

CORPORATE & SERVICE PLAN 2012 - 2013

SERVICE MISSION & VISION

Lothian Valuation Joint Board's **mission** is to ensure best value and provide equitable, customer focussed, high quality, professional valuation and electoral registration services for all its stakeholders.

Our **vision** is to provide valuation and electoral registration services in accordance with statute at levels of excellence which meet expectations.

AIMS & OBJECTIVES

In order that we fulfil our Mission and achieve our Vision we will:-

- Ensure that our services are delivered in accordance with all statutory requirements.
- Plan service development and delivery in accordance with the principles of Best Value.
- Take individual and collective responsibility for the services provided by LVJB.
- Encourage innovation and recognise achievement within the organisation.
- Monitor and report performance levels to stakeholders.
- Integrate Equalities issues into all aspects of our service provision.
- Build on our achievements to date.

Key goals of the service

- To ensure timeous publication and maintenance of the *Valuation Roll*.
- To ensure timeous publication and maintenance of the *Council Tax List*.
- To ensure timeous publication and maintenance of the *Electoral Register*.
- To systematically develop, prepare and publish reports to ensure attainment of improved *Community Focus*
- To set standards and undertake corporate improvement in *Service Delivery Arrangements* and review the performance management and planning framework to ensure continuous improvement
- To review roles, responsibilities, *Structures and Processes* to ensure effective balance of power and authority.
- To review, monitor and maintain organisational *Risk Management and Internal Controls* to ensure efficient and effective delivery of service.
- To develop, adopt and review formal documentation and put in place appropriate systems to ensure *Standards of Conduct* are adhered to.
- To plan and deliver an *organisational development strategy* considering corporate initiatives to ensure efficiency and quality of service delivery
- To engage in *key partnership working* to ensure the delivery of efficient government.

EXECUTIVE RESPONSIBILITIES

No	Task/Project	Responsibility	Performance Measures
1	To ensure statutory duties are carried out for maintenance of the <i>Valuation Roll</i> and ensure timeous publication of the <i>2015 Revaluation Roll</i> .	Executive	<ol style="list-style-type: none"> 1. Prepare and publish 2015 Revaluation Roll; 5 yearly. 2. Maintain Valuation Roll in line with statutory requirements. 3. Dispose of appeals within statutory time frame. 4. Consider improved receipt of rental and other data from key sources. 5. Audit processes, procedures and values. 6. Further develop IT systems, applications and communications. 7. Maintain performance.
2	To ensure statutory maintenance of the <i>Council Tax List</i> .	Executive	<ol style="list-style-type: none"> 1. Maintain CT List in line with statutory requirements. 2. Dispose of appeals. 3. Audit processes, procedures and Bands. 4. Further develop IT systems, applications and communications. 5. Maintain performance.
3	To ensure timeous publication and maintenance of the <i>Electoral Register</i> .	Executive	<ol style="list-style-type: none"> 1. Prepare and publish ER on 1st December each year. 2. Maintain ER for update on 1st of month outside canvass. 3. Dispose of appeals. 4. Provision of election related tasks as required. 5. Prepare for refresh of AV personal identifiers in Jan/March 2014. 6. Prepare for introduction of Individual Registration Autumn 2014. 7. Audit processes, procedures and accuracy. 8. Further develop IT systems, applications and communications. 9. Maintain performance.
4	To systematically develop, prepare and publish reports to ensure attainment of improved <i>Community Focus</i> .	Executive	<ol style="list-style-type: none"> 1. Prepare and publish statutory reports. 2. Prepare and present reports to LVJB. 3. Develop and improve customer targeted policies. 4. Maintain appropriate public participation schemes. 5. Improve websites. 6. Consider further Partnership working.
5	To set standards and undertake corporate improvement in <i>Service Delivery Arrangements</i> and review the performance management and planning framework to ensure continuous improvement.	Executive	<ol style="list-style-type: none"> 1. Maintain VR key and internal performance indicators. 2. Maintain CT key and internal performance indicators. 3. Maintain Electoral key and internal performance indicators. 4. Preparation, monitoring and review of Service Planning.

