

Notice of Meeting and Agenda

Friday, 1 February 2013 at 10.30 am
in the City Chambers, High Street, Edinburgh

1 Order of Business

Including any notices of motion and any other items of business submitted as urgent for consideration at the meeting.

2 Declaration of Interests

Members should declare any financial and non-financial interests they have in the items of business for consideration, identifying the relevant agenda item and the nature of their interest.

3 Minute of the Lothian Valuation Joint Board of 26 November 2012 (circulated) – submitted for approval as a correct record

4 Appointments – report by the Chief Executive and Clerk (circulated)

5 Revenue Budget 2013/14 – report by the Treasurer (circulated)

6 Budget Report 2013-2015 – report by the Assessor and Electoral Registration Officer (circulated)

Sue Bruce
Chief Executive and Clerk

Membership

The City of Edinburgh Council (9)

Councillor Work (Convener)
Councillor Bagshaw
Councillor Ricky Henderson
Councillor Howat
Councillor Keil
Councillor McInnes
Councillor McVey
Councillor Perry
Councillor Rust

Midlothian Council (2)

Councillor Bryant
Councillor Russell

West Lothian Council (3)

Councillor King
Councillor McCarra
Councillor Robertson

East Lothian Council (2)

Councillor Gillies
Councillor Hampshire

Notes:

- (1) If you have any questions about the agenda or meeting arrangements, please contact Rhona Sinclair, Committee Services, City of Edinburgh Council, City Chambers, High Street, Edinburgh, EH1 1YJ; ☎ 0131 529 4238 e-mail rhona.sinclair@edinburgh.gov.uk.
- (2) A copy of the agenda and papers for this meeting will be available for inspection prior to the meeting at the Main Reception Office, City Chambers, High Street, Edinburgh.
- (3) The agenda, minutes and public reports for this meeting can be viewed online by going to www.edinburgh.gov.uk/meetings. Members and Officers of the City of Edinburgh Council can also view them by going to the Orb home page and clicking on Committee Business.



Please recycle this paper

Lothian Valuation Joint Board

Edinburgh, 26 November 2012

Present:-

City of Edinburgh Council – Councillors Work (Convener), Bagshaw, Keil, McVey and Perry.

East Lothian Council – Councillors Gillies and Hampshire.

Midlothian Council – Councillors Bryant and Russell.

West Lothian Council – Councillors Cartmill (substituting for Councillor King), McCarra and Robertson.

1 Minute

Decision

To approve the minute of the Lothian Valuation Joint Board of 3 September 2012 as a correct record.

2 Board Treasurer

Arrangements for the Board's Treasurer, in light of changes to the senior management structure within the City of Edinburgh Council (the Council), were detailed. On 29 June 2012, the Board had appointed the Council's interim Chief Financial Officer as Treasurer for a period of up to six months. The Council had now appointed its Head of Finance and Chief Financial Officer.

Decision

To appoint Hugh Dunn, the Council's Chief Financial Officer, as Treasurer to the Board.

(References – Lothian Valuation Joint Board 29 June 2012 (item 4); report by the Chief Executive and Clerk, submitted.)

3 Audited Financial Statements for the Year Ended 31 March 2012

The Audited Financial Statements for the year ended 31 March 2012 were presented.

Lothian Valuation Joint Board
26 November 2012

There were no qualifications to the auditor's opinion in the audit certificate and it was concluded that the financial statements presented fairly the Board's position and had been prepared properly in accordance with International Financial Reporting Standards and relevant legislation.

Decision

To note the Audited Financial Statements for the year ended 31 March 2012.

(References – Lothian Valuation Joint Board 29 June 2012 (item 2); report by the Treasurer, submitted.)

4 Lothian Valuation Joint Board – Annual Report on the 2011/12 Audit

The External Auditor's report on the audit of the Joint Board's 2011/12 financial statements was presented. The overall conclusion of the Auditor was that the financial stewardship of the Board in 2011/12 was satisfactory. Key risk areas and planned management action were detailed in the Action Plan appended to the Auditor's report.

Decision

To note the External Auditor's report on the 2011/12 audit.

(References – report by Audit Scotland, submitted.)

5 Period 7 Financial Statement

A summary of the revenue position for the period ending 31 October 2012, together with projections of likely expenditure to the year end, had been prepared in consultation with the Assessor.

Performance at the seven month stage showed a net underspend of £100,000 which was 2.7% below the net approved budget.

The projected year end net expenditure was anticipated to be £64,000 below the Board's approved budget.

Lothian Valuation Joint Board
26 November 2012

Decision

To note the financial statement for the seven month period to 31 October 2012, together with the year end projections.

(References – Lothian Valuation Joint Board 3 February 2012 (item 2); report by the Treasurer, submitted.)

6 Mid Term Review – Treasury Management Activity

Decision

To note the investment activity undertaken on behalf of the Board during the first half of the 2012/13 financial year.

(References – Lothian Valuation Joint Board 3 February 2012 (item 4); report by the Treasurer, submitted.)

7 Quarterly Progress Report to the Joint Board

The Assessor presented an update on the service overview and priorities, current issues and the future direction of the Joint Board.

Attention was drawn to the 2012 electoral registration canvass, resources for the 2013/14 canvass and the Board's risk register.

Decision

- 1) To note the Assessor's quarterly progress report.
- 2) To thank the Assessor and her staff for their hard work in carrying out the 2012 electoral canvass.
- 3) To ask the Assessor to report to a future meeting identifying the Board's top ten risks and the actions taken to mitigate the risks.

(Reference – report by the Assessor, submitted.)



Appointments

1 February 2013

Purpose of report

- 1 To appoint a Vice-Convener of the Joint Board following the resignation of the existing Vice-Convener.
- 2 To advise of an appointment to the Joint Board following the resignation of a member from West Lothian Council and the need to fill a vacancy on the Appointment Committee, the Appeal Committee and the Joint Consultative Group.

Vice-Convener of the Joint Board

- 3 On 11 June 2012, the Joint Board appointed Councillor King as its Vice-Convener.
- 4 Councillor King has now resigned as Vice-Convener and the Joint Board is invited to appoint a replacement. In accordance with the Joint Board's Standing Orders, the Convener and Vice-Convener must represent different Councils.

Membership of the Joint Board, its Sub-Committees and Joint Consultative Group

- 5 On 4 September 2012, West Lothian Council appointed Councillor Barry Robertson to serve on the Lothian Valuation Joint Board in place of Councillor Cathy Muldoon who had resigned.
- 6 Councillor Muldoon also served on the Appointment Committee, the Appeal Committee and the Joint Consultative Group. The current membership, as notified, and remits of these groups are detailed in the attached appendices.
- 7 The Joint Board is invited to appoint a member from West Lothian Council to the Appointment Committee, the Appeal Committee and the Joint Consultative Group.

Recommendations

- 8 The Joint Board is asked:
- 8.1 To appoint a Vice-Convener.
 - 8.2 To note the appointment of Councillor Barry Robertson to represent West Lothian Council.
 - 8.3 To appoint a member from West Lothian Council to the Appointment Committee, the Appeal Committee and the Joint Consultative Group.

