## Work collaboratively

Working collaboratively will ensure we understand our stakeholders, customers and other government agencies, and manage our way through complex issues and competing demands. Where we can, we also want to find ways to share services with government agencies and deliver the best value public services.

Collaboration features strongly as an element in most of our key initiatives for 2010–13, in particular in our commitment to a sector approach for managing natural resources and contributing to work in the Treaty of Waitangi sector.<sup>10</sup>

The diagram on page 11 outlines LINZ's external relationships.

## Maintain our focus on skills, leadership and engagement

Much of our future success will be driven by our people's ability to work in new ways: being adaptable and able to respond to new challenges, collaborating with wider networks such as the geospatial sector, and solving complex problems amid competing interests.

We have developed a strategy for developing the leadership, technical and relationship management skills our people need to succeed in this more complex environment. In the medium term, we will also need to maintain our positive culture and levels of employee engagement as we make the changes needed to become a more agile organisation.<sup>11</sup>

## Maintain our standard of delivery as we review our IT services

LINZ has been reviewing the way our information technology infrastructure and services are managed. As we go through this process and implement the outcomes of the review, we will have robust change management processes in place to ensure levels of service are maintained through the period of change.<sup>12</sup>

## Our risk management framework

LINZ uses a risk management framework in all our priority-setting and decision-making, providing us with confidence that risks are identified, communicated and managed.

We also have an audit committee, and business and risk assurance functions providing advice to our chief executive.

In addition, external auditors perform control audits when they review our financial results, and we annually review our IT security.

Year after year we manage risks to our core services. For example, a failure in the Landonline electronic land transaction system<sup>13</sup> could potentially impact heavily on our survey and title customers. Risks to core services are identified and mitigated in our processes for strategic business planning, information technology controls and project management, and through regular independent reviews of our decision-making processes.

<sup>9</sup> See page 25 for more information about the customer management strategy.

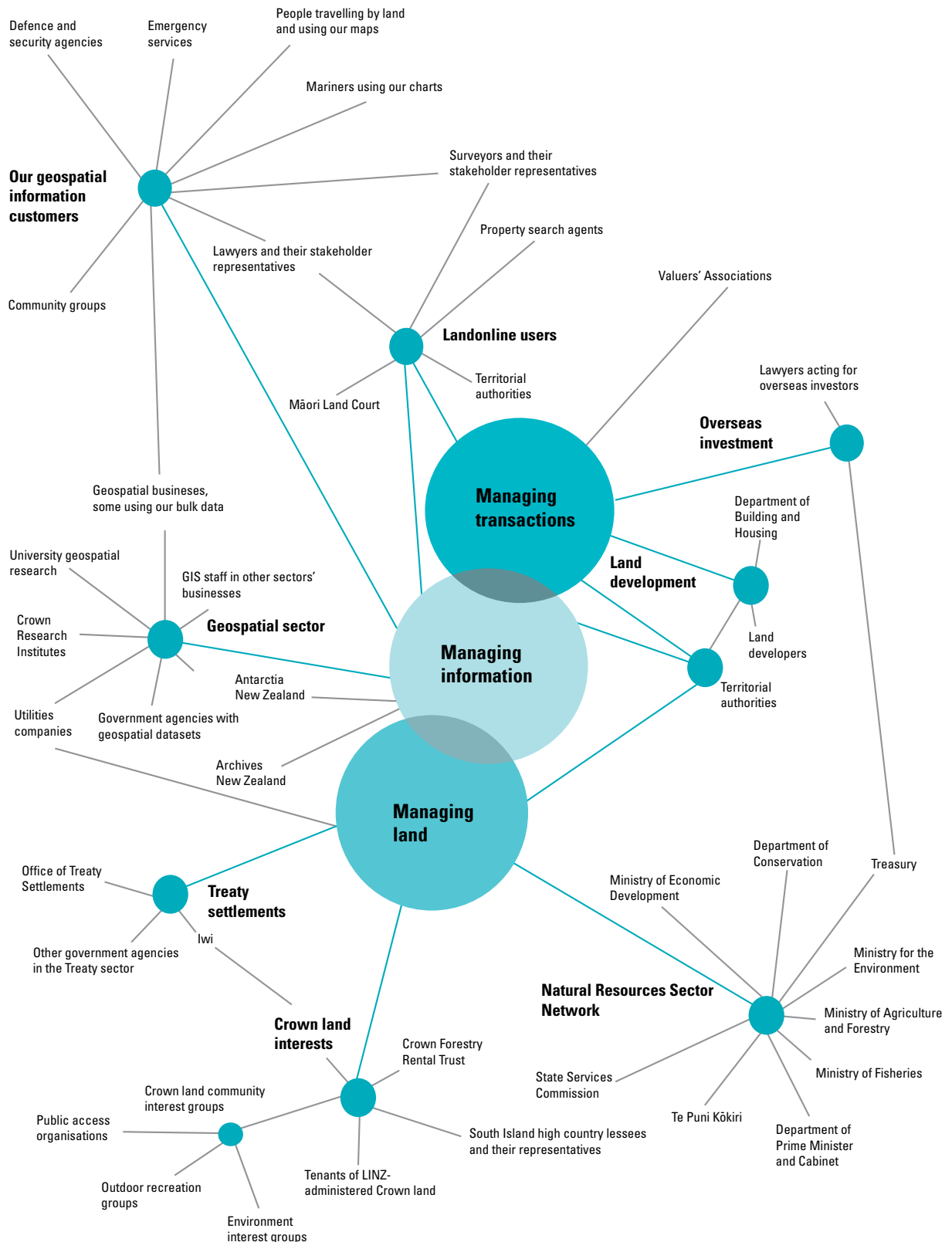
<sup>10</sup> See page 19 for more information about the Natural Resources Sector Network key initiative and page 29 for our Contribution to Treaty of Waitangi settlements.

<sup>11</sup> See page 31 for more information on our People Strategy.

<sup>12</sup> See page 33 for more information on our review of IT services.

<sup>13</sup> Landonline is the electronic register, or database, of New Zealand survey and land title information. Registered users conduct secure land transactions in real time, over the internet. Landonline is not designed for public access or use, but for land professionals such as surveyors and lawyers. Transactions can only be conducted by registered, authenticated users, which ensures the integrity of the survey and titles register is maintained at all times.

## LINZ relationships



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# Strategic direction

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THE ECONOMY IS THE HIGHEST PRIORITY FOR THE GOVERNMENT: “ONLY BY LIFTING OUR COUNTRY’S ECONOMIC PERFORMANCE CAN WE DELIVER NEW ZEALANDERS THE JOBS, INCREASED INCOMES AND BETTER LIVING STANDARDS THEY ASPIRE TO.”<sup>14</sup>

Because land is a fundamental asset, a system that provides people and businesses with secure property rights is a prerequisite for a prosperous, sustainable economy. With a fast, simple and cost-effective system for transferring property rights, entrepreneurs can turn land into productive capital and develop their businesses.

Over the past decade, we have automated the system for transacting and registering land, and ensured our regulatory frameworks operate at a level that seeks to manage risk, while limiting the compliance cost on business as far as possible. The result is that the land transaction services we deliver perform in the top three among OECD countries.<sup>15</sup>

Having completed those major projects, we are now shifting our focus to realising additional value from the important survey and title information generated from land transactions.

Geospatial information is playing an increasingly important strategic role globally. Already, the use of geospatial information adds approximately \$1.2 billion in productivity-related benefits to our economy.<sup>16</sup> New Zealand businesses are developing and using new products and services, such as GPS tracking systems for agriculture. Organisations across each economic sector are using geospatial information to increase efficiencies in areas as diverse as territorial authority planning, controlling possums, managing forests and tracking our fish stocks.

Our broader strategic direction is to help drive more productivity gains in our economy by increasing the use of geospatial information, while continuing to improve the core functions we deliver for New Zealanders: managing transactions, information and land. Providing leadership in the sector means we will help accelerate the development of infrastructure and the adoption of geospatial technology across the economy, as well as make our own data more open and accessible for people looking to use it innovatively.

To be capable of delivering on our plans for the next three years, we will embed a culture of ongoing performance improvement throughout LINZ, and ensure our relationships with customers are strongly focused on their future needs for our services and information.<sup>17</sup>

Collaboration is an overarching theme throughout the initiatives we will focus on in 2010–13. Whereas achieving results such as e-delivery of land transactions relied mostly on our own efforts and those of a small number of stakeholder groups, we will now be working in broader communities of interest.

To be successful in achieving objectives such as increasing the uptake of geospatial information in New Zealand, we will be reaching out to wider sectors of our economy that could benefit from its use. Working collaboratively, and being able to influence other agencies and stakeholders, will be crucial as we work through often complex issues.

Being active in looking for opportunities to share and leverage the knowledge and services existing elsewhere in our communities of interest will also ensure we achieve results in the most cost-effective way possible.

<sup>14</sup> Prime Minister’s Statement to Parliament, 9 February 2010.

