

LPS 2020 | Delivering Strategy | Excellence



Together delivering excellence and innovation in the provision of land and property services upon which our customers can rely.

LPS 2020 Vision



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Northern Ireland has a unique advantage in terms of its size; we are big enough to deliver business the right way, but small enough to care about our citizens.

Arlene Foster, Minister for Finance and Personnel



Foreword

This is a challenging period for Land & Property Services (LPS). Now is the right time to launch LPS's new five year strategy - LPS 2020. The next five years will be defined as much by reform and innovation as it will by financial constraint. Now is a golden opportunity for LPS to transform how it delivers its services and how it will work with key stakeholders and delivery partners, including our new councils.

It is pleasing to see improving trends in LPS performance against key target areas including the collection of rates, and reduction of debt. LPS is already embracing new and innovative approaches to service delivery, and has laid strong foundations to do more. For example, the completion of the 2015 Non-Domestic Revaluation in NI on a digital basis was a first for the UK; 85% of land registrations are submitted on-line; new digital telephony services through NI Direct for the payment of rates have generated £11m value of payments in one month and reduced calls to frontline staff by 24,000; and online sales of Ordnance Survey maps are up by 21% compared with one year ago. Better services for customers and efficiencies generated by following a Digital First approach are already realising benefits on which LPS can further capitalise.

There are significant changes too in customer expectations; citizens and businesses expect to engage with government with the same ease and accessibility as they do with the private sector. LPS is working hard to deliver that customer service experience. In the Department of Finance and Personnel, we are working to transform our services to respond positively to changing customer needs. LPS is committed to a future where customer insight will be used to channel resources to the areas of greatest need and impact.

This strategic focus on service delivery and transformation is critical. We are very confident that managers and staff in LPS will display the leadership, creativity and customer focus to drive the organisation forward. Northern Ireland has a unique advantage in terms of its size; we are big enough to deliver business the right way, but small enough to care about our citizens. Over the next five years, LPS with its delivery partners and stakeholders has a wonderful opportunity to take its own development to the next stage and, in the process, deliver world class land and property services. LPS must realise its full potential in what it achieves, and how. The time to deliver the future is now.



ARLENE FOSTER
Minister of Finance and Personnel



DAVID STERLING
Permanent Secretary



Land & Property Services

LPS is a division within the Department of Finance and Personnel (DFP) and is responsible for delivering a broad range of land and property services and products.

We play an important role in supporting economic development in Northern Ireland. We collect well over £1.1 billion in rates revenue which helps fund vital public services and delivers a significant stream of income to the 11 new councils. The services we provide underpin the ownership of land throughout NI – an important foundation for a progressive economy.



Rates

Collect rates on over 850,000 properties to fund important public services.



Valuation

Maintain Valuation Lists which support collection of Rates.



Registration

Provide a registration service to record legal interests in land and provide land information for conveyancing purposes.



Mapping Service

Provide mapping services for public and private sectors, informing policy development and enhancing service delivery.



Property Data

Deliver property valuations, estate management and property data services.



Rate Reliefs

Administer various rate reliefs to help those in need pay their rates.

What we do

The work we do makes a significant and positive difference to the lives of everyone in Northern Ireland. Some key facts and figures about LPS including what we do each year to support important public services:



Help

131,000

ratepayers in need to pay their rates through rate related benefits and reliefs.



Collect over

£1.17billion

in rates to help fund important local and central Government public services such as healthcare, education, roads, waste collection, tourism, parks and leisure and economic development.



Process

66,500

land registration applications making the transfer and mortgaging land easier.



Carry-out

450,000

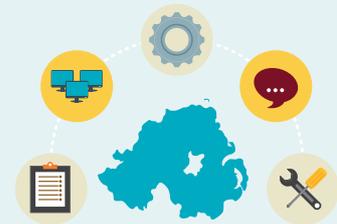
field boundary changes to allow farm subsidy payments.



Publish the

NI Residential Property Price Index

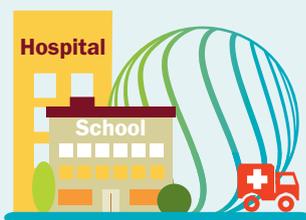
four times a year; the definitive source of local property market information.



