

Transforming land and property services – Northern Ireland learns from and builds on the Australian experience

Iain GREENWAY, United Kingdom

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SUMMARY

Land & Property Services (LPS) came into existence as a merged organisation on 1 April 2008. The Agency is responsible for mapping, land registration, valuation and property tax collection for Northern Ireland. The amalgamation of organisations responsible for many of these activities has taken place in Australia and the Caribbean. Northern Ireland has made solid progress in developing a single organisation and – more importantly – coordinated processes, data holdings and customer contact. This has been despite very serious pressures on parts of the organisation due to legislative reform and the economic downturn.

The paper describes LPS' progress to date, particularly focussing on the rating system and processes and, through this, brings forward lessons which will be of use in other jurisdictions.

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1. INTRODUCTION

This paper provides an overview (section 2) of the history of the organisations responsible for mapping, land registration, valuation and rate (property tax) collection in Northern Ireland, and the rationale of the decision to merge them. It then moves on to consider the organisation's priorities (section 3), and the significant progress made to date (sections 4 and 5). A brief summary of future challenges is provided in section 7.

Perhaps most importantly for the reader, the paper draws out (section 6) lessons learned from the experience in Northern Ireland that will be of use to other jurisdictions considering such a merger.

2. CONTEXT

2.1 Northern Ireland

Northern Ireland is a self-governing region of the United Kingdom, consisting of six counties at the north of the landmass of the island of Ireland. It has a population of about 1.5 million and a geographic area of approximately 20,000 square kilometres. This small size has perhaps been helpful in ensuring that a range of initiatives have been joined up across departments and sectors. In the Northern Ireland Civil Service, for instance, there are about 250 Senior Civil Servants, who can therefore deal with each other on something approaching a personal basis.

Coupled with this, the political history of Northern Ireland has led to a strong central government structure and very limited devolution to local government, reducing another complexity. The political situation in Northern Ireland over the last 30 years may also have generated a more positive central view of the benefits of cross-working between government organisations than has perhaps developed in other parts of the world.

Recent political developments in Northern Ireland have seen the implementation of devolved government in May 2007, with the focus in the Programme for Government (Northern Ireland, 2008) being on economic development. The private sector in the province has been limited by comparison with other jurisdictions, with 69% of GDP generated and spent in the public sector (compared with 42% in the UK as a whole, and 24% in the Republic of Ireland).

In the Northern Ireland public sector, a wide-ranging reform programme has been underway in recent years, with the creation of a number of shared service centres (for ICT support, financial transaction processing, personnel management, etc). Another focus of reform has

been the reducing of the number of public sector bodies, through a Review of Public Administration.

2.2 Review of Public Administration

From the mid-1970s until the late 1990s, Northern Ireland was governed from London under 'direct rule'. London Ministers were responsible for the functions of Northern Ireland government departments that from 1922 until the early 1970s had been the responsibility of Northern Ireland Ministers reporting to a Northern Ireland Parliament. The period of direct rule, coupled with the political situation in Northern Ireland, led to a period when a range of matters, including any review of the number and roles of government organisations, were not actioned. Devolved Government returned to Northern Ireland in 1999, following the Good Friday Agreement, but was again suspended in 2002 and did not return until 2007.

In 2002, the devolved Government announced a far-reaching review of government organisations, to consider whether rationalisation was possible. The population of Northern Ireland, less than that of the city of Birmingham, was served by 19 health service delivery organisations, 26 local authorities, both a Tourist Board and an Events Company, both a Livestock and Meat Commission and a Pig Production Development Council. The review reported in November 2005 and March 2006 (Northern Ireland, 2006) and recommended a single Education and Skills Authority (instead of four Education & Library Boards), a single Health & Social Services Authority (instead of five Health & Social Services Boards) and 7 local authorities (instead of 26) – although the return of devolution later saw this number adjusted to 11.

Within the report was one line which was little commented on in the media and political discussion – that a land and property services agency would be created, to bring together related functions in a number of organisations.

2.3 Government Organisations involved in Land and Property prior to 2008

As in very many countries, not least those of the British Commonwealth, land and property organisations in Northern Ireland had historically been based around function.