Sue Bruce
Chief Executive and Clerk

Appendices	1	Membership of Committees and Joint Consultative Group
	2	Appointment Committee Remit
	3	Appeal Committee Remit
	4	Joint Consultative Group

Contact/tel	Rhona Sinclair, Office of the Chief Executive and Clerk ☎ 529 4238; ✉ rhona.sinclair@edinburgh.gov.uk
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**Background
Papers**

LOTHIAN VALUATION JOINT BOARD

**MEMBERSHIP OF COMMITTEES AND JOINT CONSULTATIVE GROUP
2007-2012**

Appointment Committee

The City of Edinburgh Council	Councillor Work Councillor Bagshaw
East Lothian Council	Councillor Gillies
Midlothian Council	Councillor Russell
West Lothian Council	Councillor Muldoon

Appeal Committee

The City of Edinburgh Council	Councillor Work Councillor Bagshaw
East Lothian Council	Councillor Gillies
Midlothian Council	Councillor Russell
West Lothian Council	Councillor Muldoon

Joint Consultative Group

The City of Edinburgh Council	Councillor Work Councillor Bagshaw
East Lothian Council	Councillor Gillies
Midlothian Council	Councillor Russell
West Lothian Council	Councillor Muldoon

LOTHIAN VALUATION JOINT BOARD

APPOINTMENT COMMITTEE

REMIT

- 1 The Appointment Committee** shall be authorised to act on behalf of the Board on all matters of selection and appointment of the Assessor and Electoral Registration Officer of the Lothian Valuation Joint Board.
- 2** Membership of the Committee shall comprise:

Members:

The City of Edinburgh Council	-	2 Councillors
East Lothian Council	-	1 Councillor
Midlothian Council	-	1 Councillor
West Lothian Council	-	1 Councillor

Total 5

Advisers (non-voting):

Chief Executive and Clerk to the Valuation Board
Personnel Adviser to the Valuation Board

- 3** The quorum for meetings of the Committee will be 3 members.
- 4** The Convener of the Committee shall be appointed by the Valuation Board. In the absence of the Convener at any meeting, the Committee will elect a Chair from its members.
- 5** Members will be permitted to appoint a substitute to attend in their place, in accordance with the requirements of the Board's Standing Orders.
- 6** All members (and any substitute member) will require to have attended an approved training course for the purpose of selection of Chief Officers.
- 7** All members (and any substitute members) will be subject to the general requirement to have attended all the stages of the selection process i.e. any short-leeting (or long-leeting) and interviews of all candidates when participating in the selection process.
- 8** The Chief Executive and Clerk to the Valuation Board, in consultation with the Convener of the Committee, will be responsible for calling meetings of the Committee.
- 9** The Chief Executive and Clerk shall report on any appointment made to a meeting of the Valuation Board.

LOTHIAN VALUATION JOINT BOARD

APPEAL COMMITTEE

REMIT

To decide appeals by staff in regard to disciplinary action, gradings, grievances and disputes or in other appropriate circumstances, in terms of the Joint Board's policies in these matters.

LOTHIAN VALUATION JOINT BOARD

JOINT CONSULTATIVE GROUP

REMIT

- 1 To provide a means of regular consultation between the Board and employees' representatives, on matters affecting the employment and conditions of service of Board employees, always provided that no question of an individual's pay, wage, grading, discipline, promotion or efficiency shall be within the scope of the Joint Group.
- 2 To consider and offer observations on any proposals made by the Board involving substantial administrative reorganisation to the extent to which it affects the pay and conditions of employment of the employees of the Board.
- 3 To consider and report on any matter which may be referred to the Joint Group by the Board or by any of the employee organisations.

Revenue Budget 2013/14

1st February 2013

1 Purpose of Report

The purpose of this report is to present to the Board a revenue budget for 2013/14 for approval and an indicative budget for 2014/15 for noting.

2 Local Government Finance Settlement

- 2.1 The Cabinet Secretary for Finance, Employment and Sustainable Growth announced revenue and capital funding allocations to local authorities for 2013/14 in the Local Government Finance Settlement on the 27th November 2012.
- 2.2 The Local Government Finance Settlement confirmed the Spending Review which indicated that revenue funding had been maintained at 2011/12, "flat cash", levels for 2012/13, 2013/14, and 2014/15. The Local Government Finance Settlement effectively represents standstill funding for Local Government, with no new un-earmarked funding announced. Councils are expected to continue the Council Tax freeze.

3 Background

- 3.1 The 2012/13 revenue budget approved by the Board at its meeting in February 2012 detailed a cash reduction of £44,994 (0.7%) from the approved 2011/12 budget and resulted in an approved budget for 2012/13 totalling £6,118,396.
- 3.2 In view of the "flat cash" funding assumption contained within the Spending Review 2011, the budget planning assumption for 2013/14 is for a budget in line with the 2012/13 provision of £6,118,396.

4 Proposed Budget 2013/14

- 4.1 The analysis of budget change shown at Appendix 1 details movement between the approved budget for 2012/13 and the proposed budget for 2013/14.
- 4.2 The proposed budget for 2013/14 is shown in Appendix 2 and totals £6,118,396. Key budget provisions within this proposed budget include:

(a) budget pressures totalling £180,420 mainly in respect of:

- April 2013 pay award 1% and uplifts for increments and pension payments totalling £64,087. The proposed pay award provision in April 2013 is in line with the Scottish Government's position that "2012/13 was to be the last year of a pay freeze and to see modest increases in the years that follow";
- Temporary canvass staff £85,000. This has been previously reported to the Board at its meeting on 3rd September 2012 and is in respect of a requirement to ensure that every household that does not return an electoral canvass form receive a door to door visit. This was identified in the risk analysis carried out for the 2012/13 budget;
- A requirement to undertake an Absent Vote Personal Identifier refresh in accordance with Regulation 60A of the Representation of the People (Scotland) Regulations 2001 as amended. This has resulted in an increased provision for postages of £25,000. This was identified in the risk analysis carried out for the 2012/13 budget;
- An increase in rateable poundage £4,458.

(b) budget reductions totalling £180,420 in respect of employee vacancy control.

- 4.3 Costs incurred by the Lothian Valuation Joint Board are apportioned to constituent councils in accordance with the number of dwellings valued for Council Tax and the number of non-domestic rateable subjects in each area. The apportionment for the period 2013/14 is based on the constituent councils shares of relevant GAE lines in the Finance Circular 11/2011 published on the 8th December 2011.
- 4.4 The requisitions which would be made to constituent authorities should the Board approve the budgets for 2013/2014 at the levels presented are shown in Appendix 3 and remain unchanged from the 2012/13 requisition figures.

5 2014/15 Indicative Budget

As referred to in paragraph 2.2 above, the 2014/15 Indicative Budget reflects the "flat cash" budget proposed for 2013/14 and amounts to £6,118,396. The Assessor is currently preparing a service plan which aims to maintain service delivery within this indicative budget.