Update Northern Ireland mapping using latest digital aerial images and GPS technology to capture over

30,000

changes each year.



Provide public sector location data via

Spatial NI

to support the work of government including emergency services, schools, hospitals and the Civil Contingencies Group.



Maintain

850,000

Northern Ireland addresses.



Help Northern Ireland government invest over

£470m

in capital expenditure

Looking to the future

In looking ahead we asked what we needed to improve in the next five years. We recognise that we need to be more integrated and agile to respond to future demands, particularly in the context of financial constraints and increasing customer expectations.

LPS 2020 describes the future where we:

- Deliver integrated and seamless services designed to meet the needs of customers using modern digital channels, following a Digital First approach;
- Update the legislation base on which LPS operates to enable innovation in service delivery;
- Drive data quality and get more out of our data to improve the way we manage and deliver our services;
- Modernise and utilise our ICT to ensure services are fully aligned and integrated to meet the needs of our customers and stakeholders; and
- Engage and prepare our staff to deliver an excellent integrated service.

Looking to the Future:





Our Strategy

Our Vision

Together delivering excellence and innovation in the provision of Land and Property Services upon which our customers can rely.

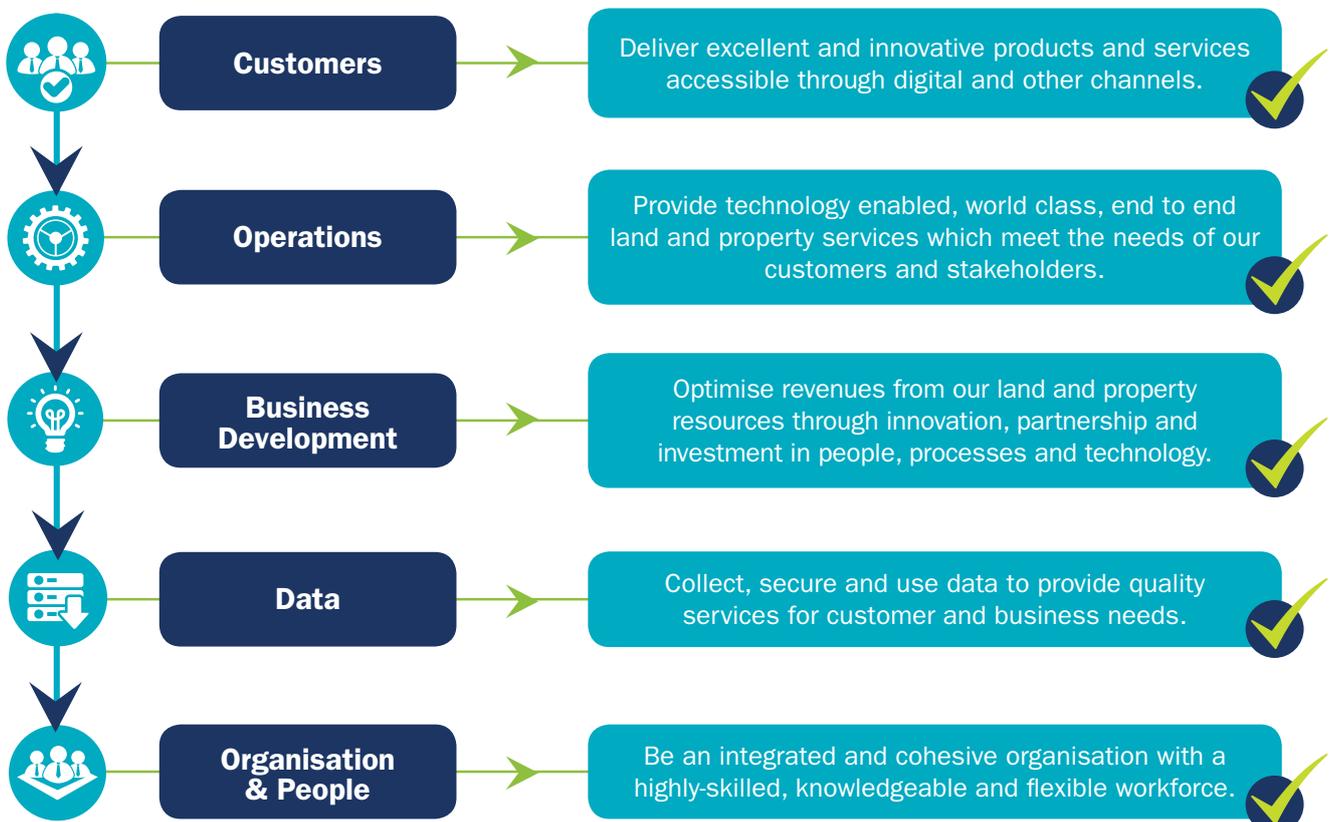
Our Purpose

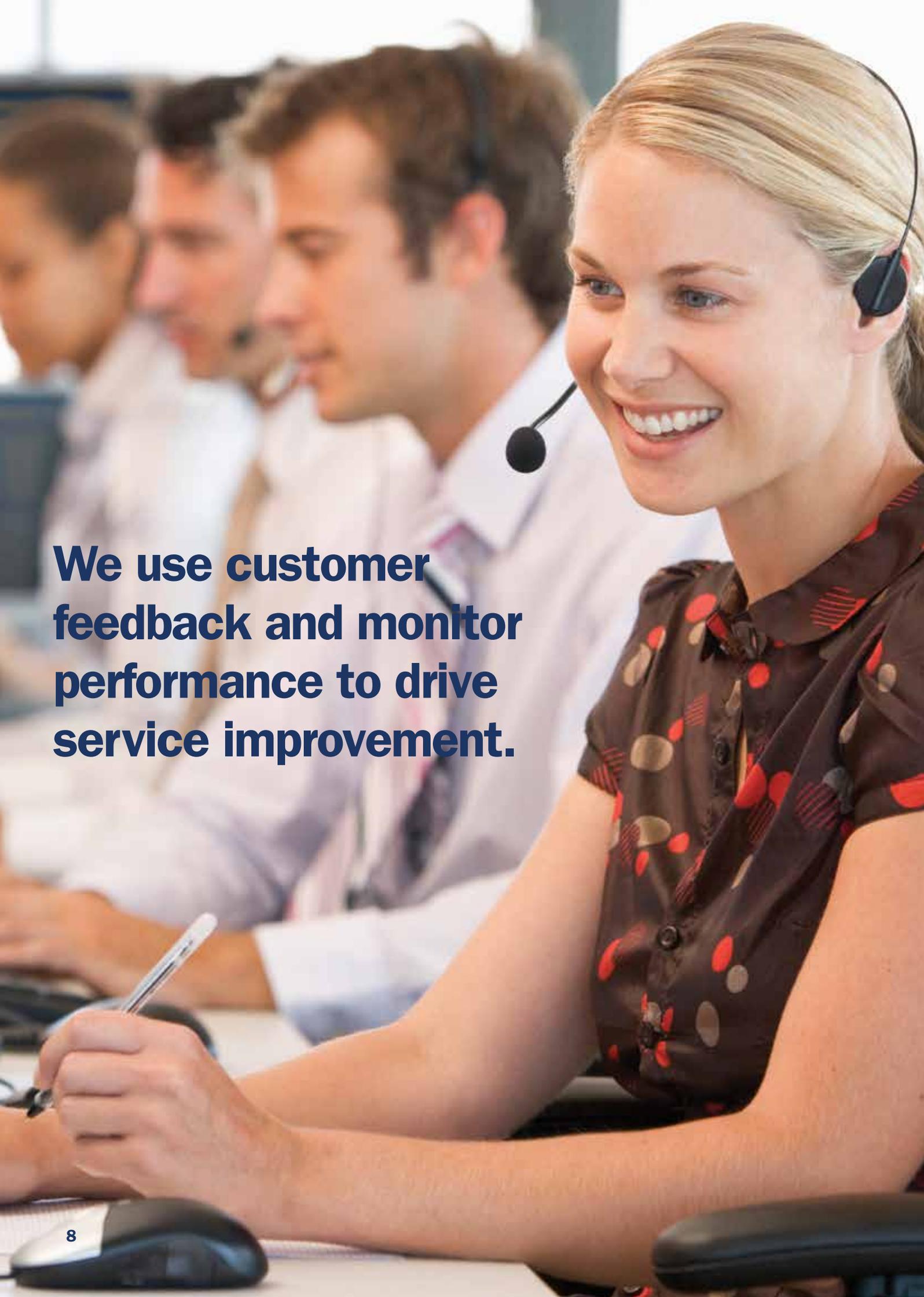
We will provide our customers with an **effective, efficient, timely and trusted** service by:

- Providing easily **accessible** services underpinned by excellent customer service;
- Mapping a **single view** of land and properties accessible in multi-formats;
- Registering properties **promptly**;
- **Accurately** valuing land and buildings;
- **Efficiently** collecting rates from households and businesses.