A Valuation Office was formed in the 1820s, its remit covering the whole of the island of Ireland (and then separated into northern and southern organisations in 1922). Interestingly, the organisation originally had responsibility for mapping as well, this being seen as a necessary part of accurately assigning value to a property. The organisation was part of the Department of Finance, and became the Valuation and Lands Agency (VLA) (having greater responsibility for its own management) in 1993. The organisation was responsible for all valuations of all property for property taxation (rating) purposes, and has also since 1945 provided a range of professional general valuation services to government organisations. The Chief Executive was also the Commissioner of Valuation, a statutory role which is responsible for a range of appeals against valuations. In 2005, the Agency used mass appraisal techniques to undertake the first revaluation of the approximately 700,000 domestic properties

in Northern Ireland since 1973, moving from valuations based on rental values to valuations based on capital values. The results were very successful, with much lower numbers of appeals against the valuations than expected, and LPS is now acknowledged as an international expert in computer assisted mass appraisal, with the project having won several high-profile awards. Approximately 300 staff were employed by the Agency, 150 of them chartered valuation surveyors; most of the funding was provided centrally, but some of the general valuation advice work was charged directly to customers.

Mapping of Northern Ireland began in the 1830s for taxation and land valuation purposes, and the all-Ireland organisation was divided into northern and southern parts in 1922. It was for many years under the control of the military (hence the name – Ordnance Survey of Northern Ireland (OSNI)), with control passing to civilians in the latter part of the twentieth century. The 1980s saw the organisation take significant strides in the computerisation of its mapping flowlines, and the 1990s saw significant developments on management issues. The organisation became an Agency within the Department of the Environment in 1992, moving to the new Department of Culture, Arts and Leisure on devolution in 1999. Its revenues from licensing (mainly digital) mapping to customers in the public and private sectors fully covered its costs from 2006-07. The organisation employed approximately 180 staff, a mix of administrative grades and mapping specialists. It took forward leading edge work on the development of a spatial data infrastructure, which is further advanced in Northern Ireland than in any other part of the British Isles (see, for instance, Greenway et al, 2008).

The origin of the Land Registers of Northern Ireland (LRNI) was again an all-island organisation split at partition in 1922. Its work is governed by the Land Registration Act 1970 (which requires the registration operation to cover its costs), and it operates a registration of title with general boundaries (under which the State guarantees title but not the exact boundaries of the title). It manages three registers – a Land Register containing about 60% of titles to land (with compulsory first registration having become operational for the whole of Northern Ireland in 2003), a Register of Deeds, and a Statutory Charges Register. The organisation became an Agency within the Department of the Environment in 1996 and transferred to the Department of Finance and Personnel in 1999. It employed approximately 200 staff, most of them administrative grades but with a small number of professional lawyers. In the mid-1990s, the organisation recognised the need to move to a computer-based register, and in 1999 signed a Private Finance Initiative contract with a private sector supplier which led to a fully computerised flowline in 2004. More recently, this has been extended to provide eRegistration facilities.

The Rate Collection Agency (RCA) was the largest property tax collection authority in the United Kingdom. It was formed as an entity in 1991 by moving a number of functions within the Department of Finance into a self-standing Agency which employed approximately 300 staff. It was responsible for collecting approximately £1 billion of rates (property tax) each year, and also administering a range of reliefs and benefits related to the rates. It was traditionally one of the highest performing collection authorities in the United Kingdom. A wide range of rating reforms introduced from 2005 (and extended following the return of devolution) required a replacement of the Agency's IT systems, and significant additional

staffing, and this had a significant impact on short-term performance, a situation which persisted at the time of the merger. The costs of the Agency were borne by the recipients of the rates collected – the Northern Ireland Executive and the 26 District Councils.

