



LAND & PROPERTY SERVICES REVIEW

September
2009



LAND & PROPERTY SERVICES REVIEW

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Department of Finance and Personnel

LIST OF ABBREVIATIONS AND GLOSSARY

ABBACUS	The main business IT system supporting Revenues and Benefits.
Build-to-Bank	The end-to-end LPS process that results in a rate bill being issued, starting with the survey of the new property, through valuation, to the calculation and issue of the rates bill.
Estimated Penny Product	An estimate of what one penny on the district rates will provide in terms of income in a given year.
IT	Information Technology
MOU	Memorandum of Understanding
Senior Management	Grade 6 and above
SRO	Senior Responsible Officer
The Department	The Department of Finance and Personnel (DFP)
The Agency	Land & Property Services, which is an Executive Agency of DFP
The Minister	The Minister for Finance and Personnel

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LPS Review | FOREWORD

The purpose of this review was to gain an honest and robust assessment of the capacity of Land & Property Services (LPS) to deliver on its challenging work programme of change and reform, as highlighted in the Terms of Reference for the Report at Annex A. This is important in that there can be little doubt that the level of the challenge, on a variety of fronts, will not diminish. The Agency must be able to respond to changes and challenges faster and more effectively than ever before and deliver on the improved integration of services that was envisaged when the single agency was created within the Department.

This review was very much a collaborative exercise between LPS and the Department's Performance and Efficiency Delivery Unit (PEDU). The Steering Group would like to thank all of those within the Team and the Independent Review Director for their efforts to complete the Review within a challenging timescale. We would also like to acknowledge the cooperation and input of the hard working management and staff within LPS who contributed to the Review in a variety of ways.

Ultimately this report is just the beginning. The real and more important challenge revolves around LPS implementing, through an Action Plan, the necessary changes that have been identified within the Report. Chapter 4 of this report contains the Agency's Action Plan drawn up under the leadership of its Chief Executive. The Agency's Chief Executive and the Management Board of the Agency will be responsible and accountable for securing the improvements that are required. In addition PEDU will regularly review progress and provide support to ensure that the Agency is on track to deliver the results expected of it in what will continue to be a very challenging environment.



Leo O'Reilly
Chair of LPS Review
Steering Group
September 2009

EXECUTIVE
SUMMARY

LPS Review



LPS Review | EXECUTIVE SUMMARY

Introduction

- 1 The Land & Property Services (LPS) Review was commissioned by the Minister for Finance and Personnel on 10th March 2009 to assess the capacity of the strategic apex of LPS, its Chief Executive and Management Board, to achieve its corporate targets, deliver improved performance and secure the improvements envisaged when the single agency was created within the department. In announcing the Review the Minister said that:

“Given the complexity and scale of the work it is involved in, I believe it is essential that we assure ourselves the Agency is structured and managed in a way that is focused on the delivery of its important objectives”.

- 2 The Review was carried out in collaboration with LPS and the Department’s Performance and Efficiency Unit (PEDU). The Terms of Reference asked the Review Team to identify strengths and areas for improvement in the organisation’s preparedness and capacity to deliver against the expectations made of it. The Review was to focus on the capability of the strategic apex of the Agency in four specific areas:
 - Leadership;
 - Strategy;
 - Delivery; and
 - Structure.
- 3 To ensure independence and objectivity the Review Team was led by an Independent Review Director and reported to a Steering Group including two members from outside the Civil Service. LPS management and staff at a variety of levels made a key contribution to the work programme carried out in support of the Review.
- 4 The approach to the Review is set out in Chapter 1. The Review gathered evidence from a range of sources to make an assessment of the LPS capacity and ability in relation to Leadership, Strategy and Delivery. The Review Team undertook a survey of all staff below Senior Management level, well over 1100 staff - a survey that yielded a 69% response rate in less than two weeks in the field. The Team also held 7 workshops involving LPS staff at all levels which provided the opportunity for almost a quarter of LPS staff to contribute directly to the process. In addition to a range of desk research and analytical activities the Review Team held a wide selection of interviews with Senior Managers in the organisation including each of the Management Board members.

Background to the Review

- 5 LPS has faced a period of unprecedented change in a relatively short space of time, with major structural changes in terms of a merger coinciding with major rating reforms and a new IT platform for the collection of rating revenue - all during a time of a changing political landscape which also had its impacts.
- 6 The creation of the new agency was one of the structural changes emanating out of decisions taken by Direct Rule Ministers on the Review of Public Administration (RPA). In March 2006 the then Secretary of State announced the creation of the Agency as part of a wider rationalisation of a range of Executive Agencies and Public Bodies stating:

“Where there are a number of bodies carrying out related functions we propose to merge these into one new organisation, streamlining the delivery of those functions and saving overheads. There will be a new Land and Property Services Agency that will incorporate the Valuation and Lands, Rate Collection, Land Registers and Ordnance Survey Agencies”.
- 7 In a first phase of the merger, bringing together the Valuation and Lands Agency and the Rates Collection Agency, LPS was established as an Executive Agency within DFP in April 2007. Upon its creation, the new agency inherited responsibility for a major programme of change and reform affecting the local property tax (or rating) system in Northern Ireland. This represented the first fundamental change to the operation of this tax system for over 150 years. This reform also involved the introduction, for the first time, of a comprehensive set of new rating reliefs to be made available to those on lower incomes or who fell into certain other categories, such as pensioners or those with a disability.
- 8 Alongside the rating reforms, the Agency also took over responsibility for the development and introduction of an enhanced IT based revenue collection system for rates. This system is now used to manage a total revenue take of over £1 billion per annum, collected from over 770,000 domestic and non domestic properties across Northern Ireland. The complexities and technical challenges of this major change programme were undoubtedly accentuated by the need to adhere to tight deadlines, set by the previous direct rule administration in Northern Ireland, to introduce the new systems by April 2007. While this deadline was met for the most part it was nevertheless achieved at the expense of negative impacts on collection performance - particularly in respect of pursuing those who have not paid their rates bills on time and who have consequently accrued arrears.

- 9 Overall, this period of unprecedented change has seen a newly merged LPS inherit an imperfect, and in some respects incomplete, set of reforms and accompanying IT infrastructure. The challenge facing the Agency was undoubtedly steep - leading the Public Accounts Committee (PAC) to conclude that;
- “The Committee considers that the Department and the Agency were trying to do too much in too short a timescale. The Agency was attempting to manage significant change on three different fronts; policy, systems and structures.”* (PAC Report November 2008)
- 10 The impact of this situation on the performance in relation to rate collection was examined within the General Report of the Comptroller and Auditor General (C&AG) for 2006-07. That report identified a range of significant concerns around the implementation of the new rating system and in particular the capacity of the new revenue collection systems to collect and properly account for the revenues collected from rate payers. Furthermore concerns were also highlighted around the capacity of the valuation function within the Agency to deal with significant valuation arrears and other issues that could impact adversely on revenue collected.
- 11 Following on from this, the Agency’s performance on rate collection was the focus of a report from the Northern Ireland Assembly’s PAC in November 2008. This report highlighted various, and significant, financial and operational difficulties within the rates collection and valuation functions of the Agency - making 28 important recommendations to address the problems. Subsequently, the Agency and the Department has taken on board the recommendations of the PAC and has set out how it will respond to each of these.
- 12 In a further report on the position within the Agency, published on 20 May 2009, the Northern Ireland Audit Office has acknowledged that significant improvements have been made in relation to some of the major concerns identified in the previous report. However, the Audit Office went on to highlight that further work was still required to address a range of outstanding issues relevant to valuation and rate collection functions.

