

# **Better Every Day-Making Better and Faster Acquisition and Disposal Decisions at Land Information New Zealand**

**Trevor KNOWLES and Craig HARRIS, New Zealand**

**Key words:** Better Every Day, Vanguard Method Pty Ltd©, State Services Commission, Thinking, System, Performance.

## **SUMMARY**

In New Zealand, acquisition for public works and disposal of land no longer needed for a public work can be potentially more complex than sales in the private sector. This is due to the range of legislation and government policies that apply and the nature of state land ownership. As a major state landowner, and the regulator of how other state agencies dispose of land, Land Information New Zealand (LINZ) plays a significant role in how state land is bought and sold. Operationally LINZ Clearances team has made approximately 3000 decisions each year under delegation on acquisition and disposal deals, since 1998. A Documented Decision Making Model is used as a base supported by standards and guidelines. This was presented at Verona 2008.

Recently in partnership with the State Services Commission, LINZ Clearances applied the Vanguard Continuous Improvement method (Better Every Day) to understand how **thinking** influences the **system** in which we operate and how that affects **performance**. We wanted see if we could improve our existing high performance either incrementally or through a breakthrough change. “Better faster cheaper” is also a driver generally for provision of public services in New Zealand.

This paper takes you on our journey through the methodology applied, our understanding including tracking and mapping workflow, how the methodology applies to our property business, to trial and testing some ideas, making some of those “normal” and the results. We clarified our purpose, who the customer is and what matters most...time and quality consistent decisions around matters such as compensation. The results were impressive.

This is one of a number of initiatives looking to improve the way that we deal with state land and acquisition matters. The paper also touches on new digital initiatives, designed to improve our property business, including more online information on state properties being sold and the development of new online tools for maintaining capacity and capability across New Zealand’s state land management sector. How we moved from paper based job receipt and processing of the 3000 decisions to 100% elodgement and processing will also be discussed.

---

Better Every Day-Making Better and Faster Acquisition and Disposal Decisions at Land Information New Zealand (8855)

Trevor Knowles and Craig Harris (New Zealand)

FIG Working Week 2017

Surveying the world of tomorrow - From digitalisation to augmented reality

Helsinki, Finland, May 29–June 2, 2017

# Better Every Day-Making Better and Faster Acquisition and Disposal Decisions at Land Information New Zealand

Trevor KNOWLES and Craig HARRIS, New Zealand

## 1. INTRODUCTION

**How do you make high performing teams better?..**that is a question that Land Information New Zealand (LINZ) has asked of itself in the last few years. Firstly it was of the Survey and Titles teams and most recently the Crown Property Clearances team. The short answer was to support the State Services Commission's "Better Every Day-continuous improvement" approach which it had applied to approximately 14 government departments. Through a team of coaches they work with leaders and teams to better understand performance and transfer "know how". The model puts customers at front and centre. The approach draws on the work of John Seddon (Vanguard Method Pty Ltd ©), W.Edwards Deming, Chris Argyris and Gerald Egan.

## 2. BETTER EVERY DAY MODEL

The Vanguard Method helps leaders of service organisations to change their organization from a command and control design to systems design with dramatic improvements. To do so you need to understand the **system** within which you operate, understand the **thinking** that created that and why it drives **performance**. Then as you understand more..and it is a painful process to do that but one that bring significant benefits; you can challenge the thinking, to change the system or parts of it and then affect performance.

That is what we have done and are still doing, as it is a journey that once embarked upon it should not be stopped.

The State Service Commission's typical "Better Every Day" engagement process has 4 steps and can be achieved in approximately 26 weeks:

- **Scope:** preparing for the initiative, high level scoping, planning and getting started,
- **Understand:** undertaking detailed observation and analysis to understand customer demand, the system in which the service is delivered and the need for change,
- **Trial and test:** Designing trialing and refining agreed changes in a controlled manner to assess the impact on performance and
- **Make normal:** implementing the trialed and tested solutions and rolling out the new way of working. This then involves monitoring to sustain and reinforce it.

So what are the benefits?

---

Better Every Day-Making Better and Faster Acquisition and Disposal Decisions at Land Information New Zealand (8855)

Trevor Knowles and Craig Harris (New Zealand)

FIG Working Week 2017

Surveying the world of tomorrow - From digitalisation to augmented reality

Helsinki, Finland, May 29–June 2, 2017

The customer experience is more efficient and effective as the service is designed around them. Quality is designed into the system-getting it right first time avoids rework and delays, and improves the customer experience. Capability and leadership are imbedded in LINZ. Teams are given knowledge and skills to make changes that benefit the customer. More capacity is generated by removing activity that doesn't add value. Waste removed from the system can create capacity, improve quality and save costs.