2.4 The joining of land and property organisations

The concept of bringing organisations involved in land and property – and particularly the four described in section 2.3 – together had been a topic of serious discussion in Northern Ireland since the mid-1990s. In a sense, this mirrored discussions (and decisions) in other parts of the world, including Australia and the Caribbean. It was given additional impetus in Northern Ireland because of the traditions (described in section 2.1) of joining and collaboration in the province, and because of the relatively small size of the organisations. Between them, organisations employing a little over 1,000 staff ran four personnel departments, produced four sets of statutory accounts and so on. However, the focus of the four organisations on their specific functions and customer base, and the fact that OSNI was part of a different Government Department than the other three Agencies, meant that no concrete steps towards merger were taken. Instead, the organisations attempted to work closely together on a range of issues, including the embedding of digital mapping within the land registration and valuation functions. The VLA and RCA had always worked closely, recognising that each relied on the other to deliver an end-to-end rating process.

A decision to merge the VLA and RCA was taken by Ministers in 2004, as part of the major programme of rating reforms. This merger was progressing when the result of the Review of Public Administration was announced, adding LRNI and OSNI to the land and property organisation. A decision was made by a Steering Group of senior officials from the two parent Departments and the four Agencies to proceed with the merger in two stages, VLA and RCA merging on 1 April 2007 and LRNI and OSNI joining on 1 April 2008. Consideration was also given to some other land-related functions, such as the Geological Survey of Northern Ireland, but it was agreed that the merger should at that time proceed with the four organisations only.

On full creation in 2008, LPS employed approximately 1,200 staff and became an Agency of the Department of Finance & Personnel. It is the third largest Agency in Northern Ireland (after the Social Security Agency and the Roads Service). It is structured into six Directorates, as shown in Figure 1.

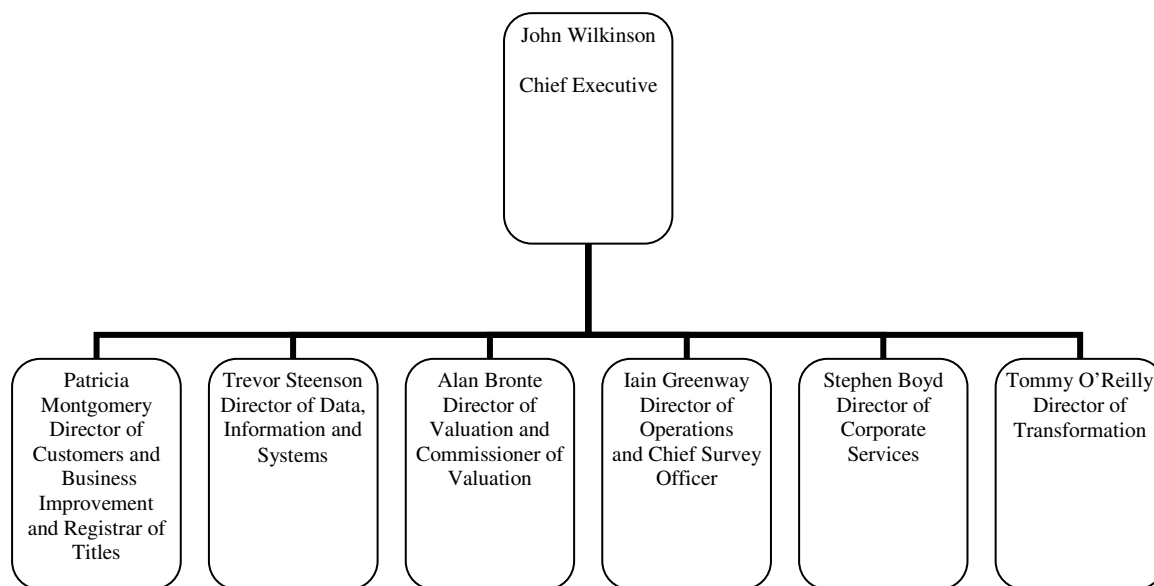


Figure 1 – LPS organisational structure at January 2010

3. LPS AND ITS PRIORITIES

As indicated in Section 2.3, a far-reaching set of rating reforms was developed from 2003, with many implemented in April 2007. The reforms included the application of rates to vacant non-domestic properties, a domestic revaluation, a shift of valuation base from rental values to capital values, changes to benefits and reliefs, a transitional relief scheme for those affected by the revaluation, and changes to rating arrangements for rented properties. Further reforms have followed in a number of phases, including further changes to benefits and reliefs, the implementation of a rates deferment scheme of pensioners, and rate rebates for low carbon homes and for householders taking energy efficiency measures. A non-domestic revaluation is planned for April 2011, as is implementation of the rating of empty homes.

