

Notice of Meeting and Agenda

Friday 7 February 2014 at 10 am
in the City Chambers, High Street, Edinburgh

**PLEASE NOTE
DATE AND TIME OF
MEETING**

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 25 November 2013
(circulated) – submitted for approval as a correct record

4 Revenue Budget 2014-2015 – report by the Treasurer (circulated)

5 Budget Report 2014-2016 – report by the Assessor and Electoral Registration Officer (circulated)

Sue Bruce
Chief Executive and Clerk

Membership

The City of Edinburgh Council (9)

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

Midlothian Council (2)

Councillor Bryant
Councillor Russell

West Lothian Council (3)

Councillor King
Councillor McCarra
Councillor Robertson (Vice-Convener)

East Lothian Council (2)

Councillor Gillies
Councillor Hampshire

Notes:

- (1) If you have any questions about the agenda or meeting arrangements, please contact Lesley Birrell, Governance Service - Committee Services | Legal, Risk and Compliance | Corporate Governance | City of Edinburgh Council | Business Centre 2.1 | Waverley Court | 4 East Market Street | Edinburgh | EH8 8BG | tel 0131 529 4240 | email lesley.birrell@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, 25 November 2013

Present:-

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

East Lothian Council – Councillor Gillies.

West Lothian Council – Councillor McCarra.

1 Minute

Decision

To approve the minute of the Lothian Valuation Joint Board of 2 September 2013 as a correct record.

2 Period 7 Financial Statement 2013-2014

The Board's actual and budgeted expenditure for the seven month period to 31 October 2013 was reported together with a year end projection to 31 March 2014.

At this stage, the projected outturn indicated a potential net expenditure of £6,005,000 resulting in a net underspend of £113,000.

The Treasurer recommended that the Board retain the under spend from 2012/13 amounting to £0.127m to manage the cost of early release measures.

Decision

- 1) To note the financial statement for the seven month period to 31 October 2013 together with the year end projections.
- 2) To approve the retention of the 2012-2013 underspend of £127,000.

(Reference – report by the Treasurer, submitted)

3 Audited Financial Statements for the Year Ended 31 March 2013

The Audited Financial Statements for the year ended 31 March 2013 were presented.

No significant issues had been identified during the course of the audit. Minor adjustments were made following the audit, none of which affected the surplus on provision of services or net assets recorded in the balance sheet.

There were no qualifications to the auditor's opinion in the audit report and it was concluded that the financial statements give a true and fair view of the state of affairs of the Lothian Valuation Joint Board and had been properly prepared in accordance with the International Financial Reporting Standards and relevant legislation.

Decision

To note the Audited Financial Statements for the year ended 31 March 2013.

(References – Lothian Valuation Joint Board 28 June 2013 (item 2); report by the Treasurer, submitted.)

4 Mid-Term Review – Treasury Management Activity

The Treasury Management activity undertaken by the Joint Board during the first half of the 2013/14 financial year was detailed together with information on the investment outturn for the period.

Decision

To note the update.

(Reference – report by the Treasurer, submitted.)

5 Assessor's Quarterly Progress Report

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

Members' attention was drawn to a number of matters including the 2013 electoral registration canvass, the Scottish Independence Referendum, transition to individual electoral registration, non-domestic rating and risk management.

Lothian Valuation Joint Board
25 November 2013

Decision

To note the updates contained in the report.

(Reference – report by the Assessor and Electoral Registration Officer 25 November 2013, submitted)

Revenue Budget 2014/15

7th February 2014

1 Purpose of report

The purpose of this report is to present to the Board the revenue budget for 2014/15 for approval. The report has been prepared in consultation with the Assessor.

2 Local Government Finance Settlement

2.1 The Local Government Finance Settlement for 2014/15 was announced on 11th December 2013. Broadly, the Settlement represents a 'flat-cash' settlement.

2.2 Less detail is available for the period 2015/16 and beyond for future Settlements. The consensus of available economic forecasts points to a continuation of recent trends with, in some cases, an absolute reduction in resources being projected in 2016/17 and 2017/18. A budget for 2015/16 will be developed when resource details are clearer. Further updates will be provided in reports throughout 2014/15.

