



Toitū Te Whenua
Land Information
New Zealand

He takunetanga rautaki

Strategic intentions

2023–2027



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Kupu takamua a te Minita

Minister's foreword



This government's vision for all New Zealanders is to improve wellbeing, accelerate our economic recovery and lay strong foundations for the future. To deliver these outcomes, we need to think ahead to help us make the right decisions now.

Land is a key part of our national identity and wellbeing. New Zealanders can be confident that Toitū Te Whenua Land Information New Zealand has world-class systems and legislation in place to both protect property rights and manage the Crown estate. It's vital to our country that we manage our land in ways that are productive and sustainable, protecting the environmental and cultural values of our landscapes for future generations and contributing to our trade opportunities and economic growth. Part of this protection role is balancing the investment in our economy with the privilege of owning New Zealand assets. Changes to the Crown Pastoral Land Act came into effect in May 2022, with further changes taking effect in November 2022. Toitū Te Whenua is working with stakeholders to develop the right regulations, standards and processes to support the Act's implementation and make sure our landscapes and productive land are well maintained for years to come.

It's also important that we strengthen Māori Crown relationships. I am pleased that Toitū Te Whenua is committed to being a good Treaty of Waitangi partner, demonstrating this with a new outcome dedicated to building strong relationships with iwi. Transferring land set aside for Treaty settlements in a timely fashion will provide enhanced opportunities for Māori: socially, economically and culturally.

Decisions for our future rely on good information. Toitū Te Whenua plays an important role in

Ko te moemoeā o te Kāwanatanga mō ngā tāngata katoa o Aotearoa ko te hiki i te oranga, te whakakake i tō tātou whakaoranga ā-ōhanga me te whakatakoto i te tūāpapa kaha mō te anamata. E tutuki ai ēnei putanga, me anga whakamua ō tātou whakaaro ki te āwhina i ngā whakatau tika ināiane.

Ko te whenua he wāhanga nui o tō tātou tuakiri me tō tātou oranga ā-motu. Me manawanui ka tika a te iwi o Aotearoa kei konei ngā pūnaha me ngā ture inati a Toitū Te Whenua hei tiaki i ngā motika papanoho me te whakahaere i ngā whenua a te Karauna. He mea waiwai tonu ki tō tātou whenua kia whakahaeretia ō tātou whenua kia whai hua ai, kia toitū ai, te tiaki i ngā uara ā-taiao, ā-ahurea hoki o ō tātou horanuku mō ngā whakatipuranga me te whai wāhi ki ō tātou āheinga tauhokohoko me te tipuranga ōhanga. Ko tētahi wāhanga o tēnei mahi tiaki, ko te whakataurite i te haumitanga ki tō tātou ōhanga i runga anō o te noho hei kaupupuri i ō tātou rawa o Aotearoa. Ā, kia mana mai te ture hou a te Crown Pastoral Land Reform Act hei te Nōema 2022, ka mahi a Toitū Te Whenua me ngā kaiwhaipānga ki te whakawhanake i ngā waeture, ngā paerewa me ngā tukanga tika hei tautoko i te whakatinanatanga o te Ture me te mātua whakarite kia pai te tiaki i ō tātou horanuku, ā, kia noho haumako tonu te whenua mō ngā tau e tū mai nei.

He mea nui kia mōhio ake, ka whakakaha mātou i ngā hononga Māori me te Karauna. E koa ana ahau e ū ana a Toitū Te Whenua kia noho hei hoa Tiriti pai, otirā ko te whakaatu i tēnei mā tētahi putanga hou e ū ana ki te tuitui i ngā herenga pakari me ngā iwi. Mā te whakawhiti wawe i ngā whenua kua whakatahatia mō ngā whakataunga Tiriti, e whakarato i ngā āheinga whakarākei

collecting location and property data that helps a whole-of-government approach in addressing some of the big issues of our time, such as climate change or biodiversity loss. Having current, accurate and easy-to-access data enables our communities to be more resilient and able to respond to what comes at us. Toitū Te Whenua is already looking to the future by modernising the land registry system. This investment in infrastructure will ensure all New Zealanders continue to be able to easily access accurate land and property information.

By 2024, Toitū Te Whenua will have completed a programme to provide LiDAR-based elevation data that covers 80 percent of Aotearoa New Zealand. This data has huge value for many sectors, including our agricultural sector and regional councils, as it helps ensure development occurs in appropriate locations. Aotearoa New Zealand is also committed to SouthPAN, a joint initiative with Australia that will see global navigation satellite systems enhanced in our region, bringing benefits to aviation and supporting innovation throughout our economy.

I am satisfied that the information on strategic intentions prepared by Toitū Te Whenua Land Information New Zealand is consistent with the policies and performance expectations of the government. Accordingly, I endorse Toitū Te Whenua Land Information New Zealand's strategic direction.

Ngā mihi nui



Hon Damien O'Connor

Minister for Land Information

mā te Māori kia whai wāhi ā-pāpori, ā-ōhanga, ā-ahurea hoki rātou.

Ka whirinaki ngā whakataunga mō tō tātou anamata i runga anō i ngā mōhiohio pai. He tūranga nui tō Toitū Te Whenua ki te kohikohi raraunga tauwāhi, papanoho hoki, e āwhina ana i te whāinga ā-kāwanatanga whānui ki te whakatau i ētahi o ngā take nui o tō tātou wā, pēnei i te hurihanga āhuarangi, te ngaromanga rānei o te rerenga rauropi. Mā te whiwhi i ngā raraunga hou, tika, ngāwari te whakaurunga hoki, e āhei ai ō tātou hapori kia aumangea ake, me te urupare ki ngā āhuatanga kei mua i a tātou. E tiro kē ana a Toitū Te Whenua ki te ao anamata mā te whakahou i te pūnaha rēhita whenua. Mā tēnei haumitanga tūāhanga e mātua whakarite kia whiwhi ngāwari tonu ngā tāngata katoa o Aotearoa ki ngā mōhiohio tika o te whenua me ngā papanoho.

Hei mua i te 2024, ka oti i a Toitū Te Whenua he kaupapa ki te whakarato raraunga rewa i poua ki te LiDAR, e kapi ai te 80 ōrau o Aotearoa. He nui te uara o ēnei raraunga ki ngā rāngai maha, tae atu ki te rāngai ahuhenua, ngā kaunihera ā-rohe hoki i te mea ka āwhina ki te whakarite i te tatūtanga o ngā whanaketanga i ngā wāhi tika. E ū ana hoki a Aotearoa ki te SouthPAN, he kaupapa ngātahi me Ahitereiria hei whakapai ake i ngā pūnaha amiorangi whakaterere ā-ao i tō tātou rohe, e kawē mai ana i ngā hua ki ngā kaupapa rererangi, me te tautoko i ngā mahi auaha puta noa i te auaha.

E koa ana au i te hāngai o ngā mōhiohio e pā ana ki ngā takune rautaki ka whakaritea e Toitū Te Whenua ki ngā kaupapahere me ngā manako mahi a te Kāwanatanga. I runga i tērā, e tautoko ana au i te anga rautaki a Toitū Te Whenua.

Kupu whakataki a te Tumu Whakarae

Chief Executive's introduction



Tēnā koutou, welcome to Toitū Te Whenua Land Information New Zealand's Strategic Intentions document for 2023–2027.

In understanding, developing, and caring for whenua, moana and arawai, Toitū Te Whenua plays an important role in contributing to the wellbeing of Aotearoa New Zealand. To achieve our broader outcomes, deliver on government priorities, and do a great job for Aotearoa New Zealand, we need to be ready for the future.

We've developed four strategic outcomes that will shape our work in coming years:

- We are a respected and honourable Treaty partner with strong and enduring relationships.
- The geographic, geospatial and property information we provide is trustworthy and reliable, freely available and well used.
- We are a trusted regulator, delivering fair and transparent regulatory system.
- The Crown estate we are responsible for is well managed and enhanced for existing and future generations.

Toitū Te Whenua is focused on supporting the Crown relationship with Māori under Te Tiriti o Waitangi, and enabling quality outcomes for iwi and Māori. We're also working on becoming as agile and flexible as we can, maintaining our strong technology foundations and embedding a customer-centric approach to prepare us for the future.

Inā kei te mohio koe ko wai koe, I anga mai koe i hea, kei te mohio koe. Kei te anga atu ki hea.

If you know who you are and where you are from, then you will know where you are going.

Tēnā koutou, nau mai ki te tuhinga o ngā Takune Rautaki a Toitū Te Whenua 2023-2027.

I te wā e mārāma ana, e whakawhanake ana, e tiaki ana hoki i te whenua, te moana me ngā arawai, he mahi nui tā Toitū Te Whenua i roto i te oranga o Aotearoa. E tutuki ai ngā putanga whānui ake, te kawē i ngā whakaarotau a te kāwanatanga, me te mahi mō Aotearoa te painga, me rite tātou mō anamata.

E whā ngā putanga rautaki kua whakawhanaketia e mātou, hei hoahoa i ā mātou mahi i ngā tau e tū mai nei:

- He hoa Tiriti whakaute, hōnōre hoki mātou, me ngā hononga pakari, mauroa hoki.
- He pono, he horopū hoki ngā mōhiōhia matawhenua, hora whenua, papanoho hoki, ā, e wātea kau ana, ka mutu e pai ana te whakamahi.
- He kaiwaehe mātou e whakaponotia ana, e tuku ana i ngā pūnaha waehe tōkeke, pūahoaho hoki.
- E tika ana te whakahaere i ngā whenua Karauna e noho haepapa nei mātou, otirā e whakarākeitia ana mō te iwi o nāiane me ngā whakatipuranga anamata.