The extent of the changes required a replacement of the valuation and rate collection IT systems, with both replacements proving very challenging, due to technical complexities as well as ongoing policy changes after the specification of the systems had had to be delivered to the suppliers. Although the problems with the valuation system were resolved in time to enable the revaluation to proceed in 2006, the problems with the rate collection replacement system were not fully resolved by the time that 2007 rate bills had to issue. A number of modules were therefore implemented in the latter part of 2007 and into 2008. This led to backlogs of work accumulating, including in the legal recovery process for unpaid rates.

The rating system enjoys a high profile because all households and businesses are affected by it. Rates income also represents the only funding available to Northern Ireland government and local councils that can be controlled within Northern Ireland, the rest of the money coming through a funding formula from the UK Exchequer. The devolved Executive therefore wishes to see a rating system which is responsive to its priorities, but is also very concerned to ensure that it operates effectively in collecting the money needed to run public services. Councils and councillors share these concerns in terms of rates collected for running council services. The difficulties encountered by LPS in the last two years regarding the rating reforms and the rating system have therefore had a high political and media profile, with the decline in performance making the news headlines. Linked to this were backlogs of work accumulated in the valuation process due to the domestic revaluation. This led on many occasions to ratepayers receiving bills including backdated money owed, and to the backdating of refunds where appeals against value resulted in a reduced valuation, this refund in turn needing to be 'clawed back' from the affected councils, thereby affecting their spending plans.

These travails for the rating system came at the same time as the creation of LPS, causing a very difficult environment in which to build for the future. Some recovery in performance occurred in 2008-09, but the economic downturn then created further difficulties in the collection of rates due, thereby further increasing the difficulties for LPS in delivering rate income to Councils and the Northern Ireland Exchequer.

It was therefore a difficult time in which to focus on building LPS, when so much media and political focus was on the day to day operation of the rate collection part of the business. The Management Board, however, progressed a number of actions which have brought improvement in the key rating business of LPS, whilst also developing an increasing degree of cross-business unit working within LPS. The key actions and progress are described in the following sections.

4. ACTIONS TAKEN TO IMPROVE RATING SYSTEM

A key area of work for LPS was to build strong relations with the 26 District Councils in Northern Ireland. The councils rely on rate income to cover most of their expenditure requirements, but also have a range of data that is of use in the various business activities of LPS. It was therefore vital that a strong core relationship was built, building on and superseding the different relationships that had existed between the councils and the pre-existing Agencies that formed LPS.

Various discussions led to a one-day workshop involving senior managers from across LPS, along with senior managers of the various disciplines in councils (finance officers, building control officers, IT officers etc). This built a strong, shared understanding of the symbiotic relationship between LPS and councils. A key output is rates collected, but inputs include building control data on property changes, councils' legal role in numbering buildings and naming streets, and council staff's local knowledge on changes to properties and their

occupancy. The workshop led to the creation of an LPS/ Councils Strategic Steering Group which is responsible for managing the relationship and priorities, with specific sub-groups reporting to it. As a further step, a Memorandum of Understanding has been signed by LPS and Belfast City Council, setting out clear statements of intent on working together to benefit both organisations and their stakeholders, and the putting in place of a range of key performance indicators to monitor the performance of the two organisations in working together. This model will be rolled out to the other councils when a planned council reorganisation has been completed. Its key focus can be summarised as improving the timeliness and effectiveness of the rating system, delivering the correct income to councils with a high level of predictability.

This work has brought a collective understanding of the way in which LPS and councils rely on each other, and therefore assisted in the development of a collaborative relationship with this key group of stakeholders. The building of relationships with elected councillors is the current focus of this process, with three councillors now being members of the Strategic Steering Group, so that they can understand and contribute to the rich and complex relationship between the organisations.