EXECUTIVE RESPONSIBILITIES cont'd

No	Task/Project	Responsibility	Performance Measures
6	To review roles, responsibilities, <i>Structures and Processes</i> to ensure effective balance of power and authority.	Executive	<ol style="list-style-type: none"> 1. Review Standing Orders, Scheme of Delegation and Financial Regulations; 5 yearly. 2. Adhere to Standing Orders, Scheme of Delegation and Financial Regulations; 5 yearly. 3. Consider structure and responsibilities with staff changes and new tasks.
7	To review, monitor and maintain organisational <i>Risk Management and Internal Controls</i> to ensure efficient and effective delivery of service.	Executive	<ol style="list-style-type: none"> 1. Identify risks. 2. Mitigate risks. 3. Monitor and review risks. 4. Maintain job specific, strategic and rolling risk registers. 5. Report on high risks to LVJB and review risk strategy framework as required.
8	To develop, adopt and review documentation and put in place appropriate systems to ensure <i>Standards of Conduct</i> are adhered to.	Executive	<ol style="list-style-type: none"> 1. Maintain PRD process to monitor compliance to legislation and LVJB policies and procedures. 2. Monitor and review compliance to FOI, Data Protection and Equalities. 3. Report on Whistle Blowing. 4. Provide management, guidance and support timeously.
9	To plan and deliver an <i>organisational development strategy</i> considering corporate initiatives to ensure efficiency and quality of service delivery.	Executive	<ol style="list-style-type: none"> 1. Maintain 3-year service plan for each sector of the organisation. 2. Deliver corporate improvement. 3. Comply with corporate goal, LVJB mission, vision, aims & objectives.
10	To engage in <i>key partnership working</i> to ensure the delivery of efficient government.	Executive	<ol style="list-style-type: none"> 1. Encourage partnership working with constituent authorities. 2. Encourage partnership working with public and civil servants e.g. VOA, SAA, Scottish Executive, Electoral Commission etc. 3. Review partnership working with external professional bodies e.g. RICS, IRRV, AEA, EMB, SAA etc.

To ensure timely publication and maintenance of the *Valuation Roll*.