<sup>15</sup> New Zealand ranks third in the world for ease with which businesses can register property in the World Bank Doing Business Report, 2010.

<sup>16</sup> Spatial Information in the New Zealand Economy (August 2009), executive summary.

<sup>17</sup> See our Capability section on page 30 for more information.

## Four outcomes for the medium term

Our four outcomes are the lasting, sustainable results we plan to deliver. Every LINZ activity – through managing land, transactions or information – contributes to:

- Build and maintain certainty of property rights
- Available, accessible and shared geospatial information
- Authoritative land information
- Effective management of Crown assets.

### Build and maintain certainty of property rights

In this outcome, our aim is to ensure people know what their land property rights are, where their rights are (i.e. the boundaries of their properties) and how their properties are valued for rating purposes. In turn, this provides confidence that property rights are clear and certain and property can be bought, sold or traded efficiently.

This outcome relates primarily to our regulatory roles in land titles, cadastral and geodetic surveying,<sup>18</sup> and ratings valuation. This includes the function of transaction management, in which we maintain and administer the regulatory framework and system of defining and transacting land.

### Available, accessible and shared geospatial information

Under this outcome, we seek to ensure that New Zealand's wider geospatial data holdings are available, accessible and able to be shared. We do this through our leadership and coordination of the New Zealand Geospatial Strategy.

This work requires a specific emphasis on communication and coordination across a broad range of agencies. It complements, but is distinct from, our work to ensure LINZ maintains authoritative land information, which is the focus of the next outcome.

### Authoritative land information

The results we want under this outcome are to improve New Zealanders' ability to access LINZ's land and seabed information, and ensure New Zealanders are confident that it is reliable, up-to-date and fit for purpose.

We do this through managing several nationally significant geospatial datasets,<sup>19</sup> with a particular focus on ensuring the information we provide from them supports:

- property transactions
- the provision of essential services such as emergency response, defence and security, and safe land and sea navigation, and
- the needs of organisations that re-process our data, and sometimes combine it with other information, into new products and services.

### Effective management of Crown assets

This outcome relates to our land management functions, where we aim to manage Crown land efficiently and effectively. We also want to ensure that Crown land is bought and sold in accordance with the legislative framework.

<sup>18</sup> Cadastral survey means the determination and description of the boundaries of rights in land. Geodetic survey defines the shape and area of all or parts of the Earth and enables positions on the Earth's surface to be determined.

<sup>19</sup> Geospatial datasets are sets of data or information about the location and name of features on, above, or beneath the surface of the earth. For example, LINZ maintains datasets of geodetic, topographic and hydrographic information.

## Inter-related outcomes

Our four outcomes are not mutually exclusive, and activities under one outcome may also contribute in some way to another outcome.

This is particularly the case for the outcomes of *Available, accessible and shared geospatial information* and *Authoritative land information*. Our aspiration of facilitating the increased use of geospatial information in New Zealand is, in some ways, dependent on demonstrating leadership with our own core datasets of land information. Consequently, ensuring our information can be readily accessed and used innovatively under the outcome of *Authoritative land information* also contributes to the *Available, accessible and shared geospatial information* outcome of making the wider range of New Zealand geospatial information accessible.

## Contributing beyond our own outcomes

### MANAGING NATURAL RESOURCES

LINZ is a member of the Natural Resources Sector Network, a group of government agencies responsible for management and policy around natural resources such as land. In 2010–13, we will contribute to the:

- shared goal of ensuring, through active participation, that government decision-making is supported by high-quality advice that provides an integrated Natural Resources Network Sector understanding of issues, and
- shared outcome of ensuring sustainable management of New Zealand's natural resources.<sup>20</sup>

## Three government priorities

The Government has set three priority initiatives for LINZ to achieve in 2010–13:

- We will continue to champion the New Zealand Geospatial Strategy to help accelerate the adoption of geospatial information. Geospatial information technologies contribute widely to productivity in sectors such as agriculture and tourism through providing products and services that help businesses plan and run their operations more efficiently.
- We will support the Office of Treaty Settlements to help meet the Government's objective of completing negotiations on all historic Treaty of Waitangi claims by 2014, and the wider aims of helping to unlock iwi economic potential and give an economic boost to regions.
- The land owned by the Crown and farmed by lessees in the South Island High Country remains a priority due to its economic, environmental and tourism significance for New Zealand.

In 2009/10, Cabinet agreed a strategic direction for the high country of the South Island. With that direction set, we will implement the activities under the Government's outcomes of ensuring Crown pastoral land is put to its best use. This will include tenure review, simplifying the processes for managing pastoral leases, and, as a priority, putting in place an efficient and effective method of setting earning capacity rents for Crown pastoral land.

<sup>20</sup> See page 19 for more information on our contribution to the Natural Resources Sector Network.



## Nine key initiatives

These three Government priorities form part of the nine key initiatives for 2010–13. All nine contribute to our outcomes, and are the areas where LINZ can make the greatest contribution to growing the economy and delivering better services to New Zealanders:

- Championing the New Zealand Geospatial strategy.
- Contributing to Treaty of Waitangi settlements.
- Implementing the South Island High Country Policy.
- Future-proofing land rights.
- Shaping a view of tomorrow's land development.
- Contributing to the Natural Resources Sector Network.
- Refreshing our customer strategy and management.
- Increasing our reputation as a geospatial information centre of excellence.
- Continuing to improve our organisation's performance.

## Measuring our progress

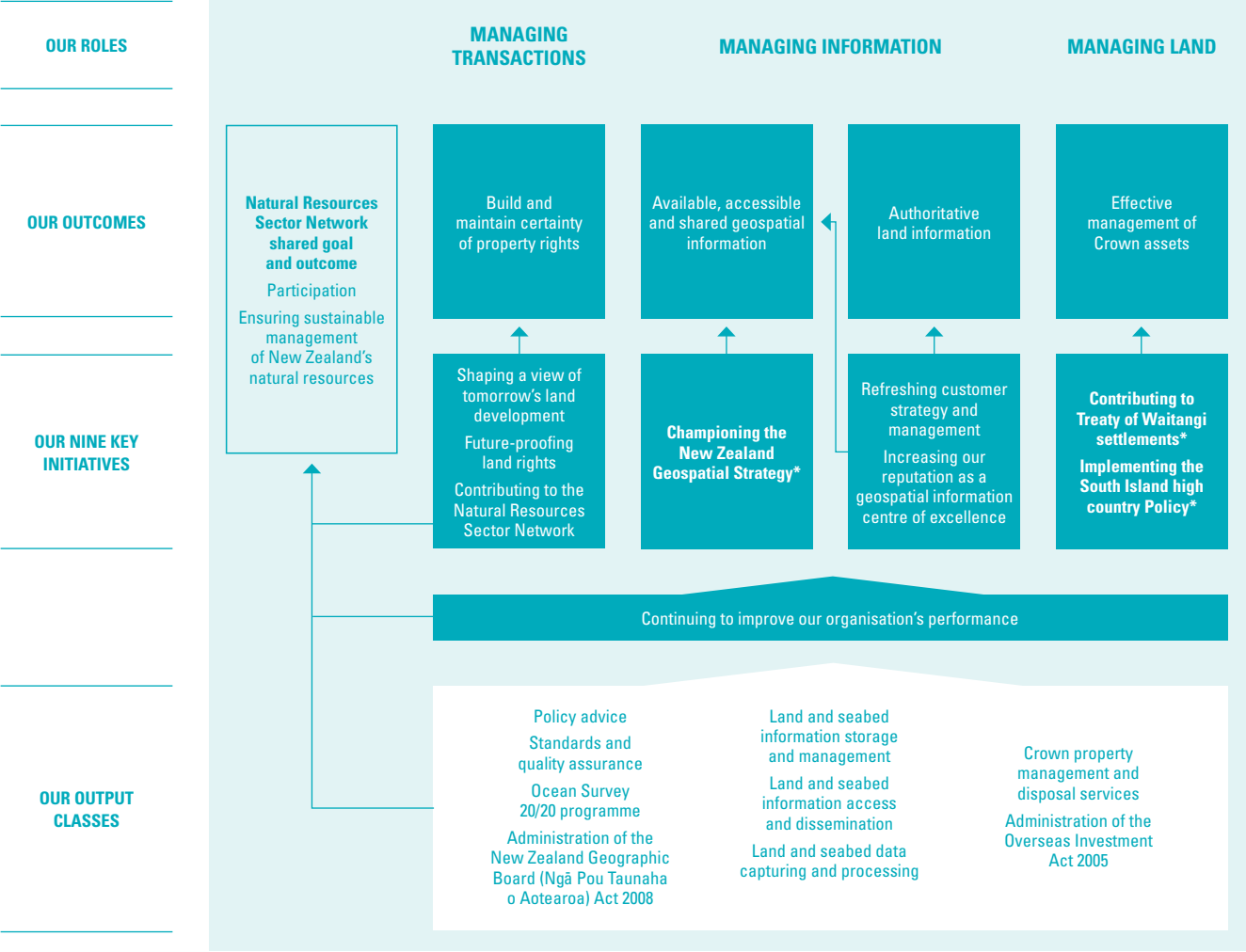
Meaningful performance measures are the key factor in being able to clearly link the outcomes we deliver on against our day-to-day activities.