E arotahi ana a Toitū Te Whenua ki te tautoko i ngā hononga a te Karauna me te Māori i raro i Te Tiriti o Waitangi, me te whakarite i ngā putanga kōunga nui mō ngā iwi me te Māori. E mahi ana hoki mātou kia moruki, kia raungāwari rawa, me te pupuri i ngā tūāpapa hangarau pakari, me te tāmāu i te huarahi e aro ana ki ngā kiritaki, hei whakarite i a tātou mō te anamata.

Inā kei te mōhiō koe ko wai koe, I anga mai koe i hea, kei te mōhiō koe. Kei te anga atu ki hea.

Tauākī haepapatanga

Statement of responsibility

In signing this statement, I acknowledge that I am responsible for the information on strategic intentions contained in the Statement of Intent for Toitū Te Whenua Land Information New Zealand. This information has been prepared in accordance with the Public Finance Act 1989 (sections 39 and 40).

I taku waitohu i tēnei tauākī, e whakaae ana au kei te noho haepapa au mō ngā mōhiohio o ngā takune rautaki kei roto i te Tauākī Whakamaunga Atu mō Toitū Te Whenua. He mea whakarite ēnei mōhiohio i runga anō i te Public Finance Act 1989 (ngā wāhanga 39 me te 40).



Gaye Searancke

Tumu Whakarae mō Toitū Te Whenua
Secretary for Land Information and
Chief Executive

Ko mātou tēnei

This is us

Our kaupapa

Toitū Te Whenua Land Information New Zealand is the government's lead agency for property and location information, managing Crown assets and administering the overseas investment process.

Toitū Te Whenua (in its current shape) was formed in 1996 and was charged with managing geographic information, surveying functions, handling land titles and managing Crown land and property. We have specific legislative functions and responsibilities relating to land transactions under more than 50 statutes. We are an organisation of approximately 800 people, with offices in Wellington, Hamilton and Christchurch.

Our kaupapa shows how we make a difference for Aotearoa New Zealand and gives us the clarity to prioritise and plan our work effectively to deliver our outcomes.

This is underpinned by the whakataukī that inspires us:

Whatungarongaro te tangata toitū te whenua
(People come and go, but the land remains).

This whakataukī reflects our view that all parts of our world are connected and related, and the wellbeing of our people relies on all the health of all elements of our environment.

Our purpose

Our purpose is to understand, develop and care for whenua, moana and arawai.

Land is central to Aotearoa New Zealand's identity and future prosperity. Whenua, moana and arawai are taonga that connect us all, and we have a responsibility to understand, develop and care for the resources we are entrusted with. We create, manage and share information about our land, waterways and oceans for the benefit of all current and future New Zealanders.

Understand

The deep knowledge and continual learning that is essential to what we do.

Develop

Enabling resources to be used carefully and sustainably in ways that support the wellbeing of our people, whānau and communities.

Care

Our responsibility to look after those resources so that they are present and healthy for our children and future generations.

Our values

Our three core values – Māia (Bold), Matatau (Expert), Whakapipiri (Stronger Together) – connect us and bring to life the whakataukī that inspires us. They reflect what we stand for, who we are and the way we work together to achieve our strategy.



Māia

We are curious and courageous. We take personal responsibility to be positive and strive to be better.



Matatau

We are passionate about reaching our potential. We keep an open mind and share our knowledge. We are outward-looking, innovative and flexible.



Whakapipiri

We make connections to strengthen our work. We communicate effectively. We care. Manaaki influences the way we work. We respect and value diversity.

Our role

We operate across whenua, moana and arawai, working with geographical, geospatial, property and location information. We maintain and build confidence in Aotearoa New Zealand's property through our information and regulatory systems.

We are the stewards for four regulatory systems: property rights, property information, Crown Land and overseas investment. These deliver a range of functions, such as maintaining an efficient and effective system for registering dealings in land; ensuring the accuracy of the cadastre; managing the national geodetic and survey-control systems; providing high-quality information about properties, electoral boundaries, geographic place names and zoning; acquiring, selling and managing Crown land and property and carrying out responsibilities for Treaty settlements; and providing advice to ministers on investment in sensitive assets by overseas buyers.

We have four statutory officers with specific functions under our Acts. Their responsibilities are part of the overall design of our regulatory systems. The officers are:

- the Registrar-General of Land: responsible for the land title register
- the Surveyor-General: responsible for the survey and geodetic sub-systems
- the Valuer-General: responsible for regulating the valuation sub-system, including rating valuations
- the Commissioner of Crown Lands: acts as the landowner on behalf of the Crown.

Property rights

Administering the Land Transfer Act 2017 and Cadastral Survey Act 2002, under which land title is guaranteed and property boundaries are defined, and maintaining the ownership register and survey records.

Overseas investment

Being the regulator under the Overseas Investment Act 2005 approximately 15 percent of all foreign direct investment in Aotearoa New Zealand subject to the overseas investment regime.

Land

Providing confidence in our property rights system through the management of survey and title transactions; setting rating valuation standards; recording the physical features of our environment to provide up-to-date maps and information.

Data

Making our location-based information easy to find, share and use; providing a location-based reference system to enable accurate positioning of land and sea features; providing access to up-to-date land and seabed data.

Māori Crown relations

Improving Toitū Te Whenua's role in the Māori Crown relationship by honouring Treaty settlement commitments, building enduring relationships, and lifting capability to engage and partner with Māori.

Geographic, geospatial and property information

Collecting, managing and releasing information to produce datasets, topographic maps and nautical charts for Aotearoa New Zealand, some Pacific Islands and the Ross Sea region of Antarctica.

Crown property

Managing around 2 million hectares of Crown land, river and lake beds, high country pastoral leases and Crown forestry licences on land held for Treaty settlements.

Sea

Surveying our oceans and providing nautical charts and publications to ensure safety of people at sea.

Support for emergency services

Supporting the work of our country's emergency services by making available copies of maps and charts to operational teams engaged in search and rescue, civil defence and emergency response work.

Regulatory systems

Exercising our role as regulatory stewards of key regulatory systems, administering 15 Acts; helping determine Aotearoa New Zealand's electoral boundaries; administering the rules for overseas investment; naming geographical features and places.



The whakataukī that inspires us

**Whatungarongaro te tangata toitū te whenua.
People come and go, but the land remains.**

Our purpose is to understand, develop and care for whenua, moana and arawai.

Outcomes we are seeking

We are a respected and honourable Treaty partner with strong and enduring relationships.

The geographic and property information we provide is trustworthy and reliable, freely available and well used.

We are a trusted regulator, delivering fair and transparent regulatory systems.

The Crown estate we are responsible for is well-managed and enhanced for existing and future generations.

How we will do this

Commitments, including Treaty settlement commitments, are honoured, helping enable wellbeing outcomes for Māori and iwi.

Reliable geographic and property information is collected, curated and made accessible.

The system of property rights and information is easy to use, available and effective.

Enduring relationships with Māori and iwi are established and maintained.

Crown assets are effectively and sustainably managed, maintained and remediated.

The overseas investment regime operates effectively.



Values that govern our work

Māia



Matatau



Whakapipiri



Tō mātou anga rautaki

Our strategic direction

Our ambition for the future

Our outcomes act as our pouwhenua. They help guide us, and our key partners, by describing our aspirations for the future of the whenua, moana and arawai that we maintain, protect and manage on behalf of all New Zealanders.

Our outcomes give meaning to our contribution to making Aotearoa New Zealand a better place for our nation's people and the future generations who will call Aotearoa New Zealand home: they help us deliver the success that we want to see.

In this section we highlight the broad 'Aotearoa New Zealand Outcomes' that we want to achieve as a nation. Within these are our 'Toitū Te Whenua Outcomes' – the aspects of those broader outcomes that Toitū Te Whenua can help deliver.





What success looks like

Whenua, moana and arawai provide our connection to our identity and sense of place, contribute to our economic wellbeing and are at the heart of our outcomes. The key opportunities for us in the next three to five years are to:

- develop trusted partnerships with Māori and iwi that support achievement of their aspirations and accelerate developments by Māori for Māori
- focus on the people living in Aotearoa New Zealand, and enhance our products and services through a clear understanding of the people's wants and needs
- take advantage of advances in data and digital technologies, and embrace more agile and innovative ways of doing things
- adopt a more strategic approach, helping our people focus on adding real value that will provide lasting impacts into the future
- prioritise relationship-building and growing strong networks to deliver the core components of our work.

We will adopt a collaborative, sustainable and future-focused approach to our business, helping Aotearoa New Zealand respond successfully to the key challenges it faces, such as climate change.

People will know who we are and what value we add. Geographic and property information will be used effectively to deliver value for Aotearoa New Zealand, and people will have confidence in our management of land and property.

Our expertise and strong relationships with Māori, and the mātauranga of tangata whenua, will support people's wellbeing and achieve a healthy natural environment.