### **3. WHAT CLEARANCES DOES...AS PART OF THE “SYSTEM”**

In New Zealand numerous State and Regional/Local Authorities buy, hold and sell land for the “public good”. Once acquired land is used for a purpose and can become subject to many Acts managed by a variety of organisations each charged with a different function. For many years decision making on land acquisition and disposals by Crown Agencies has been centralised in Land Information New Zealand (LINZ) and its predecessor organisations.

Once acquired for the purpose it is needed, land and buildings are held by the asset owning Department and used for that purpose for however long they are needed. Property managers within those organisations or on site or contracted service providers manage the asset on daily basis. If the asset becomes surplus it is then able to be used by another Department or Local Authority for another public work or it is perhaps offered back to the former owners or used in a treaty settlement. It can then be sold on the open market.

Before 1988, responsibility for the Crown's acquisition and disposal processes rested with the Ministry of Works and Development. The Ministry planned, purchased land for, and built public works around New Zealand. It also disposed of land when it was no longer required. In 1989 the Ministry was abolished. The responsibility for acquiring and disposing of land for public works passed through a number of departments before it became part of LINZ when it was created in 1996.

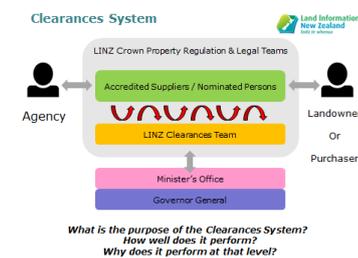
Since a restructuring in 1998, LINZ staff members no longer negotiate the acquisition of land from landowners on behalf of those agencies who need the land for public works. Instead, LINZ set up an accreditation regime for private sector companies and individuals (many of whom were former government employees). LINZ assesses whether those people wishing to be accredited are competent to provide property related services under various categories of accreditation including acquisition and determining the level of compensation payable. These Accredited Suppliers then submit their work to the Clearances team within LINZ who make statutory decisions under delegation on a range of “decision types”. These decision types were linked to actions under the PWA and various documents which needed execution.

Crown agencies (such as NZ Transport Agency for the state highway network, the Ministry of Education for schools) that need various acquisition and disposal actions and legalisation actions like road stopping carried out, contract with Accredited Suppliers. Accredited Suppliers must

comply with LINZ's standards before LINZ's Clearances team will sign any document giving effect to an acquisition or disposal of land under the PWA.

In a typical year Clearances considers some 3000 reports from accredited suppliers to buy land worth \$150-\$200m NZD and sell land worth \$100m NZD. It also signs off approximately 1000 claims for reimbursement of reasonable costs incurred (approximately \$5m a year). The team comprises a Manager, Senior Advisor, 4 Advisors and Administrative Support. Approximately 250 people as employees of accredited suppliers have the capacity to send work to Clearances. Prior to Better Every Day, Clearances used as a measure of performance and indicator "that 95% of decisions will be made or responded to within 10 working days". Consistently and collectively the team would achieve 93-95%. The team also annually surveyed its major external customer, NZ Transport Agency who consistently gave us a rating of greater than 4 out of 5 for performance and meeting its needs. Those needs included giving advice and providing sound quality decisions.

Decisions are made under delegation from the Minister for Land Information and the Chief Executive of LINZ under the Public Works Act 1981.



#### 4. THE START OF THE JOURNEY

In late 2015 Clearances began its journey. By mid 2016 we had identified areas to change and we acted upon those. Using the Vanguard Method was critical. We first needed to understand this:



It involved understanding the what and why of performance so we could challenge our thinking, assumptions and beliefs and then act differently to change the system. If there were problems that were persistent/recurring or we couldn't readily see options for change, then that was as a clue that the thing to change is thinking. To do that we needed to understand more about our business and how it worked.

---

Better Every Day-Making Better and Faster Acquisition and Disposal Decisions at Land Information New Zealand (8855)

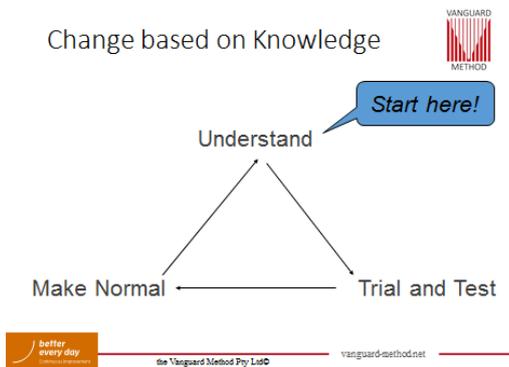
Trevor Knowles and Craig Harris (New Zealand)

