

Land & Property Services

Summary of the Management Board meeting held in Queen's Court on Thursday 29th September 2011 at 9.30am

Present:

John Wilkinson	Chair and Chief Executive
Mervyn Adair	In place of the Director of Revenues and Benefits
Alan Brontë	Director of Mapping and Valuation Services
Anne Flanagan	Change Management Advisor
Wilfie Hamilton	Independent Board Member
Dennis Licence	External Advisor (To item 10.5)
Patricia McAuley	Director of Transformation and Customer
Patricia Montgomery	Director of Registration
Ignatius O'Doherty	Head of Data Management
Stephen Peover	Permanent Secretary (To item 10.5)
Ruth Thompson	Secretary
Richard Hyslop	Item 4 only
SDM team and Ballymena managers	Item 4 only

Apologies:

Stephen Boyd	Director of Business Services
Iain Greenway	Director of Revenues and Benefits

1. Conflict of interests.

There were no conflicts of interest.

2. Minutes of the meeting held on 25 August 2011

The minutes of the meeting held on 25 August 2011 were agreed, as was the summary for publication on the web-site.

3. Finance Report

The Board considered the Finance Report, which incorporated an update on pressures and easements as discussed at the previous meeting. The Chief Executive provided information for the Board on the contingent liability and the IT fix for interest payments, which would be in place in November 2011. The Board also reviewed capital expenditure, and information was provided regarding ongoing discussions in connection with arrangements for profiling in the areas of

spend.

The Board noted the August Management Accounts and the pressures and easements, and agreed the adjustments to the budgets that had been identified. The Board also approved the revised budgets under the restructured Directorates, which would be implemented from 1 October 2011.

It was also agreed that the Chief Executive would meet with the Director of Business Services to discuss the Finance Report.

4. Service Delivery Model Evaluation Report

At this point of the meeting, Richard Hyslop, members of the Service Delivery Model (SDM) Team and managers from Ballymena joined the meeting, and the Board was given a presentation on the Ballymena test evaluation. The evaluation showed that the introduction of the process changes had begun to make a positive impact on the rating end to end process in Ballymena. The SDM Team and managers from Ballymena also spoke to the Board about the positive impacts of better team-working, improved quality, sharing information to solve problems more quickly, and most importantly, improved customer service. Management Board agreed that:

- The model could now be rolled out, as this would be an important start to continually improving LPS processes to enable a better, more efficient and effective service to customers.
- Directors would implement the operational recommendations.
- Strategic issues would be considered further.
- It would be important to use the momentum (and the people who had been involved) to 'champion' the SDM around the organisation.

Management Board and the Permanent Secretary also commended the commitment and involvement of the staff in Ballymena with regard to this important work. It was agreed that the next step would be the development of an implementation plan, which should include key issues for staff, such as communication and training. It was also agreed that the Permanent Secretary and the Chief Executive would visit the Ballymena office.

5. LPS Data Spine

The Head of Data Management presented this paper on the LPS Data Spine, which provided the Board with an update on the progress that had been made to date, and asked the Board to consider the allocation of further resources to this project in order to drive it forward. The Board noted the progress made over the past year in terms of underpinning the necessary infrastructure, and agreed that, as the Data Spine was a corporate necessity, the Board supported the further investment in the project through resource allocation as outlined in the paper. The Board also stressed the need for strategic articulation of the Data Spine vision and the need to set a timetable that would drive forward this important project.

6. Leadership Programme Evaluation

Management Board considered this report on the LPS Leadership Programme, which included feedback from staff with regard to the various parts of the programme for EO, SOs and DPs and senior management. The Change Manager outlined the emerging positive evidence where the learning was being applied, the need to continue to drive a sustained focus and for managers to apply the learning, using the performance management system.

Management Board agreed the recommendations in this paper, and stressed its commitment to this work and its determination to ensure that managers across LPS would deliver this style of leadership for their staff. The Board noted that the focus was now being widened to include a series of workshops for AAs and AOs, who also had a key role to play in helping to make a difference in LPS.