No	Performance Measures	Strategic Aims / Operational Objectives	Start Date	Key Task Owner(s)
1.1	Prepare and publish 2015 Revaluation Roll (5 yearly)	<p>Publish Revaluation Roll 5 yearly in electronic format and on web site and issue Notices.</p> <p>Gather and analyse rents, costs, turnover and other relevant information.</p> <p>Prepare and publish practice notes and guidance.</p> <p>Review and further develop IT applications and property information systems.</p>	<p>1/4/13</p> <p>1/4/12</p> <p>1/4/13</p> <p>1/4/12</p>	<p>Assessor</p> <p>Head of Valuation</p> <p>Head of Valuation</p> <p>Head of Valuation/Head of ICT</p>
1.2	Maintain Valuation Roll in line with statutory requirements	<p>Maintain and update survey records in line with relevant guidance and practice.</p> <p>Prepare valuations in line with practice notes and 'tone' evidence.</p> <p>Develop a system for checking all survey cards looked at/considered.</p> <p>Update VR daily, issue Valuation Notices daily, provide update to constituent authorities Finance weekly.</p>	<p>1/4/12</p> <p>1/4/12</p> <p>1/4/12</p> <p>1/4/12</p>	<p>Head of Valuation</p> <p>Head of Valuation</p> <p>Head of Valuation</p> <p>Head of Valuation</p>
1.3	Dispose of appeals within statutory time frame.	<p>Correspond with appellants in line with legal requirements and LVJB standards.</p> <p>Ensure appeals are allocated to appropriate number of court dates.</p> <p>Monitor loss on appeal and reasons for loss.</p> <p>Monitor and ensure amendments are processed timeously.</p>	<p>1/4/12</p> <p>1/4/12</p> <p>1/4/12</p> <p>1/4/12</p>	<p>Head of Valuation</p> <p>Head of Valuation</p> <p>Head of Valuation</p> <p>Head of Valuation</p>
1.4	Consider improved receipt of rental and other data from key sources.	<p>Make contact with constituent councils re possibility of regular electronic submission.</p> <p>Initiate dialogue with key letting agents.</p> <p>Make contact with government agencies re possibility of regular electronic submission.</p> <p>Consider subscribing to Companies House Direct.</p>	<p>1/4/12</p> <p>1/4/12</p> <p>1/4/12</p> <p>1/4/12</p>	<p>Head of Valuation</p> <p>Head of Valuation</p> <p>Head of Valuation</p> <p>Head of Valuation</p>
1.5	Audit processes, procedures and values.	<p>Audit valuation processes procedures and issued values.</p> <p>Audit appeal processes, procedures and outcomes.</p> <p>Consider presented audit reports.</p>	<p>1/4/12</p> <p>1/4/12</p> <p>1/4/12</p>	<p>Audit Manager</p> <p>Audit Manager</p> <p>Executive</p>
1.6	Further develop IT systems, applications and communications	<p>Review and further develop valuation applications.</p> <p>Develop new classes of information for summary valuation purposes.</p> <p>Consider electronic survey aids</p>	<p>1/4/12</p> <p>1/4/12</p> <p>1/4/12</p>	<p>Head of Valuation/Head of ICT</p> <p>Head of Valuation/Head of ICT</p> <p>Head of Valuation/Head of ICT</p>
1.7	Maintain performance.	<p>Maintain efficiency in survey procedures.</p> <p>Maintain quality of valuations by reference to appeal loss.</p> <p>Maintain performance in terms of KPIs and internal indicators.</p>	<p>1/4/12</p> <p>1/4/12</p> <p>1/4/12</p>	<p>Head of Valuation</p> <p>Head of Valuation</p> <p>Head of Valuation</p>

To ensure timeous publication and maintenance of the **Council Tax List**.

No	Performance Measures	Strategic Aims / Operational Objectives	Start Date	Key Task Owner(s)
2.1	Maintain CT List in line with statutory requirements	Ingather and analyse sales evidence.	1/4/12	Head of Valuation
		Maintain and update survey records.	1/4/12	Head of Valuation
		Prepare reviewed bandings and amend for sold houses.	1/4/12	Head of Valuation
		Ensure accuracy of all amended and new bands.	1/4/12	Head of Valuation
		Update CT daily, issue band change notices daily and notify councils weekly.	1/4/12	Head of Valuation
2.2	Dispose of appeals	Correspond with appellants in line with legal requirements and LVJB standards.	1/4/12	Head of Valuation
		Ensure appeals are allocated to appropriate number of court dates.	1/4/12	Head of Valuation
		Monitor band reductions.	1/4/12	Head of Valuation
		Ensure amendments are processed timeously.	1/4/12	Head of Valuation
2.3	Audit processes, procedures and Bands	Audit banding processes, procedures and issued bands.	1/4/12	Audit Manager
		Audit appeal processes, procedures and outcomes.	1/4/12	Audit Manager
		Consider presented audit reports.	1/4/12	Executive
2.4	Further develop IT systems, applications and communications	Improve addressing standards.	1/4/12	Depute Assessor
		Consider workflow improvements.	1/4/12	Head of Valuation
		Consider document scanning and retention.	1/4/12	Head of Valuation
2.5	Maintain performance	Maintain efficiency in survey procedures.	1/4/12	Head of Valuation
		Maintain quality of bandings by reference to band reductions on appeal.	1/4/12	Head of Valuation
		Maintain performance in terms of KPIs and internal indicators.	1/4/12	Head of Valuation

To ensure timeous publication and maintenance of the *Electoral Register*.