A further key piece of work for LPS was building a strong relationship between the new organisation and the Department of Finance & Personnel. This was particularly important to ensure that the ongoing rating reforms could realistically be delivered. Another facet of the relationship covered the 58% of the rates collected that flow to the Exchequer (the other 42% going to councils). A good deal of work has taken place over the last two years to cement strong relationships, including joint working to estimate rate income for future years, and a joint Project Board overseeing the implementation of rating reforms. The Project Board has agreed a number of changes to the detailed specification of the reforms to ensure that they can more easily be delivered, and has on occasion advised the Minister on changes to policy implementation that will enable more effective delivery.

Work that is currently nearing completion is a revisiting of the Mission and Vision of LPS. The current statements were developed in the middle of 2007. The current stated vision of LPS is 'to transform land and property services and information for the public good'. The Agency's stated Mission is 'to support the regeneration and economic development of Northern Ireland by providing an integrated set of land and property related services for its citizens and government'. These statements focused on the joining of the organisations, and on painting a picture of the overall benefits that the process could bring. The ongoing difficulties of the rating system have meant that a clearer statement of LPS' role in operating the system needs to appear in the statements. Feedback from staff has also indicated that the statements need to be more clearly linkable to the work of individual parts of the organisation, to guide local decision making. A revised draft (currently being finalised in discussions with staff and external stakeholders) responds to these points by explicitly recognising the rating system activity, and providing a further level of detail to provide links to activity throughout the business:

Our Purpose

LPS supports the economic and social development of Northern Ireland through the consistent delivery of:-

- a fair, efficient and timely valuation and rating service; and
- effective, high quality land registration, mapping and property information services.

Our Commitment

Customers	We will ensure that our customers' needs and requirements are our primary focus in designing and delivering our services and products.
Leadership	Managers throughout LPS will demonstrate clarity of purpose and inspire others.
Ethics	We will deliver fair and equitable treatment for all.
Accountability	We will be accountable to the government and people of Northern Ireland for the delivery of services and our performance.
Results	We will use our resources effectively to deliver the results required by our stakeholders.

One piece of work delayed by the day to day difficulties has been the development and implementation of an end-to-end Service Delivery Model for the rating system (this to be followed by parallel models for the other business activities in LPS). Some work was taken forward by a Process Improvement Group in 2007 and 2008, but engagement from the rating parts of the business was necessarily limited. The work has therefore progressed sporadically, on a project by project basis. Some projects have shown powerful potential, such as a STARLINK intelligence system which includes information on ground change not yet mapped (using input from staff, from council building control functions and from the central address database), matched to properties in the valuation list and the rate collection IT system, allowing reports to be generated of properties on the ground but not yet valued, and properties not yet issued with a rate bill. This is proving powerful in focussing effort across the business, and the graphic representation is particularly valuable.

The Service Delivery Model work is considering the end to end rating process – from ground change to map to valuation to bill calculation and issue, to receipt of monies due (this has become known in LPS as 'build to bank'). The work will ensure that the process is optimised across the entire flowline, whereas the pre-existing agencies inevitably considered the optimisation of their part of the flowline (be that mapping, valuation or rate collection). As

one example, the mapping and valuation parts of LPS had, when separate organisations, sought to reduce the number of ground visits, instead using tools such as aerial photography to update their records. This had improved the efficiency of their flowlines but also reduced the amount of information collected on occupier and date of occupancy, which are required before a rate bill can be issued. The overall effectiveness of the build to bank process may therefore require a different configuration which actually reduces the efficiency of some elements of the work. Another route through which to gather data is working with other organisations – notably councils but also utility companies and others – to access the necessary information. This reinforces the importance of LPS’ work in building ever stronger links with councils, but also raises the complex area of data sharing and its balance with personal privacy.

The Service Delivery Model work is also considering the multifarious interfaces between LPS and other organisations and individuals. It is therefore reviewing the most effective interface with customers (rate payers), taking account of the NI Civil Service-wide move to a single telephone number through an NI Direct call centre. This is all vital work in ensuring the LPS is configured and resourced to meet key priorities – this being of even greater importance given the spending constraints being felt by the public sector throughout the UK (and beyond).