3 Proposed Budget 2014/15

3.1 The 2012/13 and 2013/14 Valuation Board budgets totalled £6.118m. Given the nature of the Local Government Finance Settlement 2014/15, the proposed Valuation Board budget has been prepared based on continuation of a "flat cash" requisition for a further year. The constituent council requisition for 2014/15 is therefore proposed to remain unchanged.

3.2 The proposed budget for 2014/15 is shown in Appendix 1 and totals £6.118m.

3.3 Due to the nature of a "flat cash" settlement, the Board will be required to absorb 2014/15 budget pressures including the cost of increments (£0.032m), pay award provision of 1% (£0.041m) and other budget pressures. For 2014/15, these costs represent 2% of the proposed budget. These costs are primarily being managed by removing the budget for two posts vacated via the Voluntary Early Release scheme. The removal of these posts and inclusion of two new Administration posts was reported to the Board in June 2013.

4 Constituent Council Requisitions 2014/15

4.1 The 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 2014/15 is based on the constituent council's share of relevant GAE lines in the Finance Circular 11/2011, published on the 8th December 2011. Details are included in the following table:

	City of Edinburgh	Midlothian	East Lothian	West Lothian	Total
Requisition 2014/15 (£'000)	£3,745	£556	£674	£1,143	£6,118
GAE (%)	61.22%	9.08%	11.02%	18.68%	100.00%

5 Budget Flexibility and Risk Analysis

- 5.1 Although the Board has no specific power to establish a general reserve, it does have the ability to carry-forward unspent requisitions in any one year as a creditor or provision to meet known future commitments.
- 5.2 The Board has already approved the retention of the balance of unspent requisitions from 2010/11 to 2012/13 to meet the cost of early release measures. As reported to the Board in November 2013, this balance stands at £0.304m.
- 5.3 A detailed risk analysis has been undertaken as part of the 2014/15 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 can be quantified at this stage:
- (i) Pay Awards – a 1% uplift in pay awards equates to an increase of £0.041m 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 has been monitoring and reviewing standards since. These performance standards shall be reviewed as a result of the introduction of Individual Electoral Registration. The impact of this is currently unknown;
 - (iii) The Scottish Government's response to the consultation "Supporting Business-Promoting Growth" is unlikely to impact during 2014/15. However, any legislative changes that do arise from this consultation may have significant operational and financial implications. The Board shall be kept apprised as further information is made available;
 - (iv) Individual Electoral Registration Duties - this is due to be introduced in 2014 to be effective for the 2015 Westminster General Election and shall involve significant changes to current electoral registration processes. During the period of transition, increased expenditure has been identified under a number of headings, for example postages, printing, stationery and machinery. While the Cabinet Office is to provide full funding for the additional costs of introducing IER during the years 2014/15 and 2015/16, the longer term cost implications are as yet unknown and may represent an additional budgetary pressure.
- 5.4 Initial consultation took place some years ago with the Scottish Government on revisions to the Council Tax. Whilst nothing has impacted on the Board yet, representations would be made to the Scottish Government if the position changed which resulted in a spending pressure to the Board.

- 5.5 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.
- 5.6 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.

6 Recommendations

- 6.1 The Board is recommended to approve the proposed budget for 2014/15 and the issue of requisition requests from the Treasurer to constituent councils as follows:

Constituent Council	Requisition 2014/15 £'000
City of Edinburgh	3,745
Midlothian	556
East Lothian	674
West Lothian	1,143
Total	6,118

- 6.2 Note that an indicative budget for 2015/16 will be developed and reported at a future meeting in 2014/15.
- 6.3 Note the risks identified in paragraph 5.