Review Findings

- 13 In assessing the ability of the LPS Management Board to fully meet its future delivery challenges, the Team has taken account of the difficult journey that the organisation has had to take since its creation. While LPS has faced and addressed a number of significant challenges since its inception, the Review identified scope for further improvement in the areas of Leadership, Strategy and Delivery. Overall the Review Team found that LPS needed to renew its focus towards achieving its corporate targets and delivering improved performance in a very challenging environment. The Team identified a number of areas where there was a need to strengthen the organisation's preparedness and capacity to deliver against the significant expectations made of it. In summary:

Leadership

- 14 The Vision, Mission and direction of LPS need to be reassessed, reviewed and rewritten to ensure that they are clear and fully aligned with the priorities of the Minister, the Department and the needs of its main customers. Ultimately this should lead to a clearer strategic acknowledgement of the primary revenue collection function of the Agency.
- 15 There is a need to ensure a strong corporate approach to decision making within the Management Board in the Agency while the management of change processes to deliver integration within the newly merged Agency needs to be reviewed and strengthened.

Strategy

- 16 The LPS Management Board needs to adopt a stronger focus on the management of strategic issues, with the accompanying delegation of operational issues to lower levels in the organisation. The Agency's approach to customers and stakeholders must also be reviewed to ensure appropriate recognition and importance is given to interactions with the 26 Councils.

Delivery

- 17 Delivery on rate collection, and the range of other LPS activities that provide vital support for effective rate collection, needs to be strengthened. There should be continuing recognition of the importance of stronger integration between the valuation and revenues functions within the Agency in pursuit of the key objective of maximising revenue collection.
- 18 The approach to performance management and delivery within the Agency should be reviewed and strengthened while the business planning process needs to be re-examined and reinforced. In particular the business planning process needs to acknowledge and incorporate the many inter-dependencies which exist across the organisation.
- 19 Importantly there is a need to focus training within LPS on business priorities. In particular training for staff working on rate collection activities needs to be allocated the highest priority in the immediate future.
- 20 Finally the strategic apex of LPS needs to develop better management information systems enabling it to track performance and understand emerging problems, corporately, across the organisation.

Structure

- 21 The Review Team did not see any evidence to suggest that the difficulties and challenges encountered by the Agency to date were due to any deficiency in the underlying rationale for the merged organisation. The Review Team concluded that the underlying rationale for establishing LPS remains valid. Indeed, the new organisation provides key opportunities to exploit the natural synergies and close relationships that exist between the various activities that were previously carried out in the four different agencies. However, in the medium term a reassessment of the Agency's internal structures should be considered to explore ways to better align valuation, assessment and revenue collection supply chain activities.
- 22 The Review Team also found that there needed to be a closer working relationship with greater clarity of responsibility between the Management Board and the Management Committee to enable the Board to give more time and focus to strategic issues.

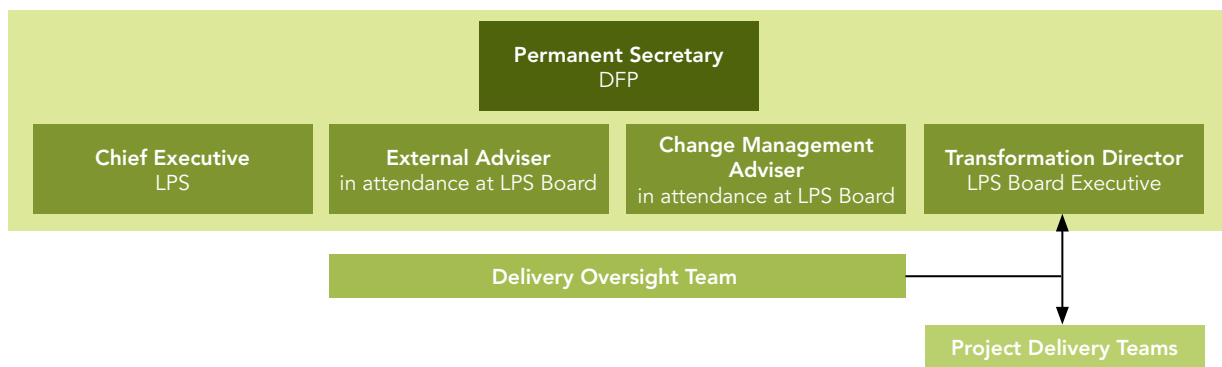
Key Areas for Action

- 23 Following on from the conclusions above, the Review Team have made a number of recommendations that are set out in full in Chapter 3. The recommendations span 6 key areas for action set out below:
- Developing a clear sense of purpose for the organisation that is owned corporately by the LPS Board;
 - Driving change and integration from the top in LPS;
 - Developing a culture of delivery supported by an effective approach to performance management;
 - Strengthening the understanding of, and focus on, the Agency's key customers;
 - Maximising revenue collection against accurate and timely assessments; and
 - Reassessing some of the internal structures to better support delivery of the priorities, and synergies, of the business.

Implementation

- 24 It is essential that effective oversight arrangements are put in place to support a significant short term programme of work to implement the recommendations in this report. As set out in Chapter 5, these arrangements should be temporary in nature and should provide effective support to, and close monitoring of, the actions necessary to sustain an improved level of performance.
- 25 The diagram below gives a graphic representation of the recommended approach to overseeing and driving implementation of the LPS Action Plan (which is set out in Chapter 4).

Figure 1 Strategic Oversight Group for LPS Action Plan



- 26 It is also recommended that there should be periodic Accountability Checkpoints to assess progress on the Action Plan and the overall capability of the organisation to deliver improved performance on a sustained basis.

THE REVIEW

Chapter 1



Chapter 1 | THE REVIEW

- This chapter sets out the Terms of Reference for the LPS Review.
- It also briefly sets out the methodology and approach taken by the Review Team in fulfilling the Terms of Reference.

Introduction

- 1.1 On 10th March 2009 the then Minister for Finance and Personnel, Nigel Dodds, announced that he had commissioned a review of LPS. In announcing the Review the Minister commented that:

“Land & Property Services undertakes a number of key roles, including the collection of rates from domestic and non-domestic properties across Northern Ireland. This means that the agency directly engages with all local households and businesses on an annual basis.

Given the complexity and scale of the work it is involved in, I believe it is essential that we assure ourselves the agency is structured and managed in a way that is focused on the delivery of its important objectives.

That is why I have asked the Performance and Efficiency Delivery Unit to conduct a review of LPS and, where necessary, provide me with recommendations to enhance the capacity of the agency to meet the challenges faced by it.”

Terms of Reference

1.2 The Terms of Reference, set out in full at Annex A, asked the Review Team to identify strengths and areas for improvement in the organisation's preparedness and capacity to deliver against the expectations made of it. The Review was to focus on the capability of the strategic apex of the Agency in four specific areas:

- Leadership;
- Strategy;
- Delivery; and
- Structure.

Review Methodology

Review Team

1.3 To ensure independence and objectivity the Review Team was led by an Independent Review Director and reported to a Steering Group including two members from outside the Civil Service. The Review Team was also collaborative and it included two members of staff from LPS and one member of staff from the Department's Rating Policy Division, see Annex B. This provided the Review Team with a significant amount of knowledge and insight around the business of LPS. For the duration of the Review, the Team was located within LPS at their Queens Court building.