No	Performance Measures	Strategic Aims / Operational Objectives	Start Date	Key Task Owner(s)
3.1	Prepare and publish ER on 1 st December each year	Publish Electoral Register in paper format and electronic format on 1 st December each year.	1/12/12	Assessor
		Carry out postal and door to door canvass to maximise registration.	1/12/12	Head of Administration
		Ensure elector dead wooding is actioned prior to publication.	1/12/12	Head of Administration
		Ensure appropriate advertising/publicity initiatives are in place	1/12/12	Head of Administration
		Liaise with external contractors and manage/mitigate risks	1/12/12	Head of Administration
3.2	Maintain ER for update on 1 st of month outside canvass.	Update ER monthly updates from 1 st Jan – 1 st Sept	1/04/12	Head of Administration
		Issue Notices in line with statutory requirement	1/04/12	Head of Administration
		Improve contact with hard to reach groups through partnership working initiatives.	1/04/12	Head of Administration
		Identify and improve appropriate advertising/publicity channels re registration.	1/04/12	Head of Administration
		Refresh PIs as required and fully in 2014.	1/1/14	Head of Administration
3.3	Dispose of appeals	Correspond with appellants in line with statutory requirements.	1/04/12	Head of Administration
		Ensure hearings are set up and conducted timeously.	1/04/12	Head of Administration
3.4	Provision of election related tasks as required.	Provide Election register, AV lists and proxy lists per statute at elections. Scheduled Local Council elections May 2012.	1/04/12	Head of Administration
		Collect and maintain absent vote personal identifiers.	1/04/12	Head of Administration
		Ensure delivery/transmission of identifiers to Returning Officers at elections.	1/04/12	Head of Administration
		Ensure all amendments are actioned in line with statutory deadlines.	1/04/12	Head of Administration
3.5	Prepare for refresh of AV personal identifiers in Jan/March 2013 or 2014	Identify any required IT development.	1/01/13	Depute Assessor
		Identify quantities and additional required expenditure.	1/01/13	Depute Assessor
		Establish required new processes, timetable for collection and processing.	1/01/13	Depute Assessor
		Provide reports as required to Executive and Board.	1/01/13	Depute Assessor
3.6	Prepare for introduction of Individual Registration Autumn 2014	Continue to participate in consultation process.	1/01/13	Executive
		Prepare Impact Assessments reflecting new process requirements, resource implications and additional funding.	1/01/13	Depute Assessor
		Provide reports to Executive and Board as required.	1/01/13	Depute Assessor

Strategic Aims & Operational Objectives 3 cont'd

No	Performance Measures	Strategic Aims / Operational Objectives	Start Date	Key Task Owner(s)
3.7	Audit processes, procedures and accuracy	Develop and monitor audit reports for ER updates.	1/04/12	Audit Manager
		Audit personal identifiers with canvass signatures.	1/04/12	Audit Manager
		Audit name changes to ensure accuracy.	1/04/12	Audit Manager
		Consider all audit reports for appropriate actions.	1/04/12	Executive
3.8	Further develop IT systems, applications and communications	Improve address data management.	1/04/12	Depute Assessor/Head of ICT
		Deliver electorate statistics to NRoS (RPF 29).	1/12/12	Head of Administration
3.9	Improve performance	Improve efficiency in the delivery of the canvass processes and procedures.	1/04/12	Head of Administration
		Review performance reports and improve on existing targets.	1/12/12	Head of Administration
		Deliver performance standards self-assessment and data returns to Electoral Commission.	1/12/12	Head of Administration

To systematically develop, prepare and publish reports to ensure attainment of improved *Community Focus*