FIG Working Week 2017

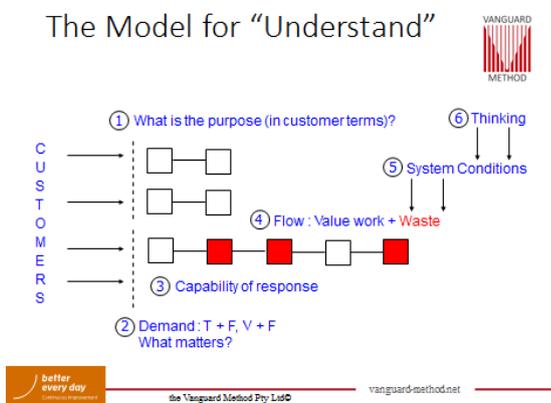
Surveying the world of tomorrow - From digitalisation to augmented reality

Helsinki, Finland, May 29-June 2, 2017

Change without knowledge is very risky and not a recipe for success. The best thing to do is get knowledge. The method focuses in detail on how work really works and how value is created for customers(or not) based on what matters.



The “Model for Understand “ is below:



Before making changes it was essential to establish what was happening and why from the outside-in or customers perspective. When you understand how the system and processes are working today, what they are reliably and predictably delivering (capability) to the customer and why (causes), then you are in a position to make informed choices about change. This end-to-end learning crosses boundaries through which the work flows.

We first established an understanding of the system boundaries and ultimately focused on the decision and job/property level:

---

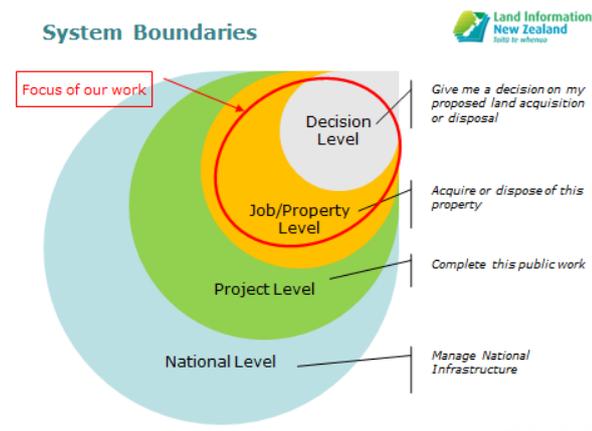
Better Every Day-Making Better and Faster Acquisition and Disposal Decisions at Land Information New Zealand (8855)

Trevor Knowles and Craig Harris (New Zealand)

FIG Working Week 2017

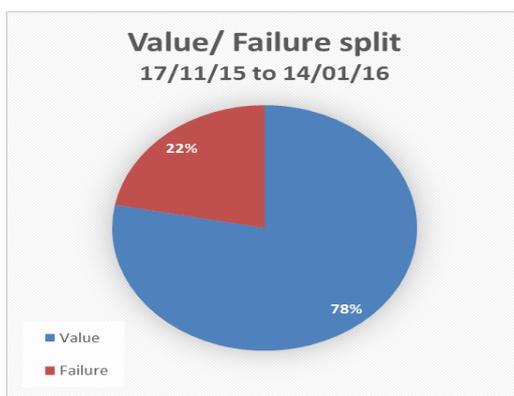
Surveying the world of tomorrow - From digitalisation to augmented reality

Helsinki, Finland, May 29–June 2, 2017



## 5. WHAT WE ACTUALLY DID

In service systems, all work is driven by demand from customers so we looked at the demand and the type of decisions we work on. We have approximately 80 different decision types. All members of the team work flowed in detail every aspect of their daily work ranging from the administrator capturing work coming in electronically via a Secure File Transfer Protocol system, to decision makers and the Manager. This was done by writing “post it” notes of every action we did in the different roles, as we did it. These were put onto a four metre piece of paper and displayed on a wall. We did this for a few weeks. From November 2015 we also captured 423 demand statements – 78% were value demand (what we are here to do) and 22% were failure demand (demand caused by something that hasn’t been done or done right). Responding to failure demand is often more work than dealing with value demand. It is waste. In a flow there is waste that can be eliminated by redesign, must be designed out or must be kept but its effect minimised from the customers perspective.



Demand analysis doesn’t seek to allocate “blame” for failure, merely to quantify it and identify predictable patterns in the demand. Rework is one of the predictable types of failure demand.

---

Better Every Day-Making Better and Faster Acquisition and Disposal Decisions at Land Information New Zealand (8855)

Trevor Knowles and Craig Harris (New Zealand)

FIG Working Week 2017

Surveying the world of tomorrow - From digitalisation to augmented reality

Helsinki, Finland, May 29–June 2, 2017

We identified some system conditions:

- A Government directive of 1998 outsourcing service delivery work, retaining regulatory and decision making powers and setting up an accreditation framework.
- Public Works Act 1981.
- Vendor agencies and suppliers have contractual relationship.
- There are standards and guidelines.
- There are delegations and we make decisions under delegation.