Review Approach

- 1.4 The Review Team gathered evidence from a range of sources to make an assessment of the Board's ability in relation to Leadership, Strategy and Delivery. Some of the key sources of evidence are described below:
- Desk Research - The Review Team examined a wide range of documentation and data, both internal and external, in relation to the performance of LPS;
 - Review Staff Survey - Central Survey Unit of the Northern Ireland Statistics and Research Agency conducted a survey to inform the findings of the LPS Review. All staff in LPS, at grades AA to Grade 7, were asked to participate in the survey. The survey was issued electronically to all 1,125 of these staff on 18th March 2009 and by the closing date, on 27th March, 771 staff had responded giving an overall response rate of 69%. The results of the survey can be accessed at <http://www.dfpni.gov.uk/lps-review-staff-survey-2009.pdf>;
 - Staff Workshops - The Review Team held seven workshops to gather evidence from staff on the issues faced by LPS. Around 280 staff attended these workshops - a little under a quarter of all staff within the Agency; and
 - Interviews - The Review Team interviewed each member of the LPS Board. The Team also held a number of interviews, with a range of more senior staff in LPS, in relation to some of the more specific lines of enquiry. Beyond LPS a number of other stakeholders were also interviewed.
- 1.5 The Independent Review Leader periodically met with the Chief Executive of LPS to keep him abreast of progress, developments and emerging issues. The Review Team also provided a framework, through two action planning workshops, to allow Senior Management in LPS to commence their action planning.

THE
AGENCY

Chapter 2



Chapter 2 | THE AGENCY

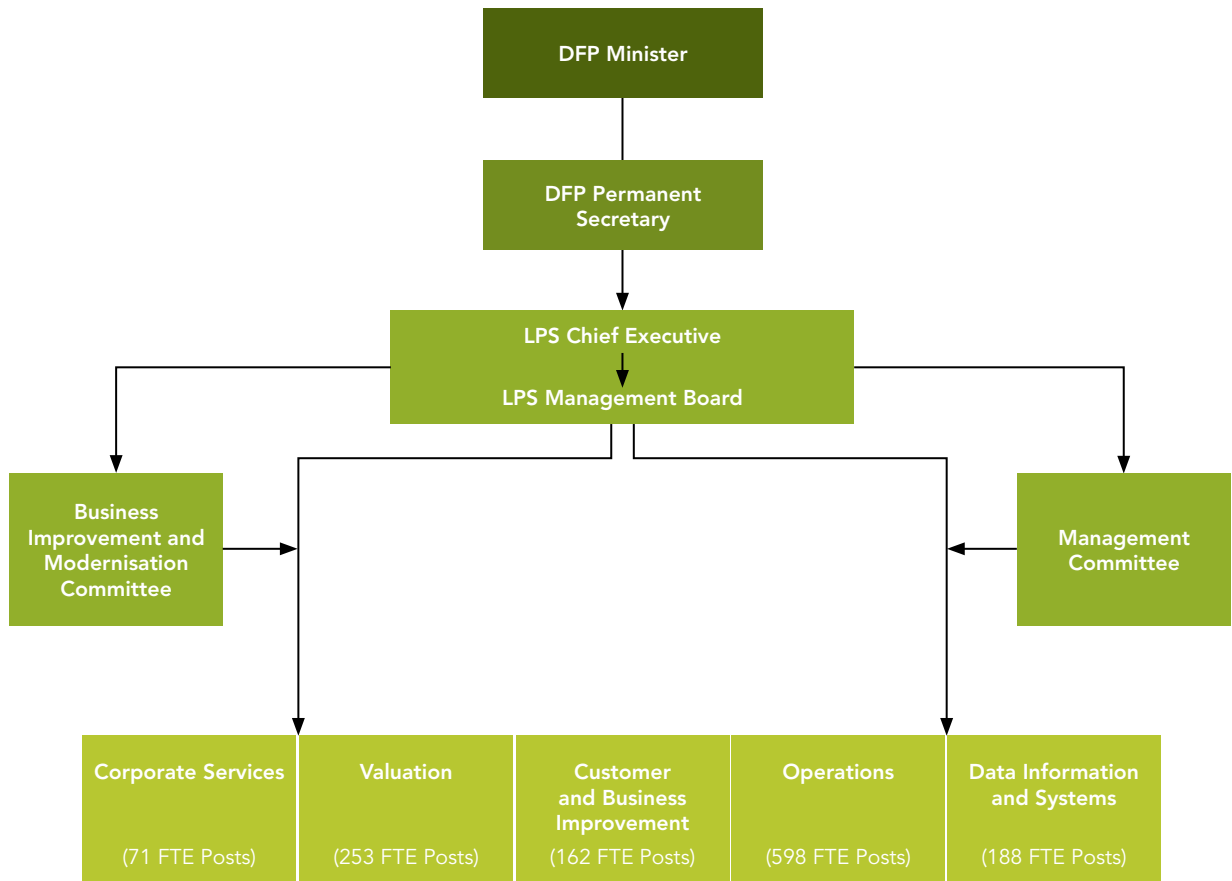
- This section provides background information on the origins of the Agency from its merger following decisions of the Review of Public Administration (RPA).
- It also provides brief information on the variety of functions, duties and services provided by the new Agency.
- Finally information is also provided on the basic structure of LPS - and on its current Vision and Mission.

Overview

- 2.1 LPS was established in a two-stage merger as an Executive Agency of the Department of Finance and Personnel (DFP). In April 2007, Stage 1 was implemented with the merger of the Valuation and Lands Agency and the Rates Collection Agency. This was followed in April 2008 by the second phase of the merger, which saw the Ordnance Survey of Northern Ireland and Land Registers of Northern Ireland joining the new Agency.
- 2.2 The new Agency inherited responsibility for implementing a major programme of reform affecting the local property tax (rating system) in Northern Ireland. The reform programme included a revaluation of all domestic properties in Northern Ireland to determine, on a capital value basis, the proportion of rates payable by individual domestic households in the region, the introduction of a rates relief system for those on low incomes and the development of an enhanced IT based revenue collection system.
- 2.3 With some 1,200 staff the Agency is a major part of DFP. The functions of the Agency are wide ranging and span property valuation, rate collection and benefits activities, as well as mapping and land registration activities. Each of these functions relates to each other, and a key objective in creating the new agency was to exploit the full potential of these synergies in pursuit of its key objectives.

2.4 The structure of the Agency is illustrated in Figure 2 below.

Figure 2 LPS Structure



2.5 The Agency's current Vision statement is:

"Transforming land and property services and information for the public good".

2.6 The Agency's current Mission statement is:

"LPS supports the regeneration and economic development of Northern Ireland by providing an integrated set of land and property related services for its citizens and government".

2.7 The Agency is responsible for assessing, billing and collecting around £1bn in Domestic and Non Domestic rating revenue on behalf of District Councils and the Northern Ireland Executive. The rating revenue collected by LPS is used to fund District Council services and regional public services that are the responsibility of the NI Executive. The Agency also administers Housing Benefit (for owner occupiers) and a range of other relief and allowance schemes connected to the rating system.

2.8 Assessment for rates liability is based upon property valuations carried out by the Valuation Directorate and provided through its valuation lists. The Valuation Directorate is also responsible for ensuring that these lists are up to date and accurate, taking account of the changing pattern of occupation of domestic and business properties. LPS is also responsible for inspecting vacant properties (currently carried out within the Data & Information Systems Directorate). Rate collection activities are carried out within the Revenue & Benefits arm of Operations Directorate - and they form the single largest activity, in terms of manpower, within the Agency with some two thirds of Operations staff working in this area. Furthermore the Agency provides a land registry service through recording details of legal interest in land, facilitating the process of conveyancing - with the majority of registration staff forming the other arm of the Operations Directorate. LPS, using the Data & Information Systems Directorate (DIS), also collects and supplies mapping information and other geographic information services to both the public and private sectors. The land registration and mapping activities typically work on a full cost recovery basis, with their costs being covered by fees and charges for the services and products that they provide. In addition LPS also provides a range of other property related services to the public and other public bodies.