We will **invest in our future** by seeking opportunities to generate revenue from our land and property information assets.

Our Strategic Goals



A photograph of a call center environment. In the foreground, a young woman with blonde hair, wearing a headset and a brown patterned blouse, is smiling warmly. She is holding a pen over a desk. In the background, several other call center agents, mostly men, are seated at desks, also wearing headsets, and appear to be working. The scene is brightly lit, suggesting an indoor office setting.

We use customer feedback and monitor performance to drive service improvement.

What our customers can expect in 2020



We will transform customer experience by aligning our business strategy and operations with the needs of our customers. We will deliver excellent and innovative products and services across all of our contact channels.



The key outcomes of putting the customer first are to:

- Understand what is important to them, and use this to improve service delivery;
- Make it easier for customers to access our services – online, telephone, or face to face;
- Focus on getting it right first time and take action to eliminate avoidable contact;
- Improve customer experience by resolving customer queries quickly and efficiently;
- Strive to reduce the cost of what we do, making smarter use of ICT to help our customers;
- Use customer feedback and monitor performance to drive service improvement.



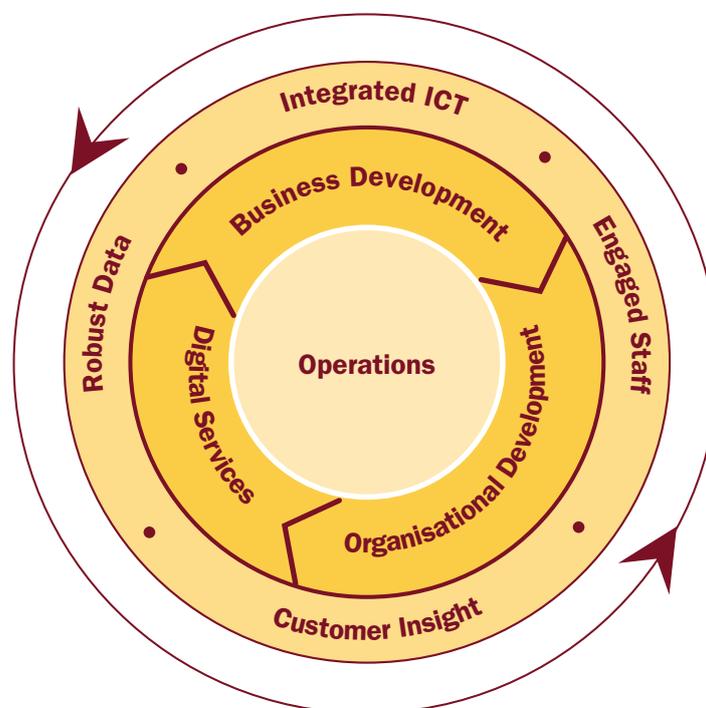
The skills, knowledge and experience of staff are critical factors in our pursuit of excellence.



Operational Excellence

We will use our new operating model to focus on activities that provide the most value for money for our customers and stakeholders. This will change how we work by aligning our people, processes, technology and data to drive greater efficiency and effectiveness. The skills, knowledge and experience of staff are critical factors in our pursuit of excellence.

LPS Operating Model 2020:



The key areas of the operating model are:

- A redesign of how core business areas will work on a more integrated basis to improve service delivery;
- Streamlined and standardised business processes to build consistency in how we meet customers' needs;
- Dedicated customer service teams to improve our responsiveness and make customer access easier;
- A digital services function centred on leading edge ICT systems following a Digital First approach and driving maximum value from LPS' core data and resources;
- A business development function focused on realising the benefits of innovation and commercial potential of our products and services; and
- An organisational development function supporting delivery of the business, including governance, business improvement and learning & development.