**Hugh Dunn,
Treasurer**

Appendices	None
Contact/Tel:	Mr. T.MacDonald: 0131 469 3078
Background Papers	Held at the Office of Treasurer

Appendix 1 - Analysis of Budget Change

	£'000	£'000	£'000	% Change
APPROVED BUDGET 2013/2014			£6,118	
Budget Movement				
1.1 <u>Employee Costs:</u>				
Pressures				
· Pay Award (1%) - April 2014	£41			
· Salary increments	£32			
· Changes to working hours/other amendments	£8			
· Two new Administration posts	£42			
		£123		2.0%
Reductions				
· Voluntary Early Release savings	-£90			
· Overtime reduced	-£5			
· Early retirement pensions - budget realigned	-£5			
		-£100		(1.6%)
Net employee cost pressure			£23	
<u>Other budget adjustments</u>				
1.2 Rates – estimated increase in poundage		£5		
1.3 Staff travel budget reduced		-£10		
1.4 Postages budget reduced		-£10		
1.5 Conferences and subsistence budget reduced		-£8		
			-£23	(0.4%)
PROPOSED BUDGET 2014/15			£6,118	

Appendix 2 – Revenue Budget 2014/15 – Subjective Analysis

Budget 2013/14 £'000 £'000			Budget 2014/15 £'000 £'000	
£3,319		<u>Employee Costs</u>	£3,350	
£5		Wages and Salaries	£5	
£266		Allowances	£258	
£567		National Insurance	£572	
£127		Superannuation	£127	
£255	£4,539	Agency Staff	£250	£4,562
		Indirect Employee Expenses		
		<u>Premises Costs</u>		
£15		Building Repairs, Alterations & Maintenance	£15	
£54		Energy Costs	£57	
£305		Rents	£305	
£179		Rates	£184	
£16		Water Services	£20	
£35		Cleaning & Domestic Supplies	£35	
£16		Grounds Maintenance Costs	£8	
£5	£625	Premises Insurance	£5	£629
		<u>Transport Costs</u>		
£3		Direct Transport Costs	£3	
£100		Public Transport	£90	
£10	£113	Transport Insurance	£10	£103
		<u>Supplies & Services</u>		
£28		Equipment, Furniture & Materials	£28	
£1		Clothes, Uniform & Laundry	£1	
£92		Printing, Stationery & Gen Office Expenses	£92	
£34		Services	£34	
£488		Telephones, Computer Equipment and Postages	£480	
£29		Expenses	£22	
£3		Grants & Subscriptions	£3	
£37	£712	Miscellaneous Expenses	£35	£695
		<u>Third Party Payments</u>		
£34		Private Contractors	£34	
£61	£95	Other Agencies	£61	£95
		<u>Support Services</u>		
£80	£80	Central Support Costs	£80	£80
		<u>Income</u>		
-£43		Customer & Client Receipts	-£43	
-£3	-£46	Interest	-£3	-£46
	£6,118	Net Expenditure		£6,118

BUDGET REPORT

2014 - 2016



1 INTRODUCTION

The proposed budget provision for years 2014/16 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 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 2014/16 is to try to maintain performance within the valuation roll and council tax services, and closely monitor the lower budget and reduced staffing levels. Electoral registration is going through the largest change in the history of registration and each phase will be closely monitored to ensure the electoral register remains as complete and accurate as possible.

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

2 PROPOSED BUDGET 2014/15

In line with the Local Government Finance Settlement, the Valuation Joint Board has been asked to maintain revenue spending at 2011/12 levels for several years. The budget provision for 2012/13, 2013/14, 2014/15 and 2015/16 years have been maintained at 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 major change to the workload over the next few years due mainly to the introduction of Individual Electoral Registration. The main legislation has now been enacted but parts are still in draft form. Guidance and direction from the Electoral Commission is likewise in draft form and can only be finalised when all legislation has been passed. A key element such as the size of proposed forms has only very recently been intimated and will have a

significant impact on the organisation. The future workload cannot be measured with any great degree of accuracy but work plans have been drafted in detail and will remain a moving document for the foreseeable future.

Additional costs required to deliver IER have been estimated by the Cabinet Office and the funds are to be awarded to each ERO probably in two tranches. Each ERO has signed a commitment to use the fund only for IER delivery; the Treasurer to the Board has likewise signed a commitment that funding to the Assessor and ERO from the constituent councils will not be reduced. The funding award is for IER delivery and will not necessarily be apportioned to a specific financial year.

2.1.1 April 2014 Pay Award

Budget provision of 1% has been estimated for a possible increase for the 2014/15 year. The pay award together with increments is estimated to cost £73,000 and is included in the proposed budget.