Another element of LPS’ work to consolidate the rating process has been strengthening links with politicians. This has included the work with councillors mentioned earlier in this section, but also working with the NI Assembly, the press and the Minister to explain the complexity of the rating system, and therefore provide accurate advice on what is or is not possible, and the costs and resources involved. One particular balance that has been of concern to politicians is that between pursuing unpaid rates, and agreeing payment plans with those ratepayers who are struggling to pay in these difficult economic times. Different politicians, and different political parties, have differing views on the balance to be struck, and it has therefore been important to explain to the body politic the consequences of various courses of action in terms of number of court proceedings and bankruptcies, balanced against the size of rating debt outstanding at any time.

This work has been slow but steady, and is now beginning to pay dividends. For instance, media and political coverage of the March 2008 debt figure focussed on LPS’ performance; coverage of the March 2009 figure focused on the difficulties that people have in paying their rates. Achieving this shift has required constant effort to explain and communicate with a wide range of stakeholders. This has been done in parallel with significant work to improve processes and therefore outputs, building improvements in results alongside improvements in understanding. Taken together, the work on both elements has placed LPS in a substantially stronger position.

5. OTHER PARTS OF THE LAND AND PROPERTY LIFE CYCLE

As described in section 2.4, the aim in bringing LPS together was to improve the efficiency and effectiveness of government activity in land and property matters. Sections 3 and 4 have described the key focus that has necessarily been placed on the rating element of LPS' activity, but good progress has also been made on a number of other parts of the land and property lifecycle.

A – perhaps the – key element in referencing land is a definitive address. OSNI and VLA had, along with councils and the Royal Mail [the UK's postal delivery authority], been working since the late 1990s on developing a definitive address dataset for Northern Ireland, branded Pointer®. This had to some extent suffered by not being central to the business of any one of the organisations, which had in turn led to a falling back of the quality and coverage of Pointer. However, a concerted effort was made in 2007 to bring the various organisations together, and very significant progress has been made in quality and currency of Pointer. This has included stripping the product back to addressable buildings (it had started to include a variety of other entities, which had dissipated effort from the core work on addresses), automating data flows, agreeing a clear and common specification, and assigning ownership of the various components of the address to different organisations. For instance, councils are legally responsible for naming and numbering properties, whilst LPS is responsible for applying the grid coordinates. Another key component in gaining widespread acceptance – and usage – of Pointer was the creation of a broadly-based Pointer Stakeholder Forum which includes representatives from most government departments and the private sector, including the utilities, planning service, roads service, councils, health organisations, blue light services and the statistics agency. Quality has continued to improve against all quality measures, and the statistics agency will use Pointer to mail out 2011 Census forms in Northern Ireland, something it would not have had the confidence to do 18 months ago. This has shown the power of collective will and energy, in which the bringing together of VLA and OSNI into LPS has played a part.

Another key part of LPS' business is land registration. This part of the business is required, by law, to cover its costs, but the recent economic downturn has reduced its income by around 40% year on year. Many other registration organisations have had to address this downturn by making staff redundant. LPS has been able to move staff within the business to meet priorities, without (to date) any redundancies. We have also started to use the information in the Land Register in other parts of the business, including ascertaining ownership of properties on which rates aren't being paid; and have embedded the Pointer address model in the land registration input files.

An area in which Northern Ireland is a leading part of the world is the development of a Geographic Information Strategy. A previous strategy was created, coordinated by OSNI, in 2003. By 2008, most elements were complete, including the creation of a GeoPortal, GeoHub NI® (www.geohubni.gov.uk). Work therefore began in the middle of 2008 to create a further strategy, with broad stakeholder input, and this was approved by the Minister for Finance and endorsed by the Ministerial Executive [cabinet] in early 2009. A broadly-drawn Delivery

Board is now overseeing delivery of a work programme, and a very high level GI Council is also engaged in the work – this includes, for instance, the chief executives of the Planning Service, Roads Service, the largest NI Health Trust, the Education and Skills Authority, and the Chief Fire Officer. More information can be found at www.gistrategy.ni.gov.uk. The 2009-19 GI Strategy is therefore continuing NI’s place near the front of such initiatives. This has been facilitated by the degree of collective action already taken on such matters in NI, but also by LPS’ broad role at the centre of the work. The work currently includes the definition of a formally-specified GI Profession in the NI Civil Service, and the out posting of GI consultants from LPS to a number of other departments and public sector organisations.