We will introduce an integrated ICT environment that drives data quality, modern workflow, supports the delivery of joined up services and provides a single view of customer and address.



Innovation

By 2020 we aim to transform how we deliver our services following a Digital First approach. This will be enabled by essential investment in leading edge ICT, and complemented by legislative reform.



Replacement of Existing Legacy ICT Systems

We will replace our ageing, stand alone legacy ICT systems with an integrated ICT environment that drives data quality, modern workflow, supports the delivery of joined up services and provides a single view of customer and address. It will be built around our key services and the critical data needed.

Self Service for Customers

Our customers will have increased options to access our services on the move, such as:

- Viewing their rate bills online;
- Paying online – to part pay when they want using a range of flexible options;
- Viewing their Land Registry records online; and
- Searching map based Land Registry information.

Mobile Data collection and Digital Storage

We will increase the use of affordable, mobile technology to capture survey data and instantly update our records. It will provide easy access to millions of records, increasing efficiency and improving business continuity.

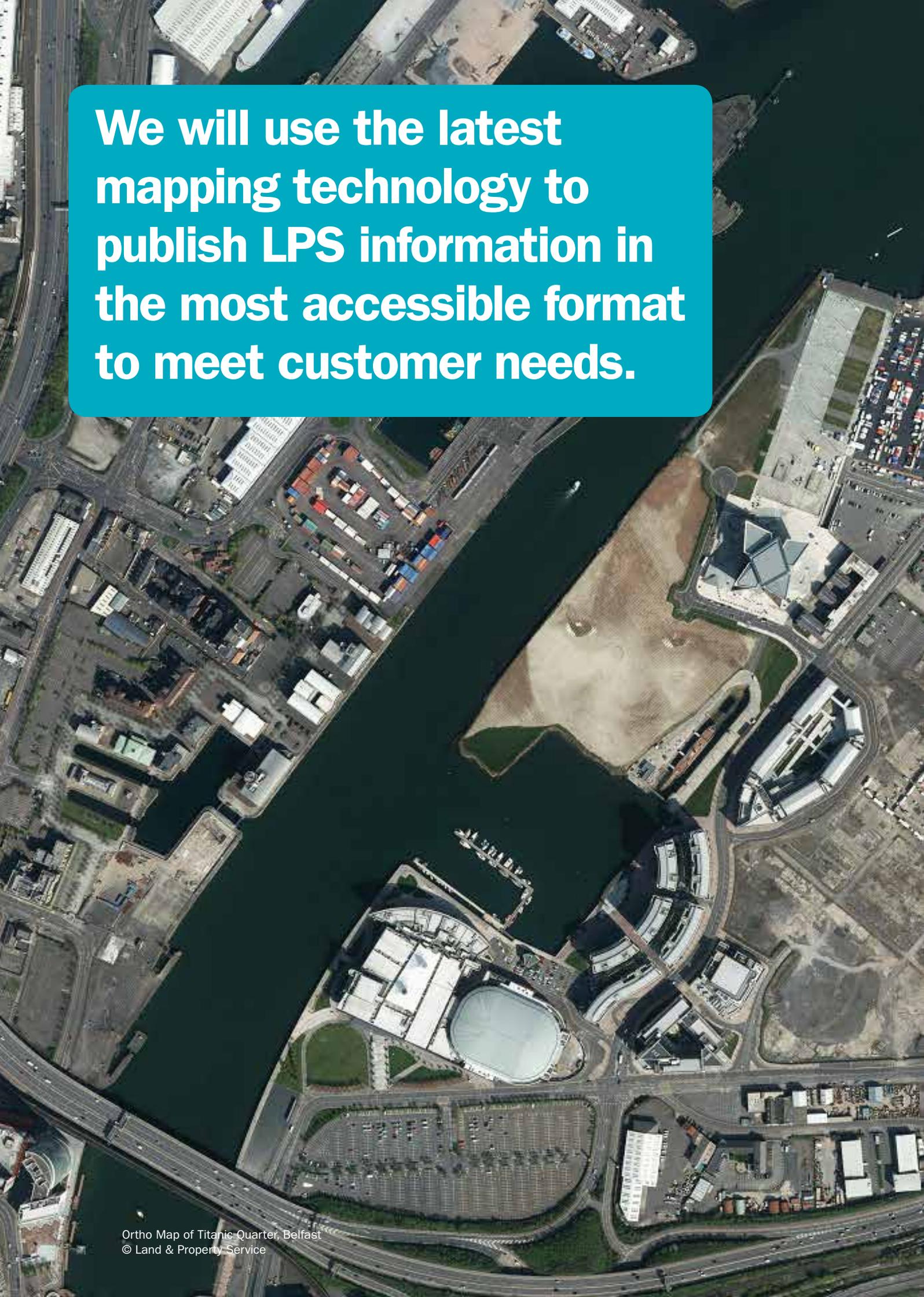
Self Service for Key Stakeholders

We will provide business intelligence tools to major stakeholders including councils to allow them to produce reports on our services. These tools could be used, for example, to identify unregistered properties.



Innovative Processes

We will continue to invest in our customer segmentation, debt collection and associated tracing processes to achieve our performance targets with greater precision and efficiency.

An aerial orthographic map of the Titanic Quarter in Belfast, Ireland. The image shows a river flowing through the center, with various industrial and commercial buildings on either side. A large stadium is visible in the lower right, and a parking lot is in the lower left. The text is overlaid on a teal background in the upper left quadrant.

We will use the latest mapping technology to publish LPS information in the most accessible format to meet customer needs.

Better Data

By 2020, enabled by legislative and ICT advances, we will make best use of our data across our service range. Our improved data will enable a single view of customer and address and will be easily accessed using latest mobile technologies.



Single View of Customer and Address

We will improve our data management processes to ensure that land and property data is collected and stored once. This will provide the basis of a 'single view' of customer and address, and will enable self service by customers.

Accessible Data

We will store core land and property data in a central data store to ensure staff have quick and easy access to common information which is accurate and up-to-date providing high quality services.