Building on existing work, we are reviewing the performance measures across our four outcome areas and our range of outputs to ensure our measures:

- can meaningfully and accurately demonstrate our performance over time
- help us to identify areas for future performance improvement, and
- for outputs and outcomes are correctly aligned.

This work will be completed in 2010/11.

# Our strategic framework<sup>21</sup>



\* The Government's three priorities for LINZ.

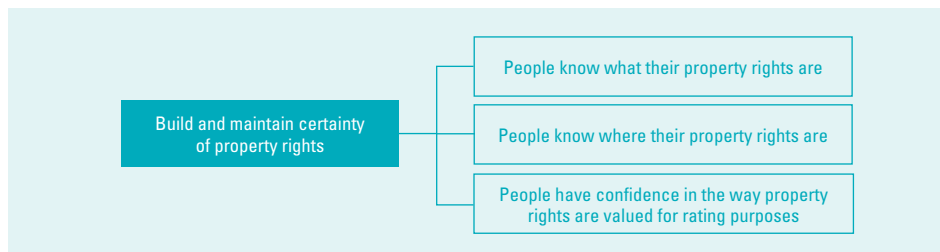
<sup>21</sup> For a breakdown of which of our outputs contribute to the four outcomes, see the table on page 39.

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# Operating intentions

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## Build and maintain certainty of property rights



### What we seek to achieve

We want to ensure New Zealand homeowners and investors are certain about their property rights.

In particular, this means people will know what their rights are for any property and where these rights are (i.e. an accurate description of a property's boundaries). We also want to ensure people are confident in the way properties have been valued for rating purposes.

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.

Everybody involved – from buyers and sellers, their agents, lenders, surveyors, lawyers and valuers – needs an efficient and effective property market to trade in.

If land rights or the basis for rating valuation are unclear, confidence is reduced and unnecessary costs are created throughout the system. This generates impediments to economic activity.

LINZ provides certainty of land title registration backed by cadastral survey, along with robustness in valuation methodology and regulation in the real property market. The way we provide this is through regulation based around risk. This means we intervene as regulators of the titles, survey and valuation systems only to the extent that the risk against the property rights system warrants it:

- the Registrar-General of Land manages risks associated with property rights under the State guaranteed land title system<sup>22</sup>
- the Surveyor-General manages risks to the location of property boundaries, which accurately record where a property right is, and
- the Valuer-General manages risks to a nationally consistent, impartial, independent and equitable rating valuation system.

<sup>22</sup> Through the Land Transfer Act 1952, the State gives a guarantee of title to the owners of a property.

## How we will demonstrate success in achieving this

- Confidence levels of survey and land title customers (specifically, lawyers acting for property buyers and sellers) that the land titles register accurately records registered property rights in land and that this information is available when needed.
- Surveyors' confidence in using our data to locate boundaries.
- Survey and land title customers' confidence that rights to land can be identified in relation to land parcel boundaries.
- Confidence levels of territorial authorities and property owners that rating valuation data is accurate and supported by robust methodology.
- A decrease in the number of successful challenges to LINZ's decisions concerning the areas we regulate.

## What we will do to achieve this

### SHAPING A VIEW OF TOMORROW'S LAND DEVELOPMENT

Land development involves the subdivision and development of land for new uses. Our role is to maintain and update the land title register and cadastre<sup>23</sup> with new information generated by development.

LINZ is leading a phased programme of work, begun in 2008–09, to shape a shared view on the future of land development. Working with the other players in the market – including surveyors, lawyers, valuers, local government and private enterprise – we want to ensure that:

- we can work efficiently together in the future to meet New Zealanders' needs and gain economic efficiencies, and
- our systems and processes remain fit for purpose.

#### **Our deliverables...**

To date we have produced a joint paper with the New Zealand Institute of Surveyors on moving the cadastral survey industry into the future. We will now continue work with the conveyancing and valuation communities to develop this research picture of the future, benchmark where we are, and agree where we want to be.

#### **...will result in...**

This initiative will ensure all parties are involved at an early stage on discussions and establishing a shared view of land development in the future.

With this view established, all parties can work towards a more efficient end-to-end process for land development. For our part, LINZ can look to enhance our regulatory frameworks and processes so they are fit for purpose into the future, and minimise the compliance burden on parties involved in land development.

<sup>23</sup> The cadastre means all the cadastral survey data held by or for the Crown and Crown agencies.

## FUTURE-PROOFING LAND RIGHTS

Along with the land rights system, LINZ manages the geodetic and cadastral survey systems. These provide the framework for recording rights in land. While this framework has served New Zealand well, we need to take a long-term strategic view of how property rights may expand into new environments.

One issue is the increasing demand for bundling land rights together with geospatial information, such as layering property boundaries (cadastral survey data) with topographic information. Another is the need to investigate current and emerging property rights beyond traditional 'land' that do not fit well within the existing framework. 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).

### **Our deliverables...**

In the short term, we are carrying out research and scanning work to better understand the nature of emerging issues, such as the lack of alignment between Māori Land Court and LINZ records. In the longer term, LINZ will examine the principles and systems required to identify, record and (where appropriate) enable trade in any emerging rights.

Work now underway includes:

- a major review of the Land Transfer Act 1952 to future-proof the regulatory framework, and
- ongoing work and the scoping of options to improve the accuracy of Māori Land Court records with us and the timeliness in which they are registered.

### **...will result in...**

This initiative will increase our expertise in land rights issues, and put in place a regulatory framework to ensure any new rights are clearly defined and recorded, and can be traded efficiently, where appropriate.

Reviewing the Land Transfer Act will ensure the law is clearly expressed and certain, and accounts for any further developments.<sup>24</sup>

This initiative will also ensure future changes in Māori land status are accurately and efficiently updated and aligned to the way we record land information.

## CONTRIBUTING TO THE NATURAL RESOURCES SECTOR NETWORK

LINZ is a member of the Natural Resources Sector Network, a group of government agencies responsible for management and policy around natural resources, such as land. While each agency brings its own expertise and perspectives to the table, we are committed to taking a shared view of the strategic issues around New Zealand's resources, and developing effective and coordinated policy responses. We are also committed to leveraging the capability across individual agencies where there is potential to share our expertise and eliminate unnecessary duplication.

<sup>24</sup> LINZ has made changes to the Land Transfer Act in line with our phased implementation of electronic lodgment. This key initiative is now allowing us to review the Act as a whole.

### **Our deliverables...**

LINZ has made our participation in the Network a priority for 2010–13.

We will:

- contribute to the shared outcome of ensuring sustainable management of New Zealand's natural resources, and
- work collaboratively with the other agencies in the Network to ensure government decision-making is supported by high-quality advice that provides an integrated sector understanding of key issues.

Beyond those shared goals, we will also lead development of a sector approach for land use management systems and principles. This includes:

- determining if a review of land management practices in New Zealand is needed, and
- exploring and developing opportunities to share services and resources within the network.<sup>25</sup>

### **...will result in...**

In the short-term, this initiative will result in a better collective understanding of the long-term land management issues affecting agencies in the network.

Over the longer term, we will see:

- a more coordinated approach to developing land administration policy, resulting in enhanced government decision-making, and
- the ability to increase cost-effectiveness and innovations through sharing capability with other agencies.

### **Measuring performance**

Performance indicators for our shared Natural Resource Sector Network goals include:

- Ministers responsible for natural resources report that joined-up advice is delivered to them in priority areas of water, aquaculture, environmental governance, climate change, and Māori/Treaty issues, and
- the quality and level of integration of policy advice shows improvement over time.

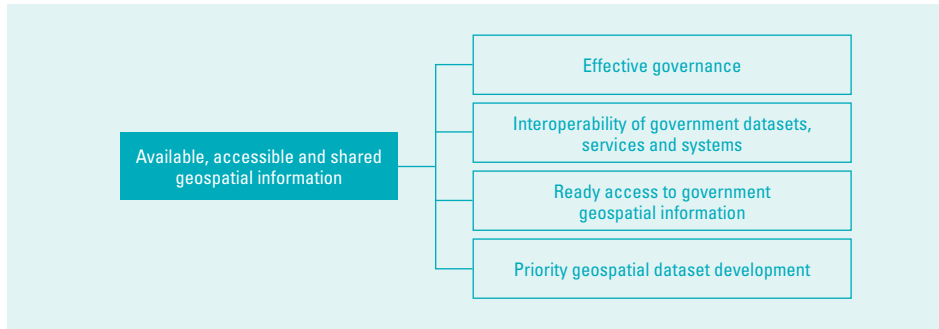
### **FUNDING FOR THESE INITIATIVES**

*Shaping a view of tomorrow's land development market and Future-proofing land rights* are funded through our Standards and quality assurance output class.