6 Budget Flexibility and Risk Analysis

- 6.1 The Board has the ability to carry forward unspent requisitions made by constituent authorities in any one year as a creditor or provision, and thereby enable the Board to provide for a working balance to help cushion the impact of uneven cash flows, avoid unnecessary temporary borrowing, and provide a contingency to cushion the impact of unexpected events or emergencies.

- 6.2 At it's meetings in November 2010 and February 2012, the Board approved a recommendation that the 2010/11 and 2011/12 underspendings be carried forward. This carry forward amounts to £270,000 and will be used to meet costs arising from the acceptance of voluntary staff release measures.
- 6.3 For 2012/13, it is projected that there will be an underspending of £64,000, there is therefore no change to the projected outturn position reported to the Board at its last meeting on the 26th November, 2012. This position will be reviewed following closure of the 2012/13 final accounts.
- 6.4 A detailed risk analysis has been undertaken as part of the 2013/14 budget process. This has identified a number of potential risks inherent in the budget process and these are summarised below. Not all of these risks, however, can be quantified:
- (i) Pay Awards – a 1% uplift in pay awards equates to an increase of £42,000 per annum;
 - (ii) The Electoral Administration Act 2006 places additional duties upon Electoral Registration Officers, particularly regarding efforts to maximise registration. The Electoral Commission introduced performance standards for Electoral Registration Officers in 2008 and have been monitoring and reviewing standards since. An increase of £85,000 has been provided in the 2013/14 budget to meet these additional duties, however, any requirement to increase these duties further will require additional funding;
 - (iii) The date for the postal vote identifier refresh has been provisionally set for Autumn 2013. £25,000 has been provided in the 2013/14 budget, however, this will require close monitoring;
 - (iv) Local Government Finance Review – while this is unlikely to impact during 2013/14, the financial consequences are dependant on any changes to local taxes introduced by the Scottish Government and could potentially be considerable. Further research is at present being undertaken which could increase the possibility of review;
 - (v) Individual Electoral Registration Duties - this is due to be introduced in 2014 to be effective for the 2015 Westminster General Election and will significantly increase the electoral administration workload. Moving from household to individual canvass will also give rise to potentially substantial increased expenditure in relation to postages, printing, stationery and data storage costs. The longer term cost implication of Individual Electoral Registration is as yet unknown and may represent a risk to future funding;
 - (vi) The 2010 Revaluation Roll - this has resulted in a substantial rise in the number of revaluation appeals lodged, and will result in greater litigation costs for the resolution of these appeals. In addition, the economic climate and the effect this has on the rental market, has led to large numbers of material change of circumstances appeals being lodged. The disposals of these, together with an uncertainty in legal interpretations, give rise to additional costs.

- (vii) A referendum on Scottish independence is due to be held in the autumn of 2014. The inclusion of 16/17 year olds on the electoral register to be used at this referendum will have budgetary implications for the 2013/14 canvass. Details of this and funding arrangements have yet to be finalised and represent a risk to the 2013/14 budget.

- 6.5 If required, representations will be made to the Scottish Government for recognition of any spending pressures arising from consultation on the possible replacement of Council Tax, and similarly representation shall be made to the Ministry of Justice in respect of Electoral Registration changes.
- 6.6 Strategic and operational planning, along with risk management, are already being undertaken by the Assessor, however, the combination of the major activities referred to above and the uncertainty of legislation and timetabling results in risk to the Board.
- 6.7 The Board's Standing Orders allow the Assessor to vire money between one budget head and another, always providing that the total approved budget is not overspent or expected to be overspent. This allows the Assessor to take corrective action to respond to emerging pressures and to redirect any budget underspends to service priorities within each financial year.
- 6.8 The Board has an established track record of managing expenditure pressures within its budgetary provision. Close monitoring of the financial position of the Board will be maintained taking account of financial risks inherent in the budget process.

7 Recommendations

The Board is recommended to:

- i) approve the proposed budget for 2013/14 and agree the Treasurer be authorised to requisition the individual constituent councils for amounts as follows:

Constituent Council	Requisition 2013/14 £
City of Edinburgh	3,745,681
Midlothian	555,551
East Lothian	674,247
West Lothian	1,142,917
Total	<u>6,118,396</u>

- ii) note the indicative budget for 2014/15 amounting to £6,118,396;
- iii) note the risks identified in paragraph 6.4.

Hugh Dunn,
Treasurer

Appendices 1 - 3

Contact/tel Ian Knowles: 0131 469 3173

Background papers Held at offices of the Treasurer and the Assessor

LOTHIAN VALUATION JOINT BOARD

ANALYSIS OF BUDGET CHANGE 2013/14

	£	£	£	%age Change on 2012/2013 Approved Budget
APPROVED BUDGET 2012/2013			6,118,396	
1 Budget Pressures/Realignment				
1.1 Employee Costs:				
• APTC April 2013 pay award (1% from 1 April 2013)	41,340			
• Salary increments	19,747			
• Temporary canvass staff	85,000			
• Early retirement - pension payments	3,000			
		149,087		
1.2 Postages - Absent Vote Personal Identifier		25,000		
1.3 Rates - increase in poundage		4,458		
1.4 Budget realignment (net)		1,875		
			180,420	2.95%
2 Budget Reductions				
2.1 Employee vacancy control			(180,420)	(2.95%)
PROPOSED BUDGET 2013/2014			6,118,396	0.00%
PROPOSED BUDGET 2013/2014. CHANGE FROM 2012/2013				0
PROPOSED BUDGET 2013/2014. % AGE CHANGE FROM 2012/2013				0.00%

LOTHIAN VALUATION JOINT BOARD

APPENDIX 2

SUBJECTIVE ANALYSIS

2012/13		2013/14
	Employee Costs	
3,451,093	Salaries and Wages	3,446,020
726,695	Superannuation	696,029
273,242	National Insurance	266,300
4,773	Allowances	4,821
123,000	Pension Costs	126,000
4,578,803		4,539,170
	Premises costs	
32,500	Repairs and Maintenance	32,500
52,250	Energy Costs	54,625
305,200	Rents	305,200
169,500	Rates	179,458
5,000	Building insurance	5,000
15,500	Water	15,500
33,000	Cleaning	33,000
612,950		625,283
	Transport Costs	
500	Fuel	500
3,000	Vehicle Hire	3,000
9,700	Vehicle Insurance	9,700
100,000	Public Transport	100,000
113,200		113,200
	Supplies and Services	
28,000	Operational Equipment and Materials	28,000
1,000	Clothing and Laundry	1,000
70,500	Printing and Stationery	70,500
15,000	Advertising	15,000
34,000	Legal Fees	34,000
18,000	Telephone Charges	18,000
216,000	Computer Equipment	216,000
235,000	Postages	260,000
25,000	Conference and Subsistence	25,000
25,000	Insurance	25,000
3,000	Subscriptions	3,000
16,100	Miscellaneous Expenses	16,100
686,600		711,600
	Third Party Payments	
34,500	External Contractors	34,500
60,000	Other Agencies	60,000
94,500		94,500
	Support Services	
70,000	Central Support Costs	72,100
8,000	Service Level Agreements	8,200
78,000		80,300
6,164,053	Gross Expenditure	6,164,053
	Income	
42,657	Customer and Client Receipts	42,657
3,000	Interest on Revenue Balances	3,000
45,657		45,657
6,118,396	Net Expenditure	6,118,396