KEY AREAS
FOR ACTION

Chapter 3



Chapter 3 | KEY AREAS FOR ACTION

- This section summarises the Review Team's priority areas for action within the Agency.
- The Review Team identified six key areas for action, which are critical if LPS is to succeed in meeting its current and future challenges.
- In the medium term the Agency would also benefit from a review of its structure to ensure that it fully supports delivery of the priorities, and synergies, of the business.

Area for Action 1: Develop a Clear Sense of Purpose Owned Corporately by a Unified Senior Management Team

- 3.1 The Vision, Mission and direction of the organisation need to be reassessed, reviewed, rewritten and sharpened to ensure that it meets the priorities of the Minister and key customers. A renewed Vision, Mission and direction will require effective communication and engagement with staff and stakeholders.
- 3.2 The Management Board needs to provide stronger, visible evidence of corporate and cohesive leadership to the Agency as a whole. In doing so, individual board members need to place a stronger emphasis on building a strong leadership coalition around a shared strategy and organisational agenda.
- 3.3 In addition the Management Board also needs to ensure that it maintains a strong focus on strategic matters and that routine operational issues do not dominate its agenda - these being delegated to senior managers below board level. Key decisions for the organisation need to be taken corporately by the Management Board with those decisions communicated and reinforced throughout the organisation. The Management Board needs to visibly take forward a common agenda.
- 3.4 Furthermore the Management Board needs to ensure that the legacy roles inherited from the previous agencies present no barrier to corporacy or the effective integration of LPS.

Area for Action 2: Drive Change and Integration from the Top in LPS

- 3.5 The Chief Executive and his Management Board need to recognise and address the impact of variable legacy cultures which exist across the Agency and the negative impacts these can have on building a new organisation with new priorities and ways of working.
- 3.6 Barriers to integrating the organisation should be identified and greater cross directorate working promoted by proactively identifying and implementing positive integration opportunities.
- 3.7 Change and integration within LPS should be visibly led by the Chief Executive supported by the implementation arrangements set out in Chapter 5. Those leading change also need to have influence on the key enablers of change - including Corporate Services and Customer and Business Improvement.
- 3.8 In situations of significant change in organisations effective communication is particularly important. Undoubtedly the staff in LPS have experienced a period of major change and there needs therefore to be a significant and continuing emphasis, by board members and Senior Management, on communicating clear and consistent messages about the way ahead. It will be equally important that there is two-way communication by listening to staff and other stakeholders.

Area for Action 3: Develop a Culture of Delivery Supported by an Effective Approach to Performance Management

- 3.9 The Management Board should ensure there is a strong focus on delivery supported by an effective approach to performance management. The Board should take positive action to address shortfalls in performance. In taking action the Management Board and Senior Managers need to be fully transparent in relation to the responsibility and timescales for follow through on actions.
- 3.10 Leaders in LPS need to continue to strengthen the Business Planning process. The process needs to become more integrated to ensure that cross directorate dependencies are joined up and properly sequenced to improve overall performance. Leaders need to proactively examine the positive and negative aspects of current performance to draw out lessons that can feed into business planning for future years.
- 3.11 Leaders and Senior Managers within LPS should aim to extract the maximum value out of its databases to improve management information and information that could be used to improve processes, identify delivery blockages and better understand the effectiveness of services and processes. The approach to the production and coordination of information management also needs to become increasingly corporate and synchronised.

Area for Action 4: Strengthen the Understanding and Involvement of Customers

- 3.12 With a diverse range of activities and services within LPS, many of which have been inherited from the legacy agencies, it is essential that the Agency maintains and improves coordination of its communications and contacts with customers. This includes a need, in particular, to build strong relationships and links with District Councils, alongside Central Finance Group in DFP, as the key customers for the revenue collection activities of LPS.

Area for Action 5: Maximising Revenue Collection Against Accurate and Timely Assessments

- 3.13 The LPS Management Board should continue to make a clear commitment to the priority of addressing the problems surrounding rate collection and associated valuation activities, including the recommendations contained in the PAC Report of November 2008 and make this the priority for all parts of the Agency until the problems have been addressed and resolved.
- 3.14 There should also be a coordinated effort across the Agency focused on the collection of information and data that will support the timely collection of rates revenue. This should include strategies for vacant properties data and more effective working with Strategic Partners, such as Councils - to generate data from external sources to plug information gaps that may hinder the identification and collection of outstanding rates.
- 3.15 Information deficiencies within rate collection also need to be resolved while the emphasis, at least initially, should focus on examining the reasons behind the significant differences in collection between regional offices within Northern Ireland - in addition to benchmarking the organisation as a whole to potential comparators outside of the region. The organisation should make greater use of its own extensive data to better understand, for example, its "debt book" or the most or least effective payment channels as a means of developing more effective approaches and processes to recover debt or avoiding its build up in the first instance.
- 3.16 The Management Board needs to address, as a key priority, the outstanding training issues that undoubtedly hinder the effective use, by staff, of the ABBACUS system to collect rates and deal with enquiries from the public.

Area for Action 6: Agency Structure to Support Delivery

- 3.17 The underlying rationale for establishing LPS remains valid. In particular, the new organisation provides key opportunities to exploit the natural synergies and close working relationships that exist between the various activities that were previously carried out in four separate agencies. The Review Team did not see any evidence to suggest that the difficulties and challenges encountered by the Agency to date were due to any deficiency in the underlying rationale for the merged organisation.
- 3.18 In the medium term the Agency would benefit from a review of its structure to ensure that its internal directorate structures fully supports delivery of the priorities and synergies of the business.

LPS ACTION
PLAN

Chapter 4



Chapter 4 | LPS ACTION PLAN

- In assessing the capacity of LPS to deliver on its challenging work programme of change and reform the review has identified a number of areas for action. These are things that the Agency needs to do in order to deal effectively with future challenges and sustain success.
- This Acton Plan is the LPS response. It sets out what the Agency will do over the next 24 months to further strengthen its capabilities.

Area for Action 1: Develop a Clear Sense of Purpose Owned Corporately by a Unified Senior Management Team

- 4.1 The current forward strategy is now over two years old and there has been a lot of change to the Agency's operating environment. The Vision, Mission and direction of LPS will therefore be reviewed and rewritten, to ensure they meet the needs of the Minister and key customers. The agreed Vision and Mission statements will be communicated to staff and stakeholders. Strategic planning will be reviewed to ensure that there is engagement and a continuing joining up across all business areas. The Terms of Reference for the Management Board and Management Committee will be reviewed to ensure that there is a clear division of responsibility and delegation of operational matters to enable the Management Board to focus on strategic issues.

Area for Action 1: Outcomes

- 1.1 To provide the focus for 2009/10.
- 1.2 To communicate clearly the agreed new Vision and Mission statements.
- 1.3 Improved corporate decision making.
- 1.4 Effective Strategic Planning Process in place.
- 1.5 Have an agreed focus for 3-5 years provided by a robust 'Corporate Decision Model'.