2.1.2 Temporary Staff Costs

As a result of a requirement to carry out door to door canvass activity there is a need to employ a large number of temporary staff to enable the legislative requirements to be met. The costs involved in employing the temporary staff is estimated at £127,000 and is included in the proposed budget.

2.1.3 Premises Costs

The proposed premises cost budget for 2013/14 shows an estimated overall increase of £4,000 which allows for expected increases for energy costs, rates poundage and water charges which are offset by a reduction in grounds maintenance costs; all reflected in the proposed budget.

2.2 Budget Reduction

To offset the above unavoidable increased costs it is necessary to reduce expenditure on transport, supplies and services.

2.2.1 Transport costs

As a result of improved efficiencies in carrying out survey work the budget allocation for transport costs shows a saving of £10,000.

2.2.2 Supplies & Services

As a result of a recent refresh of computer equipment within the organisation the overall budget allocation can be reduced for 2014/15 and provides a net saving of £ 8,000. Similar to savings in transport costs the improved efficiencies in survey work also result in lower expenses resulting in saving of £7,000.

3 PROPOSED BUDGET 2015/16

Again, in line with the proposed 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 2015/16.

No breakdown of costs is presented for the year 2015/16 due to the known change to legislation and increased workload that will result from the introduction of Individual Electoral Registration and possible changes to Non-Domestic and Council Tax legislation. An indicative budget planning total is presented at this time. Budget estimates for 2015/16 will be prepared and reviewed during 2014/15 in order to develop a budget which mitigates financial risks arising from new legislative as it is known.

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 will 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. I will liaise with the treasurer for any virement greater than 2%.

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

As electoral registration is currently progressing through large scale change performance will be monitored but will not be comparable to previous years. Performance indicators will be determined by the Electoral Commission and submitted as required. An enormous workload is scheduled for 2014/15 to 2015/16;-

- European Election in May 2014,
- Scottish Independence Referendum September 2014,
- Individual Electoral Registration transition canvass from September 2014 to February 2015,
- UK General Election May 2015,
- First full canvass under Individual Electoral Registration August to November 2015.

4.4 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.

4.5 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 September 2014. The fine details of the introduction are currently being finalised. Individual registration coupled with the requirement to provide identifiers such as 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.

Although the Cabinet Office has formally advised EROs their proposed allocation of funding for 2014/15 the decision to prescribe the use of A3 forms instead of A4 will have a significant effect on costs and has yet to be addressed.

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 October 2014.

4.6 Non-Domestic Rating Appeals

Disposal of the 2010 Revaluation appeals has concluded for the Valuation Appeal Committee stage. Numerous appeals are now lodged with the Lands Tribunal for Scotland which will almost certainly necessitate hearings during 2014/15. Legal costs for cases proceeding to LTS are far higher than appeals to Valuation Appeal Committee.

One significant case involving numerous mobile telecommunication appeals across Scotland is being taken by the Renfrewshire Assessor as a test case with the financial cost split between assessors. I have little control over this expenditure however the split of costs between 14 assessors should mitigate the risk.

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 2014-2016 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 2012/13 and targets for 2013/14 and 2014/15.

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	3,188	1,277,889,313	1,275,905,939	75	74.09	13	12.30	12	13.61
2013/14		1,275,905,939		75		15		10	
2014/15				78		12		10	

Unfortunately I did not quite manage to meet the target performance figures for 2012/13. The targets were set without full knowledge of the number of economic recession appeals which hampered progress with survey work. As I stated last year the targets were a little ambitious and are not a reflection on the good effort 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 continues to lead to many businesses reviewing their space requirements; contact with my staff is often delayed and this has an unavoidable impact on performance.

The targets above for 2013/14 and 2014/15 although still challenging and have been set in the knowledge of the 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 NAV loss	Actual NAV loss
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	11,759	5%	0.88%
2013/14	(8,000)	2%	
2014/15	(2,000)	0.5%	

The target appeal disposal for 2012/13 was set at disposal of 10,000 revaluation and running roll appeals. The actual achievement was 11,759 appeals which placed the organisation in a good situation moving to 2013/14.