Other agencies and stakeholders will respect our knowledge and seek us out as partners in cross-system environmental, natural resources and biodiversity work. New Zealanders can be confident that the future of their land, communities and country is being planned from an informed and expert position that balances environmental, social, cultural and economic considerations.

Achieving our outcomes

Aotearoa New Zealand Outcome

We are a respected and honourable Treaty partner, with strong and enduring relationships.

Toitū Te Whenua Outcomes

- Commitments, including Treaty settlement commitments, are honoured, helping enable wellbeing outcomes for Māori and iwi.
- Enduring relationships with Māori and iwi are established and maintained.

Outcome measure

Active and positive relationships are seen at all levels of Crown/Māori and iwi engagement (governance, leadership, agency levels).

Impact (3–5 years)

Toitū Te Whenua actively plays its part in helping the government be a good Treaty partner.

Toitū Te Whenua takes a whole-of-government approach to Māori engagement and commits to a collaborate/co-design approach where appropriate.

Toitū Te Whenua maintains enduring relationships with Māori and iwi.

Shift we will see (1–2 years)

Toitū Te Whenua understands its Treaty commitments and other statutory obligations to Māori and iwi, has evaluated how well these are being met and has a plan for improving its performance.

Toitū Te Whenua focuses on understanding and achieving shared aspirations with Māori.

Toitū Te Whenua develops staff capability and capacity to engage with Māori and iwi.

Impact indicators

Whole-of-government accountability measures for performance for Māori are met.

Māori and iwi report satisfaction with our Treaty process.

Te Tiriti o Waitangi is at the heart of everything we do, and we are committed to being open, honest and respectful in our dealings with Māori and iwi, and finding ways to build trust and create lasting relationships.

We recognise the place of Māori and iwi in Aotearoa New Zealand as tāngata whenua, who whakapapa to the land and derive their identity from their relationship to land and place.

Te Tiriti o Waitangi emphasises the principles of partnership, participation and protection. We recognise that the Māori Crown partnership will continue to evolve, and through this changing and growing relationship, we commit to acting reasonably, honourably and in good faith towards our Treaty partners.

Working in partnership with Māori and iwi, we can share information, skills and experience and be guided by values such as whakatutikitanga, whanaungatanga, kotahitanga and kaitiakitanga. We will take care of land prior to settlement and ensure Māori and iwi have access to authoritative and up-to-date geographical, land and property information to enable them and their whānau to thrive and prosper.

By partnering, sharing knowledge and working together, we can contribute to better outcomes for Māori and iwi.

We have formal relationships with a number of iwi. We also engage with Māori and iwi to understand their aspirations and needs, and find ways that our services, data and expertise might be of value to them. We will continue to build, sustain and mature these relationships.

We have an ongoing commitment to delivering our obligations in a trusted and trustworthy manner. This means continuing to engage appropriately, as effective engagement is vital to producing better outcomes and ensuring our Treaty obligations are honoured. We know there is more work to do as we build these long-lasting relationships.

We will encourage and enable Māori and iwi to participate and take active steps to ensure Māori interests are represented. This will ensure that we recognise and provide for Māori perspectives

and values in our work. We will design and implement strategies, outcomes and services in active partnership, and we will resource and embed processes to respond to Māori and iwi needs, aspirations and interests. Where possible, these solutions will be led and designed by Māori, with a focus on collaboration, co-design and the equitable sharing of power and governance.

We will take active steps to ensure that Māori and iwi can participate as equal Treaty partners, and their perspectives and values are recognised and provided for.

We will continue to build the capability and confidence of our staff to engage with Māori and iwi partners effectively and understand te ao Māori views. We are committed to exploring ways to ensure that Māori views and interests are actively sought and reflected in our work.

Crown and Whanganui Land Settlement working together through a values-based approach

Toitū Te Whenua is working with Whanganui Land Settlement on new ways to build relationships that embody the enduring nature of Treaty settlements both at an agency and Crown level.

Whanganui Land Settlement have a values-based approach to relationships, underpinned by Te Tomokanga ki te Matapihi, their values framework, to support a collaborative way of working and to achieve a more united approach to the wellbeing of their people, the local community, and the environment.

They wish to embed these values into their upcoming settlement negotiations with the Crown that focuses on partnership and co-management opportunities, and not only transactional interactions with Māori and iwi.



Enduring relationships built with Māori

Toitū Te Whenua is emphasising growing lasting partnerships that respond to the needs and interests of Māori as well as the Crown.

As part of the Jobs for Nature fund, Rotorua iwi entity Te Arawa Lakes Trust received money to work with us on targeting aquatic weeds in the Te Arawa lakes.

This collaborative project, which saw a number of agencies, councils and iwi landowners working with the Te Arawa Lakes Trust, has been a success. We see it as a blueprint for future regional collaborations to protect the indigenous plants and wildlife of Aotearoa New Zealand.

📍 Ōkahutoroa Bay, Lake Rototiti

Relationships strengthened and maintained

Last year, we helped Te Tātari Raraunga research project team, a three-way partnership between Parininihi Ki Waitotara Incorporation (a Māori land incorporation), the University of Auckland and Victoria University of Wellington, by providing access to digitised historic roll plans and surveys. This helped in the development of their cultural technology platform, Māhere, and empowered Parininihi Ki Waitotara to meet their aspiration of connecting whānau to whenua.

Following this work, our staff began working on a relationship directly with Parininihi Ki Waitotara to explore ways in which we can help locate shareholders.



Taranaki roll plans under the kaitiaki of Toitū Te Whenua. Held at the National Archives New Zealand. Digitisation by NZMS (New Zealand Micrographic Services).

Aotearoa New Zealand Outcome

The geographic and property information we provide is trustworthy and reliable, freely available and well used.

Toitū Te Whenua Outcome

- Reliable geographic and property information is collected, curated and made accessible.

Outcome measure

Aotearoa New Zealand has a well-functioning, evidence-based property system underpinning its land-related decision-making.

Partnerships are established with Māori and iwi to identify their data needs and ensure those needs are met and any data gaps closed.

Impact (3–5 years)

Modernised and integrated data platforms and datasets meet the current and future needs of New Zealanders.

Shift we will see (1–2 years)

Toitū Te Whenua has effective data governance in place.

Integrated roadmaps for maintenance and improvements to data, platforms, products and services are in place.

Work is underway to progress activities in the integrated roadmaps.

Impact indicators

Aotearoa New Zealand's land, location and property data sets are interoperable and accessible.

Robust and reliable data is being used more widely by a variety of users.

We use geographic, geospatial and property information effectively to understand and analyse the patterns and relationships in our land and other locations, support efficient infrastructure development and help us deliver high-quality, customer-centric services.

Location-related decisions are important to building Aotearoa New Zealand's environmental, economic, cultural and social prosperity and will contribute to solving many of the challenges our nation will face, including, for example, the impact of climate change. Success comes from knowing what data and information we have and ensuring people get the best use out of this data and information through the right interventions.

There are a large number of datasets available, but they are not centrally located or connected. Data is also spread between public and private ownership, sits on different platforms or in different regions and does not have consistent access conditions. In some instances, the data may be incomplete or insufficiently accurate for a particular purpose, or it cannot be linked, integrated and aggregated with other datasets. A lack of access to authoritative geographic, geospatial and property information can constrain people's ability to make sound decisions.

We are working with stakeholders and decision-makers in property, local government, emergency management and other government agencies to identify the information they need.

We will continue to work with key partners and data owners to understand the issues, find the right sources of data, and improve the discoverability, accessibility, quality and interoperability of datasets. This work will become more important as new technologies increase our ability to collect and use data.

We want to make sure people can easily and safely access our products, data and information. We provide free online access to up-to-date land and seabed data. This data is customisable and covers a range of groupings from topographic and hydrographic data used for maps and charts to property data, geodetic data and aerial imagery.

We are committed to continuously developing our systems so the tools and data we use are maintained and developed to respond to the needs of the time. We also work with our partner

agencies to build and share information and update our management practices.

Our role as the regulatory steward in property information means we produce information about properties and locations. Part of this role includes providing support and assistance with analysis to:

- the Valuer-General, who provides advice to the government on valuation issues, sets standards for the district valuation roll (DVR), ensures those standards are met, sets rules for rating valuations and audits work carried out in compliance with those rules
- the Surveyor-General, who is a member of the Cadastral Surveyors Licensing Board and chair of the New Zealand Geographic Board, and provides advice on geographic place names, addresses and electoral boundaries.

SouthPAN

Australia (through Geoscience Australia) and Aotearoa New Zealand (through Toitū Te Whenua) are implementing the Southern Positioning Augmentation Network (SouthPAN), a joint initiative to enhance the precision of global navigation satellite systems in Australasia.

SouthPAN is a satellite-based augmentation system (SBAS) that will increase the accuracy and dependability of positioning data such as the global positioning system (GPS). The system will improve the precision of the current positioning signal from the current 15–10 metres to 1 metre. The positional accuracy provided by the satellite-based augmentation system can be combined with other technologies, such as machine learning and robotics, to support new products and services and boost productivity.

SouthPAN will be a building block for our future economy. Combined with other technologies, SouthPAN will bring widespread benefits across many sectors, such as agriculture, maritime, construction and horticulture, as well as supporting the transport and aviation sectors, which need accurate and high-integrity positioning data. SouthPAN will also support the use of autonomous vehicles, enable the use of drones beyond an operator's visual range, and allow search and rescue helicopters to operate in a wider range of weather conditions than they are able to currently.