All of this has been achieved in addition to the work on the rating system over the last two years. Work which has required significant capital investment has been more difficult (given the overall public expenditure situation), and so major system integration has not been taken forward (all of the pre-existing Agencies had modern IT systems for their lines of business). Instead, LPS has worked to join up data between systems, with the agreeing of definitive Pointer addresses between systems being the first phase. In this way, progress is being made towards an LPS data spine (Figure 2). The next stage is the development of a corporate Management Information System, pulling information from the various LPS systems.

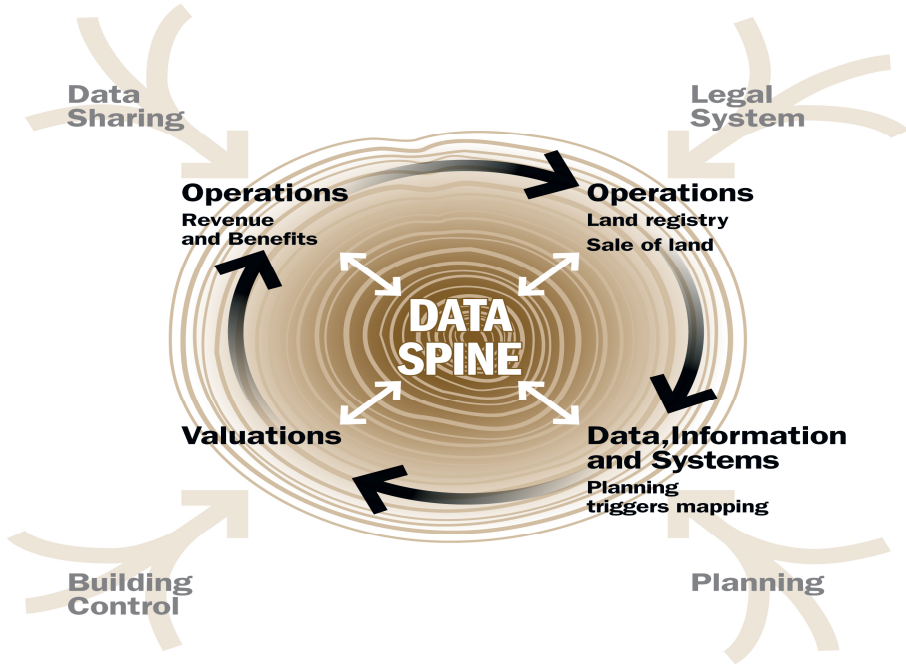


Figure 2 – the LPS data spine

Other work which has been constrained includes a move of accommodation from that occupied by the pre-existing organisations. This was held in abeyance pending an NICS-wide project on consolidating accommodation, but the changed economic situation has stalled this wider project.

6. LESSONS LEARNED TO DATE

Much has been done already in the formation and consolidation of LPS; more remains to be done. What lessons can at this time be drawn from the Northern Ireland experiences to guide other countries or regions considering merging these functions?

Firstly, LPS is already demonstrating the powerful synergies that can be released from merging government organisations involved in land and property work. Efficiency gains around collective HR and Finance functions have already been made. Advances have been made in addressing, in collective working with other organisations, and in placing LPS more centrally in government than the smaller pre-existing Agencies could achieve by themselves.