At a lower level we identified operating principles of the business:

- We go back to the supplier for information when reports are wrong (not clean).
- Work is lodged allocated and controlled.
- Continuity on a job occurred..i.e. if you started it you got the next step decision.
- Decision makers were trained in a controlled range of decision types.
- Problems are socialised.
- Some decisions are peer reviewed.
- Some decisions use detailed working papers for quality purposes.
- Legal advice is needed for some decisions.
- Briefing papers to the Minster have multiple checks.
- We check “stuff to death”.
- There is no formal learning loop or feedback system.

We looked at capability of response using data captured in our decision tracking tool (CDT) which has been in place for 18 years. We focused on a 5 year period from January 2010 to September 2015. CDT captures the end to end time of each decision by time and date stamps as it moves through multiple steps in the decision making process. Decisions also form part of a job over a long period of time.

We chose some high risk or important decisions, recognising that “time” is important for our customer and flowed those in more detail. These were then charted and using statistical analysis we worked out an upper control limit and a median time to make each decision type.

We identified that the customer was the Government Department who was buying and selling land. Without them doing that we would not need to exist. We identified that our purpose was to “make a decision on my proposed acquisition or disposal job”.

Purpose was then broken down into 4 simple steps; receive work, consider/make decision, execute documents and receipt by customer. Under each we identified a method and measures. By way of example, under consider/decision we have method of clean/unclean, we know what we ask for and why, we get “fit for purpose” information. Under measures we identified no queries, supplier gets

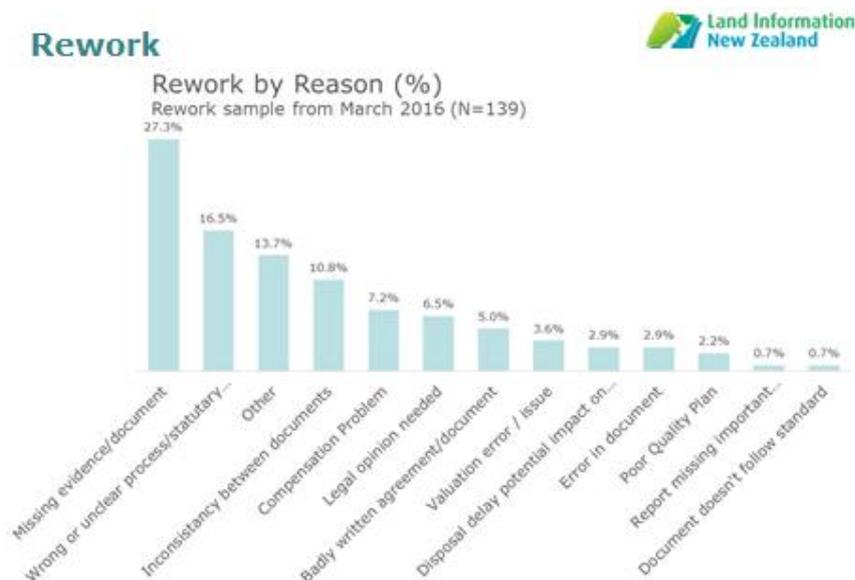
immediate confirmation of work in a queue, work is done immediately and hand offs are limited or don't exist.

We identified that time was important and that it existed irrespective of our performance measure. The fact that we said we did things within 10 working days was not necessarily important if the customer wanted it within 24 hours..or even less.

We established a real time work in progress chart by the various stages that decisions go through in CDT and identified that end to end some decisions can take well in excess of 150 days...some even years.

## 6. WE ANALYSED “REWORK”

Rework in a system is waste. If work comes in clean..and 70% of our work has come in clean for years and years then it gets done quick. If it is not clean it needs to be reworked. We were frustrated at the staying power of the rework statistic (30%)..it did not seem to matter enough that it wasn't improving. We needed to understand what that was happening and why, to be able to think about acting on it. Rework was analysed in a new way.



## 7. PRINCIPLES FOR REDESIGN AND OLD VERSUS NEW THINKING

Having gone through an understand phase it was now possible to start to think about changing from “old thinking” to “new thinking” remembering the critical methodology relationship..to improve performance change thinking and act upon the system. The team had been very disciplined throughout the understand phase, not without some robust debates at times, to not think of solutions

---

Better Every Day-Making Better and Faster Acquisition and Disposal Decisions at Land Information New Zealand (8855)

Trevor Knowles and Craig Harris (New Zealand)

FIG Working Week 2017

Surveying the world of tomorrow - From digitalisation to augmented reality

Helsinki, Finland, May 29–June 2, 2017

but to simply focus on understanding. Now was the chance to download what could be done differently and move to trial and test. It was an exciting time!