The system is in the process of being tested, and when it reaches full operational capacity in 2028 it will be the first of its kind in the South Pacific.



3D cadastre

Aotearoa New Zealand's cities are maturing and following international trends of higher density and closer living. The quarter-acre dream has given way to a comprehensive residential style of smaller homes built in a cohesive form; sharing access, car parking, and open spaces; and often involving building overlaps and multi-level buildings.

The increase in population density provides new challenges for the way we record property rights, restrictions and responsibilities – a simple property outline no longer tells the full story so a more sophisticated spatial cadastral capability is needed.

Aotearoa New Zealand's cadastre is a comprehensive record of the country's property boundaries. The cadastre already holds a significant amount of information depicting three-dimensional (3D) property ownership, but there are limitations, with representation only currently available as two-dimensional (2D) plan images.

Three-dimensional representation of the world is now common: 3D movies, Google Earth, sports visualisations and 3D gaming are part of everyday life. People expect to be able to use this capability to visualise and have confidence in their complex property boundaries.

Toitū Te Whenua is now working with our Australian counterparts to develop common standards that will support the use of 3D cadastres, including enabling surveyors and data users to extract and submit 3D datasets and eliminating the need for inferior 2D plan representations of cadastral parcels.

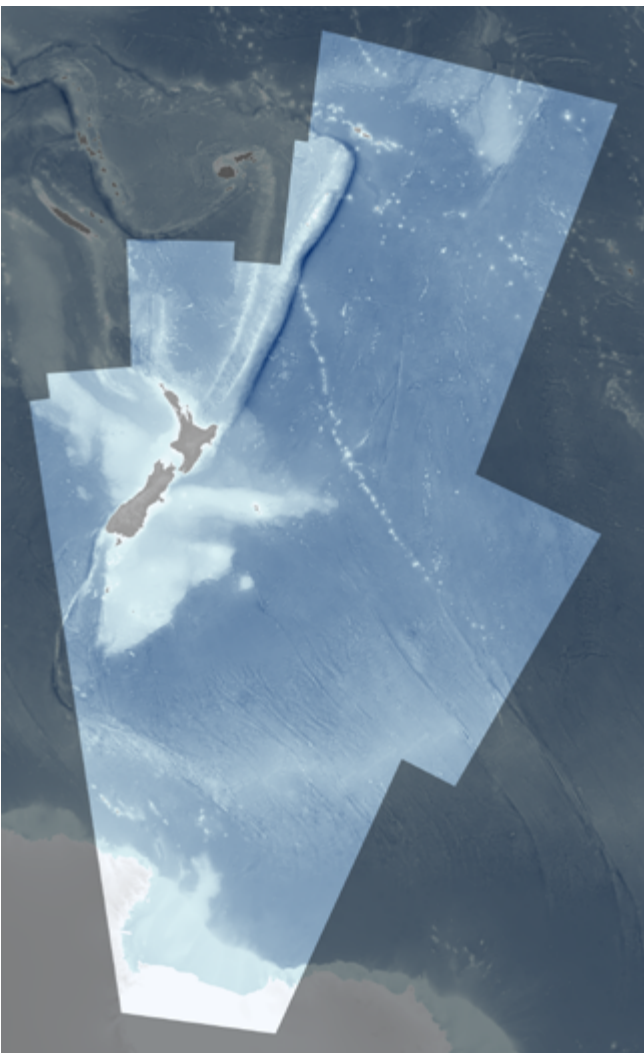
A 3D cadastre can also provide the foundation for digital twin model capabilities, allowing the creation of virtual cities and other locations that look like, behave like and are connected to the real world, supporting governments and others to make decisions based on accurate evidence from 'virtual world' scenarios.

The vision of Cadastre 2034 is for a broader cadastral system that enables people to readily and confidently identify the location and extent of all rights, restrictions and responsibilities related to land and real property – including in 3D form.

Above image: Miramar buildings rendering created with data from LINZ Data Service

We are preparing Aotearoa New Zealand for a transformation in maritime navigation

The future of navigation is fully digital. The International Hydrographic Organization (IHO) has developed a new S-100 Universal Data Model to enable the integration of navigation information with other digital data sources. This data integration will support maritime advancements, such as autonomous shipping, improved safety at sea, reduced emissions, and supply chain efficiencies. The IHO expects nations around the world to implement the new standard between 2025 and 2030. We will work with other agencies to ensure Aotearoa New Zealand is ready for this maritime digital transformation.



New Zealand's area of charting responsibility

Hydrographic and marine spatial data

Toitū Te Whenua has produced charts of the seabed since 1996. We collect hydrographic data describing the physical features of the ocean. This allows us to create safe navigation products, but this data could also support broader outcomes, such as identifying suitable aquaculture or marine energy sites, preparing for hazard events like tsunamis and coastal flooding, identifying areas of important biodiversity for marine reserve planning and understanding the impacts of sea-level rise and climate change.

In recent years we have partnered with others to increase the value of the hydrographic data collected. Te Papa Atawhai Department of Conservation (DOC) and local councils have used it for marine habitat mapping. Manatū Ahu Matua Ministry for Primary Industries (MPI) has used it to understand the impact of earthquakes on marine life, and iwi have used it to explore potential aquaculture sites.

Recently we have partnered with DOC, MPI and Te Arawhiti, the Office for Māori Crown Relations on a marine data innovation project to explore how cloud technology can be used to connect data and help improve marine management. This system could support marine customary rights applications, identify marine areas of key ecological significance, create a common operational picture in a maritime emergency response and help us understand the impact of fisheries risks on protected marine species. We will continue to work with others and progress opportunities for forming a connected marine spatial data system.

Supporting resilience and climate change

Accessible and accurate data is essential for Aotearoa New Zealand to be able to prepare for and respond to emergencies and climate change events. Toitū Te Whenua plays an active role in coordinating and using geographic data to support organisations with emergency events and climate change actions.

Over the last four years, we've worked with Tātauranga Aotearoa Stats NZ, Taihoro Nukurangi National Institute of Water and Atmospheric Research, Whakarātonga Iwi Fire and Emergency New Zealand, KiwiRail and Waka Kotahi New Zealand Transport Agency to improve the 12 key datasets identified as critical to emergency management decision-making.

We're continuing to coordinate and promote the use of geographic data to improve Aotearoa New Zealand's resilience in emergencies. During the August 2022 floods in Nelson, Tasman and Marlborough, we worked with local councils and Waka Kotahi to coordinate the capture of aerial photography and LiDAR ('light detection and ranging', which uses a pulsed laser to measure the distance to an object). This will be used during the area's recovery to determine the impacts of the flooding and associated landslides, support insurance claims, and inform community meetings. At the time of the flooding, we were also able to access satellite imagery and determine the potential extent of some of the flooding. This is captured in the images below.



Pigeon Valley Fire briefing, New Zealand Defence Force



Before and after aerial views of flooding in Glenduan, Nelson Region, 2022

Aotearoa New Zealand Outcome

We are a trusted regulator, delivering fair and transparent regulatory systems.

Toitū Te Whenua Outcomes

- The system of property rights and information is easy to use, available and effective.
- The overseas investment regime operates effectively.

Outcome measure

Aotearoa New Zealand's property and location-based regulation effectively and efficiently shapes behaviours in line with government policy goals.

Impact (3–5 years)

The Toitū Te Whenua regulatory systems meet current and future needs and are effective, durable and fair.

Shift we will see (1–2 years)

We have simple regulation pathways that customers find straightforward to follow.

We design, maintain and implement effective regulatory governance frameworks.

Our regulatory systems, risks and their users are fully and clearly defined.

Impact indicators

Our regulatory systems are improved and informed by robust evidence and advice.

Regulated parties report that they find it easy to understand and comply with their obligations.

Our decision-making is transparent, and public information is easy to access, building trust in government regulatory systems.

We take our regulatory stewardship seriously and are working to ensure collaboration, openness and effective leadership in our systems.

Laws govern how societies organise themselves, protect their people and assets, and enable their people to live their lives. As societies evolve, regulation must keep pace to ensure our laws and policies continue to reflect the updated values and functioning systems of those societies. Regulatory stewardship is how agencies make sure that their regulatory systems remain fit for purpose and deliver benefits to the societies of Aotearoa New Zealand.

We have a responsibility to look after Aotearoa New Zealand's whenua, moana and arawai and their use. Strong and well-maintained regulatory systems are an asset in making sure land is protected. People now and into the future want to be able to enjoy access to our country's public land, waterways and sea, benefit from private land ownership and be sure that overseas investment in sensitive assets brings benefits to our country.

We are responsible for four regulatory systems: property rights, property information, Crown land and overseas investment. We have a long history of regulatory practice and are home to four statutory officers (the Registrar-General of Land, Surveyor-General, Commissioner of Crown Lands and Valuer-General) who have decision-making roles in their respective regulatory systems.

We see opportunities in having an integrated agency approach and strategic focus for our regulatory systems.

Such an approach and focus will help deliver more for New Zealanders and give us a more informed base for decision-making. We are committed to a proactive, collaborative approach that values relationships, drawing from the knowledge and understanding of others to strengthen our own technical expertise.

This outcome covers all four of our regulatory systems and measures how we deliver our role as regulatory stewards in those systems. It also looks specifically at two key areas of our regulatory work: property rights and overseas investment. The other two systems, property information and Crown land, have their own specific outcomes which intersect with this outcome.

