

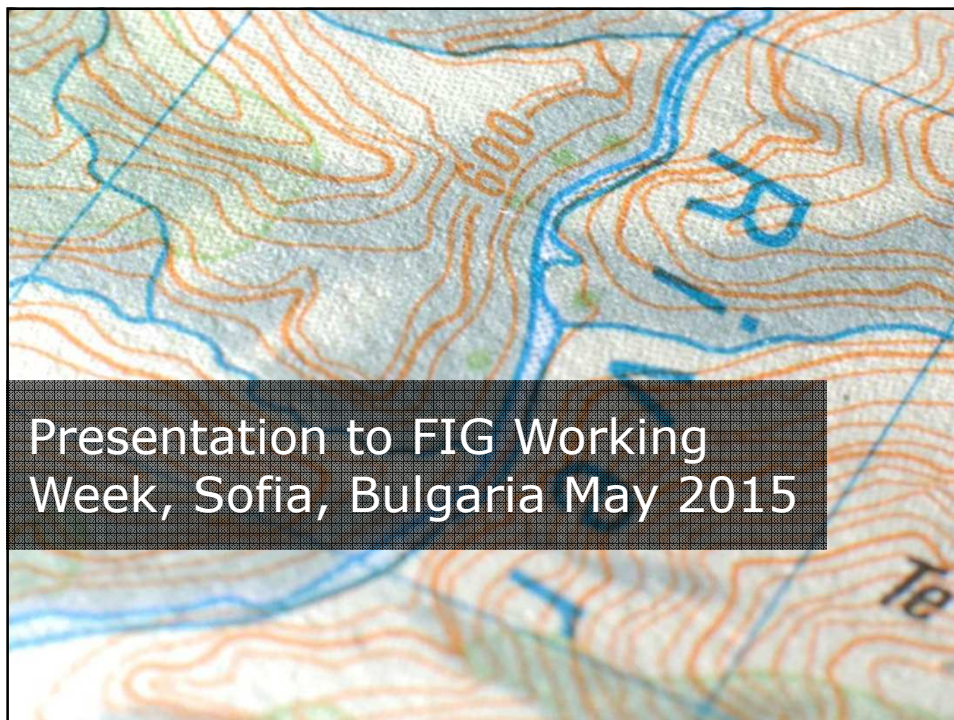


'The power of where'
DE WTE WTE PŌTA KAWI E KŌPŌTE

Land Information New Zealand
Toitū te whenua

Capability in State Land Management in New Zealand

Craig Harris | Land Information New Zealand



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Introduction



- Introduction
- State Land in New Zealand
- Why capability is important
- Current Issues
- Our strategy
- Actions to date
- Summary

State Land in New



- State ("the Crown") owns around 40% of New Zealand's land
 - Most of this is national parks and conservation land
- Many management tasks (e.g. building maintenance, controlling public use) is outsourced to private sector
- Compared to most countries, NZ Government agencies have small, centralised state land teams

Role of LINZ

- Land Information New Zealand (LINZ) is New Zealand's government land information agency
- It also looks after 2 million hectares (or 8%) of state-owned land
- This land includes riverbeds, forests and pastoral lease land
- LINZ has around 50 staff in its state land teams in two offices (one South Island, one North Island)

Why capability is important

- State land is a significant resource for New Zealand
- How this estate is managed is vital
- Managing this land requires people with a wide range of technical and management skills
- Decisions about state land are influenced by unique issues that are not widely known
- Much of the capabilities required extend across teams and professions within and outside government