No	Performance Measures	Strategic Aims / Operational Objectives	Start Date	Key Task Owner(s)
4.1	Prepare and publish statutory reports	Annual publication of public performance report.	1/6/12	Depute Assessor
		Annual treasurer's un-audited accounts.	1/6/12	Treasurer
		Annual assessor's report to LVJB and staff re performance achieved.	1/6/12	Assessor
		Annual Audit reports to LVJB.	1/9/12	Treasurer
		Annual assessor's report to LVJB and staff re service plan & target setting.	1/2/13	Assessor
		Annual report on equalities.	1/6/12	Human Resource Manager
4.2	Prepare and present reports to LVJB	Annual proposed 3-yearly Revenue Report to LVJB.	1/2/13	Treasurer
		Quarterly progress report to LVJB.	1/4/12	Assessor
		Annual Electoral report to LVJB.	1/4/12	Depute Assessor
		Valuation report to LVJB. Reports as required.	1/4/12	Head of Valuation Executive
4.3	Develop and improve customer targeted policies	Measure and report on LVJB customer care standards and policy.	1/6/12	Depute Assessor
		Oversee development of performance statistical analysis and monitoring.	1/4/12	Executive
		Produce annual report to be included in public performance report.	1/6/12	Depute Assessor
		Develop, measure and produce annual report on LVJB equality initiatives and standards achieved.	1/6/12	Human Resource Manager
		Equalities policies and schemes to be completed by Sept 2012 review 3 yearly thereafter.	1/4/12	Human Resource Manager
		Monitor adherence to equality principles.	1/4/12	Human Resource Manager
4.4	Extend and enhance public participation schemes	Quarterly progress report to LVJB.	1/4/12	Assessor
		Annual Electoral report to LVJB.	1/4/12	Depute Assessor
		Valuation report to LVJB.	1/4/12	Head of Valuation
		Additional reports as required or requested.	1/4/12	Executive
4.5	Improve websites	Identify improvements to LVJB internet site and review contents.	1/4/12	Executive
		Identify improvements to LVJB intranet site and review contents.	1/4/12	Executive
4.6	Consider further key partnership working	Continue relationships with SAA, AEA, Scottish Government and constituent Revenue & Benefits departments.	1/4/12	Executive
		Consider sharing of services with constituent councils and Assessors.	1/4/12	Executive

To set standards and undertake corporate improvement in *Service Delivery Arrangements* and review the performance management and planning framework to ensure continuous improvement

No	Performance Measures	Strategic Aims / Operational Objectives	Start Date	Key Task Owner(s)
5.1	Improve VR key and internal performance indicators	Agree and set KPIs for VR.	1/1/13	Executive & Head of Val
		Agree and set a suite of internal indicators for VR performance.	1/1/13	Executive & Head of Val
		Monitor, analyse and report on VR performance quarterly.	1/4/12	Executive & Head of Val
5.2	Improve CT key and internal performance indicators	Agree and set KPIs for CT.	1/1/13	Executive & Head of Val
		Agree and set a suite of internal indicators for CT performance.	1/1/13	Executive & Head of Val
		Monitor, analyse and report on CT performance quarterly.	1/4/12	Executive & Head of Val
5.3	Improve ER key and internal performance indicators	Agree and set Internal PIs for ER.	1/1/13	Executive & Head of Admin
		Produce and submit targets for ER performance to Electoral commission.	15/1/13	Executive & Head of Admin
		Produce and submit statistical monitoring & indicators for ER performance to Electoral commission.	15/1/13	Executive & Head of Admin
		Monitor, analyse and report on ER performance monthly.	1/4/13	Executive & Head of Admin
5.4	Prepare, monitor and review service plan	Develop and monitor 2012-13 Corporate and Service Plans.	1/12/12	Executive
		Monitor Performance & Development Review procedure to ensure adherence to Service Plan and Performance Indicators.	1/4/12	Executive
		Review Performance & Development Review procedure to meet staff comments and meet organisational requirements.	1/4/12	Executive
		Review 3-yearly Service Plan annually.	1/12/12	Executive
		Review & monitor a timetable for reviewing and monitoring performance measurement and target setting.	1/04/12	Executive

LVJB SERVICE PLAN 2012 - 2013 (One year budget)

Strategic Aims & Operational Objectives 6

To review roles, responsibilities, *Structures and Processes* to ensure effective balance of power and authority.