*Contributing to the Natural Resources Sector Network* is funded through our Policy advice output class.

<sup>25</sup> As an example of sharing services, LINZ and the Department of Conservation are developing a joint information system for managing Crown land. See page 37 for more information on this initiative.

## Available, accessible and shared geospatial information



### What we seek to achieve

We want New Zealand's geospatial information to be available, accessible and able to be shared.

Geospatial information is widely used in New Zealand and already contributes more than \$1.2 billion a year to our economy. Geospatial information plays an essential role in public safety, national security, and many business and community activities. It answers the 'where' question and is needed everywhere, from sending an ambulance to a medical emergency to Fonterra's management of its nationwide fleet of milk tankers.

Despite its widespread use, there are significant opportunities for geospatial information to make a bigger impact in New Zealand. Currently, that information is not being created or shared efficiently; information held by government is often duplicated, difficult to access and difficult to share.

Smarter and more efficient use of geospatial information and associated technology has the potential to make government processes more efficient and effective, enable safer stronger communities, and grow our economy.

We are the lead agency for the New Zealand Geospatial Strategy. Approved in 2007, the Strategy outlines an approach for better coordinating and managing the use of New Zealand's geospatial resources. The Strategy aims to deliver a state where:

- effective governance arrangements support the management of, development of, and access to, national geospatial information
- geospatial datasets, services and systems owned by different government agencies and local government can be easily combined and re-used for multiple purposes
- government geospatial information and services can be readily discovered, appraised and accessed, and
- priority datasets are captured, maintained and preserved.

Agencies that embrace the Strategy will reduce their costs and improve decision-making. Implementing the Strategy will mean efficiencies can be made across government by rationalising overlapping datasets and filling in important gaps in data.

## How we will demonstrate success in achieving this

- Participating agencies' satisfaction levels with governance arrangements (rating %).
- The number of government agencies publishing geospatial information in accordance with agreed access standards.

Further work is being done to refine and improve our performance measures. This will include measuring the impact of our work on New Zealand's productivity.

## What we will do to achieve this

### CHAMPIONING THE NEW ZEALAND GEOSPATIAL STRATEGY

LINZ will lead and facilitate the implementation of the New Zealand Geospatial Strategy through:

#### **Strengthening governance arrangements...**

The New Zealand Geospatial Office (NZGO) sits within LINZ and is the coordinating body for implementing the Strategy. The NZGO works with a wide range of agencies to communicate and coordinate geospatial activities across sectors.

To galvanise the actions needed to implement the strategy, the NZGO maintains committee structures that provide executive level support, direction, oversight, communication and resources.

#### **...facilitating the development of a New Zealand spatial data infrastructure...**

We aim to influence other agencies by demonstrating the efficiencies they will gain from participating in the Strategy. This involves promoting and facilitating a spatial data infrastructure (SDI)<sup>26</sup> as the overall framework for focusing on business outcomes, such as productivity gains, for agencies that take part.

Compared to the past when it proved a barrier, technology can now help provide a bottom-up approach for delivering an SDI. This means that rather than needing to be centrally controlled, an SDI can occur more naturally by building on work that has already been done, and by agencies agreeing to common standards. To support that natural development, we need to communicate a compelling business rationale and implementation guidelines to agencies.

To do so we will:

- communicate the vision for an SDI, with an emphasis on business outcomes
- communicate the relevant standards and ensure they are clearly maintained in e-GIF<sup>27</sup>
- show stakeholders how to participate in the SDI as contributors and users, and support them as needed, and
- assess whether any legislative development is needed to support spatial data infrastructure.

#### **...identifying efficiencies in data management...**

As agencies apply a more standardised approach to publishing spatial information through the SDI, we will support their work by helping them to understand the range of datasets available and encouraging rationalisation of overlapping data sets.

<sup>26</sup> A spatial data infrastructure is a framework of spatial data, metadata, users and tools that are interactively connected in order to use spatial data in an efficient and flexible way.

<sup>27</sup> The e-GIF is a collection of policies and standards endorsed for New Zealand government information technology systems to enable interoperability.



Where data gaps are identified, we will work collaboratively to identify how to fill these gaps. We will also help government agencies to identify how they can work together to acquire data in a more efficient way.

#### **...coordinating research and capability building initiatives**

We will also work with geospatial industry leaders, academia and the economic development sector to address capability issues and position the private sector for growth. This includes establishing a strong presence in New Zealand for the Cooperative Research Centre for Spatial Information (CRCSI).

CRCSI, based in Australia, brings together more than 100 organisations from government, the private sector and universities in an eight-year joint venture. LINZ joined CRCSI in June 2009 with the aim of fostering greater cooperation between New Zealand and Australian organisations involved in leading-edge spatial information tools and technologies.

#### **...and raising awareness and managing our own data...**

To further support the implementation of the Strategy, we will communicate widely to raise awareness about the role and value of geospatial information, and to promote its efficient use across government.

LINZ will also support the Strategy by ensuring good-practice approaches for managing our own data and for making it accessible. Our initiative for doing so comes under the outcome of *Authoritative land information*.<sup>28</sup>

#### **...which will result in...**

Our work in this area will result in a more coordinated approach to the management of New Zealand's geospatial resources, and help to reduce barriers currently limiting the contribution the geospatial sector makes to the economy.<sup>29</sup>

Geospatial datasets will be easier to discover, access, combine and re-use for multiple purposes. This improvement in data management practices will in turn enable more effective and efficient use of geospatial data, promoting flow-on effects that benefit communities, our economy and the environment.

As data accessibility improves, the organisations that provide data will shift their focus from data provision measures to data quality and currency. Organisations providing high-quality, readily available and current geospatial data will be rewarded as they see their value to the geospatial community (and through it, to the New Zealand economy) as a whole increase.

A more collaborative approach among the geospatial community, along with improving access to data and information management practices, will foster an environment of innovation and a focus on successful solutions, with the potential to benefit many parts of the New Zealand economy.

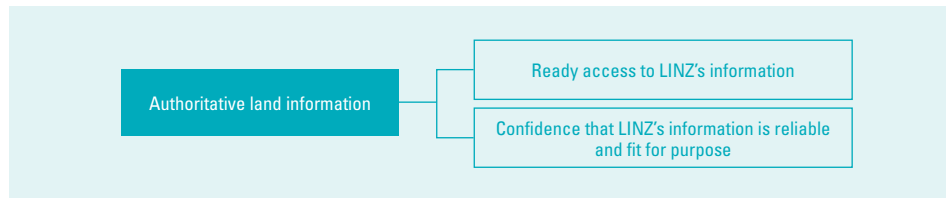
#### **FUNDING FOR THIS INITIATIVE**

*Championing the New Zealand Geospatial Strategy* is funded through our Land and seabed data capturing and processing output class.

<sup>28</sup> For more information, see page 24.

<sup>29</sup> For more information about these barriers, see page 100 of the report, *Spatial Information in the New Zealand Economy* (August 2009).

## Authoritative land information



### What we seek to achieve

Whereas the previous outcome focuses on developing the use of the wide range of New Zealand's geospatial data, this outcome specifically relates to LINZ's own authoritative core land and seabed information.

We want to improve New Zealanders' ability to access our land and seabed information, and ensure New Zealanders are confident that it is reliable, up-to-date and fit for purpose.

Many of our core customers use our information every day to make important decisions, and we want to ensure they can take for granted that it is reliable and fit for purpose.

Ready access is another outcome we want to ensure, meaning our land and seabed information can be easily obtained and at a reasonable cost. Customers want information that is easy to understand, and they will often want to integrate it with other types of information.

#### Our information and customers

We collect and maintain a range of core datasets and provide them as ready-to-use digital or paper information such as maps, and as bulk digital information. Bulk digital information can be customised into new formats or products.

The core users of our information need it to make a range of decisions, ranging from conducting elections to saving lives. For instance, emergency services need to know where a distress call is coming from, or where a fire front is moving to. Our border and security agencies need information about where a range of threats are located.

Our map and charting information is needed by people wanting to travel safely over land and sea.