Property rights

A well-functioning property rights system that has public confidence underpins every modern economy. The property system sets out and guarantees what is owned, who owns it, their rights as owners and how ownership can be transacted.

Trust and confidence in the property rights system is maintained through the Registrar-General, who is responsible for maintaining public confidence in the land titles system, and the Surveyor-General, who maintains the accuracy of the cadastre and the national geodetic and survey control systems.

Our property system is world leading. We must keep improving and evolving to ensure the system remains up to date and able to respond to ongoing challenges such as urban growth, increasing demand for property, and climate change. This will require actively working with stakeholders to identify risks and opportunities, and ensuring our existing models meet people's current and future needs. We need to look at new ways of doing things, such as new forms of cooperative and collective ownership, and property ownership models that accelerate Māori and iwi developments by Māori for Māori.

We can gain the trust of our clients by embracing customer-centric and ethical technologies, and an efficient technology platform is fundamental to the smooth operation of our property system. We are invested in and have confidence in our digital systems, such as Landonline, and will continue to provide new and improved products and services as the need arises. Our aim is to have platforms and products that are future-proofed.

Overseas investment

Our role as a regulator of the overseas investment system is to ensure overseas investment complies with the law, is responsible, and will bring benefits to our country, contributing to Aotearoa New Zealand's economic growth and wellbeing.

We will continue to operate in an open and transparent manner to support the system in this area and provide comprehensive information on decisions we make. We will also make sure people follow the rules, and will take enforcement action if required.

Through our expertise and experience and the insights gained from our stakeholders, we have an important role to play in helping policy makers. Our information and insights can help them to anticipate future priorities for sensitive assets, and we ensure that operational considerations are well represented in policy proposals for the systems we regulate.

The Treasury set the rules for overseas investment. These ensure that ownership of assets that are important to New Zealanders are not compromised or harmed. The information we provide helps the Treasury develop rules that achieve the right balance between facilitating high-quality investment and restricting investments that do not provide benefits or that may pose a national security risk. Given the nature of these rules, there is a high level of public interest.

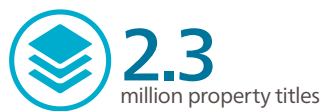
Modernising Landonline

Toitū Te Whenua is modernising Landonline to ensure it remains a world-class property system, and information about land in Aotearoa New Zealand continues to be trusted and is made more accessible.

Landonline holds data about Aotearoa New Zealand's land and land transactions. It provides the only way to create, buy and sell property in Aotearoa New Zealand, and provides information for the financial systems New Zealanders rely on.

Who uses Landonline?

- Surveyors
- Solicitors and conveyance professionals
- Real estate agents
- Banks
- Councils
- Our kaimahi (staff)
- The public



Landonline was introduced in 2000. It's still recognised globally as a world-class property system and is a critical enabler of our economy. Because of Landonline, Aotearoa New Zealand remains one of the easiest places in the world to register property.

The new Landonline application we're designing and building is underpinned by legislation, refreshed business rules, updated processes and modern technology. We aim to deliver a highly responsive, accessible, and available solution that provides:

- joined-up accurate property information, enhanced functionality, more automation and improved workflows
- a new look and feel that offers better search access for the public.

Some of the things we've delivered so far

- **Public Land Record Search:** This product enables members of the public – in Aotearoa New Zealand and most overseas countries – to search for and buy property records direct from Toitū Te Whenua, without using a third party. Orders cost \$6 each and are delivered almost instantly by email. More than 125,000 property records were ordered through this service in the 2020/21 year.
- **Notice of Change of Ownership:** Our automated Notice of Change of Ownership service is an example of how great outcomes for our customers can be achieved through collaboration between local and central government. Notice of Change of Ownership is a legal process that can now be initiated in Landonline when any change of ownership to a property is registered via a land title transaction. By the end of 2022, most of the 67 territorial authorities in Aotearoa New Zealand are expected to have gone live with this service and will be receiving the benefits of improved data accuracy, less manual re-work and significant time savings (estimated by users as generally taking less than 10 minutes per transaction).

What's next

Some surveyors are already using the new Landonline – Survey application, and the application will be expanded gradually to be made available to all surveyors.

The first phase of the new Landonline – Dealings application will go live in November 2022. This modernised web-based application will enable legal professionals to complete almost all sale and purchase and re-financing transactions online. The new application will include the key features needed to process most simple discharge mortgage, transfer and mortgage transactions end to end.

Updated functionality will continue to be added to these applications over time.

Overseas Investment Act reforms

Toitū Te Whenua has the role of operationalising overseas investment policy, helping the country realise the benefits of overseas investment while protecting our sensitive lands and assets. A constantly changing environment means that the overseas investment regulatory regime needs to evolve in response to trends and drivers – an agile approach that will continue over the years to come.

A recent change was the introduction of the Overseas Investment Amendment Act 2021, which was implemented on 5 July 2021 with final changes coming into force on 24 November 2021. The Act simplifies processes, giving the government the responsibility of stewardship of fresh- and seawater areas and putting in place statutory timeframes for decision-making.

The Overseas Investment (Forestry) Amendment Act 2022 came into force, changing the assessment criteria for overseas investments that result in the conversion of farmland to production forestry. The primary change is that overseas consent applications for farm-to-forestry conversions are now considered under the general benefit to Aotearoa New Zealand test. Overseas investors who want to acquire land for

conversion to forestry will need to demonstrate how their investment will benefit things such as the economy, the natural environment and public access.

Another focus for our overseas investment team is to make it as easy as possible for eligible overseas people to buy a home in Aotearoa New Zealand to live in. Since 2018, overseas buyers have generally been prevented from buying houses or residential land in Aotearoa New Zealand. There is an exception for people with a residence class visa, who can apply for consent to buy a home in Aotearoa New Zealand.

Some of the ways we're making the process of gaining consent to buy a home under these rules as easy as possible is by informing and upskilling the professional advisers who help immigrants on their home-buying journey. We are also improving the information we provide to help immigrants navigate the consent process. This includes providing resources in a range of different languages and improving access to information at key points in the immigration and home-buying process. We are engaging with immigrant communities to share information and make the consent process more accessible and better understood.



Aotearoa New Zealand Outcome

The Crown estate we are responsible for is well managed, understood, cared for and enhanced for existing and future generations.

Toitū Te Whenua Outcome

- Crown assets are effectively and sustainably managed, maintained and remediated.

Outcome measure

Access to well-managed and accessible Crown land and assets, together with consistent and fair Treaty settlement decisions, increases people's social and economic wellbeing and sense of identity.

Impact (3–5 years)

Properties, including leases, are effectively managed and/or remediated (including landbank properties in agreement with Māori).

Shift we will see (1–2 years)

We have active and enduring engagement with Māori.

Asset management and improvement plans are in place.

Work is underway to address items in the plans.

Impact indicators

Māori and iwi report satisfaction with our Treaty settlement process.

The level of support for and awareness of Crown land sustainability and management grows.

The Crown is the largest single land holder in Aotearoa New Zealand, responsible for approximately 38 percent of our country's land area. Toitū Te Whenua is responsible for around 2 million hectares, or 8 percent, of that land. We are the guardians of iconic areas, including the South Island high country, and administer major sites such as the Waihi gold mine. Ensuring this land is well managed has never been more important, as we face the challenge of restoring and protecting our environment from the impacts of local and global pressures.

Crown land is used or managed for a variety of purposes, but the common link is our responsibility to ensure the most appropriate environmental, recreational, cultural and economic uses of our land and waterways. We manage Crown forestry licences for land held for Treaty settlement. We assess interests in reclaimed land and customary rights for marine and coastal areas. We protect and maintain some and to preserve its value and, in other cases, we find ways to maximise the land's potential for economic growth.

Our day-to-day management involves the acquisition, maintenance and selling of Crown land. It also includes identifying and lessening risks to the Crown estate, such as working with other agencies and stakeholders to safeguard Aotearoa New Zealand's unique biodiversity from introduced pests.

Each year, we develop control programmes to prioritise and manage these threats, carrying out this work in partnership with landowners, regional councils and other agencies.

The Crown estate is managed by a range of agencies. We administer the regulatory system that governs how these agencies buy and sell land for public works. This legislation ensures that the Crown buys and sells land in ways that advance the public interest while also protecting private property interests. We make decisions on individual purchases and sales, and set the rules and frameworks for how this work is carried out based on legislation such as the Public Works Act 1981.

We support the Commissioner of Crown Lands in carrying out their statutory functions in administering Crown land. We also provide advice and land management and disposal services to other agencies.

This involves working closely with the other agencies and stakeholders in a customer-centric and cohesive manner.

If land is no longer required by the Crown, it can be transferred through a formal process that may include offering it for sale back to former owners, offering it for sale or for land banking for iwi, or putting it up for sale on the open market.

We also play a role in Treaty settlements, helping ensure efficient processes are followed in releasing valuable assets to iwi for both Māori and regional development.

Our Crown estate gives us a strong position to contribute meaningfully to Aotearoa New Zealand's future. We will work with Māori and iwi, engage with key stakeholders, and continue to develop a joined-up and sustainable management approach that will provide more benefits and value to all New Zealanders.