However, all of the effort involved with an organisational merger inevitably leads to pressures on senior management time, and real challenges around balancing the requirements of business as usual today with building for the future. Some LPS staff are still confused as to the specific benefits that the LPS merger has brought to their teams, and the organisational cultures and histories of the pre-existing Agencies still run deep. A concerted programme of work on organisational change is now underway, again delayed because of the difficulties in the rating system. The challenges of balancing future development and current delivery are now exacerbated for all public sector organisations because of the spending constraints that have resulted from the global recession.

LPS, as a larger (and a new) organisation, has been well placed to build broad and strong relationships with other organisations, and has focused initially on the links with councils and the Department of Finance & Personnel. This work has already paid dividends in building shared understanding; the multiple links that would have been required in the relationships with the pre-existing organisations would have been a further impediment to the lengthy work of relationship building.

A further key element of work as LPS has built broad relationships has been the need to share data between organisations to improve effective working. This is a politically sensitive issue, with citizens wanting to ‘tell government once’ but very wary about their personal data being shared. LPS has made some progress in this area, but still has further to go – this is a key element in ensuring effective cross-organisation working but the time taken to put arrangements in place should not be under-estimated.

The context in each country or region will of course differ – Northern Ireland’s largely single tier of government, for instance, facilitated much of the joining – but the author believes that the work in Northern Ireland allows the potential of joining land and property organisations to be clearly seen.

7. THE FUTURE

LPS is now well into its integration phase, and has a clear focus on the necessary work to consolidate that integration. Staff and stakeholders have a growing understanding of the role and challenges for the organisation – and the benefits that merger has brought. Further integration and improvement work will be set against a backdrop of the general economic situation, which will impact the organisation's ability to collect rates, will depress income streams from land registration, mapping and general valuation services, and will constrain available investment funds.

The integration and consolidation to date has put LPS in a strong position to proceed with further transformation, continuing to work closely with local authorities and other public (and private and third) sector organisations to deliver transformed land and property services and information for the public good. It will through this process become a more resilient organisation, with robust governance and business processes, consistently delivering high quality, customer centric services to an extent which would not have been possible by the four pre-existing organisations.

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BIOGRAPHICAL NOTES

Iain Greenway is Chief Survey Officer of Northern Ireland and Director of Operations in Land & Property Services. As such, he is responsible for all land registration and rate collection activity in the Agency, as well as overseeing the development of the Geographic Information Strategy for Northern Ireland. He was from 2006-2008 Chief Executive of the Ordnance Survey of Northern Ireland. He holds an M.A. in Engineering from Cambridge University, an M.Sc. in Land Survey from University College London and an MBA from Cranfield University (including study at Macquarie University, Australia). Between 2000 and 2006, Iain was General Manager (Operations & Mapping) of Ordnance Survey Ireland, responsible for management of the operations and mapping technology of the organisation as it underwent profound changes in status, structure, processes and culture. In 1999-2000 he worked in Her Majesty's Treasury in the Secretariat to the Public Services Productivity Panel (PSPP).

Between 1986 and 1999 he worked for the Ordnance Survey of Great Britain. His positions during those years included geodetic and topographic survey, strategic planning and pricing, sales and marketing, as well as a number of management consultancy inputs in Swaziland and Lesotho and technical consultancies supporting land reform in Eastern Europe.

Iain is a Chartered Surveyor (MRICS), an Honorary Fellow of the Chartered Institution of Civil Engineering Surveyors (FInstCES), a Fellow of the Irish Institution of Surveyors (FIS) and a member of the Chartered Institute of Marketing (MCIM). He is a Vice President of the International Federation of Surveyors for 2009-12 and between 1998 and 2006 he was the head of the RICS delegation to FIG. He was Chair of the FIG Standards Network 1997-2009 and is Chair of the FIG Task Force on Institutional and Organisation Development. He is also a member of the Management and Editorial Boards of the journal Survey Review. He has published a range of articles and papers on geodetic surveys, business and management practices, sales and marketing, and standardisation.

CONTACTS

Iain Greenway
Land & Property Services
Oxford House
49-55 Chichester Street
Town Parks
Belfast BT1 4HH
UNITED KINGDOM
Tel. + 44 28 9025 2253
Fax + 44 28 9025 2113
E-mail: iain.greenway@dfpni.gov.uk