The following principles are key:

- Design processes against demand
- The customer sets the nominal value of the work being delivered
- Pull not push
- Only do the value work
- Single piece flow
- Minimize handoff of work – build one-stop capability
- Work flows 100% clean
- Best resource is at the front end (or where it makes sense)
- Roles either create value for the customer, or add value to the core.

We challenged our current thinking robustly as a basis for what we wanted to trial and test. As the manager who set up the Clearances business 18 years ago this was a critical moment. I and the team had to be open to trying things differently and allowing free debate to take place. Afterwards it was all okay but during the process it was hard for all at times. A team needs to trust and respect each other in this case.

## Current vs New Thinking

Current Thinking	New Thinking
To ensure quality, we have handoffs, reviews and delegations	We can have handoffs if and when we need them
Multiple checks ensure quality of the decision-making/briefings	
We require peer review of decision types that are historically litigious (e.g s40)	We are risk aware and manage risk accordingly
It is the Accredited Supplier's role to give us everything we need to make a decision	We work with suppliers to achieve the system's purpose
We don't want to focus on providing constructive feedback relating to specific jobs	We understand: <ul style="list-style-type: none"> <li>— what works well and what doesn't</li> <li>— what matters to customers</li> <li>— the value add of what we do</li> </ul>
The best way to allocate work is to push it according to the current rationale/operating principles	Our system is fit for purpose. It is: <ul style="list-style-type: none"> <li>— flexible</li> <li>— simple</li> <li>— user friendly</li> <li>— allows for priorities</li> <li>— allows for training</li> </ul>

We also looked at our thinking on rework:

Current Thinking	New Thinking
To be able to make a decision	To be able to make a decision
To work collegially with the accredited supplier to reach a decision	To create a formal learning loop that will reduce the amount of rework in the system
To have a clean document to execute	To reduce end-to-end time without increasing risk exposure

## 8. TRIAL AND TEST..AND THEN MAKING NORMAL

We identified five areas to trial and test after considering where we thought we could effect the most change quickly. Pivotal to that was the notion of “pull for support” where anyone in the team needed to be able to get input from someone else to move a decision through faster.

The areas were doing “todays work today”, don't check the “checklist” for compliance at decision lodgment stage, manager only checks Ministerial briefings once, voluntary peer review of two out of the three stage process where it was mandatory and create a learning loop to reduce rework.

Each idea was put through a framework for action process which included asking questions like how often is the problem occurring, what is impact, what is root cause, where does responsibility

---

Better Every Day-Making Better and Faster Acquisition and Disposal Decisions at Land Information New Zealand (8855)

Trevor Knowles and Craig Harris (New Zealand)

FIG Working Week 2017

Surveying the world of tomorrow - From digitalisation to augmented reality

Helsinki, Finland, May 29–June 2, 2017

lie, do we understand enough to act, why do we want the trial, what we want to trial and the method, ways to measure it and a trial period.

“**Todays work today**” would prove to be challenging but produced the most spectacular results. We actually got to doing “todays work today” completely as a team within six weeks of completing the initial trial period early in June 2016.

We did the following things:

- Moved from push to pull work allocation. Set up rules for doing this and accounting for work coming back from rework.
- Set up one queue for work in MS Outlook.
- Created all our decision in CDT whereas previously some were not in it.
- Allowed suppliers to still say this is a priority and were flexible if that deadline needed to be met.
- Worked at being more pragmatic in making decisions...applied some new thinking.
- Tracked our progress and externally reported on it.
- Identified obstacles as they occurred.
- Produced a series of automated reports tracking end to end times and work in progress.
- Introduced the practice of “daily standups” to share what we did yesterday, and what we intended to do next...shared any rework capture thoughts.
- Morphed the “todays work today” term into “The order in which it arrives”.

A combination of **voluntary peer review** and **pull for support** also had a good outcome time wise. Decision makers were trusted to recognise if a decision needed peer review (assuming a base level of competency) but could still “pull for support” from the senior advisor if needed. In turn the senior advisor or manager committed to dropping other tasks to help and to doing peer review as soon as it appeared in their CDT inbox.

Similarly reducing the number of times briefings (which is a show case of our work given it is to a Minister) were looked at (up to seven pairs of eyes) sped things up without reducing quality. Greater ownership of checking content and accuracy was assumed by the first person.