Develop a Clear Sense of Purpose Owned Corporately by a Unified Senior Management Team

Develop a Clear Sense of Purpose	Drive Change & Integration	Develop a Culture of Delivery	Understanding and Involving Customers	Maximising Revenue Collection	Agency Structure to Support Delivery
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Success Looks Like:	In 6 Months We Will Have:	In 12 Months We Will Have:	In 24 Months We Will Have:
LPS Mission and Vision statements agreed and communicated.	<p>Vision, Mission and direction</p> <ul style="list-style-type: none"> • Clarified Department's /Ministers priorities regarding LPS responsibilities. • Reviewed LPS Framework Document, Mission, Vision and Strategy Map to ensure they provide a clear sense of purpose and they align with the forward operating model. • Agreed key changes to Framework Document and Mission and Vision with DFP and Minister. • Redefined role of LPS in such a way that can be clearly communicated to staff and stakeholders. 	<p>Vision, Mission and direction</p> <ul style="list-style-type: none"> • Reviewed and agreed funding model to support Mission and Vision. 	

Develop a Clear Sense of Purpose	Drive Change & Integration	Develop a Culture of Delivery	Understanding and Involving Customers	Maximising Revenue Collection	Agency Structure to Support Delivery
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Success Looks Like:	In 6 Months We Will Have:	In 12 Months We Will Have:	In 24 Months We Will Have:
A robust corporate decision model in place.	<p>Strategic planning</p> <ul style="list-style-type: none"> Reviewed and developed LPS strategic planning process to ensure engagement at business area level and integration of risk management. <p>Corporate decision making</p> <ul style="list-style-type: none"> Carried out 'lessons learned' review of existing management structures. Reviewed and agreed terms of reference for Management Board and Management Committee. Ensured clear division of responsibility and delegation in LPS governance structures. Ensured clear sense of focus in Management Board and Management Committee agendas. 	<p>Strategic planning</p> <ul style="list-style-type: none"> Identified and delivered strategic planning training requirements. <p>Corporate decision making</p> <ul style="list-style-type: none"> Identified on-going learning and development needs of LPS Management Board members and Senior Managers. Appointed 2nd Independent Board Member. 	

Area for Action 2: Drive Change and Integration from the Top in LPS

- 4.2 LPS will identify and agree its key business processes, agree its 3-year Corporate Plan and move to a centralised approach to managing change by appointing a Change Director who will work alongside the Chief Executive to lead the on-going change programme and support the other Management Board members. The change programme will be further embedded by the appointment of cross-organisational change agents. Barriers to change will be identified and removed or minimised. The programme will also address the legacy cultures that exist across the Agency. Existing IT contracts will continue to be managed in a way that supports integration and future business needs. Work on the legislation work-stream will be finalised, internal and external communication strategies will be renewed and completed and roles and responsibilities of key customer contacts will be confirmed.

Area for Action 2: Outcomes

- 2.1 Improve stakeholder confidence.
- 2.2 Effectively manage organisational change.
- 2.3 Build sustainability into the business.
- 2.4 Identify and document all relevant business processes.
- 2.5 Effective internal and external communication processes.
- 2.6 Effective organisational structures in place to meet priorities and deliver targets.
- 2.7 A more integrated Agency with business areas working collaboratively where appropriate.

Drive Change & Integration from the Top in LPS

Develop a Clear Sense of Purpose	Drive Change & Integration	Develop a Culture of Delivery	Understanding and Involving Customers	Maximising Revenue Collection	Agency Structure to Support Delivery
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Success Looks Like:	In 6 Months We Will Have:	In 12 Months We Will Have:	In 24 Months We Will Have:
Organisational change achieved.	<p>Change management</p> <ul style="list-style-type: none"> • Appointed a Board Level SRO to lead and deliver change management within LPS together with a change management team. • Appointed cross-organisational change agents. • Developed a change programme. • Redefined role of LPS in such a way that can be clearly communicated to staff and stakeholders. • Reviewed and revised current LPS change initiatives. 	<p>Change management</p> <ul style="list-style-type: none"> • A change programme in place. • Communicated the change programme to staff and stakeholders. 	<p>Change management</p> <ul style="list-style-type: none"> • Continued delivery of change programme. • Continued communication of change programme.

Develop a Clear Sense of Purpose	Drive Change & Integration	Develop a Culture of Delivery	Understanding and Involving Customers	Maximising Revenue Collection	Agency Structure to Support Delivery
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Success Looks Like:	In 6 Months We Will Have:	In 12 Months We Will Have:	In 24 Months We Will Have:
Business processes identified and documented with effective structures in place to deliver agreed targets and business priorities.	<p>Develop forward operating model</p> <ul style="list-style-type: none"> • Ensured IT contracts are managed to support LPS current and future business needs. • Finalised work on legislation work-stream. 	<p>Develop forward operating model</p> <ul style="list-style-type: none"> • Confirmed business needs, functions, statutory and legal obligations. • Agreed 3 year Corporate Plan. • Reviewed LPS organisational structure. • Identified and documented key business processes. 	<p>Develop forward operating model</p> <ul style="list-style-type: none"> • Implemented recommendations arising from business process review. • Implemented legislative changes.

Develop a Clear Sense of Purpose	Drive Change & Integration	Develop a Culture of Delivery	Understanding and Involving Customers	Maximising Revenue Collection	Agency Structure to Support Delivery
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Success Looks Like:	In 6 Months We Will Have:	In 12 Months We Will Have:	In 24 Months We Will Have:
Effective internal and external communications.	<p>Communications Strategy</p> <ul style="list-style-type: none"> Revised and enhanced internal and external communications strategies. Confirmed roles and responsibilities for key customer contacts. 		
Accommodation strategy agreed and communicated.	<p>Accommodation Strategy</p> <ul style="list-style-type: none"> Agreed strategic communication needs. Agreed short-term priorities for Belfast and regional accommodation. 	<p>Accommodation Strategy</p> <ul style="list-style-type: none"> Developed LPS accommodation (Asset Management) plan. Evaluated merits of 'one-stop-shop' to LPS and customers. 	<p>Accommodation Strategy</p> <ul style="list-style-type: none"> Implemented LPS accommodation plan.

Area for Action 3: Develop a Culture of Delivery Supported by an Effective Approach to Performance Management.

- 4.3 The LPS Balanced Scorecard (BSC) will be aligned to the Vision and Mission and the next level Directorate Scorecards will also be clearly linked to LPS priorities with outputs monitored against targets. The strategic information needed to manage LPS business will be identified and a Management Information System (MIS) will be put in place to ensure management information drives performance. A Human Resource (HR) Strategy that addresses current and future organisational needs will be developed and LPS will work with the Department to ensure recruitment, retention and training of frontline staff are prioritised.

Area for Action 3: Outcomes

- 3.1 Increase staff morale and competence.
- 3.2 A 'fit for purpose' Balanced Scorecard for 2009/10.
- 3.3 Improve stakeholder confidence.
- 3.4 Effective performance management.
- 3.5 Improve cross-directorate communication and ownership.
- 3.6 Effectively maximise the use of management information.
- 3.7 Effective HR Strategy in place to address current and future organisational needs.