Crown Pastoral Land Reform Act 2022 next steps

The Crown Pastoral Land Reform Act became law on 17 May 2022 and will come into effect in mid-November 2022.

The Act is a major milestone for the management of Crown pastoral land. It ends tenure review and introduces an outcomes-based approach to the regulatory system to help ensure that sustainable pastoral farming maintains or enhances the inherent (ecological, landscape, cultural, heritage and scientific) values of the land. The changes also aim to increase transparency, improve accountability, enable more public involvement in how the system operates and better support the Māori Crown relationship.

Toitū Te Whenua is working with leaseholders, iwi, DOC, the High Country Accord trust and our own High Country Advisory Group to shape robust and workable regulations, standards and processes to support the implementation of the Act.

Hazard management with Crown properties

Toitū Te Whenua manages a wide range of properties on behalf of the Crown, some of which require hazard reduction. This can include old infrastructure being removed, land remediated and contaminants managed.

One of the largest properties we manage on behalf of the Crown is the former Tokanui psychiatric hospital, south of Te Awamutu, which is part of a Treaty settlement with Ngāti Maniapoto iwi.

We are responsible for clearing the 80-hectare site, which contains 74 buildings and a large amount of infrastructure. The demolition and remediation will be the largest we have undertaken in our Treaty Settlements Landbank portfolio.

We are working closely with Ngāti Maniapoto to determine the demolition and remediation approach and expect to begin work at the site in late 2023. Given the size and complexity of the site, we estimate the demolition and remediation will take around four years to complete.

We are also leading a programme of work to establish a 72-hectare reserve at Watts Peninsula – a culturally and historically significant area located near the entrance to Wellington Harbour.

To prepare the site we have been removing dangerous trees, upgrading roads and carrying out regular maintenance. In the next few years, we will undertake minor demolitions of structures, asbestos removal and long-term surface water management. We will also fence off the historic pā sites on the peninsula.



The demolition of the former Masterton hospital, showing salvage efforts

Using data and technology to protect Canterbury's braided rivers

Geospatial technology helps us to continuously improve how we coordinate and manage biosecurity throughout the country. The Geospatial Asset Management (GAM) team in Toitū Te Whenua has created tools for data collection and reporting. This is making a game-changing contribution to biosecurity programmes in Canterbury where we have management responsibilities over the region's many braided rivers, including the Rangitata, Rakaia and Waimakariri. Our people and our partners can be in the field and know, share and track the exact location of pest plants and how they have been treated, monitoring progress and evaluating the success of different control methods as well as planning future operations.

These rivers are home to some of Aotearoa New Zealand's most threatened bird species, such as the wrybill / ngutu pare or black-fronted tern / tarapirohe. The rivers are of great importance to Māori and attract high numbers of visitors for activities such as walking, fishing and other forms of hunting. The rivers and braid plains are increasingly threatened by the spread of invasive plant and animal pests, which disrupt the natural environments, alter landscapes and reduce biodiversity.

The GAM team works with iwi partners, Environment Canterbury Regional Council (Environment Canterbury), DOC and local community groups to help coordinate the many projects and efforts underway to control these pests and restore the natural character of these special landscapes.

For example, in the Upper Waimakariri, we are collaborating with Environment Canterbury, DOC and University of Canterbury on the delivery of a large-scale weed control programme with support from KiwiRail, Waka Kotahi, community trusts and landholders.

The programme aims to control multiple invasive species, such as gorse and broom, and uses different control methods, such as ground control, aerial spot spraying and surveillance to ensure the best possible coverage. Through collaborating and sharing data, the agencies can coordinate and use resources efficiently.

As well as working closely with our biosecurity programme and partners, the GAM team provides support to the National Wilding Conifer Control Programme and Tipu Mātoro National Wallaby Eradication Programme, both led by Ministry for Primary Industries. The team provides tools such as custom maps, online map viewers and dashboards, project reporting, financial tracking and mobile field applications for data collection.

Te whakapakari i tō mātou āhei ki te whakarato

Strengthening our ability to deliver

Who we work with and support

Our Minister and ministerial portfolios

We are responsible to several ministers for various aspects of our work.

The Minister for Land Information is the Vote Minister and the minister responsible for overseeing the government's ownership interest in our organisation.

Portfolio	Responsibilities
Minister for Land Information	Vote Minister and responsible minister
Minister of Finance	National interest, national security and public order
Associate Minister of Finance	Overseas investment
Associate Minister of Finance	Significant business assets (overseas Investment)
Minister for Oceans and Fisheries	Fisheries (overseas investment)
Minister for Treaty of Waitangi Negotiations	Treaty of Waitangi (Landbank)



Our partners and stakeholders

In order to carry out our functions, we work, partner and collaborate with a diverse and wide range of people and organisations. This includes central and local government; Māori and iwi; the private sector; interest groups and others who use our products and services.

Our public service requires joined-up services that respond to the needs of New Zealanders. We work hard to ensure that a customer-centric ethos underpins the work we do, and we take a unified, systems approach where relevant.

We will continue to build our relationships within government, identifying and building on areas where we can offer strong system leadership and grow our partnership and collaboration models.

Engaging with Māori and iwi has always been important to our work. We are committed to growing and maintaining more effective and enduring relationships with iwi and other Māori groups and adding our support to a wider Crown approach in Treaty partnerships.

Our staff have close relationships with expert bodies related to the core functions of our agency. We also have links with overseas agencies and groups. We will look to strengthening our strong international links with the global land and property communities, sharing and benefitting from international best practice and the support of our global community.



Ministerial and government priorities

The government's overarching priority for 2022 has been to safely guide Aotearoa New Zealand through the COVID-19 pandemic and build a better future through the country's recovery. The three key areas are to continue to keep New Zealanders safe from COVID-19, accelerate our country's economic recovery and lay the foundations for a more robust future. Key to achieving these objectives is a commitment to Te Tiriti o Waitangi, strengthening the Māori Crown relationship and working in true partnership.

Toitū Te Whenua will ensure that our outcomes and work are consistent with and contribute to these government's priorities. We will help achieve these outcomes by delivering on the key ministerial priorities of:

- protecting inherent values of Crown land in the South Island
- rebuilding Landonline
- using high-value geographic and property data to support wellbeing and resilience
- supporting Māori Crown relations and Treaty settlements
- safeguarding Aotearoa New Zealand's interest in sensitive assets.

The information and data that we steward will provide a better understanding of opportunities and challenges for Aotearoa New Zealand, and our work will contribute to a thriving economy. We will work collaboratively with our partners (Māori, central and local government, and the private sector) to deliver our functions and build a better Aotearoa New Zealand. Our strategic intentions for the next four years will help us carry out our tiakitanga and stewardship roles and help us to fully support government priorities.

What we do for New Zealanders' wellbeing

A core priority for the government is improving the wellbeing of New Zealanders and building a productive, sustainable and inclusive economy. This requires the public sector to work together to address problems and consider the long-term impacts of policies and decisions on future generations. The Treasury's Living Standards Framework (see page 35) aims to help public service agencies deliver services and outcomes that increase the intergenerational wellbeing of all New Zealanders.

Toitū Te Whenua contributes to strengthening wellbeing in all these areas through the services we provide and by supporting other agencies. In particular, we contribute to wellbeing in the following ways.

Our individual and collective wellbeing

The right to own, use and sell property is a core foundation for democratic society and acts as an enabler for economic and social growth. Our role in supporting collective and individual wellbeing is:

- to ensure the public has confidence in the property system by providing high-quality information on public assets and other Aotearoa New Zealand property
- to collect and use data to inform better decisions and generate knowledge
- to ensure Māori interests in land are accurately recorded and can be legitimately exercised. We also provide a wide range of data to Māori to support them to manage their resources in line with their values and aspirations.

Our institutions and governance

We seek to build trust by enabling the public to access geographical, geospatial and property information. This includes oversight of all transfers of property in Aotearoa New Zealand, as well as the open administration of sales of sensitive assets to overseas buyers.

The wealth of Aotearoa New Zealand

We make sure Crown land is sustainably managed and productively used as an asset for all New Zealanders. This contributes to our natural environment and the general wealth of Aotearoa New Zealand and contributes to New Zealanders’ sense of cultural belonging, identity and collective wellbeing.

We work with others to help protect Aotearoa New Zealand’s national interests and security through our role as a regulator in overseas investment.

We work with other agencies to ensure Crown land is free of plant and animal pests.