We then monitored the level of checklist compliance, at the decision maker level not the first time it came in as part of lodging the work and ascertained that it did not appear to add much value. The decision maker was capable of deciding what was needed and seeking it if it was. Suppliers were also generally providing what was on the checklist. The next step though was the big leap. We decided to not have the checklists at all and allow and expect suppliers to comply with the standards and send us what they thought we needed to make the decision they sought. We would still capture any rework which would include us not getting all the information needed but it was decided that we didn't need checklist to add perceived value to that part of the process.

Creating a learning loop to improve rework has proved to be the hardest to do so far. Early on we engaged with the main accredited suppliers and our customer and discussed some different perspectives that arose.

We are still gathering information as part of a further understand phase. For the last few months we have asked the report writer on every rework why did this happen, explaining that it was a “no fault” question. Most replies were “my mistake” which links back to earlier understanding of rework reasons that it is mostly controllable by the supplier. The top four reasons are badly written document, error in document, report missing information and missing evidence/document. It is worth repeating that having a checklist still didn’t improve documents being missing.

Further engagement with suppliers is needed on the learning loop concept. However a positive effect of the last 6 months work has been an overall reduction in rework rate to 18%. Something is working which is another outstanding outcome of Better Every Day. It is also important not to understand fully why it is happening or to try an isolate one reason. Just accept it is and keep trying new initiatives.

We have now “made normal” two of the five things tested. Others will follow. A number of factors influence being able to empty the queue and recently this has not been able to be achieved. Taking a wider view, end to end decision time has dropped. Currently the upper control level is 4.95 days whereas it was 21 days. The median is 4.17 whereas it was 11 days.

There are still outlier decisions that take too long for whatever reason. A reduction in those over the last 6 months has also occurred.

## **9. VISUAL MANAGEMENT BOARD**

We have introduced a visual management board in our work area where we capture what we have done(successes), what we are working on, what are important issues to still do and who we are and any outages. It serves as a reminder for Better Every Day as it is referred to in the daily standups. It is also of use to colleagues who look at it as they pass and for use in “Go sees” which we have with other LINZ teams or external teams who are going through or thinking about going through Better Every Day.

## **10. MEASURES**

The Vanguard methodology states the principles for good measurement as

- Help in understanding and improving performance
- Are derived from the work/relate to purpose
- Demonstrate variation and capability over time
- Are in the hands of the people who do the work, to control and improve the work
- Are used by managers and staff to take action on the system

---

Better Every Day-Making Better and Faster Acquisition and Disposal Decisions at Land Information New Zealand (8855)

Trevor Knowles and Craig Harris (New Zealand)

FIG Working Week 2017

Surveying the world of tomorrow - From digitalisation to augmented reality

Helsinki, Finland, May 29–June 2, 2017

We are working on measures now. The main measure will be time. Our challenge is to agree a measure that reports on when work is done against an expectation that it will be done as soon as possible without turning it into a defacto target. Our previous measure could be construed as being a target. It is our view that reporting should be against a broad aim with an explanation as to what stopped it from being as responsive as a previous period..and then asking is that still acceptable. The risk of having a target is that once achieved efforts to improve fall away.

## 11. FURTHER DIGITAL ENHANCEMENTS

In addition to the Better Every Day model, we have also been looking at new digital platforms to help administer state land in New Zealand, both in our own portfolio and across government. This is part of an effort to improve the way we meet the needs of other agencies in the public sector. The first initiative is the development of a **Crown property web portal**. The site contains key information about each property that LINZ or other Crown agencies are proposing to dispose of. The way properties are displayed is similar to other real estate or property websites. Initial planning for this site started after an FIG state land management seminar in Hungary in 2012, when other jurisdictions demonstrated similar websites that were delivering benefits in terms of more efficient sales and transparency of the properties that were being sold.

Our portal allows other government agencies and approved users to view surplus properties and advise whether they wish to acquire or use the land for other government purposes, or whether there are any features, such as conservation or historic sites, that should be protected before the land passes out of state ownership.

This portal is a significant improvement on past paper and email based systems of canvassing other agency interest in land. Notifications are now sent automatically to other agencies as new properties are added to the portal. The web portal is hosted and supported externally and there is no connection to the LINZ IT infrastructure.

In New Zealand, there is an obligation to offer surplus state land to Māori tribal groups (iwi), as part of the government's settlement of historic claims arising for past actions that may have disadvantaged the country's indigenous people. We are gradually providing access to these iwi so they can identify properties in their geographic area that they may be interested in. This will enable them to view the relevant information about these properties and track their progress through the disposal process. If they are offered the land, the iwi will be able to make a better and more informed decision about whether to purchase the land. This has the potential to ensure that the government is meeting its obligations to iwi in a more effective, transparent and efficient manner.