Current Issues for LINZ

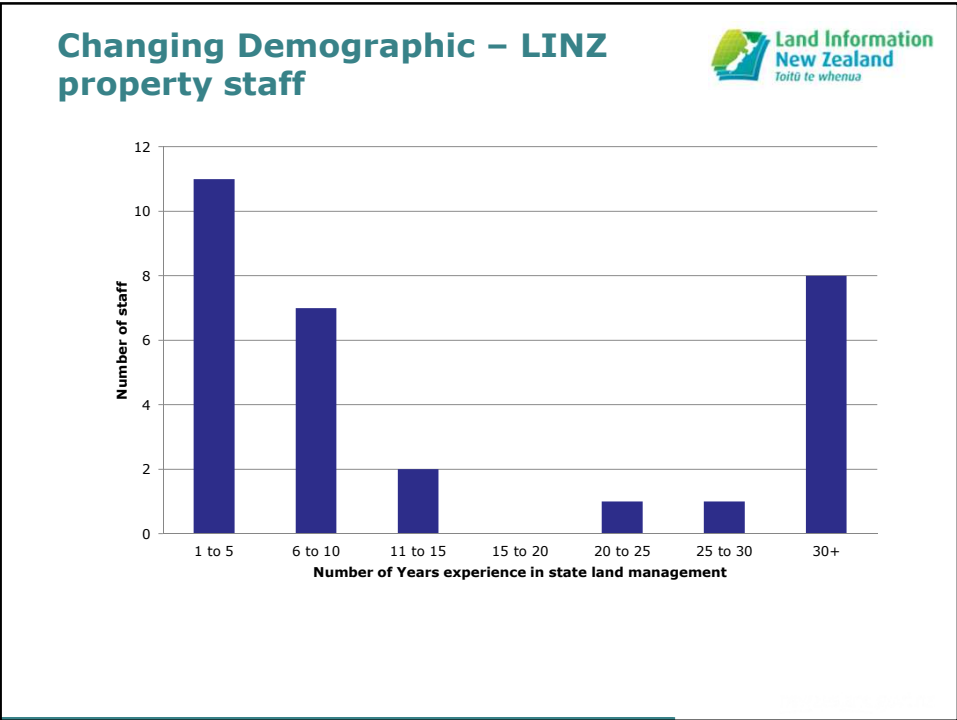


- Substantial growth in demand for capability across our workforce
- State land laws unique and complex
- Private sector delivery of services
- Experienced technical staff retiring
- Limited pool of technical talent to recruit from across New Zealand
- Changing systems and processes
- Significant growth in normal operational business

Current Issues (continued)



- Changing role of state land managers
- Greater need for commercial skills
- Absence of formal training
- Knowledge not recorded or hard to find
- Changing career patterns
- Changing demographic of staff

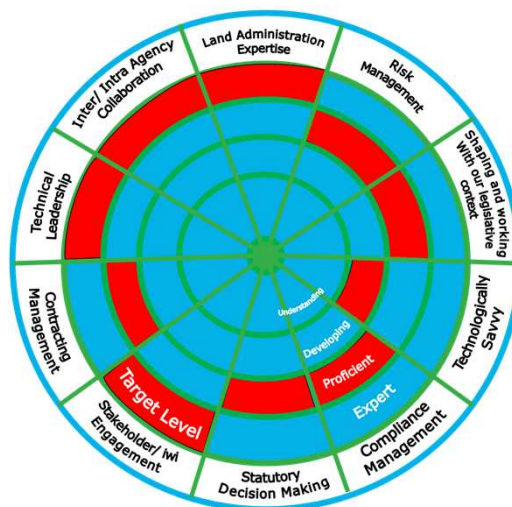


Actions to date



- Increase understanding of importance in “state land capability”
- Profiled skills and experience needed for our roles
- Determined career paths for our staff (where can we get them from, where can they move to?)
- Identified training sources
- Determined key technical capabilities that our state land managers need

State Land Technical Capability



Actions to date (continued)



- Documented key processes for our staff
- Pilot Knowledge Base – online tool for recording technical knowledge
- Published first online training module in state land management with private sector education provider (more to come)
- Encouraged older staff to mentor new entrants

Lessons/Conclusion

- We are just starting out but have a number of observations:
 - Succession planning is vital – people move on; how do we replace them?
 - Sharing knowledge has to become part of the everyday work of a state land manager
 - Knowledge can be lost if not properly recorded (and easily available)
 - Need to promote capability as part of an overall strategy