REQUISITIONS FROM CONSTITUENT COUNCILS

PROPOSED BUDGET 2013/2014

	Total £	Edinburgh £	Mid £	East £	West £
2012/2013 Requisitions	6,118,396	3,745,681	555,551	674,247	1,142,917
2013/2014 Requisitions	6,118,396	3,745,681	555,551	674,247	1,142,917
Increase/(Decrease)	0	0	0	0	0
 Increase/(Decrease) Percentage	 0.00%	 0.00%	 0.00%	 0.00%	 0.00%
 GAE Percentage	 100.00%	 61.22%	 9.08%	 11.02%	 18.68%
Requisition Percentage	100.00%	61.22%	9.08%	11.02%	18.68%

BUDGET REPORT

2013 - 2015



1 INTRODUCTION

The proposed budget provision for years 2013/15 has been agreed with the Treasurer and his report fairly reflects expected costs, income and risk to the Board.

I will continue with the existing staffing policy where any vacancies that arise are fully considered by the senior management team and take into account the existing financial restrictions.

I will endeavour to manage the workload within the organisation to meet the proposed performance standards while making every effort to reduce costs and maximise efficiencies. In line with the proposed budget, anticipated staffing levels and expected workload I have prepared Corporate and Service plans and identified performance targets.

The intention for the years 2013/15 onwards is to try to maintain performance within the valuation roll and council tax services, where possible improve performance in the electoral registration service and closely monitor the lower budget and reduced staffing levels.

The following is a very brief overview of the main items within the budget with the Treasurer providing further information in his report

2 PROPOSED BUDGET 2013/14

In line with the Local Government Finance Settlement, the Valuation Joint Board was asked to maintain revenue spending at 2011/12 levels for the year 2012/13 and a further 2 years. The budget provision for 2012/13 was, and the 2013/14 and 2014/15 years are, flat cash budgets of £6,118,396.

2.1 Unavoidable Budget Increases

There are several budget pressures as a result of unavoidable and expected financial costs relating to salaries and additional duties. The organisation is facing a very uncertain workload over the next three years due mainly to the large scale changes expected as a result of the introduction of Individual Electoral Registration. As the legislation is still partially in draft form and other parts still to be drafted the future workload cannot be measured with any degree of accuracy.

2.1.1 /...

2.1.1 April 2013 Pay Award

As the Scottish Government has stated that 2012/13 would be the last year of the pay freeze since the last award of 0.65% in April 2010, budget provision of 1% has been estimated for a possible increase. The pay award together with increments and pension costs is estimated to cost £64,087 and is included in the proposed budget.

2.1.2 Temporary Staff Costs

As a result of a requirement to carry out a door to door canvass of all households who have not responded to the annual canvass there is a need to employ a large number of temporary staff to enable the legislative requirements to be met. In addition, as the number of permanent posts have reduced, there has also been a need to take on temporary staff to take on office based duties during peak workload periods. The costs involved in employing the temporary staff is estimated at £85,000 and is included in the proposed budget.

2.1.3 Absent Vote Signature Refresh

Regulation 60A of the Representation of the People (Scotland) Regulations 2001 as amended, directs that where the personal identifying signature held by the registration officer is more than five years old the signature must be refreshed every year by 31st January. As the first refresh of approximately 60,000 signatures will be effective from 31st January 2014 this additional cost will be borne during 2013/14 financial year. The estimated additional sum of £25,000 is included in the proposed budget.

2.1.4 Property Costs

The proposed property cost budget for 2013/14 shows an estimated increase of £4,458 for an expected change to the rates poundage and is included in the proposed budget.

2.2 Budget Reduction

To offset the above unavoidable increased costs it is necessary to reduce the overall staff cost by £180,420. The costs will be met from the non-filling of vacancies and some restructuring which is being piloted at present. A reduction in staff costs of £180,420 is therefore included in the proposed budget.

3 PROPOSED BUDGET 2014/15

Again, in line with the Local Government Finance Settlement, as the Valuation Joint Board has been asked to continue to maintain revenue spending at 2011/12 levels. A flat cash budget of £6,118,396 is proposed for 2014/15.

The duties of the Electoral Registration Officer will be altered significantly over the next few years with the costs of providing the service expected to rise over the period of change. The Cabinet/.....

- 3/ Cabinet Office has agreed to finance the additional costs incurred by the introduction of Individual Electoral Registration but not the expected additional costs of operating the service after 2014/15. Additional costs relating to the transition to Individual Electoral Registration are **not** included in the budget for 2014/15 as they are expected to be financed from the Cabinet Office.

No breakdown of costs is presented for the year 2014/15 due to the known change to legislation and increased workload that will result. An indicative budget planning total is presented at this time. Budget estimates for 2014/15 will be prepared and reviewed during 2013/14 in order to develop a budget which mitigates financial risks arising from new legislative requirements

4 POSSIBLE BUDGET RISKS

4.1 Overview

As the proposed budget reflects only known pressures on an estimated basis, and does not reflect any probable changes in legislation, the risks associated with meeting each line of the proposed budget for 2013/14 are high. I will endeavour to meet the proposed budget but may be required to exercise a degree of flexibility in the virement of monies between various headings. As stated by the Treasurer such virement is permitted within the Standing Orders and allows me to take corrective action to respond to emerging pressures and to redirect any budget underspends to service priorities within each financial year.

4.2 Pay Awards

Any pay award over the estimated 1% could have a substantial affect on the proposed budget and will almost certainly necessitate a further review of staffing levels.

4.3 Electoral Registration Performance

The Electoral Administration Act 2006 introduced the requirement for Electoral Registration Officers to maximise registration. The Electoral Commission has since that date introduced and reviewed performance standards for EROs which are audited and published annually. This review of performance measurement has identified a need to carry out substantially more door to door canvass than has previously undertaken.

The next canvass which would normally have been carried out between August and November 2013 is to be delayed and will now probably be carried out between January and March 2014. This tightened timescale will almost certainly have an affect on the number of temporary staff required and thus on costs. While the costs involved in carrying out the door to door canvass in autumn can be estimated with a reasonable degree of accuracy there is a greater risk with the spring 2014 canvass as the time available is shortened the legislation is still unknown.

4.4 /....

4.4 Absent Vote Identifier Refresh

Absent vote identifiers which are more than 5 years old require to be refreshed. This will involve writing out, in a prescribed manner, to approximately 60,000 electors. Although finance exists within the budget for AVPI communications the additional cost of such an exercise has been estimated to be in the region of £25,000. Discussions are ongoing with the Electoral Commission and the Cabinet Office as to the proposed scheduling for the refresh with the latest proposal being to commence the key work in September 2013 with the removal of absent votes for non-returns taking place after 31st January 2014.