No	Performance Measures	Strategic Aims / Operational Objectives	Start Date	Key Task Owner(s)
6.1	Review Standing Orders, Scheme of Delegation and Financial Regulations 5 yearly	Review contents of Standing Orders 5 yearly.	1/4/15	Assessor/LVJB
		Review contents of Scheme of Delegation 5 yearly.	1/4/15	Assessor/LVJB
		Review contents of Financial Regs 5 yearly.	1/4/15	Assessor/Treasurer/LVJB
6.2	Adhere to Standing Orders, Scheme of Delegation and Financial Regulations	Report to LVJB re review of contents of Standing Orders 5 yearly.	1/4/15	Assessor
		Report to LVJB re review of contents of Scheme of Delegation 5 yearly.	1/4/15	Assessor
		Report to LVJB re review of contents of Financial Regs 5 yearly.	1/4/15	Assessor/Treasurer
6.3	Consider structure and responsibilities with staff changes and new tasks	Review PRD to ensure compliance with Standing Orders, Scheme of Delegation and Financial Regs for executive and managers.	1/12/12	Executive
		Annually monitor through PRD, compliance with Standing Orders, Scheme of Delegation and Financial Regs for executive and managers.	1/4/12	Executive
		Review staffing and post requirements when staff leave, reduce hours or alter posts.	1/4/12	Executive

Strategic Aims & Operational Objectives 7

To review, monitor and maintain organisational **Risk Management and Internal Controls** to ensure efficient and effective delivery of service.

No	Performance Measures	Strategic Aims / Operational Objectives	Start Date	Key Task Owner(s)
7.1	Identify risks	Consider new risks for addition to rolling business risk register at all management meetings.	1/4/12	Executive
		Consider new risks to be added to the strategic business risk register on a 6 monthly basis at senior management meetings.	1/4/12	Executive
		Consider risks as legislative changes are considered.	1/4/12	Executive
		Consider risks as statutory duties change.	1/4/12	Executive
7.2	Mitigate risks	Ensure mitigation strategy is considered timeously.	1/4/12	Executive
		Implement mitigation decisions effectively.	1/4/12	Executive
7.3	Monitor & review risks	Monitor budget spend and variances quarterly at management meetings.	1/4/12	Depute Assessor
		Monitor budget spend and past and proposed variances on a quarterly basis at executive meetings.	1/4/12	Executive
		Monitor budget spend and past and proposed variances and include in quarterly progress report.	1/4/12	Executive
		Monitor actions resulting from audit reports at quarterly executive strategy meetings.	1/4/12	Executive
		Include monitoring of risks within PRD of appropriate staff.	1/4/12	Executive
		Liaise with the treasurer to the Board to ensure appropriate monitoring and accounting.	1/4/12	Executive
7.4	Report risks and review risk strategy	Review business risk register 6 monthly and produce report on an annual basis.	1/4/12	Executive
		Report to Board on identified key risks on quarterly basis as part of progress report.	1/4/12	Executive
		Report to Board on budget variances, past and proposed, on quarterly basis as part of progress report.	1/4/12	Executive
		Submit external & internal auditors' reports and actions carried out resulting from recommendations to the Board.	1/8/12	Executive
		Review & monitor risk management framework policy.	1/4/12	Executive

Strategic Aims & Operational Objectives 8

To develop, adopt and review formal documentation and put in place appropriate systems to ensure *Standards of Conduct* are adhered to.

No	Performance Measures	Strategic Aims / Operational Objectives	Start Date	Key Task Owner(s)
8.1	Maintain PRD process to monitor compliance to legislation and LVJB policies and procedures.	Further develop draft PRD scheme to monitor compliance with LVJB standards.	1/4/12	Executive
		Ensure compliance with LVJB employment legal requirements on a day to day basis and assess at annual PRD.	1/4/12	Managers
		Ensure compliance with LVJB policies on a day to day basis and assess at annual PRD.	1/4/12	Managers
		Ensure compliance with LVJB procedures on a day to day basis and assess at annual PRD.	1/4/12	Managers
8.2	Monitor and review compliance to FOI, Data Protection and Equalities.	Ensure compliance with LVJB instructions on a day to day basis and assess at annual PRD.	1/4/12	Managers
		Ensure compliance with legal requirements e.g. FOI, Data Protection, Race Relations, Equal Opportunities, Age Discrimination legislation, Disability equality etc on a day to day basis and assess at monthly management meetings.	1/4/12	Management Teams
		Ensure compliance with legal requirements e.g. FOI, Data Protection and equalities at quarterly strategy meetings.	1/4/12	Executive
8.3	Report on Whistle Blowing	Ensure compliance with legal requirements e.g. FOI, Data Protection and equalities on a day to day basis and assess at annual PRD.	1/4/12	All Managers
		Ensure the policy and procedures are reviewed as appropriate to ensure staff concerns are addressed.	1/4/12	Assessor
		Report on items raised as appropriate.	1/4/12	Assessor