The second initiative is an all-of-government **Crown Property Network** that was launched in late 2016. This is an internet portal which aims to share information on the management of state land in New Zealand. This is a cloud-based application that enables secured information sharing by authorized users. In its initial states, the Network will host best practice information, contract

templates and related documents. It is intended to foster a 'community of best practice' across government, to increase the capability of staff dealing with state land issues, and serve as a repository of knowledge on the particular requirements of Crown-owned land.

Agencies will be able to add their own information that could be of interest to their colleagues in government. All information and data submitted into the Network must be accurate, reliable and submitted in accordance standard terms and conditions. The Network follows New Zealand Government Web Standards wherever possible, along with the World Wide Web Consortium's Accessibility Initiative.

This all-of-government hub is one of the initiatives intended to improve how government manages its land and is a key part of the strategic approach we have taken to develop capability in state land management across the government sector.<sup>1</sup> By using digital tools such as the Network to share knowledge between agencies and pool expertise across government, it is hoped that we will achieve better consistency in how different organizations deal with similar land issues.

## **12. SUMMARY**

Our journey has been amazing and it is clear to us all that understanding and then changing thinking will change performance and in our case significantly so. It is a tribute to the Vanguard method, State Services Commission and my team, with wider LINZ support that we are actually getting Better Every Day.

## **REFERENCES**

Craig Harris, *Developing Capability in State Land Management in New Zealand - Current Initiatives*, FIG Working Week, Sofia Bulgaria, May 2015.

<http://www.ssc.govt.nz/continuous-improvement-state-services>

<http://www.ssc.govt.nz/continuous-improvement-benefits>

<https://vanguard-method.net>

<https://deming.org/>

[https://www.fig.net/resources/proceedings/2008/verona\\_fao\\_2008\\_comm7/papers/10\\_sept/7\\_2\\_knowles.pdf](https://www.fig.net/resources/proceedings/2008/verona_fao_2008_comm7/papers/10_sept/7_2_knowles.pdf)

## **BIOGRAPHICAL NOTES**

---

<sup>1</sup> Craig Harris, *Developing Capability in State Land Management in New Zealand - Current Initiatives*, FIG Working Week, Sofia Bulgaria, May 2015.

## CONTACTS

Since 1977 I have worked for a variety of State and Local Government property organisations namely Lands and Survey, Forest Service, Ministry of Works, Wellington Regional Council, Wellington City Council and Land Information New Zealand. In that time I have worked on major land acquisition and disposal projects both from a hands on negotiating perspective including 2 major land acquisition projects of 1000 hours plus and from a regulatory perspective. I manage a team that makes approximately 3000 statutory property decision a year. I have lead and assisted in the design of system processes. More recently I have been part of a team applying the Vanguard Method to get "Better Every Day".

I have presented papers at FIG 9 Helsinki 2007 on compulsory acquisition, Verona 2008 on New Zealand State land administration and Sydney 2010 on land owner acquisition interactions including considering what fees incurred are reasonable to pay.

Trevor Knowles

Manager Clearances

LINZ

Phone 64 (04) 4600584

Fax 64(04)4600194

Email [tknowles@linz.govt.nz](mailto:tknowles@linz.govt.nz)

<http://www.linz.govt.nz>

I have worked in the Crown property area at the Department of Survey and Land Information and LINZ since 1995, in both operational and regulatory roles. In 1999 I was part of the team charged with reviewing the Public Works Act 1981 and am currently on the team reviewing the compensation provisions of the Act. Following a period as advisor to the Minister of Lands, I was appointed manager of LINZ's Crown Property Regulatory team. My team is responsible for administration of the PWA, setting standards and guidelines under the Act, and for management of the Crown property accreditation system. I am currently leading one of LINZ's policy teams, focussing on policy issues such as urban development, Māori land and land use strategies.

Craig Harris

Manager Crown Property Regulatory

LINZ

Phone 64 (04) 460 170

Fax 64 (04) 460 0194

Email [charris@linz.govt.nz](mailto:charris@linz.govt.nz)

<http://www.linz.govt.nz>

---

Better Every Day-Making Better and Faster Acquisition and Disposal Decisions at Land Information New Zealand  
(8855)

Trevor Knowles and Craig Harris (New Zealand)

FIG Working Week 2017

Surveying the world of tomorrow - From digitalisation to augmented reality

Helsinki, Finland, May 29–June 2, 2017

## Putting customers first

How SSC business coaches helped Education Payroll transform its service to schools

Payroll is large and complex  
**92,000** teachers + staff  
**14** objectives  
**2,500** schools  
**\$180m** paid each fortnight  
**\$4.7bn** per year

**The challenge** Continuously improve the payroll service in a way that brings the education sector and partners alongside us