Develop a Culture of Delivery Supported by an Effective Approach to Performance Management

Develop a Clear Sense of Purpose	Drive Change & Integration	Develop a Culture of Delivery	Understanding and Involving Customers	Maximising Revenue Collection	Agency Structure to Support Delivery
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Success Looks Like:	In 6 Months We Will Have:	In 12 Months We Will Have:	In 24 Months We Will Have:
LPS Balanced Scorecard (BSC) aligned to its Mission, Vision and business priorities.	<p>Business planning to deliver</p> <ul style="list-style-type: none"> Ensured Directorate scorecards are clearly linked to LPS priorities. Monitored outputs against targets taking remedial actions where necessary. 	<p>Business planning to deliver</p> <ul style="list-style-type: none"> Identified and resolved conflicts between LPS priorities and customer expectations. 	
Effective management information that supports corporate decision making.	<p>Management information strategy</p> <ul style="list-style-type: none"> Carried out MIS pilot study to demonstrate feasibility. Confirmed the strategic information needed to manage LPS business going forward. 	<p>Management information strategy</p> <ul style="list-style-type: none"> Implemented LPS Management Information System. 	<p>Management information strategy</p> <ul style="list-style-type: none"> Developed and implemented performance benchmarking strategy to ensure MIS outputs are driving performance.
An effective HR strategy that addresses current and future LPS needs.	<p>Manage culture through HR Delivery</p> <ul style="list-style-type: none"> LPS HR Strategy in place. Clarified and communicated protocols to move staff within LPS. 	<p>Manage culture through HR Delivery</p> <ul style="list-style-type: none"> Worked with the Department to ensure recruitment, retention and training of frontline staff are prioritised. 	

Area for Action 4: Strengthen the Understanding the Importance of and Involving Customers.

- 4.4 LPS will ensure greater coordination of its communications and contacts with customers by reviewing and redefining its customer base, further developing its Customer Strategy to provide effective and efficient customer service. This will be supported through the implementation of a Customer Relationship Management (CRM) system. Customer Relationship Management will be coordinated and strategic management arrangements with Councils will be strengthened by putting in place Memorandums of Understanding (MOUs). The LPS Customer Satisfaction Survey will be used to establish a customer satisfaction baseline and inform BSC targets.

Area for Action 4: Outcomes

- 4.1 Provide an effective and efficient corporate customer service.
- 4.2 MOUs agreed with all District Councils.
- 4.3 An effective and co-ordinated customer relations management process.

Understanding and Involving Customers

Develop a Clear Sense of Purpose	Drive Change & Integration	Develop a Culture of Delivery	Understanding and Involving Customers	Maximising Revenue Collection	Agency Structure to Support Delivery
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Success Looks Like:	In 6 Months We Will Have:	In 12 Months We Will Have:	In 24 Months We Will Have:
Effective and efficient customer service and a unified approach to customer contact.	<p>Establishing LPS customer base and their strategic importance</p> <ul style="list-style-type: none"> • Redefined LPS customer base. • Confirmed LPS customer strategy. • Coordinated customer relationship management within LPS. • Further developed strategic management arrangements with councils. 	<p>Establishing LPS customer base and their strategic importance</p> <ul style="list-style-type: none"> • Agreed and prioritised customer expectations. • Agreed MOUs with district councils. • Identified customer relationship management (CRM) requirements. • Used last customer satisfaction survey to establish satisfaction baseline and inform BSC targets. 	<p>Establishing LPS customer base and their strategic importance</p> <ul style="list-style-type: none"> • Implemented CRM system.

Area for Action 5: Maximising Revenue Collection Against Accurate and Timely Assessments

- 4.5 LPS will focus on the issuing of accurate and timely bills by revising and implementing the 'build-to-bank' forward operating model, further improving the linkage between the Operations, Valuation and DIS business plans. The Vacancy Strategy will be implemented, existing data cleansing programmes completed and data sharing implemented to the fullest permissible legal extent. Detailed debt and collection profiles will be produced to improve performance management in these areas and different approaches to debt recovery will be investigated. The pursuit of rating debt will be allocated to individual managers and payment options will be reviewed.

Area for Action 5: Outcomes

- 5.1 Create confidence that arrears are effectively managed and that debt is secured and collected.
- 5.2 Restore confidence in collection capability by achieving in-year targets.
- 5.3 Restore stakeholder confidence in the 'Estimated Penny Product'.
- 5.4 Restore stakeholder confidence in the completeness of the Valuation List by enabling accurate and timely bills to be issued against all rateable properties.
- 5.5 Equip Management Board to pro-actively manage and drive performance.
- 5.6 Ensure that relevant staff are effective and well trained to deliver a high standard of revenue and collection functions.
- 5.7 A 'fit for purpose' assessment and collection process.

Maximising Revenue Collection Against Accurate and Timely Assessments

Develop a Clear Sense of Purpose	Drive Change & Integration	Develop a Culture of Delivery	Understanding and Involving Customers	Maximising Revenue Collection	Agency Structure to Support Delivery
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Success Looks Like:	In 6 Months We Will Have:	In 12 Months We Will Have:	In 24 Months We Will Have:
The issuing of accurate and timely bills.	<p>Ensure accurate and timely assessments</p> <ul style="list-style-type: none"> • Revised and promoted 'build-to-bank' process. • Created a joined up Revenues and Benefits, Valuation and DIS action plan. • Implemented vacancy management strategy. • Created resourcing model for Revenues and Benefits. 	<p>Ensure accurate and timely assessments</p> <ul style="list-style-type: none"> • Implemented data sharing to fullest permissible legal extent. • Concluded Financial Review project. • Completed documentation for key processes. • Carried out training needs analysis across Revenues and Benefits. 	<p>Ensure accurate and timely assessments</p> <ul style="list-style-type: none"> • Completed data cleansing programme.

Develop a Clear Sense of Purpose	Drive Change & Integration	Develop a Culture of Delivery	Understanding and Involving Customers	Maximising Revenue Collection	Agency Structure to Support Delivery
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Success Looks Like:	In 6 Months We Will Have:	In 12 Months We Will Have:	In 24 Months We Will Have:
In-year collection targets achieved, debt targets achieved.	<p>Maximise collection against assessments</p> <ul style="list-style-type: none"> • Reviewed bill design. • Produced detailed debt and collection profiles to improve performance monitoring. • Considered different approaches to debt recovery. • Identified legislative constraints impeding debt recovery. • Completed ABBACUS development plan. 	<p>Maximise collection against assessments</p> <ul style="list-style-type: none"> • Benchmarked collection performance. • Allocated the actioning of rating debt to individual managers. • Implemented recommendations arising from review of debt recovery process. 	<p>Maximise collection against assessments</p> <ul style="list-style-type: none"> • Reviewed payment options and implemented contracts with providers if appropriate.

Area for action 6: Agency Structure to Support Delivery

4.6 The current LPS Directorate structure will be reviewed to ensure that it is capable of fully supporting the delivery of the priorities of the business. Any resulting proposals will be agreed with stakeholders prior to implementing structural changes.

Agency Structure to Support Delivery

Develop a Clear Sense of Purpose	Drive Change & Integration	Develop a Culture of Delivery	Understanding and Involving Customers	Maximising Revenue Collection	Agency Structure to Support Delivery
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Success Looks Like:	In 6 Months We Will Have:	In 12 Months We Will Have:	In 24 Months We Will Have:
An LPS Directorate structure that fully supports delivering the priorities of the business.	<p>Agency structure</p> <ul style="list-style-type: none"> Put in place temporary implementation arrangements to deliver Action Plan. 	<p>Agency structure</p> <ul style="list-style-type: none"> Reviewed the current LPS structure. Agreed recommendations for any changes to existing structure. 	<p>Agency structure</p> <ul style="list-style-type: none"> Implemented structural changes.

IMPLEMENTATION

Chapter 5



Chapter 5 | IMPLEMENTATION

- This chapter summarises recommendations for ensuring the effective oversight of the implementation of the recommendations set out within this report.
- It outlines the recommendations for the provision of external support to the Agency, and its Management Board, to help ensure effective implementation of the LPS Action Plan.
- The chapter also makes proposals around the arrangement and milestones for monitoring the effects and outcomes of the implementation of the LPS Action Plan.