All revaluation appeals have now been cleared through the Valuation Appeal Committee and relatively low numbers await hearing by the Lands Tribunal for Scotland. Relatively low numbers of running roll appeals are expected to be lodged and disposed of during 2014/15 hence the expectation that around 2,000 appeals will need to be dealt with.

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	3,171	95	95.52	3	3.09	2	1.39
2013/14		96		3		1	
2014/15		96		3		1	

I am delighted that staff have again managed to exceed the target performance. Although the performance has dropped slightly from the previous year the staff complement dealing with Council Tax has been reduced and achievement of 95.52% is excellent.

As can be seen from the above table I continue to target to meet similar performance and for 2013/14 the aim is 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 have again changed their methods of measuring performance. The following is an extract from the submission made in August 2013 for proposed 2013/14 canvass performance.

EC Performance standards template 2013 assessment return

Completeness and accuracy of electoral registration records

- Performance Standard 1 – Using information sources to verify entries on the register of electors and identify potential new electors
Above the standard.
- Performance Standard 2 – Maintaining the property database
Above the standard.
- Performance Standard 3 – House-to-house enquiries
Meeting the standard.

Integrity

- Performance Standard 4 – Maintaining the integrity of registration and absent vote applications
Meeting the standard.
- Performance Standard 5 – Supply and security of the register and absent voter lists
Above the standard.

Participation

- Performance Standard 6 – Public awareness strategy
Meeting the standard.
- Performance Standard 7 – Working with partners
Above the standard.
- Performance Standard 8 – Accessibility and communication of information
Meeting the standard.

Planning and organisation

- Performance Standard 9 – Planning for rolling registration and the annual canvass
Meeting the standard.
- Performance Standard 10 - Training
Meeting the standard.

I am pleased to report that the Commission has agreed with our self-assessment of meeting six and exceeding 4 of the ten performance standards.

Performance standards for 2014 will be altered to measure the transition to Individual Electoral Registration.

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

Appendix 1

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

1. To ensure timeous publication and maintenance of the **Valuation Roll**.
2. To ensure timeous publication and maintenance of the **Council Tax List**.
3. To ensure timeous publication and maintenance of the **Electoral Register** through the transition and introduction of IER.
4. To develop, prepare and publish reports to improve customer knowledge and ensure attainment of good **Community Focus**.
5. To set standards and undertake corporate improvement in **Service Delivery Arrangements** and review the performance management and planning framework to ensure continuous improvement.
6. To review roles, responsibilities, **Structures and Processes** to ensure effective balance of responsibility and authority.
7. To review, monitor and maintain organisational **Risk Management and Internal Controls** to ensure efficient and effective delivery of service.
8. To develop, adopt and review formal documentation and systems to ensure **Standards of Conduct** are adhered to.
9. To plan and deliver an **organisational development strategy** considering corporate initiatives to ensure efficiency and quality of service delivery.
10. To engage in **key partnership working** to ensure the integrated delivery of efficient government.

EXECUTIVE RESPONSIBILITIES

No	Task/Project	Responsibility	Performance Measures
1	To ensure statutory duties are carried out for maintenance of the Valuation Roll and ensure timeous publication of the 2017 Revaluation Roll.	Executive	<ol style="list-style-type: none"> 1. Commence preparation of the 2017 Revaluation Roll. 2. Maintain Valuation Roll in line with statutory requirements. 3. Dispose of appeals within statutory time frame including LTS & LVAC appeals. 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 Council Tax List .	Executive	<ol style="list-style-type: none"> 1. Maintain CT List in line with statutory requirements. 2. Dispose of proposals & appeals. 3. Continue with transfer of records to electronic format. 4. Audit processes, procedures and Bands. 5. Further develop IT systems, applications and communications. 6. Maintain performance.
3	To ensure timeous publication and maintenance of the Electoral Register through the transition and introduction of Individual Electoral Registration.	Executive	<ol style="list-style-type: none"> 1. Prepare and publish ER by 27th February 2015, 1st December 2015 and 1st December annually thereafter. 2. Maintain ER for update on 1st of each month outside legislative period during canvass. 3. Dispose of any registration appeals. 4. Prepare and ensure refresh of AV personal identifiers in January 2016. 5. Prepare for and ensure efficient and effective transition and introduction of Individual Registration from September 2014. 6. Prepare for and ensure effective management of registration duties for European Election May 2014, Scottish Referendum September 2014, General Election May 2015 and any other elections or referendums as required. 7. Audit processes, procedures and accuracy to ensure quality registration delivery. 8. Further develop IT systems, applications and communications. 9. Maintain performance.