4.5 Local Government Finance Review

There is currently no known intention to carry out any Council Tax revaluation or indeed implement any change to local taxation for domestic properties. Any new initiatives or changes to legislation would be unlikely to take place in the near future and thus not impact on the budgets under consideration.

4.6 Individual Electoral Registration Duties

Individual Electoral Registration is due to be introduced in summer/autumn 2014 with the main workload being at the autumn canvass period commencing July 2014. The fine details of the introduction are currently being finalised and legislation is progressing through Parliament. Individual registration coupled with the probable requirement to provide identifiers such as signature, date of birth and national insurance number personally on a registration application will almost certainly increase the electoral administration workload significantly. Moving from household to individual canvass, will give rise to a substantial increased expenditure for postage, printing, stationary, and increase pressure on processing requirements as well as increased costs for data storage both in paper and electronic format. The Cabinet Office has formally advised EROs that additional financial costs incurred by EROs during the transition and implementation of IER will be met by them.

Although the additional costs for IER introduction in 2013/14 and 2014/15 will be met in full the unknown additional cost of administering IER through an election period is unknown and is therefore a risk post 1st July 2014.

4.7 2010 Revaluation and Appeals

Disposal of the 2010 Revaluation appeals is progressing very well and expected to meet the statutory deadline of 31st December 2013. As previously advised over 15,000 appeals were received as a consequence of the economic decline. Again very good progress has been made and the target to dispose of by 31st December remains attainable. There is a risk that more running roll appeals could be lodged by the end of this financial year which could cause pressure in the timetable. A further tranche of a vast number of appeals could again have a significant impact on staff and legal resources.

As a result of the Scottish Government's decision to delay the 2015 Revaluation to 1st April 2017 there has been 2 formal requests submitted to the Scottish Government to extend the deadline as stipulated/....

- 4.7 stipulated in the valuation appeal timetable. The decision whether or not to extend the appeals deadline could have some impact on the valuation committee and legal budget.

4.8 Referendum on Scottish Independence

The Scottish Government signed the Edinburgh Agreement and are now preparing for a referendum on Scottish independence which is expected to take place in late 2014.

Discussions and consultations are ongoing to enable the franchise to be altered to allow 16 and 17 year old electors to cast their vote. It is expected that the Scottish Government will provide appropriate funds to EROs to meet the additional costs involved in collecting and maintaining the names and data required for the extension to the franchise. Although no formal notification has been received regarding costs, informal discussions with the Scottish Government advisers have suggested that the additional costs will be met. As the date is still unknown it is unsure how the administration of the Referendum will be impacted by the introduction of IER.

It is this degree of uncertainty regarding dates and scheduling of legislative provisions that causes the greatest concern and is certainly a financial risk for both budget years.

5 CORPORATE AND SERVICE PLANS

Lothian Valuation Joint Board compiles and maintains the Valuation Roll, Council Tax List and through the Lothian Electoral Joint Committee, a Register of Electors for each of the constituent Councils which are represented on the Board. Almost all the duties and responsibilities relating to the above are defined in statutory terms and require to be undertaken within strict statutory timetables.

I attach the 2013-2015 Corporate and Service Plans which will be used to ensure that management and monitoring systems are in place to make certain that all functions are carried out efficiently and effectively.

6 KEY PERFORMANCE INDICATORS FOR THE WORK OF ASSESSORS

Key Performance Indicators for the work of Assessors are in place for Valuation Roll and Council Tax performance.

6.1 Valuation Roll

The principal indicator in this area relates to the length of time taken to amend the Valuation Roll to reflect changes which have taken place. The number of amendments is shown and also the change in the total annual value of the Valuation Roll in each year.

In general terms, stakeholders prefer the Valuation Roll to be amended as quickly as possible after a change has taken place in order to facilitate stable financial planning and improving the cash flow to the rating pool. The KPIs show actual performance against estimated performance for 2005/6 through to 2011/12 and targets for 2012/13 and 2013/14.

/....

6.1/

Valuation Roll	No of changes	Rateable Value 1/4	Rateable Value 31/3	0 – 3 months %		3 – 6 months %		> 6 months %	
				Target	Actual	Target	Actual	Target	Actual
2005/6	3,531	903,178,666	1,042,428,524	52	62.8	26	19.1	22	18.2
2006/7	3,314	1,042,428,524	1,050,213,188	57	74.9	28	13.9	15	11.2
2007/8	4,206	1,050,213,188	1,058,508,620	65	83.26	25	11.63	10	5.11
2008/9	4,258	1,058,508,620	1,056,910,140	70	80.77	20	11.53	10	7.7
2009/10	3,792	1,056,910,140	1,068,384,758	80	78.1	15	11.1	5	10.8
2010/11	3,476	1,259,913,732	1,274,347,293	82	78.02	14	13.55	4	8.43
2011/12	3,114	1,274,347,293	1,277,889,313	80	71.77	15	15.35	5	12.88
2012/13		1,277,889,313		75		13		12	
2013/14				75		15		10	

Unfortunately I have not managed to meet the target performance figures for 2011/12. The targets were set prior to the huge influx of economic recession appeals which severely hampered progress with survey work. The targets were overly ambitious and should not be seen as a reflection on the efforts made by staff. My valuation staff dealt with a large number of revaluation appeals as well as a large number of appeals received as a consequence of the economic circumstances. Further, the economic situation has led many businesses to review their space requirements; contact with my staff is often delayed and this has an unavoidable impact on performance.

The targets above for 2012/13 and 2013/14 are still challenging and have been set in the knowledge of the continuing economic circumstances and budgetary restrictions.

6.1.1 Appeal Settlements

For each of the relevant years Assessors provide figures for the total amount of adjustment to net annual value arising from appeal settlements. This figure is expressed as a percentage of the total Net Annual Value of the Valuation Roll as at 1 April in the relevant year. This indicator allows the Scottish Government to estimate the financial implications arising from the settlement of rating appeals.

Valuation Year	No of Appeals Settled	Target Percentage	Actual Percentage
2005/6	1,239	1%	0.12%
2006/7	3,938	2%	0.365%
2007/8	3,641	1%	1.491%
2008/9	1,625	1%	1.66%
2009/10	1,224	0.5%	1.06%
2010/11	1,754	1%	0.09%
2011/12	7,023	2%	0.72%
2012/13	(10,000)	5%	
2013/14	(8,000)	2%	

I/...

6.1.1/ I had already advised the Board that the previous target appeal disposal for 2011/12 required to be increased from 5,000 to 7,000 because of the very large number of economic circumstance appeals being lodged. The actual number disposed of was 6,657 revaluation appeals plus 366 running roll appeals thus meeting the amended target.

The target number of appeals to be disposed of that was set for 2012/13 was based on an expected tranche of appeals being received during 2011/12, 7,784 appeals were received, another extraordinary amount. The target number of appeals which I hope to dispose of during 2012/13 required to be reviewed from 8,000 to 10,000.

