Surveying the world of tomorrow - From digitalisation to augmented reality

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Helsinki Finland
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Presentation by:

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- Manager Clearances
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- ...how I and the team got better at what we were already good at!!
What Clearances does

- Makes about 3000 statutory decisions each year on our Government's acquisition and disposal (surplus asset sales) programme associated with public works.
- Approximately $80m Euros in acquisitions.
- Approximately $50m Euros in disposals.
- Performance indicator... 95% of decisions made or re-worked within 10 workings days.
What we achieved...

Decisions in the ‘work in progress’ queue

January 2016: 250
September 2016: 50
..Response time in working days..
Using “Better Every Day” “method” to make faster decisions

- Challenge was how to make a high performing property decision making team (Clearances) even better.
- Some 15-20 Government Departments in New Zealand have used method, mainly around service delivery functions.
- Model is based on Vanguard Method around the critical relationship between Thinking, System and Performance.
A Critical Relationship

Thinking → System → Performance
Change based on Knowledge

Start here!

Understand

Make Normal

Trial and Test
The Model for “Understand”

1. What is the purpose (in customer terms)?

2. Demand: T + F, V + F  
   What matters?

3. Capability of response

4. Flow: Value work + Waste

5. System Conditions

6. Thinking
Clearances System

LINZ Crown Property Regulation & Legal Teams

Accredited Suppliers / Nominated Persons

LINZ Clearances Team

Minister’s Office

Governor General

Agency

Landowner Or Purchaser

What is the purpose of the Clearances System?
How well does it perform?
Why does it perform at that level?
System Boundaries

- National Level
  - Manage National Infrastructure
- Project Level
  - Complete this public work
- Job/Property Level
  - Acquire or dispose of this property
- Decision Level
  - Give me a decision on my proposed land acquisition or disposal

Focus of our work

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Purpose of the system

- Who is the customer…not as obvious as other service systems.
- **Customer is the vendor agency**… they ask us to do something… we deliver something to them.
- Take them out of the system and we wouldn’t be needed.
- **Our Purpose from the customer’s perspective is**… to make a decision on a proposed acquisition / disposal.
What we actually did..

- Analysed demand from customers and work flowed all steps from work coming in, to making a decision and who in and out of team did what.
- Identified value *(what we are here to do)* and failure *(something that hasn’t been done or done right)*. This is “waste” in system. Demand analysis doesn’t seek to apportion blame.
- Identified system conditions and business operating principles.
- Looked at data collected over 5 years.
- "Rework" (not clean) is a predictable type of failure demand.
- Trialled and tested some new ideas.
Value/ Failure split
17/11/15 to 14/01/16

- Value: 78%
- Failure: 22%
Rework

Rework by Reason (%)
Rework sample from March 2016 (N=139)

- Missing evidence/document: 27.3%
- Wrong or unclear process/statutory...: 16.5%
- Inconsistency between documents: 13.7%
- Compensation Problem: 10.8%
- Legal opinion needed: 7.2%
- Valuation error / issue: 6.5%
- Disposal delay potential impact on...: 5.0%
- Error in document: 3.6%
- Poor Quality Plan: 2.9%
- Report missing important...: 2.9%
- Document doesn't follow standard: 2.2%
- Other: 0.7%
- Other: 0.7%
Principles for re-design

- Design against demand
- Customer sets the nominal value
- Pull not push
- Only do the value work
- Single piece flow
- Minimise handoffs – build 1 stop capability
- Work flows 100% clean
- Best resource at front end (or where it makes sense)
- Roles either create value for the customer or add value to the core
Changed old thinking to new thinking

• Einstein said you can’t solve problems by using the same thinking that caused the problem in the first place!
• Thinking informs the system conditions and ultimately the performance of the system.
• “To ensure quality we have handoffs”>>”handoffs only if needed”
• “Best way to allocate work is to push it”>>”Best way is team person pulls when ready”.
• Need flexible, simple, user friendly system that allows for priority, training, feedback.
Moved to trial and test

• New document upload system
• Todays work today..pull not push
• Reduce handoffs and checking
• Voluntary, not compulsory peer review introduced
• Cease use of checklists
• Changed from “target” performance indicator to a “measure”
Made normal some things and look what happened to decision times!!
Additional Innovations

Disposal Portal – a website listing Crown properties being disposed of, showing:
Location
Property Information
Stage in the disposal process

Aim is to have a more transparent picture of what the state is disposing of, where it is, and how people can purchase it.
Crown Property disposal web portal

-> Browse Properties that have been listed
Interactive capability to respond to step approvals

Respond to Crown Agency Clearance and Iwi RFR election

Add supporting or response documents
Crown Property Network – a website enabling the sharing of information and advice between state agencies, Maori (indigenous peoples of NZ) and others about the requirements of managing Crown-owned land.

Aim is to help improve capability across government on the processes, issues and systems that affect Crown property.
The Crown Property Network is a cross-agency collaboration initiative created to provide individuals, who work with Crown Property, a platform to share knowledge, connect with others and keep up-to-date with what’s going on in the sector.

If your job involves working with Crown land either for a crown entity, service provider or iwi then you can be part of the network. You can join the network by clicking here and registering your details.

Being part of a network has many benefits and is great for sharing ideas and knowledge. Networking will help you expand your information and allows you to see things from another perspective.

On the website you will find:

- an events’ calendar outlining upcoming networking and professional-development opportunities
- news and updates from others working in the sector
- links to job opportunities and secondments
- industry information
- articles of interest
- links to relevant websites.
Knowledge Sections
The Crown property sector offers challenging and interesting work.

Members of the network will have access to a professional toolkit, containing information relevant to working with Crown land. We encourage members to contribute to the content and provide feedback on the areas they find most useful.

Planning and Performance
Tools to assist agencies to manage Crown property assets.

Disposing of Crown land
Information to assist service providers and agencies when disposing of Crown land.

Acquiring Crown Land
Information on the processes when acquiring land, including compulsory acquisition.

Treaty Settlements
Useful materials on Treaty settlements including RFR's.

Managing Crown land
Information to assist in Crown property and land management.

FAQs
Answers to questions frequently asked by stakeholders.

Information Systems
Access to user information for the information systems available for managing Crown land.
More innovation

State-Owned Land Register (under development) – a register/index of all state-owned land in New Zealand, eventually linked to the title system and cadastre, and identifying the agency responsible for managing the land.

Aim is to have a complete picture of all land owned by government, to enable better and more integrated decision-making on use.