In land transactions, our information provides confidence to buyers and sellers about the exact location (i.e. the boundaries) of any property rights that are being traded.<sup>30</sup>

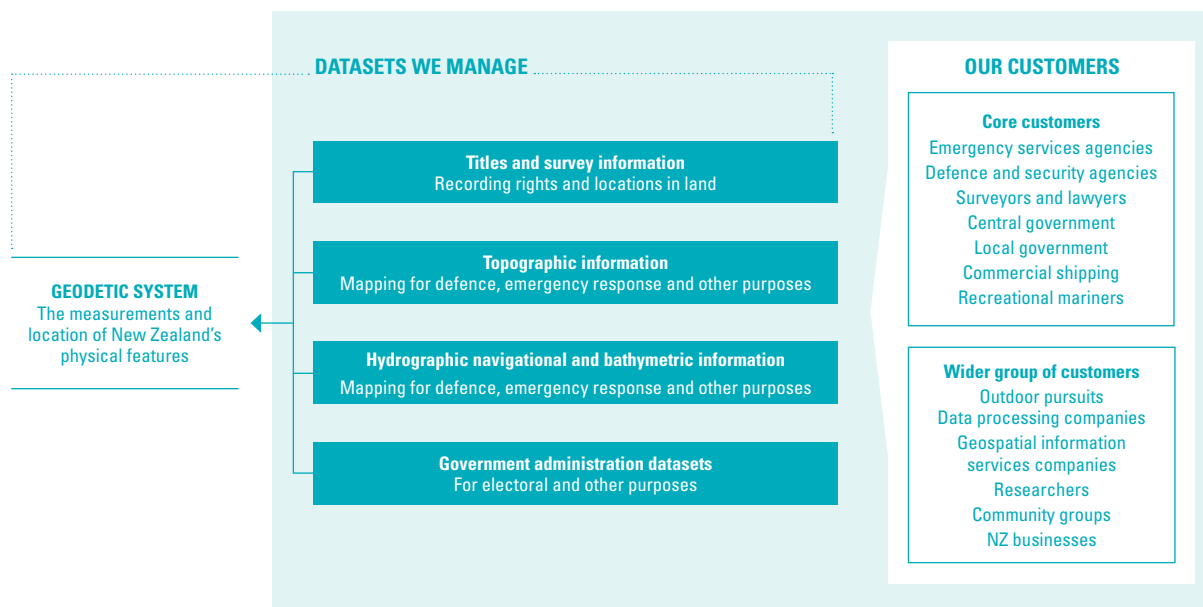
Central and local government agencies use our information extensively in their planning and management of infrastructure, resources and activities.

LINZ also provides information and data to a wider group of customers. These include a range of social services, commercial organisations and recreational groups that use our information in their research, planning and business.

In many cases, the customers in this wider group are integrating LINZ data with other types of information or processing it in different ways.<sup>31</sup>

<sup>30</sup> In this respect, providing accurate information about the location of property rights also contributes to the *Certainty of property rights* outcome.

<sup>31</sup> For example, overlaying cadastral survey data with aerial photography or topographic maps.



### Our main datasets for land and seabed information and the customer groups who use them

The geodetic system provides the measurements and location of New Zealand's physical features. These underlying measurements are used in producing maps and charts. The system is also an essential tool in setting and identifying property boundaries.

### How we will demonstrate success in achieving this

In 2009/10, we completed baseline research with users of our topographic, hydrographic, and bulk survey and title data information on how we are succeeding in meeting their needs. This baseline research will contribute to the wider research and evaluation framework being developed over 2010/11, and help us to set performance improvement objectives and refined performance measures.<sup>32</sup>

For this Statement of Intent, we will demonstrate success by measuring:

- customers' satisfaction levels with the ease of access to, cost of, and ability to integrate, our information (rating %), and
- customers' confidence levels on the reliability, currency and knowledge of fitness for purpose of our information (rating %).

### What we will do to achieve this

#### REFRESHING CUSTOMER STRATEGY AND MANAGEMENT

Over recent years, we have made significant progress in developing strong relationships with many core customers. Our focus in 2010–13 is to enhance our customer management practices further. Two priorities, in particular, are our relationships with central and local government, and with private sector customers.

<sup>32</sup> See page 33 for more information on our development of a research and evaluation framework.

### **Our deliverables...**

Many agencies in the central and local government sectors employ geospatial data substantially for planning and managing their services.<sup>33</sup> Using research we have completed on our provision of bulk geospatial data and topographic and hydrographic information, we will determine how our services can better meet their needs.

We will also improve the way we interact with our wider group of customers, particularly private enterprise. Currently, we do not understand enough about the use some private businesses are putting our data to, or about the products that could be created if we enhanced the quality of our data or the format we provide it in.

### **...will result in...**

The development of more meaningful relationships with central and local government agencies will ensure we deliver the services they need now and in the future.

Better understanding of our private sector customers will help us move beyond treating the data we provide to them as a by-product of our service to core customers. We will be better positioned to help them create new products and services, and to help grow New Zealand's geospatial sector.

### **INCREASING OUR REPUTATION AS A GEOSPATIAL INFORMATION CENTRE OF EXCELLENCE**

Advances in technology have led to a proliferation of customised GPS products and services and their use by millions of people in everyday life. More widely, public and private organisations are using geospatial information systems in increasingly sophisticated ways to help communicate and make decisions.

This in turn generates an ongoing demand on LINZ to keep improving the quality of our data, which underpins many of these products and services. The trend is heading towards us needing to provide information that is widely accessible in real time, with a centimetre, three-dimensional accuracy. Customers who create new products from our data want to better integrate it with other kind of information, and have us improve the completeness of our datasets.

While we aim to provide greater leadership in the emerging geospatial information sector, our own data needs improvement in some areas. Our data is not accessible or discoverable<sup>34</sup> in line with standards of a spatial data infrastructure (SDI) for New Zealand. Data is also currently delivered 'as is' to our customers; they need to process it before it is widely useable.

<sup>33</sup> Examples of where geospatial information is used in local government systems are asset mapping and management (such as repairing footpaths and road maintenance), service delivery such as rubbish collection, in land zoning, and in setting rates based on land values.

<sup>34</sup> 'Discoverable' means that anyone can find out about our information. While people access our information via channels such as our website, to some extent they have to already know it is there, that we provide it and what it is useful for. Increasing discoverability means people can easily find out about our datasets, and consistent descriptions of what they contain.

### **Our deliverables...**

We will make our data discoverable and accessible within common standards of a national SDI.<sup>35</sup>

Over the next two years, we will improve data quality in two areas:

- by improving the linkages between our survey and title data to make it easier to match ownership and rights information (titles) with accurate descriptions of a property's boundaries (cadastral survey), and
- by improving the accuracy of survey data in the rural cadastre<sup>36</sup> so that boundaries in rural areas more accurately match physical features on the ground.

We will also investigate the current and future needs for different kinds of geospatial information.<sup>37</sup> Where appropriate, we will develop additional datasets sought by customers.<sup>38</sup>

### **....will result in...**

By making our data discoverable and accessible, and by investigating future needs, LINZ can support the geospatial sector and the information products and services New Zealanders want.

As an additional benefit, the knowledge and experience we gain through bringing our datasets in line with common standards can be shared with customers, helping them to incorporate their information into a New Zealand-wide spatial data infrastructure.

Improving data quality for survey and title linkages and the rural cadastre will enable the wider application of this information. It will shift 'value-adding' work from re-processing data (to create linkages and better accuracy) to creating more innovative spatial processing products and services.

### **FUNDING FOR THESE INITIATIVES**

*Refreshing customer strategy and management* and *Increasing our reputation as a geospatial information centre of excellence* are funded through our Land and seabed information access and dissemination output class.

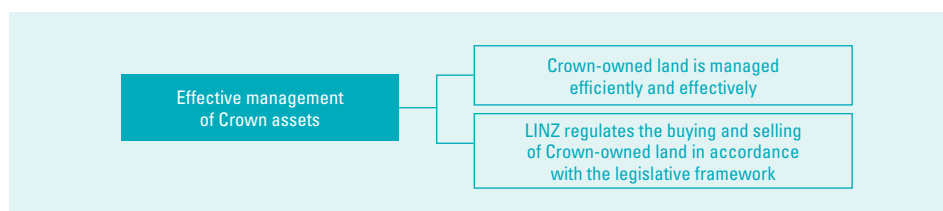
<sup>35</sup> There are existing well-defined standards for enabling the publishing over data over the internet, such as Open Geospatial Consortium for Web Map Service.

<sup>36</sup> The rural cadastre is the register of survey boundaries for land outside of urban and peri-urban areas. Data about boundaries in the rural cadastre is not as accurate as that for the urban and peri-urban areas (which contain 70% of the parcels of land in New Zealand). In some cases, boundaries can be out of alignment with physical features by up to 50 metres.

<sup>37</sup> For example, our scanning has indicated that our national addressing, digital terrain modeling and bathymetric datasets need further investigation.

<sup>38</sup> While LINZ has made significant quality improvements over recent years, the cost of upgrading our complex range of datasets and systems means we constantly keep in mind how far we, as a public sector agency, can go to meet a demand from private enterprises.

## Effective management of Crown assets



### What we seek to achieve

LINZ has a central role in managing and regulating Crown land. Our outcome here is to deliver the most effective management of Crown assets in the interests of New Zealand.

#### Our land portfolio

We manage almost three million hectares of Crown land outside of the conservation estate, which is approximately 8% of New Zealand's land area.

Aside from pastoral land, we administer more than 5,000 other Crown properties. These include the beds of some of New Zealand's iconic lakes, such as Lake Wanaka and Lake Wakatipu, and the beds of a number of the major hydro lakes, such as Lake Pukaki and Lake Benmore.