Spatially Enabled Data

We will use the latest mapping technology to publish LPS information in the most accessible format to meet customer needs.

Open Data

We aim to publish a range of datasets through the Open Data initiative. This will add value to the economy by allowing external organisations to exploit and re-use the data.

Our blend of skills and experience will help us to adapt quickly to new priorities while continuing to deliver high quality services.



Our People – Delivering Excellence

An engaged, highly skilled and flexible workforce delivering excellent customer service is key to the transformation of our services by 2020.



Leadership

We will develop our leadership capability to deliver the necessary transformation of service delivery. Our leaders will manage and inspire our staff helping them to adapt to different ways of working. The increased use of mobile technology and flexible working will help us make best use of our accommodation.

Engaged and Committed people

We will enable and equip our people to be the best they can at work, recognising that this happens when they feel respected, involved, heard, well-led and valued.

We will support and continually develop our staff and will focus on developing a shared sense of purpose with strong and visible leadership at all levels.

Customer Focus

Our organisational structure will provide a platform for excellence and integrated service. Customer and staff feedback will play a key role in improving our customer focus.

Build Our Skills for the Future

We will build our capacity and capability by investing in Learning and Development. Our blend of skills and experience will help us to adapt quickly to new priorities while continuing to deliver high quality services.

Making It Happen

Implementation will be through the LPS 2020 Programme and will commence as early as possible in 2015-16, with a focus on ‘quick wins’. The strategy will be delivered dynamically alongside the annual LPS Operating Plans.

The programme will consist of a range of linked workstreams and business cases will be developed to secure the necessary investment to fully realise the benefits. Progress will be tracked and measured.

LPS will grasp the opportunity which the next five years present. This strategy will ensure LPS commits its resources in a focussed and concerted way to deliver excellent integrated land and property services for the citizens of Northern Ireland.

LPS 2020 Workstreams:



Together delivering excellence and innovation in the provision of land and property services upon which our customers can rely.

Contact Us

Customer Information Centre
Land & Property Services
Lanyon Plaza
7 Lanyon Place
Town Parks
BELFAST, BT1 3LP

Email: customerservices@lpsni.gov.uk

Telephone: 0300 200 7801

Web: www.dfpni.gov.uk/lps



Lough Erne
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