Introduction

- 5.1 This report, although important, is really only the beginning. What is of paramount importance is the effective delivery of the recommendations of this report through the implementation of the LPS Action Plan over the coming months.
- 5.2 Given the importance of the role of the Agency, and to help it meet its future challenges, it will be essential that additional, but temporary, support is provided to oversee the effective delivery of the recommendations of this report through a robust, and well executed, Action Plan.

Implementation Arrangements

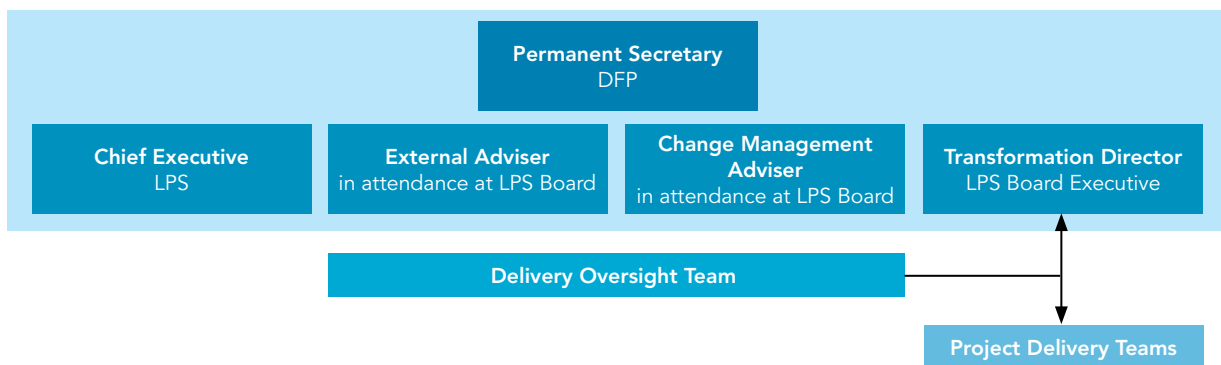
- 5.3 It is intended that the temporary implementation arrangements should extend over a period of the next 12 to 18 months. The aim should be that the arrangements facilitate the provision of effective support to LPS to oversee the delivery of its action plan, which will sustain an improved level of performance in the longer term.

5.4 There are some basic requirements that have guided the shape of the implementation arrangements recommended in this report. These are as follows:

- Executive responsibility and accountability for delivery of the LPS Action Plan must lie firmly with the Chief Executive of LPS;
- The DFP Permanent Secretary must be in a position to provide the necessary assurance to the DFP Minister that the required progress is delivered;
- Temporary support from outside the organisation will provide both the Minister and the Permanent Secretary with the reassurance of the delivery of the LPS Action Plan, and improvements required by this report;
- There is a need to focus on the delivery of progress in the implementation of the Action Plan by LPS; and
- Existing improvement and Action Plans, for example in response to the PAC Report, should be brought within these new governance arrangements. This will ensure both a focus and an alignment of LPS improvement activities.

5.5 The diagram below gives a graphic representation of the recommended approach to overseeing and driving implementation of the LPS Action Plan.

Figure 3 Strategic Oversight Group for LPS Action Plan



Strategic Oversight Group

- 5.6 It is recommended that a Strategic Oversight Group be established as a means of driving a focus on the delivery of the LPS Action Plan - while also providing the Minister and the Permanent Secretary with the necessary assurance on the pace and extent of improvements. The Group would be chaired by the Permanent Secretary and led by the Chief Executive of the Agency. It should also include the Implementation Director for the LPS Action Plan and a temporary External Adviser to LPS.
- 5.7 The Strategic Oversight Group should meet frequently for the first 3 months and then monthly over the following 12-15 months. This group would be supported by a Change Management Advisor and a Delivery Oversight Team.

External Adviser

- 5.8 The External Adviser, on behalf of the Minister and Permanent Secretary, would be the chief means of support for the LPS Board and, for a temporary period, would be in attendance at LPS Board meetings. They would be the key link between those responsible for day to day implementation of the Action Plan and the Strategic Oversight Group. The External Adviser should carry out regular stock-takes with the LPS board, Implementation Director and the Action Plan Delivery Teams to ensure a focus on pace and urgency around implementation across the whole Agency. The External Adviser would periodically report to the Permanent Secretary, through the Strategic Oversight Group, providing external assurance on progress and implementation.

Change Management Adviser

- 5.9 The role of the Change Management Adviser would be to provide change management support and expertise to the Implementation Director and the LPS Board more widely. The Change Management Adviser should be in attendance at LPS Board Meetings and should have experience of such work in the Northern Ireland public service context and a track record of achievement.

Implementation Director

- 5.10 The Implementation Director would exercise day to day control and responsibility over the Project Delivery Teams implementing the various streams of the LPS Action Plan. The Implementation Director should, ideally, be appointed from within LPS for the period of the delivery of the Action Plan.

Delivery Oversight Team

- 5.11 The Delivery Oversight Team would, periodically, monitor the progress on the pace and effectiveness of the projects under the control and responsibility of the Implementation Director. The Delivery Oversight Team would provide external assurance to the Strategic Oversight Group in relation to implementation and delivery on the ground - while also providing direct support, and drive, to the Project Delivery Teams implementing the various streams of the LPS Action Plan.

Project Delivery Teams

- 5.12 The various Project Delivery Teams would be responsible for the day to day implementation of their respective streams of the LPS Action Plan. The Action Plan Delivery Teams would be LPS staff, led by LPS managers - where necessary supported by external expertise or assistance.

Key Accountability Checkpoints

- 5.13 At key milestones in the implementation of the Action Plan there should be an opportunity for responsible officials to be held to account for progress. At periodic stock-takes the Implementation Director, supported by the project owners, should formally report on progress and learning to the Permanent Secretary and the Strategic Oversight Group. The Delivery Oversight Team would then provide independent assurance on progress on the individual work-streams within the LPS Action Plan. In addition, and importantly, the Chief Executive of LPS and the External Adviser would also report on the overall progress on performance and integration across the entire Agency.

Figure 4 Key Accountability Checkpoints Diagram



1st Checkpoint - After 3 months

- 5.14 The first stock-take on progress should occur after 3 months and the prime focus of this should be on assessing whether the Action Plan, and the individual actions within it, remains a robust means to continue to drive improvement across LPS - taking account of progress made to date. The stock-take would also assess the evidence on the extent to which the priorities of the Agency had refocused on Rate Collection across LPS - and the key performance metrics across the Agency.

2nd Checkpoint - After 9 months

- 5.15 The second stock-take on progress would occur after 9 months. While progress would be reported on implementation of the Action Plan the focus of the stock-take would be in relation to the evidence of organisational capability and performance. In particular the External Adviser would present an independent assessment of the organisation's capability, and any improvement in it, and there would be an assessment of the performance of the organisation as measured by changes in its key performance metrics.

3rd Checkpoint - After 12 months

- 5.16 At this stage a staff survey should be undertaken and the results reported to the Strategic Oversight Group. The aim of the survey would be to provide assurance and evidence on improvements delivered and action taken to deliver the action plan.

4th Checkpoint - After 15 months

- 5.17 The third stock-take on progress would occur after 15 months. The chief aim of this stock-take would be an assessment, using all the available evidence including its record on delivery, as to whether the LPS Management Board had achieved a level of capability that would provide reassurance around the degree of sustainability in the improvements in the performance of the Agency. Again key to this would be the External Adviser's independent assessment of the organisation's capability and any measurable improvement in the performance of the organisation.

