

Guiding Change in Land Management – How to know if we are there yet

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Where do I come from?

Here I am!

Presentation

1. Drivers for change
2. Complexity of the real world
3. Change responses
4. Case studies on change:
 - How are we organised
 - Changing service delivery
 - Changing practice
5. 'How to guide' to managing change

Globalisation – irresistible forces of change

- Technological
- International economic integration
- Changing domestic markets
- Increase in countries linked to the capitalist system
- Population profiles
- Environmental sustainability
- Climate change

Change Management –secret ingredient for achieving success.

Positive

Uninformed Optimism (Honeymoon period)

Informed Optimism

Informed Pessimism

Completion

Mood

Time

Negative

Why is it so hard?

Sustainable Development
Economic, Social, Environment

Land Administration Functions
Land Tenure, Land Value,
Land Use,
Land Development

Land Policy Framework

Land Information Infrastructures

Country Context
Institutional Arrangements

Adapted from Stig Enemark - 2004

Case Studies: How are we organised? Land Victoria, Australia



Drivers for Change:

Integration of Land Administration function to:

- Reduce costs to Government through re-engineering of business processes
- Reduce transaction costs for business and consumers through re-engineering of business processes and streamlining of legislation
- Increase competitiveness of the State and industry growth due to more efficient use and availability of land information

Task:

- Bringing together eight government institutions under the one umbrella.(1996)
- Land Victoria created bringing together Victoria's core land administration functions into the one agency.
- Dimensions - Land Victoria in 2001 comprises 650 staff and receives of \$107 M (Aus) and revenue of \$148 million for 2000/2001.

Case Studies: How are we organised? Land Victoria, Australia

Change Approach:

- Supported by all members of the Senior Management team
- Vision for its achievement and the results for all Victorians
- Supported at the political level
- Staff, stakeholders and customers all involved in the change process
- Land Victoria used Relationship Management to:
 - Involve and commit stakeholders
 - Build long term relationships at both a business and industry level
 - Drive significant change to client / stakeholder business systems
 - Cooperatively develop projects and continuous improvement strategies

Outcomes:

Common qualitative benefits for all stakeholders:

- Improved information infrastructure
- Improved access
- Improved accuracy
- Greater transparency
- Completeness
- Improved decision making
- Increased competition

Case Studies: Land Titles Automation Project, Land Victoria, Australia

Driver for Change:

- Needed to introduce an electronic mode for business to meet current best practice.

Task:

- Conversion of 3.8 Million paper titles to an electronic form
- System had evolved over time - 13 Million instruments relating to the titles
- 130 years of using the same model for land transactions
- Record of past project failures

Case Studies: Land Titles Automation Project, Land Victoria, Australia

Change Approach:

- Supported by all members of the Senior Management team
- Vision for its achievement
- Supported at the political level
- Funds provided for action
- Staff, stakeholders and customers all involved in the change process
- Staff involved in developing the process
- Flexible implementation that catered for add ons
- Progressive waves of implementation

Outcomes:

- Successful conversion
- Business transactions times reduced significantly
- Expansion of project to record state owned land (Crown Land)

Case Studies: Changing Industry Practice.

Drivers for change:

- Need to move Victoria to electronic collection of land valuation information to meet changing standards across the world.
- Industry and local councils did not want to have a central model managed statewide.
- Existing system provided limited information mostly paper based.
- Lack of competition tied local governments to using the same contractor each valuation.
- There was not common date of valuation and it was done sometimes up to eight years apart.

Task:

- Implementing Valuation Best Practice (VBP) across all of Victoria for the year 2000 led by Valuer General Victoria as part of Land Victoria.
- Set standards and best practice approaches to improving existing valuation methods of land for commercial and residential use
- Improve the level and extend of data collected, and collect and store it electronically.
- Involving all the players in the task, council management, councillors and valuers and changing how they worked.

Case Studies: 3. Changing Industry Practice.

Change Approach:

- Supported by Senior staff
- Vision for its achievement
- Supported at the political level
- Relationship management model used to engage staff, stakeholders and customers in the change process
 - Co-operative development of projects;
 - Structured two way communications processes with stakeholders;
 - A focus on building long term relationships;
 - Consideration of the constraints on the stakeholder's business;
 - The building of service strategies to deliver consistent quality in delivery, and,
 - Provision of funding and support to industry during the roll-out of projects.
- Flexible implementation that catered for changes in response to industry feedback on how to best achieve the outcomes.

Outcomes:

- Valuation contract cost reductions
- A valuation productivity increase of over 50% between the year 2000 and 2002
- Valuation firms continued to apply the new methods and standards under VBP striving to improve outcomes.
- Local councils have more control of land valuation data and can use it for internal policy and planning.
- Move to change to a statewide system now all know how it works and the benefits.

Ten Steps for Successful Large-Scale Change

1. Increase Urgency – tell a compelling story!
2. Have a strong leader who builds a guiding team
3. Get the Vision right
4. Communicate so people can commit
5. Involve those people/groups with an interest
6. Empower action - money and ongoing support do help
7. Measure the results
8. Create short-term successes - and celebrate them!
9. Don't let up
10. Make change stick

• Adapted from Kotter 1996

Disclaimer: The views in this article are our own and are presented for the purpose of academic and professional Research and do not necessarily reflect the policy of views of the organisations we represent.



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Key Learnings:

- All industries are facing the need to change in response to the 'winds of change'.
- Case studies demonstrate that significant change projects in building construction and land management have common success factors.
- There is an opportunity to learn from change activities in related and even non related industries and adopt all or part of the process taken.

Are we there yet?

- The journey always continues – but we can be further along the chosen path!
- There might be a pleasant stop along the way.



I have learned this at least by my experiment: that if one advances confidently in the direction of his/her dreams, and endeavours to live the life which he/she has imagined, he/she will meet with a success unexpected in common hours.

Adapted from Thoreau

Common Success Factors:

- Understanding of the drivers for change.
- Time invested in planning for change.
- Clear identified stakeholders, who will be affected and their interests.
- Stakeholders were engaged and made part of the process.
- Provision of help and assistance through the change.
- Prove with business cases and value propositions.
- Measure outcomes and performance
- Look outside the existing industry practice, sometimes great value lies between industries.
- Build contacts and bridges to wider groups who then become change agents.

Some Key Learnings about Change

- Create a community of interest for professionals interested in innovation
- Develop skills in change management
- Expanding professional education to include innovation studies
- Encourage professionals to consider how they are or can be change agents in land management
- Remember it is a journey, don't give up at the last road block when the prize is within reach.
- Undertake further exploration of the role of individuals as land management entrepreneurs
- Understand the economic value to those who use the systems
- Partner with other groups, even those that are not now connected
- Understanding of the drivers for change.
- Time invested in planning for change.
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OUTCOMES

Demonstration Projects' performance

Rethinking Construction Demonstration Projects (£6bn)

Construction Industry as a whole (£64bn)

Profitability

Rethinking Construction projects achieve **2 percentage points** more profit than the industry average

Increased profit from Demonstration Projects = **£120m**

Increased profit if one-third of industry take up = **£420m**

Construction Cost

Demonstration project costs are **4.0%** lower than industry average

Reduced construction costs from Demonstration Projects = **£240m**

Reduced costs if one-third of industry take up = **£840m**

Reduced costs of accidents from Demonstration Projects = **£255m**

Reduced costs if one-third of industry take up = **£638m**

Safety

Demonstration project accidents are **50%** lower than industry average.

Estimates put accidents costs across the industry at **8.5%** of turnover.