Again I may consider it appropriate to review the number of appeals to be disposed of during 2013/14 depending on the volume of appeals received in the next few months.

I have already expressed my concerns at the number of appeals requiring to be dealt with by my staff as it is far beyond the numbers dealt with in previous years. As stated previously I am endeavouring to minimise the burden within the existing and proposed financial constraints.

6.2 Council Tax

The criteria used in establishing Council Tax indicators are derived in a similar way to those for the Valuation Roll.

Council Tax payers require notification of their banded valuation, and hence their financial liability, as soon as possible after they have taken occupation of the new property. Cash flow to the authority, arising from insertions of new entries is also affected by how quickly entries are made on the Valuation List.

The KPIs show estimated performance against actual performance for 2005/6 through to 2011/12 and the performance targets for and 2012/13 and 2013/14.

Valuation List	No of Dwellings added	0 – 3 months %		3 – 6 months %		Over 6 months %	
		Target	Actual	Target	Actual	Target	Actual
2005/6	4,288	87	81.2	10	12.4	3	6.4
2006/7	5,515	89	84.8	9	11.3	2	3.9
2007/8	5323	89	93.2	9	5.2	2	1.6
2008/9	4,345	89	94.13	9	4.53	2	1.33
2009/10	3,984	92	95.3	6	2.5	2	2.2
2010/11	3,768	94	94.98	4	4.06	2	0.96
2011/12	3,410	94	96.72	4	2.35	2	0.94
2012/13		95		3		2	
2013/14		96		3		1	

I am delighted that, with the performance of 96.72%, we have managed to exceed the target of 94%; this is an outstanding achievement. The staff deserve praise for their ability to maintain this exceptional performance.

I/....

- 6.2/ As can be seen from the above table I continue to target to meet this exceptional performance and for 2013/14 the aim is to maintain the target to achieve 96% of all new dwellings to the Council Tax List to be actioned within 3 months of the date of entry.

7 PERFORMANCE STANDARDS FOR THE WORK OF ELECTORAL REGISTRATION OFFICERS

Performance standards for the work of EROs are monitored by the Electoral Commission. The Electoral Commission has varied the standards and the timing of collection. Further to their report of EROs performance they altered the approach to collecting information on EROs *intended* targets as opposed to performance achieved. I can report that we submitted our performance targets in summer 2012 and responded with further explanations as requested; to date I have received no formal comment.

8 BEST VALUE

In anticipation of difficulties surrounding local government finance over the coming years and in the continuing pursuance of Best Value I will review current work practices focusing on creating efficiencies through improvements while at the same time seeking to identify possible savings through all means.

9 CONCLUSION

The Joint Board is a small organisation and provides a range of services that are statutorily defined. I am of the opinion that the proposed budget can be met for 2013/14 but the number of risks to adherence to the budget are many. I will endeavour to monitor expenditure, ensure efficient working and provide the services within the allocated budget. It is important to note that as the risks to provision of the service are great it may be necessary to concentrate on statutory duties as opposed to non-statutory service delivery.

Joan Hewton
ASSESSOR & ERO



CORPORATE & SERVICE PLAN 2013 - 2015

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.
- Monitor and report performance levels to stakeholders.
- Integrate Equalities issues into all aspects of our service provision.
- Ensure good governance in all aspects of our service provision.
- Build on our achievements to date.

Key goals of the service

- o To ensure timeous publication and maintenance of the *Valuation Roll*.
- o To ensure timeous publication and maintenance of the *Council Tax List*.
- o To ensure timeous publication and maintenance of the *Electoral Register*.
- o To systematically develop, prepare and publish reports to ensure attainment of improved *Community Focus*
- o To set standards and undertake corporate improvement in *Service Delivery Arrangements* and review the performance management and planning framework to ensure continuous improvement
- o To review roles, responsibilities, *Structures and Processes* to ensure effective balance of power and authority.
- o To review, monitor and maintain organisational *Risk Management and Internal Controls* to ensure efficient and effective delivery of service.
- o To develop, adopt and review formal documentation and put in place appropriate systems to ensure *Standards of Conduct* are adhered to.
- o To plan and deliver an *organisational development strategy* considering corporate initiatives to ensure efficiency and quality of service delivery
- o 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>2017 Revaluation Roll</i> .	Executive	<ol style="list-style-type: none"> Commence preparation of the 2017 Revaluation Roll. Maintain Valuation Roll in line with statutory requirements. Dispose of appeals within statutory time frame. Consider improved receipt of rental and other data from key sources. Audit processes, procedures and values. Further develop IT systems, applications and communications. Maintain performance.
2	To ensure statutory maintenance of the <i>Council Tax List</i> .	Executive	<ol style="list-style-type: none"> Maintain CT List in line with statutory requirements. Dispose of appeals. Audit processes, procedures and Bands. Further develop IT systems, applications and communications. Maintain performance.
3	To ensure timeous publication and maintenance of the <i>Electoral Register</i> .	Executive	<ol style="list-style-type: none"> Prepare and publish ER by 31st March 2014, 1st December 2014 and 1st December annually thereafter. Maintain ER for update on 1st of each month outside canvass. Dispose of appeals. Provision of election related tasks as required. Prepare and ensure refresh of AV personal identifiers in September/October 2013. Prepare for and ensure efficient and effective introduction of Individual Registration from July 2014. Prepare for and ensure effective management of registration duties for European Election May/June 2014, Scottish Referendum late 2014, General Election May 2015 and any other elections or referendums as required. Audit processes, procedures and accuracy. Further develop IT systems, applications and communications. 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"> Prepare and publish statutory reports. Prepare and present reports to LVJB. Develop and improve customer targeted policies. Maintain appropriate public participation schemes. Maintain, update and improve website.

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. Improve Electoral key and internal performance indicators. 4. Preparation, monitoring and review of Service Planning.
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 formal 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 2/3-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. Maintain partnership working with external professional bodies e.g. RICS, IRRV, AEA, EMB, SAA etc.

Strategic Aims & Operational Objectives 1

To ensure statutory duties are carried out for maintenance of the Valuation Roll and ensure timeous publication of the **2017 Revaluation Roll**.