A significant amount of riverbed land outside the Department of Conservation estate is also administered by us.

Our portfolio also includes a number of major sites, such as much of the Waihi goldmine and the former Telecom New Zealand lands at Musick Point in Auckland.

#### Managing Crown land

The Crown land we administer presents a number of challenges, including risk identification and mitigation, biosecurity, managing tenancies, resolving unauthorised uses, general maintenance and, where appropriate, developing strategies for future disposal.

Success means we are diligent in risk mitigation, flexible in tenancing and cost-effective in our maintenance and biosecurity work.

To be successful in managing our Crown assets also means we must constantly balance economic, social and environmental considerations. Impacting on these considerations are the competing demands of central, regional and local government, lessees and licensees, iwi and public interest groups. These demands influence many of the decisions we make around core issues such as public access, biosecurity and tenure review.

#### Regulating the buying and selling of Crown land

LINZ also regulates how government agencies buy and sell land through the Public Works Act 1981, Land Act 1948 and related legislation. We ensure, through standards and statutory decision-making, that the Crown buys and sells property in a way that advances the public interest and protects private rights.

### How we will demonstrate success in achieving this

LINZ will conduct baseline research over 2010–13 on the effectiveness of our management of Crown assets. This will provide a benchmark for measuring in future years:

- stakeholder satisfaction with our administration and management services for Crown land (%), and
- the percentage of Crown land acquisitions and sales that adhere to the legislative framework.

## What we will do to achieve this

### CONTRIBUTING TO TREATY OF WAITANGI SETTLEMENTS

LINZ is assisting with the Government objective of negotiating historic Treaty of Waitangi settlements by 2014. We play a key role in the complex processes, which are coordinated centrally by the Office of Treaty Settlements (OTS). Many agencies also contribute, and LINZ will need to engage and share information across the Treaty sector.

To meet the 2014 timeframe, in the short term we will reprioritise our funding to cover the estimated costs of completing our work programme. We may consider the need for additional funding at a later stage, depending on how our work programme develops and the impact this is likely to have on LINZ.

#### **Our deliverables...**

We are involved in all Treaty settlements at some point. Our services include:

- providing policy and land transaction advice
- managing land held for future settlements, and
- processing land transactions at the stage when Crown-owned lands (including Crown forest licensed land) are transferred to iwi.

Where LINZ-administered land is proposed as part of a settlement deal, we will also be involved in direct negotiations with Treaty claimants on the land's value.

In our regulatory role, we will also act to ensure the disposal of property by government agencies meets all Treaty settlement requirements.

#### **...will result in...**

Our work will be aligned to the programme and timelines of OTS. We will effectively implement all Treaty settlements in accordance with our compliance plans, and with Crown implementation plans.

In our regulatory role, we will ensure disposal standards are met for any properties included in Treaty settlements.

### IMPLEMENTING THE SOUTH ISLAND HIGH COUNTRY POLICY

The land owned by the Crown in the South Island high country is environmentally sensitive, economically important, and includes landscapes and scenery that make New Zealand an internationally renowned tourism destination.

In 2009, Cabinet agreed a new strategic direction for the high country. Enhancing our relationships with the lessees of the high country land owned by the Crown, and recognising that they can be as effective in their stewardship of the land as the Crown, are two key objectives that have formed part of this new direction.

#### **Our deliverables...**

A third objective set by the Government is to ensure rents paid by lessees are tied to the earning capacity of their farms and that they can continue to maintain the land and protect its value. Implementing this aspect of the new direction is our priority for 2010/11.

A significant number of lessees have sought reviews of their current rents by the independent Land Valuation Tribunal. We also aim to resolve the majority of these as part of this initiative.

#### **...will result in...**

In 2010/11, we will aim to implement and operationalise the policy changes for setting rents, and any needed legislative amendments. This will result in an efficient and effective method for setting rents based on the earning capacity of lease properties.

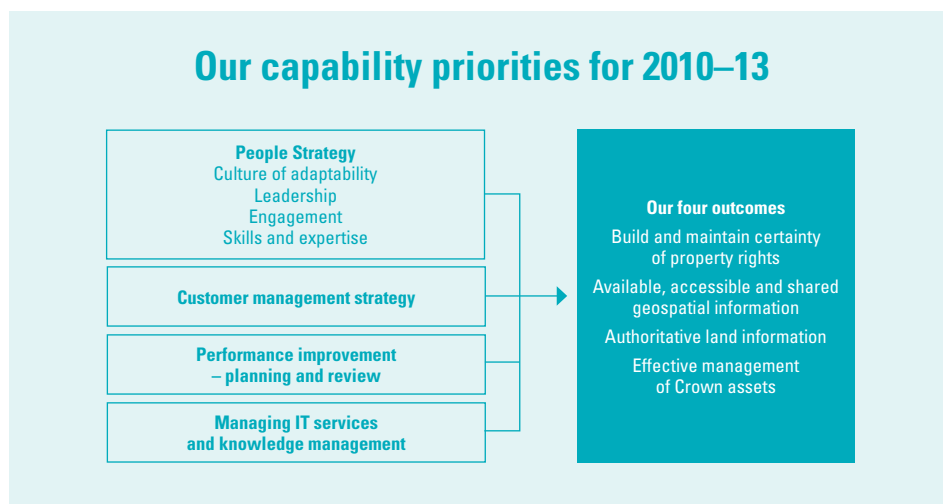
### FUNDING FOR THESE INITIATIVES

*Contributing to Treaty of Waitangi settlements and Implementing the South Island High Country Policy* are funded through our Policy advice and Crown property management and disposal services output classes.

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# Capability

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## What we seek to achieve

Our challenge in 2010–13 is to develop the people, knowledge and technology support needed to deliver the Government’s priorities and our longer-term ambitions of leveraging the value of our land information and knowledge.

While we have sound human resources and IT systems in place, our leaders and teams will need to focus cohesively on the challenges set by our strategic direction, and work smarter with the resources we have.

We have developed a key initiative that will ensure attention and resources are focussed on our capability priorities. The key initiative also includes those activities that support the achievement of the Performance Improvement Actions detailed on page 37.

We will continue to work to ensure:

- our staff are engaged, skilled and adaptable in a dynamic operating environment
- our leaders help to create and articulate our strategic direction, facilitate innovation and lead change
- we manage relationships with our growing customer base effectively and take a customer-centric approach to the delivery of our products and services
- we focus on value for money and reduce costs where possible
- we systematically capture our knowledge and share it, both internally and externally
- we prioritise work that can best contribute to economic growth, and
- our information technology and knowledge management provide a reliable platform for delivering our services.



## How we will measure our progress

- An increase in positive responses in our employee engagement survey.<sup>39</sup>
- An improvement in our turnover rate for staff with less than two years' tenure in the technical stream.
- An increased leadership capability as measured by 360 degree feedback.
- An improvement in on-the-job performance as a result of learning development interventions.
- An increase in key positions being filled internally.
- An acknowledgement by staff in exit interviews that knowledge is being transferred effectively.
- Maintenance of customer satisfaction levels, particularly as we introduce our refreshed customer management strategy.<sup>40</sup>
- A reduction in core IT infrastructure costs by 5% through changes to our sourcing model.
- Establishment of a benchmark of IT quality and service costs in 2010/11, using industry benchmarks, to enable us to measure future improvement.
- Continuing improvements on our management of costs, including more accurate forecasts to Treasury. We aim to have a less than 5% variance to our year-end operating forecast. This will be an improvement on previous years.

## What we will do to achieve this

### IMPLEMENT OUR PEOPLE STRATEGY

In support of our strategic direction, LINZ has developed a People Strategy. The strategy sets out an initial two-year programme of work to help us build the culture and capability needed for the next decade and beyond. Four key areas of focus in the strategy are:

#### **Building adaptability...**

While LINZ has built a strong culture of achievement, we need to align more to an environment where moving quickly to respond to new challenges is the norm. That means our people will need to be adaptable and work collaboratively across LINZ, and our organisational structure, systems and processes will support this.

Our milestones for 2010/11 are to:

- embed a new learning and development framework
- embed organisational design principles for our structure and business groups
- enhance our performance management system, and
- establish a workforce planning framework that focuses on attracting and retaining staff with the skills we will need to deliver our strategic direction, and on improving productivity and workforce flexibility and mobility.<sup>41</sup>

#### **...leadership...**

We will establish a more formal framework and targeted programmes for developing our technical leaders and people managers. In particular, we want to grow our leaders' ability to create and articulate a sense of direction, and to foster innovation and a facilitative style.

We will also develop a joint programme of work with other agencies in the Natural Resource Sector Network on leadership capability development.

<sup>39</sup> We conducted our first employee engagement survey of LINZ staff in March 2010 and will use data from it to measure our performance in future years.

<sup>40</sup> Research conducted in March 2010 reported an overall satisfaction level of 81% for topographic customers who have contacted us, and 70% for bulk data extract customers. August 2009 research on our land title and survey customers reported an overall 80% satisfaction level with our services.