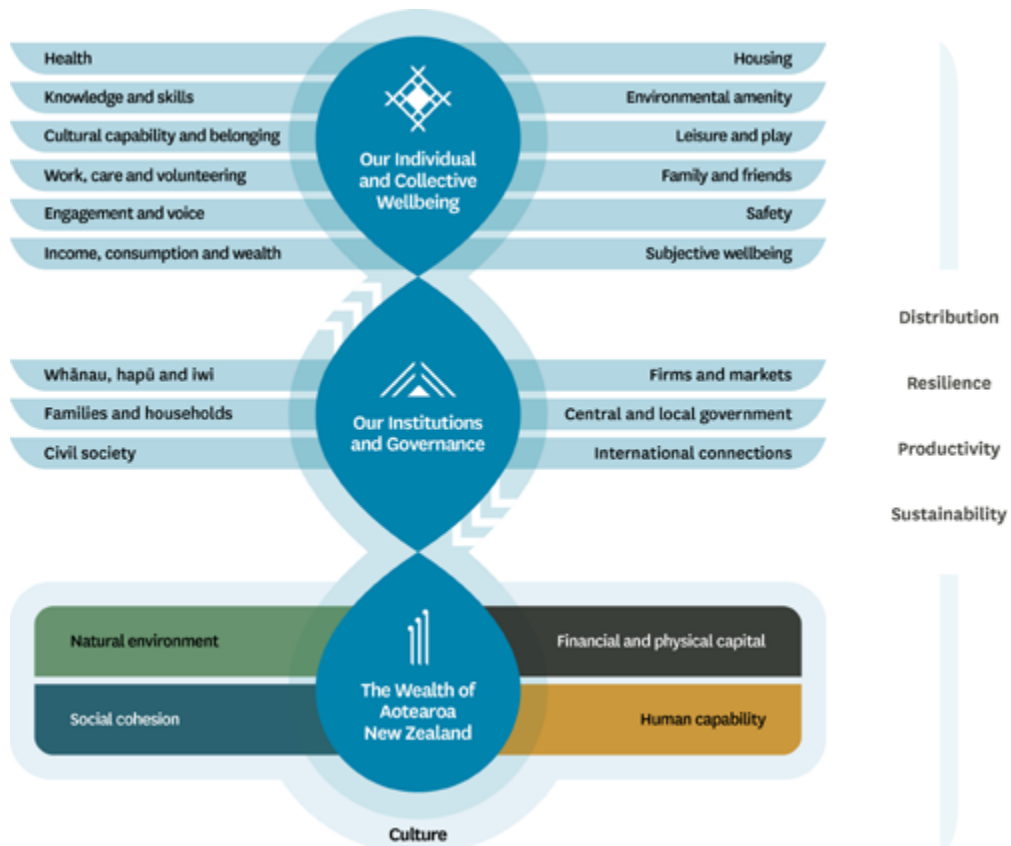
We connect environmental data to other geographic and property data so that councils and others have a broader picture to inform their decisions about water management, biodiversity and access to sensitive land.

The Treasury follows the framework of He Ara Waiora, the Māori perspective on wellbeing. This framework articulates the elements that are important to Māori perceptions of wellbeing, and the tikanga principles and values that help people achieve those elements.

Toitū Te Whenua supports the Treasury’s vision to apply He Ara Waiora in a range of policy issues. We contribute to achieving the elements of that vision by:

- building collaboration models and aligning our work with other agencies (kotahitanga)
- cultivating strong relationships by finding common ground and shared experiences (whanaungatanga)
- taking a system leadership role in areas of expertise for us, including land, property and location information and the care of Crown assets (tiakitanga).

The Treasury’s Living Standards Framework



[View He Ara Waiora framework on the Treasury’s website.](#)

Looking to the future

Our operating environment and challenges

Our world is changing, with global drivers such as climate change, increasing inequalities, shifting consumption patterns, speed in growth and increased use of technologies, the COVID-19 pandemic, and geopolitical and demographic changes all causing disruptions both nationally and internationally.

Land and everything that contributes to its wellbeing is central to Aotearoa New Zealand's social, cultural and economic identity. We inherit the land from our ancestors, must understand, develop and care for it, and pass it on to our descendants. Finding future-proofed ways to protect the land is critical to the purpose of Toitū Te Whenua.

Our focus is on prioritising sustainable and effective use of Crown land, using emerging technologies and data to produce better geographic and property information, and improving our land. We will also work with key stakeholders to find solutions for the effects of climate change, increased globalisation, urbanisation and demographic changes.

Global drivers that will impact Toitū Te Whenua

Our strategic focus will be on identifying the biggest risks for Aotearoa New Zealand and our organisation and working to meet the challenges those risks present. We will work alongside others to solve problems – and seize opportunities for our country to thrive.

Climate change

Climate change is expected to have a huge environmental and economic impact as countries seek to reduce their carbon footprints, foster sustainability and protect the environment, and deal with the expected migration of climate refugees.

Biodiversity

A global extinction event is currently underway. This has critical implications for humanity, from the loss of food and health systems to the disruption of entire supply chains.

Urbanisation

Globally, we are experiencing increasing migration to urban areas. Population shifts could result in both positive and negative opportunities, for example, more effective forest conservation in certain areas but deforestation in other areas as demand for the spread of urban developments and large industrial projects increases.

Growing consumption

By 2030, the middle class will have grown to represent around 50 percent of the global population. This will increase pressure on land and other resources. A continuing culture of consumerism will alter local and global consumption patterns, with potentially severe effects on deforestation rates, emissions, wildlife populations, ecosystem services and rural communities.

Use of digital technologies

Access to digital communication technology has grown exponentially in recent years, with a sevenfold increase in internet and mobile cellular use since 2000. The majority of this growth has come from outside industrialised countries and is likely to have a transformational impact as people demand the same commodities as their richer neighbours.

Speed of technology advances

We are living in a time of great technology advancement, with technological and digital tools such as automation, big data and advanced analytics having the potential to increase productivity and provide better access to information and ideas. This has both benefits and risks for societies as they grapple with issues of ethics, workforce capability and potential job losses.

How we will deliver

Toitū Te Whenua Outcome

- Toitū Te Whenua is evidence driven, agile and customer-centric.

Success in delivering our outcomes requires us to have the right environment that allows our people to collaborate, meet customer needs and have the agility and flexibility to meet future demands.

An agile and modern organisation must invest in the capability of its people. We are growing our capability and better aligning our resources to help us achieve our strategic intentions. This ensures we can respond to both anticipated and unanticipated changes in our operating environment.

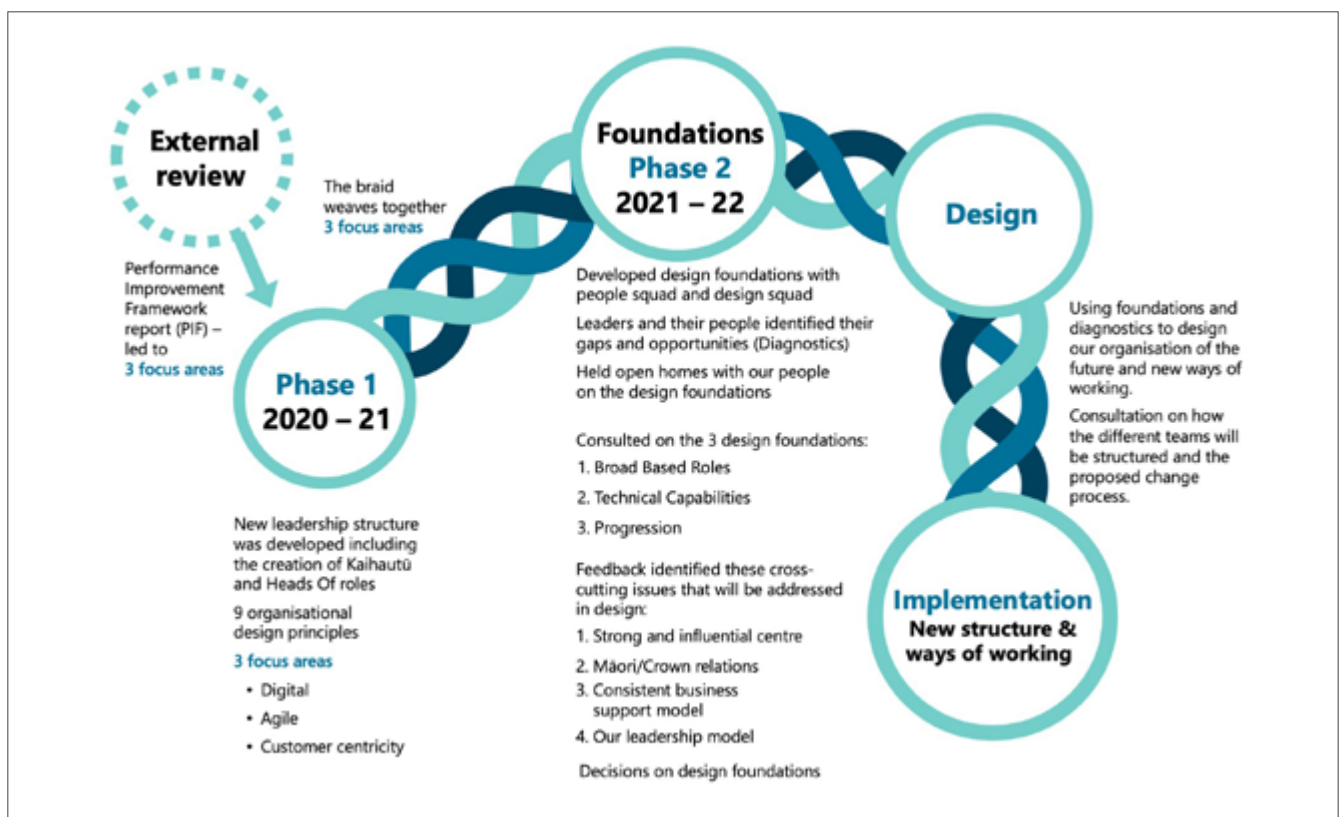
Organising Ourselves

In October 2020, Toitū Te Whenua began an organisational change programme, called Organising Ourselves, aimed at preparing Toitū Te Whenua for the future. It is centred on three key areas: customer-centricity, strong secure technological foundations and agile capability.