No	Performance Measures	Strategic Aims / Operational Objectives	Key Task Owner(s)
1.1	Commence preparation of the 2017 Revaluation Roll	Ingather and analyse rents, costs, turnover and other relevant information.	Head of Valuation
		Commence preparation of practice notes and guidance.	Head of Valuation
		Review and further develop IT applications and property information systems.	Head of Valuation/Head of ICT
1.2	Maintain Valuation Roll in line with statutory requirements	Maintain and update survey records in line with relevant guidance and practice.	Head of Valuation
		Consider planning and building warrants and take appropriate action to maintain records	Head of Valuation
		Prepare valuations in line with practice notes and 'tone' evidence.	Head of Valuation
		Update VR daily, issue Valuation Notices daily; provide update to constituent authorities Finance weekly.	
		Continue to update rental, cost and turnover analysis to ensure accuracy of the Roll	Head of Valuation
1.3	Dispose of appeals within statutory time frame.	Correspond with appellants in line with legal requirements and LVJB standards.	Head of Valuation
		Ensure appeals are allocated to appropriate number of court dates.	Head of Valuation
		Monitor loss on appeal and reasons for loss.	Head of Valuation
		Monitor and ensure amendments are processed timeously.	Head of Valuation
		Liaise with the LTS to progress disposal of referred appeals	Head of Valuation
1.4	Audit processes, procedures and values.	Audit valuation processes procedures and issued values.	Audit Manager
		Audit appeal processes, procedures and outcomes.	Audit Manager
		Consider presented audit reports.	Executive
1.5	Further develop IT systems, applications and communications	Review and further develop valuation applications.	Head of Valuation/Head of ICT
		Develop new classes of information for summary valuation purposes.	Head of Valuation/Head of ICT
1.6	Maintain performance.	Maintain efficiency in survey procedures.	Head of Valuation
		Maintain quality of valuations by reference to appeal loss.	Head of Valuation
		Maintain performance in terms of KPIs and internal indicators.	Head of Valuation

Strategic Aims & Operational Objectives 2

To ensure statutory maintenance of the *Council Tax List*.

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

Strategic Aims & Operational Objectives 3

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

No	Performance Measures	Strategic Aims / Operational Objectives	Key Task Owner(s)
3.1	Prepare and publish ER by 31 st March 2014 and 1 st December each year thereafter	Publish Electoral Register in paper format and electronic format by 31 st March 2014 and 1 st December each year thereafter.	Assessor
		Carry out postal and door to door canvass to maximise registration.	Head of Administration
		Ensure elector dead weighting is actioned prior to publication.	Head of Administration
		Ensure appropriate advertising/publicity initiatives are in place	Head of Administration
		Action all postal vote applications received during the canvass period	Head of Administration
		Distribute register in appropriate format to persons as defined by statute	Head of Administration
		Liaise with external contractors and manage/mitigate risks	Head of Administration
3.2	Prepare for introduction of individual electoral registration to be implemented from 1 st July 2014	Continue with Cabinet Office data matching and data mining pilots to improve transition to IER	Depute Assessor/ Head of IT
		Liaise with the Cabinet Office in wording and content of legislation	Assessor
		Liaise with the Cabinet Office to ensure the process maps are understood and can be implemented as regulated	Assessor/Depute Assessor
		Liaise with electoral management software provider to ensure that systems will be fully functional	Depute Assessor
		Liaise with printers to ensure timetable can be met	Head of Administration
		Liaise with Scottish Government to ensure that the proposed Referendum is facilitated for within the timetable	Assessor
3.3	Maintain ER for update on 1 st of each month outside canvass.	Update ER monthly updates from 1 st Jan – 1 st Sept and when legislation is in place through October/November 2013	Head of Administration
		Issue Notices in line with statutory requirement	Head of Administration
		Improve contact with hard to reach groups through partnership working initiatives.	Head of Administration
		Identify and improve appropriate advertising/publicity channels re registration.	Head of Administration
		Refresh PIs as required and fully in 2014.	Head of Administration
3.4	Dispose of appeals	Correspond with appellants in line with statutory requirements.	Head of Administration
		Ensure hearings are set up and conducted timeously.	Head of Administration
3.5	Provision of election related tasks as required.	Provide Election register and AV lists per statute at all elections. Scheduled European election May/June 2014, Scottish Referendum late 2014 & General election May 2015.	Head of Administration
		Collect, maintain and apply absent vote personal identifiers in time for transfer to ROs.	Head of Administration
		Ensure delivery/transmission of identifiers to Returning Officers at elections.	Head of Administration

		Ensure all amendments are actioned in line with statutory deadlines.	Head of Administration
3.6	Prepare for refresh of AV personal identifiers in September/October 2013	Identify any required IT development.	Depute Assessor
		Identify quantities and additional required expenditure.	Depute Assessor
		Establish required new processes, timetable for collection and processing.	Depute Assessor
		Provide reports as required to Executive and Board.	Depute Assessor
3.7	Manage registration duties for all elections including scheduled European election May/June 2014, Scottish Referendum late 2014 & General election May 2015.	Ensure all applications for registration are processed accurately and timeously.	Head of Administration
		Ensure all AVPI applications for registration are processed accurately and timeously.	Head of Administration
		Ensure staff are trained and available to answer all telephone and email enquiries.	Head of Administration
		Ensure staffing resource in place at all peak periods and as required during polling hours.	Head of Administration
3.8	Carry out preparatory work to ensure accurate application of refreshed Boundaries (if required)	Boundary review due to be implemented Autumn 2014 for the 1 st December 2014 register.	Head of Administration
		Carry out trial mapping on draft boundaries as outlined.	Head of Administration
		Ensure boundary lines applied are audited for accuracy.	Head of Administration
		Publish new register in new boundaries as directed.	Head of Administration
3.9	Audit processes, procedures and accuracy	Develop and monitor audit reports for ER updates.	Audit Manager
		Audit personal identifiers with canvass signatures.	Audit Manager
		Audit name changes to ensure accuracy.	Audit Manager
		Consider all audit reports for appropriate actions.	Executive
3.10	Further develop IT systems, applications and communications	Improve address data management to maximise data matching, IER confirmation and IER verification.	Depute Assessor/Head of ICT
		Deliver electorate statistics to NRoS. (RPF 29)	Head of Administration
3.11	Improve performance	Improve efficiency in the delivery of the canvass processes and procedures.	Head of Administration
		Review performance reports and improve on existing targets.	Head of Administration
		Deliver performance standards self-assessment and data returns to Electoral Commission.	Head of Administration

Strategic Aims & Operational Objectives 4

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

No	Performance Measures	Strategic Aims / Operational Objectives	Key Task Owner(s)
4.1	Prepare and publish statutory reports	Annual publication of public performance report.	Depute Assessor
		Annual treasurer's un-audited accounts.	Treasurer
		Annual assessor's report to LVJB and staff re performance achieved.	Assessor
		Annual Audit reports to LVJB.	Treasurer
		Annual assessor's report to LVJB and staff re service plan & target setting.	Assessor
		Annual report on equalities.	Depute Assessor
		Annual proposed 3-yearly Revenue Report to LVJB.	Treasurer
4.2	Prepare and present reports to LVJB	Quarterly progress report to LVJB.	Assessor
		Annual Electoral report to LVJB.	Depute Assessor
		Valuation report to LVJB.	Head of Valuation
		Reports as required.	Executive
4.3	Develop and improve customer targeted policies	Measure and report on LVJB customer care standards and policy.	Depute Assessor
		Oversee development of performance statistical analysis and monitoring.	Executive
		Produce annual report to be included in public performance report.	Depute Assessor
		Develop, measure and produce annual report on LVJB equality initiatives and standards achieved.	Depute Assessor
		Equalities policies and schemes to be reviewed April 2013 and 3 yearly thereafter.	Executive
		Monitor adherence to equality principles.	Senior Management Team
4.4	Maintain appropriate public participation schemes	Quarterly progress report to LVJB.	Assessor
		Annual Electoral report to LVJB.	Depute Assessor
		Valuation report to LVJB.	Head of Valuation
		Additional reports as required or requested.	Executive
4.5	Maintain, update and improve websites	Identify improvements to LVJB internet site and review contents.	Executive
		Maintain and update the internet site to ensure current and accurate	Executive
		Identify improvements to LVJB intranet site and review contents.	Executive
		Maintain and update the intranet site to ensure current and accurate	Executive