<sup>41</sup> Like many organisations, we have an ageing workforce. Nearly 30% of our people are baby boomers, and this percentage is much higher in our technical areas. Eighteen percent of our current workforce will be older than 65 in 10 years' time. Eleven percent of our workforce is under 30.

Our leadership focus will also be on ensuring we have strong technical leadership, and furthering managers' ability to develop the talent of their teams and lead change.

In 2010/11, our activities include establishing a leadership development framework, a suite of targeted leadership development programmes, and 360 degree feedback for managers. We will also roll out an approach for talent management to all levels of our management.

#### **...engagement...**

In 2010/11, LINZ will implement a programme for raising and monitoring employee engagement to maintain the strong, positive culture we currently enjoy. Ensuring that we maintain productivity and that staff engage with opportunities to learn new skills and contribute will be important over 2010–13 as we work to deliver geospatial information leadership.

#### **...and our skills and expertise**

LINZ's people, many of whom have unique and specialised expertise, are essential to the effective delivery of our functions. To both maintain our efficient operation and play a more proactive role in the geospatial sector, we will grow our people's technical leading-edge skills and support the transfer of technical knowledge to a younger generation of staff.

We will also build skills in relationship management, working across boundaries, customer responsiveness, and working with complexity.

Our programme of work for 2010/11 includes establishing a new learning and development framework, implementing a technical skills review, and establishing an annual corporate learning programme for priority competencies.

In 2011/12, we will map technical career paths and implement succession planning for key specialised roles.

### **STRENGTHEN CUSTOMER MANAGEMENT**

With the completion of some major projects, and the emerging opportunities for leveraging our geospatial information, we will develop a strategy to re-shape the way we identify, engage and collaborate with our customers.

It is likely we will need to expand our definition of who our 'core' customers, are and act accordingly. We already have strong ties with customers, such as the surveyors and lawyers using our electronic land transaction system, Landonline. While we need to maintain and grow these relationships, other emerging customer groups are increasingly important to us and deserve a more active treatment. They need a 'voice' into LINZ and product and service adaptations to meet their needs.

The strategy will give us a clear approach for managing and measuring relationships with a growing and changing customer base. Using our existing customer management systems, the strategy will provide an organisation-wide model for engaging with customers, from strategic management to day-to-day operations.

More broadly, the strategy's fresh look at customers will help instill a more customer-centric approach across our products and services.

### **PERFORMANCE IMPROVEMENT – PLANNING AND REVIEW**

LINZ will continue to develop our processes for performance improvement and planning and review. This will help ensure we have the best available information to prioritise our resources and monitor the impact of our results. Our initiatives will include:

#### **Improving performance...**

The State Services Commission has developed a performance improvement framework to ensure New Zealanders' can have confidence that agencies will be high-performing, trusted and accessible, and deliver the right services, in the right way and at the right price.

In May 2010, LINZ took part in a formal assessment using the framework to measure our capability, performance and ability to deliver on the Government's priorities. The results will inform work we have already undertaken to identify areas for improvement and we will consider any other findings from the assessment that may occur.

#### **...the measurement of performance...**

During 2010/11, we will also improve the quality of our monitoring and reporting, and review the logic and nature of our outcomes. We will put in place revised performance measures that more meaningfully and accurately demonstrate our progress in achieving outputs and outcomes, and can help identify areas of improvement.

We will support these projects by reinforcing ongoing performance improvement, and the value of planning and reporting, in our organisational culture.

#### **...and research and evaluation...**

We will introduce a framework for incorporating research and evaluation into our strategic planning. The framework will enable us to take a more disciplined, prioritised approach to investment in research and evaluation, leading to better decisions about strategy and resource allocation across our activities.

Specifically, the framework will help us identify the key questions to be answered and the type of research or evaluative approach best suited for answering those questions. Research and evaluation priorities may include:

- discrete research or evaluation projects to inform us about specific strategic questions for LINZ, and
- identification and development of certain performance data that can be used to monitor our level and rate of progress towards our outcomes over time.

As an example of a specific research and evaluation project for 2010/11, we will investigate more targeted measures for demonstrating the impact of our geospatial information leadership role on productivity in the economy. We will also research the sectors in the economy that would most benefit from our work in this area. This will allow us to target our efforts more effectively.

### **PROVIDE ROBUST, RELIABLE MANAGEMENT OF INFORMATION TECHNOLOGY**

LINZ will continue to rely heavily on information technology (IT) to deliver our services and improve access to our information. Because of the shift in our strategic focus towards geospatial information leadership, the tight fiscal climate and the Government's requirement to provide more efficient services, we are reviewing our IT services and how they are sourced.

We will move to a new model, in which we will look to consolidate our suppliers and outsource more, particularly where services can be provided more expertly by the market. Where possible, we will also use government shared services.

Moving to this model will result in IT services that provide more agile service delivery at less cost. In a climate where we will have to continue to fund new initiatives from within our existing baselines, we will be better equipped to provide a stable and innovative technology platform that supports our strategic direction.

#### **...and knowledge**

We will continue to operationalise our knowledge management strategies, focusing on knowledge retention, collaboration and embedding knowledge in processes and systems.

To do this, we will focus on:

- improving and extending the use of our electronic document management system, and
- embedding knowledge management practices within our People Strategy.

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# Capital intentions

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WE ANNUALLY REVIEW CAPITAL EXPENDITURE REQUIREMENTS TO ENSURE WE ARE MAINTAINING AND DEVELOPING LINZ'S CAPABILITY. FUNDING HAS BEEN SET ASIDE IN 2010/11 FOR UPGRADING THE CROWN PROPERTY MANAGEMENT INFORMATION SYSTEM,<sup>42</sup> THE FINANCE SYSTEM, AND OUR CHRISTCHURCH PROCESSING CENTRE AND NATIONAL OFFICE ACCOMMODATION.

In 2010/11, we will also begin to explore options for redeveloping Landonline architecture to ensure the system continues to serve our customers into the next decade.

## **LINZ's finance system**

Our financial management system was put in place 13 years ago. We are also using a number of ancillary applications outside the main system. This results in our finance team needing to integrate the same information into several applications.

While the system was updated in 2005 and 2008, we need greater functionality than it can currently give us. We will implement a new system to provide that functionality, and resolve existing issues with interface and data integrity. Potentially, another agency may have already developed a system that would be suitable for us, and so part of this project will involve looking for opportunities to leverage off other agencies' capability in this area.

## **Christchurch processing centre accommodation**

The lease on our Christchurch processing centre accommodation is up for renewal on 31 December 2010. We assessed the available office accommodation in Christchurch and undertook a comprehensive evaluation that included the option to refurbish our current premises. We have decided to move to new accommodation that will provide a more space-efficient, flexible and cost-effective option than our current premises.

Capital funding has been allocated to complete the installation of fixtures and fittings in the new premises.

## **National Office accommodation**

The lease on our National Office premises expires on 31 March 2012 with no right of renewal. We are currently reviewing office accommodation options available in Wellington from March 2012, and expect to make a decision by mid-2010.

Whether we move or remain in our present location, refurbishment will be required to maximise space-efficiency. Funding has been allocated for this work.

<sup>42</sup> See page 37 for more information.

We also maintain a programme of prioritised asset replacement within available capital budgets.

ASSET CATEGORIES	2010/11 \$000	2011/2012 \$000	2012/13 \$000	2013/14 \$000
Leasehold improvements	400	1,000	0	0
Motor vehicles	0	0	0	0
Computer hardware	2,005	830	930	1,360
Computer software	4,427	1,420	970	990
Furniture and fittings	100	0	0	0
<b>Total</b>	<b>6,932*</b>	<b>3,250</b>	<b>1,900</b>	<b>2,350</b>

\* This includes carry forwards.

#### **Landonline review**

The Landonline system was first designed and built 13 years ago. While LINZ has been active in maintaining the currency of the system and taking advantage of technology advancements, it is timely to review the application in line with our strategic direction and the needs of our customers.

During 2010/11, we will review the architecture direction for Landonline to ensure we can continue to provide an effective and efficient system into the future.

Depending on the findings of this review, significant capital may be required in future years.

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# Cost-effectiveness

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LINZ HAS AN EXCELLENT TRACK RECORD OF DELIVERING EFFICIENCY GAINS AND ALLOCATING FUNDING TO PRIORITY AREAS. ACROSS OUR TRANSACTION, LAND AND INFORMATION MANAGEMENT SERVICES, WE WILL CONTINUE TO IMPROVE THE PERFORMANCE OF EVERY TAX DOLLAR OR CUSTOMER FEE BY:

- reprioritising funds to priority areas
- continuing to improve the delivery of land transaction services
- improving our ability to measure performance
- increasing the efficiency of our internal corporate support, and
- sharing services where possible.