7. Update on the LPS/DARD EU Audit Compliance Programme

The Director of Mapping and Valuation tabled an additional paper providing a further update with regard to the DARD work as there had been a number of developments since the Management Board paper had been circulated. These were positive developments representing affirmative endorsement for the teams taking the work forward. They included the outcome of the EU audit of the new data, and the accuracy of the base mapping data.

The Director advised the Board that a number of meetings had recently taken place with DARD officials and it had been acknowledged that to deliver the work to the required timescales would require significant effort. As a result, consideration was being given to two options as to the best way to take this work forward, and a further paper would be brought to the Management Board recommending the way forward.

9. Progress Report on the Strategic Steering Group and supply of data by district councils.

Management Board considered a paper from the Directors of Revenues and Benefits and Mapping and Valuation providing a summary of the Strategic Steering Group (SSG) meeting on 15th September 2011, which had included a discussion on the supply of data to LPS by district councils. The Chief Executive added some background to this and highlighted the key area in connection with the supply of data from the councils and feedback from LPS.

9. Monthly status report: Mapping and Valuation Services

The Board considered and discussed this update on progress regarding delivery of the Corporate and Directorate Score-cards, and the risks and controls at Directorate level. The Director of Mapping and Valuation drew the Board's attention to paragraph 8 of the DFP review of charging policy, which affected Client Services. A further paper would be provided regarding this at a forthcoming meeting.

10.1 Managing Attendance Report

Management Board noted the current position in relation to absence management, and, in particular, that very good work on this had been done by managers with the result that significant progress was being made. It was also noted that work was ongoing to review the intermittent sick absences, focusing on compliance with Absence Management procedures.

10.2 LPS Corporate Balanced Score-card

The Board reviewed the 'projection to year-end' summaries and the full Corporate Balanced Score-card for the position as at the end of August 2011. Improvements and good performance were noted. The Board discussed the target on reducing the value of end-dated accounts, and noted that progress had since been made with regard to this and that careful monitoring would continue.

10.3 CCCU Statistics July 2011 – August 2011

The Director of Transformation and Customer advised regarding the changed timings for FOI cases, and the Board agreed her suggestion for monitoring these.

10.4 Revenues and Benefits Performance at the end of August 2011

The Board reviewed performance in Revenues and Benefits as at the end of August 2011, including that:

- Collection was ahead of the profiled target by 3.4%.
- Cash collected was 4.8% ahead of the profiled target.
- The rating debt balance was almost £34 million lower than the forecasted amount.

The Board noted that Rating of Empty Homes would start from the 1st October 2011. Currently, ownership was determined for 76% of 47,000 vacant domestic properties, and therefore the target of 80% was likely to be met. Bills (for the half-year) would issue on the 11th October, and preparations for receiving calls, the resource implications and training were in hand.

10.5 LPS Audit Recommendations Monitor

The Independent Board Member updated the Board with regard to the LPS Audit and PAC recommendations, and reminded Directors of the need for clear and proactive comments to be provided as required.

10.6 Audit Risk Committee (ARC) – Chairman's Report and draft minute of the meeting on 25 August 2011

Management Board noted the summary of information provided on ARC's main business, in particular with regard to the 2010-2011 Draft Rates Levy Accounts Accruals.

11. Review of action points and matters arising

Management Board reviewed the action points from previous meetings and the attached schedule was updated accordingly.

12. Key issues for the next team Brief

The Board agreed the key issues for the next Team Brief, which would be:

- The Service Delivery Model update.
- The Data Spine update
- Leadership programme evaluation
- The DARD/LPIS update.

It was agreed that next month there would be an emphasis on the half year results.

13. Any other business

- The Chief Executive provided a short update on that week's Stocktake meeting. He also updated the Board regarding filling the Directors' posts made vacant as a result of the forthcoming moves.
- The Director of Registration advised of good current progress on the use of e registration, which was now at 71%.
- The Head of Data Management provided an update regarding Direct Award Contracts.
- The Chief Executive thanked the Board for its help and support.