The programme is based on the design principles of:

- maximising the breath of leadership responsibilities
- designing jobs based broadly around capabilities
- organising work to make it easier for people to engage with us
- enabling us to deliver on our partnership with Māori under Te Tiriti o Waitangi
- recognising and enabling specialist and technical expertise to deliver outcomes
- respecting the mana of those we regulate
- enabling our organisation to be geographically flexible.

It is an inclusive process, involving many staff and stakeholders through the research and design phases, and is due to be fully completed and implemented by 2024.



Customer-centricity

Our work spans many sectors. Customer-centricity shapes what we do and how people relate to us – we want people to have a great experience when they interact with Toitū Te Whenua.

We are seeking to improve our customer-centricity by understanding what drives people and how to reduce barriers to engaging well with our customers. Understanding people and their needs underpins our spirit of service and shapes how we organise ourselves and work to deliver the best outcomes.

Developing te reo and Te Tiriti o Waitangi capability

Our people are developing their knowledge and understanding of Te Tiriti o Waitangi, tikanga and te reo Māori. The refresh of our kaupapa included us adopting outcomes that reflect the importance of our relationships and mahi with Māori and iwi. Whāinga Amorangi is our Māori capability development programme, and we recently introduced our He Pikinga training programme, which provides fundamental understanding of Te Tiriti o Waitangi, te reo and tikanga Māori for all new staff.

In addition, we have an advanced programme, He Pikinga Arahina, which is available to all our people, and Te Kahukura, which is for our executive leadership team. We will continue to support our people by cultivating, sustaining and embedding these initiatives into our ways of working.

Strong, secure technology foundations

Operating in the current and future world means agencies need strong and enduring technology foundations to support their core work.

Modernising our digital platforms and products and co-designing services and new products with users will allow us to future-proof Toitū Te Whenua and deliver on our outcomes and strategic priorities.

As an information agency, providing high-quality, easy-to-access and use geographic, property and location data and information are our core business. We are increasing our leadership role in geographic, property and location information data. In order to curate and steward that data well, we are becoming a more customer-centric, flexible and agile organisation that is underpinned with continually improving and evolving technological foundations.

Agile and organisational capability

As an ambitious organisation with a diverse range of functions, we need a clear sense of purpose and strategic direction and the ability to respond quickly to change. We are building in-house capability in flexible and agile ways of working to help us build and maintain a learning culture where people can respond to challenges, adapt to the future and recognise the opportunities.

The capability of our people underpins our organisational performance and ability to deliver outcomes. We seek to understand our people's employment experience, and we invest in and support our people to grow their capability and enhance their sense of belonging to Toitū Te Whenua. We aim to build an inclusive, healthy, safe, high-performing organisation that attracts, engages and retains talent.

Responding to system reforms

A large number of government strategies, reforms and programmes of work are nearing completion in the next few years. Many of these will have impacts on Toitū Te Whenua and the work we do (for example, the resource management reforms, new environmental standards, Three Waters reform, local government reform, occupational regulation of property managers, freedom camping regulation and heritage management). Our organisation plays a significant role in supporting some of these change programmes.

Our focus for the next three to five years is on providing our people with the tools to be resilient, flexible and agile in the face of change. This positions us well to work collectively in dealing with issues such as climate change, which will require an all-of-government and all-of-society approach.

Good financial and resource management

The role of finance and resource management is fundamental to achieving our strategy. Strong strategic financial capability is required to support good planning, decision-making, implementation and monitoring. We are funded through a mix of Crown appropriation and third-party fees and charges. We manage a portfolio of property on behalf of the Crown, valued at approximately \$1 billion.

This year, we received an increase to our baseline through Budget 2022. The new funding is allocated to activities such as Aotearoa New Zealand's participation in SouthPAN, increasing the level of biosecurity control of pest plants

and animals on Crown-owned lakes, rivers and land, and mitigating health and safety risks on properties that we maintain for potential use in Treaty settlements.

Our Wellington premises met a set of criteria that allows us to achieve the all-of-government requirements for the Carbon Neutral Government Programme and Government Property Group requirements for modern offices. We are also continuing to reduce our environmental footprint, and measures are in place to reduce waste via sustainable practices.

We are continuing to absorb inflationary pressures through prudent financial management by reprioritising funding and identifying operational efficiencies.

Effective risk management

Managing risk is an integral part of our business, and everyone can contribute directly to good risk management. Our risk management framework is a key component of effective governance. Our Risk and Assurance team provides an organisation-wide risk management approach to managing key risks to our objectives, while the Kaihautū group maintains regular oversight of key risks.

Our external Risk and Assurance Committee provides independent advice to support the Chief Executive in fulfilling their governance and management duties. The committee also challenges us in terms of our performance, strategy, risk, internal control and assurance matters.

Toitū Te Whenua is an agile and customer-centric organisation with strong technology platforms

	Agile and organisational capability	Customer-centric	Strong, secure technology foundations
1–2 year focus areas	<p>Develop a strategic and agile approach, helping staff focus on adding real value that provides lasting impact.</p> <p>Develop a long-term budget strategy in line with the government’s priorities, including a move to longer-term investment planning, enabling more effective allocation and prioritisation of resources.</p>	<p>Focus on the people in Aotearoa New Zealand and enhance our products and services through a clear understanding of the people’s wants and needs.</p>	<p>Take advantage of advances in data and digital technologies, and embrace more agile and innovative ways of doing things.</p>
Impact (3–5 years)	<p>We are seen as agile and responsive, known for our high-quality data and positive user experiences.</p> <p>We will reduce our environmental and carbon footprint by acting to ensure we are on track towards carbon neutral standards by 2025 and carbon zero standards by 2030.</p>	<p>The people of Aotearoa know who we are and what we bring to the table. They have more access to information to make informed decisions about matters affecting their social, economic and cultural wellbeing.</p> <p>Geographic and property information is being used effectively to deliver value for Aotearoa New Zealand, improve outcomes for Māori and deliver significantly higher value public services.</p>	<p>Our comprehensive databases, products and platforms give people confidence about investing in land and property in Aotearoa New Zealand, and planning for our future.</p>
Impact indicators	<p>We have a clear sense of purpose and strategic direction, with strong leadership and effective governance arrangements in place.</p> <p>Our data is accurate and highly regarded by our users.</p> <p>We have an organisational structure that is geographically flexible.</p> <p>Our people have the necessary skills and capability to engage with Māori and iwi, through improved knowledge and understanding of Te Tiriti o Waitangi, tikanga and te reo Māori.</p> <p>Our environmental and carbon footprints have been reduced and we are on track to meet carbon neutral and carbon zero standards.</p>	<p>Māori and iwi are actively participating in joint initiatives with our organisation and use our information/data to inform critical decisions.</p> <p>We are held in high regard and have trusted partnerships with Māori and iwi that support achievement of aspirations and accelerate developments by Māori for Māori.</p> <p>Other organisations respect our knowledge and seek us out as partners in cross-system environmental, natural resources and biodiversity work.</p>	<p>Landonline continues to be modernised through STEP, enhancing its efficiency and user experience; it is ready for the future and built on strong foundations that adjust to Aotearoa New Zealand’s growth and changing needs.</p> <p>The public benefits from our improved positioning technology through a fully implemented SouthPAN system.</p>
Outcomes for Aotearoa New Zealand	<p>People have confidence in our management of land and property. They know the future of their communities and country is being planned from an informed and expert position that balances environmental, social, cultural and economic considerations.</p>		

Te ine i ā mātou mahi

Measuring our performance

We will be able to use high-quality information to evaluate our progress and the effectiveness of our outcomes with confidence. Understanding our environment gives us the ability to measure our outcomes and system performance, and helps us decide where to adjust or refocus our efforts over the next three to five years.

We will monitor our progress towards achieving our outcomes by measuring the impact we are having on our stakeholders and users, and the role we are playing in the wider government system. We will measure the progress and achievement of our strategic outcomes as part of our agency performance assessment, and will provide the results in ongoing annual reports. Where appropriate, we will supplement the results with information from case studies and evaluations.

We will include detailed measures that assess how effectively and efficiently we are delivering the services and products that we are funded to provide in the Estimates of Appropriations for Vote Lands. We will report against these measures in our annual reports.

In addition, we will review and evaluate the performance of the regulatory systems we are responsible for through a regular cycle of regulatory system assessments. We will publish the results of these assessments on our website as they are completed.

We will continue to work with key partners to understand our work, the value we bring as an organisation and how we contribute to wider social, cultural and economic wellbeing outcomes. We remain aware of the importance of Māori as the indigenous people of Aotearoa New Zealand and our commitment to Te Tiriti o Waitangi. Bringing te ao Māori perspectives into our evaluations will provide us with more nuanced ways of understanding and adapting to our world and the challenges we know are coming.

We are also aware that our nation is not alone in facing large issues, such as climate change and biodiversity loss. We will ensure our measures reflect international best practice and allow us to track our progress in a global context.

About our images

Page no.	Accreditation
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18 (top)	Ōkahutoroa Bay, Lake Rotoiti, (left to right) Judy Howe-Wiperi, Matua Jim Schuster and Cathy Schuster. Photo by Shine Collective.
18 (bottom)	Taranaki roll plans under the kaitiaki of Toitū Te Whenua. Held at the National Archives New Zealand. Digitisation by NZMS (New Zealand Micrographic Services).
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