## REPRIORITISING FUNDS TO PRIORITY AREAS

In response to the Government's directive for better-performing public services, we are reprioritising our funds internally so we can continue our core business and focus on Government priority areas. Reprioritisation is needed because of the challenges involved in delivering our contribution to the 2014 deadline for completing negotiations on historic Treaty of Waitangi claims, and because we are taking on new work in areas such as encouraging growth in the use of geospatial information.

Despite us returning \$3.7 million of baseline Crown funding on an ongoing basis (which is approximately 7% of our Crown funding every year), we will be able to achieve the work outlined in this Statement of Intent without needing to seek new funding. We will do this by reducing spending on non-priority areas, and making internal cost-savings and efficiencies such as bringing production of topographic mapping in-house.<sup>43</sup>

## CONTINUING TO IMPROVE THE DELIVERY OF OUR LAND TRANSACTION SERVICES

Our efficient management of land transactions contributes to New Zealand's high ranking amongst OECD countries for ease with which businesses can register property. As indicators of how easy it is for New Zealand businesses to secure rights to property:

- two procedures are involved as opposed to the OECD average of 4.7 procedures
- two days are taken as opposed to the OECD average of 25 days, and
- the cost of registering property as a percentage of a property's value is 0.1% compared with the OECD average of 4.6%.<sup>44</sup>

Over the past decade, LINZ has reduced internal costs, overall staff numbers and the fees for our services as a result of our shift to electronic delivery. In particular, the introduction of the electronic land transaction system, Landonline, has reduced the numbers of staff and regional offices needed, resulting in significant productivity gains for both LINZ and the land development market.

By the end of 2010/11, we will have completed a phased closure of three of our five regional centres for processing transactions. Beyond the completion of these closures, LINZ will continue to focus on finding ongoing efficiencies in the management of transactions. For example, we use forecast modelling to plan for the optimal number of staff needed to process land transactions cost-effectively. We will also continually monitor the property market, using market projections and trend data, to ensure we are running the survey and title system efficiently and setting customer fees at appropriate cost-recovery levels.

<sup>43</sup> At a later stage, we may consider the need for additional funding of our contribution to Treaty of Waitangi settlements, depending on how the work programme in this area develops and the impact this is likely to have on LINZ.

<sup>44</sup> World Bank Group report Doing Business 2010.

## IMPROVING OUR ABILITY TO MEASURE PERFORMANCE

One of our key capability initiatives focuses on strengthening a culture of ongoing performance improvement at LINZ. We will use the findings from our formal assessment under the performance improvement framework, and our customer management strategy, to put in place clearer performance measures and improve our monitoring and reporting ability. This will ensure we can better demonstrate value for money.<sup>45</sup>

## INCREASING THE EFFICIENCY OF OUR CORPORATE SUPPORT AND SHARING SERVICES

We constantly scrutinise the corporate services that support our ability to deliver our services. In particular, we will look for opportunities to share services with other government agencies, for example in our review of IT services and in our membership of the Natural Resources Sector Network.

### Joint information system for property management

As an example of collaboration already underway, LINZ and the Department of Conservation (DOC) are building a joint information system for managing Crown property.

LINZ's current system was developed in 1996 and is no longer supported by its developer. The new system will provide a central database for the approximately 40% of New Zealand land managed between DOC and LINZ. It will enable better management of the properties in our portfolios and improve our reporting to stakeholders.

In time, the system will be offered to other government agencies, State-owned enterprises and local government.

## HOW OUR FUNDS CONTRIBUTE TO OUR OUTCOMES

We deliver a range of outputs that collectively achieve the four outcomes we deliver on. The table on page 39 shows:

- where funding allocations are made for each of our output classes
- the key activities undertaken in the output classes, and
- the outcomes that each output class contributes to.

Funding is split between Crown appropriation and revenue from third parties in the form of fees.

## Performance Improvement Actions

The Government expects government agencies to demonstrate gains in the efficient and effective use of our resources, and that these gains are visible to the public. We will concentrate on ensuring we deliver the most efficient land transaction services possible, and improving the accuracy of the rural cadastre so that data from it can be more widely and confidently used by other organisations.

## MANDATORY E-LODGE – REALISING THE BENEFITS

The shift to full electronic lodgement of land transactions by surveyors and lawyers has been a major change in the way property transactions are carried out, and represents a significant milestone for LINZ.

Our immediate priority is to complete this programme of work to fully realise the cost-savings and improved efficiencies associated with e-lodgement.

<sup>45</sup> See the Capability section on page 30 for more information on our performance improvement initiatives.

E-lodgement will continue to deliver the following improvements:

- improving the efficiency of land title transactions, leading to cost savings for users and government
- improving ease of access to information for users (this is linked to our *Authoritative land information* outcome)
- shortening registration times so that information is updated faster
- increasing first-time compliance with the requirements of the registration system, which saves time and costs for LINZ and the users of the system, and
- simplifying, clarifying and updating the Land Transfer Act to reduce compliance costs.

We will achieve this by:

- completing the consolidation of processing functions from five to two offices in Hamilton and Christchurch
- modernising and simplifying the legislation (the Land Transfer Act), including for electronic developments and recent case law
- maintaining and expanding electronic access to all current, frequently used survey and title records via Landonline
- implementing improvements to the storage and accessibility of our paper records (many of which are historic documents too large or fragile to be digitised or are only accessed infrequently)
- scoping options for how Māori Land Court records can be registered with LINZ, and
- completing work to ensure e-lodgement compliance monitoring is adequate and in place for transactions approved automatically without the intervention of our staff.

#### IMPROVING THE ACCURACY OF THE RURAL CADASTRE

As we continue to provide greater leadership in the emerging geospatial information sector, our own data needs improvement in some areas. A specific area of focus is to improve the accuracy of rural cadastral survey data so that boundaries in rural areas more accurately match the legal description.

Improving data quality for the rural cadastre will enable wider and more confident application of this information. Currently, data needs to be re-processed by an intermediate organisation to make it accurate enough to be used confidently by a range of other users.

Our work will eliminate the need for this intermediary processing, and enable organisations using the data to concentrate on innovative spatial processing products and services, such as three-dimensional or time-lapse modelling.



This 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	OUTCOMES CONTRIBUTED TO	APPROPRIATION \$000	REVENUE CROWN FUNDED \$000	REVENUE OTHER FUNDED \$000	KEY ACTIVITIES
<b>Administration of the New Zealand Geographic Board (Ngā Pou Taunaha o Aotearoa) Act 2008</b>	Authoritative land information	786	786	0	Administration of the New Zealand Geographic Board (Ngā Pou Taunaha o Aotearoa) Act 2008 and funding for the Board
<b>Administration of the Overseas Investment Act 2005</b>	Build and maintain certainty of property rights	2,582	0	2,582	Processing applications from overseas investors and ensuring compliance with the regulation
<b>Crown property management and disposal services</b>	Effective management of Crown assets	18,218	17,660	558	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
<b>Land and seabed data capture and processing</b>	Build and maintain certainty of property rights  Available, accessible and shared geospatial Information  Authoritative land information	39,083	16,855	22,228	Delivery of the land rights registration and cadastral survey systems  Generation of the national authoritative geospatial record  Delivering the New Zealand Geospatial Strategy
<b>Land and seabed information access and dissemination</b>	Build and maintain certainty of property rights  Available, accessible and shared geospatial Information  Authoritative land information	5,125	168	4,957	Provision of access to information and services for land title, cadastral and geodetic information
<b>Land and seabed information storage and management</b>	Build and maintain certainty of property rights  Available, accessible and shared geospatial Information  Authoritative land information  Effective management of Crown assets	24,250	3,189	21,061	Ongoing maintenance of an information system infrastructure protecting the integrity and security of authoritative databases  Information systems development
<b>Ocean Survey 20/20 programme*</b>	Available, accessible and shared geospatial Information	3,726	3,726	0	Initiatives of the Ocean Survey 20/20 Programme
<b>Policy advice</b>	Build and maintain certainty of property rights  Available, accessible and shared geospatial Information  Authoritative land information  Effective management of Crown assets	2,847	2,822	25	Policy development  Ministerial servicing
<b>Standards and quality assurance</b>	Build and maintain certainty of property rights  Authoritative land information  Effective management of Crown assets	8,305	1,909	6,396	Regulatory activity for land titles, geodetic and cadastral surveying, rating valuation and Crown land

\* The Ocean Survey 20/20 programme output class consists of base funding of \$3,071,000 for the NIWA Research Vessel *Tangaroa*. The cross-government 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.

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# Directory

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## NATIONAL OFFICE

Lambton House  
160 Lambton Quay  
PO Box 5501  
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](http://www.linz.govt.nz)  
[www.landonline.govt.nz](http://www.landonline.govt.nz)  
[www.newzealand.govt.nz](http://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 GX 10069

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.

## 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 Wickcliffe 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.

\* LINZ is reducing the number of processing centres to two offices in Hamilton and Christchurch. The Dunedin processing centre will close in November 2010. The Auckland processing centre will close in January 2011.



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