Strategic Aims & Operational Objectives 5

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	Key Task Owner(s)
5.1	Maintain VR key and internal performance indicators	Agree and set KPIs for VR.	Executive & Head of Val
		Agree and set a suite of internal indicators for VR performance.	Executive & Head of Val
		Monitor, analyse and report on VR performance quarterly.	Executive & Head of Val
5.2	Maintain CT key and internal performance indicators	Agree and set KPIs for CT.	Executive & Head of Val
		Agree and set a suite of internal indicators for CT performance.	Executive & Head of Val
		Monitor, analyse and report on CT performance quarterly.	Executive & Head of Val
5.3	Improve ER key and internal performance indicators	Agree and set Internal PIs for ER.	Executive & Head of Admin
		Produce and submit targets for ER performance to Electoral commission.	Executive & Head of Admin
		Produce and submit statistical monitoring & indicators for ER performance to Electoral commission.	Executive & Head of Admin
		Monitor, analyse and report on ER performance monthly.	Executive & Head of Admin
5.4	Prepare, monitor and review service plan	Develop and monitor 2013-15 Corporate and Service Plans.	Executive
		Monitor Performance & Development Review procedure to ensure adherence to Service Plan and Performance Indicators.	Executive
		Review Performance & Development Review procedure to meet staff comments and meet organisational requirements.	Executive
		Review 2/3-yearly Service Plan annually.	Executive
		Review & monitor a timetable for reviewing and monitoring performance measurement and target setting.	Executive

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	Key Task Owner(s)
6.1	Review Standing Orders, Scheme of Delegation and Financial Regulations 5 yearly	Review contents of Standing Orders 5 yearly.	Assessor/LVJB
		Review contents of Scheme of Delegation 5 yearly.	Assessor/LVJB
		Review contents of Financial Regs 5 yearly.	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.	Assessor
		Report to LVJB re review of contents of Scheme of Delegation 5 yearly.	Assessor
		Report to LVJB re review of contents of Financial Regs 5 yearly.	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.	Executive
		Annually monitor through PRD, compliance with Standing Orders, Scheme of Delegation and Financial Regs for executive and managers.	Executive
		Review staffing and post requirements when staff leave, reduce hours or alter posts.	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	Key Task Owner(s)
7.1	Identify risks	Consider new risks for addition to rolling business risk register at all management meetings.	Executive
		Consider new risks to be added to the strategic business risk register on a 6 monthly basis at senior management meetings.	Executive
		Consider risks as legislative changes are considered.	Executive
		Consider risks as statutory duties change.	Executive
7.2	Mitigate risks	Ensure mitigation strategy is considered timeously.	Executive
		Implement mitigation decisions effectively.	Executive
7.3	Monitor & review risks	Monitor budget spend and variances quarterly at management meetings.	Depute Assessor
		Monitor budget spend and past and proposed variances on a quarterly basis at executive meetings.	Executive
		Monitor budget spend and past and proposed variances and include in quarterly progress report.	Executive
		Monitor actions resulting from audit reports at quarterly executive strategy meetings.	Executive
		Include monitoring of risks within PRD of appropriate staff.	Executive
		Liaise with the treasurer to the Board to ensure appropriate monitoring and accounting.	Executive
		Review business risk register at senior management meetings	Executive
7.4	Report risks and review risk strategy	Report to Board on identified key risks on quarterly basis as part of progress report.	Executive
		Report to Board on budget variances, past and proposed, on quarterly basis as part of progress report.	Executive
		Submit external & internal auditors' reports and actions carried out resulting from recommendations to the Board.	Executive
		Review & monitor risk management framework policy.	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	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.	Executive
		Ensure compliance with LVJB employment legal requirements on a day to day basis and assess at annual PRD.	Managers
		Ensure compliance with LVJB policies on a day to day basis and assess at annual PRD.	Managers
		Ensure compliance with LVJB procedures on a day to day basis and assess at annual PRD.	Managers
		Ensure compliance with LVJB instructions on a day to day basis and assess at annual PRD.	Managers
8.2	Monitor and review compliance to FOI, Data Protection and, Equalities.	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.	Management Teams
		Identify targets by April 2013 and incorporate into annual equalities report	Executive
		Ensure Complaints policy and procedure meets standards to be introduced 2013	Executive
		Ensure Records management policy and procedures meet standards to be introduced 2013	Executive
		Ensure consideration is given to new Global Model publication scheme from May 2013	Executive
		Ensure compliance with legal requirements e.g. FOI, Data Protection and equalities on a day to day basis and assess at annual PRD.	All Managers
8.3	Report on Whistle Blowing	Ensure the policy and procedures are reviewed as appropriate to ensure staff concerns are addressed.	Assessor
		Report on items raised as appropriate.	Assessor
8.4	Provide management, guidance and support timeously	Ensure that policies are reviewed regularly, advised to the Board and staff briefed	Assessor
		Monitor adherence to Policy review timetable and encourage Unison input and agreement	Executive
		Ensure that appropriate guidance is developed and training given for new tasks introduced	Executive and Heads of Service
		Ensure that policies are available, preferably on the LVJB intranet	Executive

	Ensure an appropriate support structure is in place for all employees	Assessor
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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	Key Task Owner(s)
9.1	Maintain 2/3-year service plan	Prepare a 2/3-year service plan and present to LVJB.	Assessor
		Ensure staff awareness, guidance, monitoring and assessment of compliance procedures.	Executive & Heads of Service
		Monitor compliance with the service plan on a day to day basis and assess at senior management meeting.	Executive & Heads of Service
9.2	Deliver corporate improvement.	Develop & review a suite of internal performance indicators and update KPIs to ensure improvement.	Executive & Heads of Service
		Monitor performance improvement and report at quarterly management meetings.	Executive & Heads of Service
		Monitor improvement and report annually to LVJB.	Assessor
		Monitor improvement and report annually as a public performance report.	Depute Assessor
		Monitor customer care to measure improvement.	Executive
		Monitor and report absence levels to measure improvement.	Depute Assessor
9.3	Comply with corporate goal, LVJB Mission, vision, aims & objectives	Discuss & develop corporate improvement strategies at executive meetings.	Executive & Heads of Service
		Review corporate goals at senior management meeting.	Executive & Heads of Service
		Ensure that corporate goal is communicated to all staff and included in PRD process.	Executive & Heads of Service
		Report to staff on success of corporate goal.	Executive & Heads of Service
		Communicate and monitor adherence to Mission, vision, aims & objectives.	Executive & Heads of Service

Strategic Aims & Operational Objectives 10

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

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