TERMS OF REFERENCE

Annex A



Annex A | TERMS OF REFERENCE

Terms of Reference: Performance and Efficiency Delivery Unit (PEDU) - Land & Property Services (LPS) Review

Introduction

One of the areas for early work by PEDU following its creation last year was Land & Property Services (LPS) - an executive agency within the Department of Finance and Personnel. Since then PEDU has worked with the agency to refine some aspects of its financial and forecasting models and to support the development and implementation of its recovery plan. The purpose of this review exercise is now to take stock of the progress made by the agency in addressing the range of challenges it inherited upon its creation and to identify whether further actions need to be taken in relation to its structure, leadership, strategy and delivery capacity.

Background

Land & Property Services (LPS) was established as an executive agency within DFP on 1st April 2007, following the merger of two pre existing agencies - the Valuation and Land Agency and the Rate Collection Agency. Ordnance Survey (NI) and Land Registers became part of the agency a year later on 1 April 2008.

Upon its creation, the new agency inherited responsibility for a major programme of change and reform affecting the local property tax (or rating) system in Northern Ireland. This was the first fundamental change to the operation of this tax system for over 150 years. The reform programme had been in place since 2003 and involved the revaluation for the first time on a capital value basis of all (circa 700,000) domestic properties in Northern Ireland. These new capital values would then be used to determine the proportion of rates payable by individual domestic households in Northern Ireland.

This reform of the local rating system also involved the introduction for the first time of a comprehensive set of new rating reliefs to be made available to those on lower incomes or who fell into certain other categories, such as pensioners or those with a disability. The new rating system also required the development and introduction of an enhanced IT based revenue collection system, which is now used to manage total revenue take of over £1 billion per annum collected from over 770,000 domestic and non domestic properties across Northern Ireland. These revenues are collected in part on behalf of 26 district councils in NI (the district rate), with the remainder used to support regional public services that are the responsibility of the NI Executive (the regional rate).

The complexities and challenges of this major change programme were accentuated by the need to adhere to tight deadlines set by the previous direct rule administration in NI to have the new systems up and working by April 2007. While this deadline was met for the most part, the new agency nevertheless inherited an imperfect, and in some respects incomplete, set of reforms and accompanying IT infrastructure. It also inherited problems arising from the transition to the new rating system during the previous financial year (2006-07). In addition to these issues, the new agency had also to manage the introduction of further changes to the new rating system introduced by the new devolved administration which came into power in May 2007.

This changing, and challenging, landscape has also coincided with significant organisational change prompted by the Review of Public Administration. Land & Property Services was created as a new executive agency within DFP in 2007 following the merger of Valuation and Land Agency and the Rate Collection Agency. In a second stage of reorganisation, Ordnance Survey (NI) and Land Registers became part of the new agency in 2008. The four merged agencies had separate IT systems and suppliers, different customer bases, work practices and funding arrangements. Therefore their integration into one organisation has involved a significant additional challenge for LPS over the past two years.

Challenges facing the new Agency

Thus the new agency has inherited a significant range of issues and challenges since its creation, all of which have stretched its organisational, managerial and technical capacity. These were reflected in the General Report of the Comptroller and Auditor General for 2006-07 which identified a range of significant concerns around the implementation of the new rating system and in particular the capacity of the new revenue collection systems to collect and properly account for the revenues collected from rate payers. A subsequent report from the Public Accounts Committee also raised concerns about the management of rate collection activity and wider issues around the capacity of the new agency to manage its wide ranging and complex responsibilities in dynamic policy, political and economic environments. The Committee recommended that action be taken to address issues in a number of areas including:

- Governance and control environment;
- Management of communications and relationships with stakeholders;
- Stabilisation and consolidation of the IT based revenues, benefits and financial accounting systems;
- Leadership and management skills, including the capacity to oversee the implementation of further changes to the operation of the rate collection system agreed by the new devolved Executive and Assembly.

Scope of Review

The Review will be spearheaded by PEDU and will be collaborative in nature in line with the approach adopted by the Unit to its work with departments. Therefore the Review Team will include staff identified by LPS as best placed to support and contribute to the Review. An Independent Review Leader will oversee the conduct of the Review to ensure it is both robust and objective. There will also be a Steering Group for the Review and the Review Leader will periodically report and update progress to this Steering Group which will also include independent members.

The Review will be short and focused and, upon completion, the Review Team will deliver a final report to the Minister for Finance and Personnel. The Review will assess the capacity of LPS to achieve its corporate targets and deliver improved performance. In doing so it should also aim to identify strengths and areas for improvement in the organisation's preparedness and capacity to delivery against the expectations made of it. The Review will focus on the capability of the strategic apex of the Agency in four specific areas:

- Structure;
- Leadership;
- Strategy; and
- Delivery.

In support of this objective the review will have full and timely access to all relevant documentation, data and personnel in support of it's work. It will also invite expertise, evidence and analysis from others if, and as, required.

Objectives

The objectives of the Review, which will be focused on three particular aspects of the Agency, are:

- To examine the aims and objectives of the Agency, and ensure they are aligned with the key targets, and broader legislative obligations on the Agency;
- To ensure the appropriate organisational and management structures (and associated resourcing issues), and governance arrangements, necessary to facilitate achievement of the aims and objectives of the Agency;
- To consider the staffing, organisational and technical capacity of the Agency to address current and future challenges; and
- To identify recommendations arising from the above and devise an action plan and associated timetable to address the issues identified.

Output

The Review Team's recommendations will be set out in a report to the Department. LPS will also be required to produce an Action Plan (delivered with the review report) to address the recommendations of the Review Team.

Approach & Timing

The Review will be short and focused starting on 9 March 2009. The Review will report back 8 weeks later to the Minister at the end of April 2009.

Membership of the Steering Group and the Review Team

A Steering Group will be established to ensure that the Review project progresses as planned, addresses the key issues and meets its schedule for reporting back to the Minister. The Steering Group will consist of independent members Frank Cushnahan and Dennis Licence, the DFP Permanent Secretary and the Head of PEDU.

The Review Team will include:

- Irwin Turbitt (Independent Review Leader)
- Shane Murphy - PEDU
- Gillian Doherty - PEDU
- Lynne McCulla - PEDU
- Mark Millican - PEDU
- Andrew McAvoy - RPD
- Ignatius O'Doherty - LPS
- David Beattie - LPS

In addition to the resources within PEDU the Review Leader should be provided with access to the appropriate staff, or other resources from within the Department (including LPS), as determined by the DFP Permanent Secretary, in order to execute the Review within the timescales specified for its work.

TEAM AND GROUP MEMBERSHIP

Annex B



Annex B | MEMBERSHIP

Steering Group Membership

Leo O'Reilly, Permanent Secretary DFP, Chair;

Dennis Licence, Independent Member DFP Departmental Board;

Frank Cushnahan, Independent Member
OFMDFM Departmental Board; and

Richard Pengelly, Head of PEDU (Senior Responsible Officer).

Review Team Membership

Irwin Turbitt, Independent Review Director, Consultant;

Gerry O'Neill, Change Management Adviser to Project, OFMDFM;

Shane Murphy, DFP PEDU, Project Manager;

Gillian Doherty, DFP PEDU;

Lynne McCulla, DFP PEDU, Seconded (NIHE);

Mark Millican, DFP PEDU;

Ignatius O'Doherty, DFP LPS;

David Beattie, DFP LPS; and

Andrew McAvoy, DFP Rating Policy Division.