**What we did**

- Change thinking → We build customer capability
- Our staff deal with issues → Our staff work with schools
- Measure performance by targets → Measure performance in customer terms
- Random manage from their desk → Leaders go to front-line and learn

**What we achieved**

- 33% fewer errors reported
- 40% less overpayments
- 20% greater transaction time
- 75% faster in building staff capability
- 100% customers wanted engagement to continue

**The verdict**

- What EPL said:** "Our thinking has been challenged and we have an 'A' on our work."
- What schools said:** "We have to connect with our customers, listen to them, and redesign our service to meet their needs."
- What schools said:** "This has made things an awful lot easier for us and our staff plan to continue to use your great expertise."
- What schools said:** "We really like your customer service and it's getting better on the way."
- What schools said:** "You've brought a new perspective to the way we're doing things and it's a great improvement."

\* Results from desk working 2016 school

New Zealand Government

## WORKING AS ONE

Our processes, in one place, to give customers seamless service

**Who are we?** Three organisations working as one with government to give the world's most efficient airports service

**Growth projections**

- 127<sup>m</sup> in 2014 to 150 million travellers to cross the New Zealand border by 2020, an increase of around 2.2 million travellers each year
- 15<sup>hrs</sup> total air traffic is expected to double in 10 years
- 25<sup>%</sup> increase in using larger aircraft on both international and domestic routes
- Maybe growth capacity will be grown by more than 25% over the next 20 years

**Achieving a world-first, together**  
 Customer and matter to their security and customs at Auckland airport

**It's a whole new world**  
 Our customers love it – we love it, too.

**A win for customers** A win for us, too!

- 15<sup>mins</sup> to come in, be seen, checked, and well, see
- 58<sup>mins</sup> to check, clear, and see up EPL

**How?**

- Building a single process for all security and customs checks
- Shaping out ways
- Shaping down the walls between the organisations
- Introducing a collaborative approach

**Challenge** How to improve the customer experience and manage the growing customer volume & front space

**Approach** We agreed to work together to solve the problem.

**Process of change begins...**

- Organizational leaders work together to share information
- Customer survey and observation
- Staff engagement and input
- Aspirations defined
- New processes developed and tested
- Successful processes introduced

**Who took part?** employees, unions, customers, senior leaders

**They:** came and saw, participated in the change process, gave support to the changes

**They said...** "Working relationships are really growing, even on the floor"

**Verdict from customers** "What a great system! Can you bring it to Australia?"

**Working as one's Better Every Day**  
 Excellence and innovation delivered by a private company, government agencies and service providers in collaboration

**Where we're heading**  
 Embedding continuous improvement as a way of working, nationally

## Improved Clearances Experience

Clearances makes statutory decisions under delegation

2015/16: **\$123m** Approx. acquisitions, **\$46m** Approx. sales, **3,200** Decisions made, **260** Briefings to the Minister, **7** Team members

**The challenge:** Get better every day by decreasing response times and improving the quality of the work coming in

**Old Thinking**

- Work is assigned by Manager in order to control workload
- Multiple handoffs ensure quality of decisions
- Risk is managed via mandatory peer review
- Checklists are required to ensure we receive all necessary information
- Having a response target ensures good performance

**New Thinking**

- Work is pulled by each Team Member when they have capacity
- Team Members are accountable for the quality of decisions
- Each Team Member manages risk
- We receive all the information we need to make a decision
- Performance is not driven by response targets

**What we did**

- One job outline to pull decisions from
- Reduced number of handoffs
- Optional peer review
- Jobs are progressed if the information provided is adequate
- We have measures that relate directly to our purpose

**Change in thinking**

**What we achieved**

**Decisions in the "work in progress" queue**

Month	Decisions
3rd March 2016	~180
September 2016	~100

**Median decision time (days)**

Time	Median (days)
Before Later Day	~10
After	~4

**Rework rate**

Time	Rework Rate (%)
Before Later Day	~25%
After	~15%

**The verdict**

- What LINZ said:** "I can't believe this actually worked!"
- What LINZ said:** "I think though the team performed well, I don't see that they do."
- What LINZ said:** "A huge improvement and one that is being sustained as an excellent result."
- What our customers said:** "Having a short of the speed of right."
- What our customers said:** "That has got to be the quickest turnaround ever."
- What our customers said:** "That's what I call service!"
- What our customers said:** "Significant improvements associated with the responsiveness and timeliness of processing have been observed."

Better Every Day-Making Better and Faster Acquisition and Disposal Decisions at Land Information New Zealand (8855)

Trevor Knowles and Craig Harris (New Zealand)

FIG Working Week 2017

Surveying the world of tomorrow - From digitalisation to augmented reality

Helsinki, Finland, May 29-June 2, 2017