Strategic Aims & Operational Objectives 9

To plan and deliver an *organisational development strategy* considering corporate initiatives to ensure efficiency and quality of service delivery

No	Performance Measures	Strategic Aims / Operational Objectives	Start Date	Key Task Owner(s)
9.1	Maintain 3-year service plan	Prepare a 3-year service plan and present to LVJB.	1/2/13	Assessor
		Ensure staff awareness, guidance, monitoring and assessment of compliance procedures.	1/4/12	Executive & Heads of Service
		Monitor compliance with the service plan on a day to day basis and assess 6 monthly at management meeting.	1/4/12	Executive & Heads of Service
9.2	Deliver corporate improvement.	Develop & review a suite of internal performance indicators and update KPIs to ensure improvement.	1/4/12	Executive & Heads of Service
		Monitor performance improvement and report at quarterly management meetings.	1/4/12	Executive & Heads of Service
		Monitor improvement and report annually to LVJB.	1/6/12	Assessor
		Monitor improvement and report annually as a public performance report.	1/6/12	Depute Assessor
		Monitor customer care to measure improvement.	1/4/12	Executive
		Monitor and report absence levels to measure improvement.	1/4/12	Depute Assessor
9.3	Comply with corporate goal, LVJB Mission, vision, aims & objectives	Discuss & develop corporate improvement strategies at executive meetings.	1/4/12	Executive & Heads of Service
		Review corporate goals at senior management meeting.	1/4/12	Executive & Heads of Service
		Ensure that corporate goal is communicated to all staff and included in PRD process.	1/4/12	Executive & Heads of Service
		Report to staff on success of corporate goal.	1/4/12	Executive & Heads of Service
		Communicate and monitor adherence to Mission, vision, aims & objectives.	1/4/12	Executive & Heads of Service

To engage in *key partnership working* to ensure the delivery of efficient government.

No	Performance Measures	Strategic Aims / Operational Objectives	Start Date	Key Task Owner(s)
10.1	Encourage partnership working with constituent authorities	Discuss and develop partnership working with Finance departments of the 4 authorities.	1/4/12	Executive & Heads of Service
		Discuss and develop partnership working with the Returning Officer staff of the 4 authorities.	1/4/12	Executive & Heads of Service
		Discuss and develop partnership working with Personnel department of the CEC.	1/4/12	Executive & Heads of Service
		Discuss and develop partnership working with the Treasurer to LVJB.	1/4/12	Executive
10.2	Encourage partnership working with public and civil servants eg VOA, SAA, Scottish Executive, Electoral Commission etc.	Discuss, develop and improve partnership working with Planning and Building departments of the 4 authorities.	1/4/12	Executive & Heads of Service
		Encourage partnership working with the SAA.	1/4/12	Executive
		Encourage partnership working with the VOA.	1/4/12	Executive
		Encourage partnership working with the SAA Portal Board.	1/4/12	Executive
10.3	Review partnership working with external professional bodies e.g. RICS, IRRV, AEA, etc.	Encourage partnership working with the General Register of Scotland.	1/4/12	Executive
		Encourage partnership working with the RICS.	1/4/12	Executive
		Encourage partnership working with the IRRV.	1/4/12	Executive
		Encourage partnership working with the AEA.	1/4/12	Executive