4	To develop, prepare and publish reports to improve customer knowledge and ensure attainment of good Community Focus .	Executive	<ol style="list-style-type: none"> 1. Prepare and publish statutory reports. 2. Prepare and present reports to LVJB. 3. Improve customer targeted policies. 4. Maintain appropriate public participation schemes. 5. Maintain, update and improve website.
5	To set standards and undertake corporate improvement in Service Delivery Arrangements and review the performance management and planning framework to ensure continuous improvement.	Executive	<ol style="list-style-type: none"> 1. Improve VR key and internal performance indicators. 2. Maintain CT key and internal performance indicators. 3. Meet new Electoral key and internal performance indicators. 4. Preparation, monitoring and review of Service Planning.
6	To review roles, responsibilities, Structures and Processes to ensure effective balance of responsibility 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 regularly.
7	To review, monitor and maintain organisational Risk Management and Internal Controls 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 task specific, strategic and rolling risk registers. 5. Report 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 Standards of Conduct are adhered to.	Executive	<ol style="list-style-type: none"> 1. Maintain and review 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 organisational development strategy 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 key partnership working to ensure the integrated 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 Government, Electoral Commission, Cabinet Office, EMB etc. 3. Maintain partnership working with external professional bodies e.g. RICS, IRRV, AEA 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
		Review methods & 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.	Head of Valuation
		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 including LTS & LVAC 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 loss on appeal and reasons for loss.	Head of Valuation
		Monitor and ensure amendments are processed timeously.	Head of Valuation
		Ensure compliance with LTS and quality preparation of cases	Head of Valuation
1.4	Consider improved receipt of rental and other data from key sources	Liaise with constituent council and Scottish Government for direct provision of data.	Head of Valuation
		Increase and improve large owner database for capturing data	Head of Valuation
		Improve electronic analysis of rents	Head of Valuation
		Investigate development of mapping systems to display rental data.	Head of Valuation

1.5	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
1.6	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
1.7	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 proposals & 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	Continue with transfer of records to electronic format	Embed transfer of existing records to electronic format into standard workload	Head of Valuation
		Monitor performance of scanning & indexing	Head of Valuation
2.4	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
2.5	Further develop IT systems, applications and communications	Consider workflow and work improvements as part of Senior Technician review.	Head of Valuation
		Ensure all new and altered records are saved in electronic format	Head of Valuation
2.6	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** through the transition and introduction of Individual Electoral Registration.

No	Performance Measures	Strategic Aims / Operational Objectives	Key Task Owner(s)
3.1	Prepare and publish ER by 27 th February 2015, 1 st December 2015 and 1 st December annually thereafter	Publish Electoral Register in paper format and electronic format by 27 th Feb 2015, 1 st December 2015 and each year thereafter.	Assessor
		Carry out postal and door to door canvass in line with new legislation and to maximise registration.	Head of Administration
		Prepare for possible removal of electors for 1 st December 2015 who were not confirmed and who have failed to respond to an 'invitation to register'	Head of Administration
		Ensure appropriate advertising/publicity initiatives are in place in conjunction with EC public engagement strategy.	Head of Administration
		Action all postal vote applications received during and outside the canvass period.	Head of Administration
		Distribute register in requested 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 and ensure efficient and effective transition and introduction of Individual Registration from September 2014.	Liaise with the Cabinet Office in wording and content of remaining legislation, funding and hardware requirements.	Assessor
		Liaise with Electoral Commission regarding guidance and public engagement strategy.	Assessor
		Liaise with Regional Development Manager to ensure appropriate cascade of training & consistency of approach.	Depute Assessor
		Liaise with electoral management software provider to ensure that systems will be fully functional and robust for all functional operations.	Depute Assessor
		Liaise with printers to ensure timetable can be met and/or seek alternative provider	Head of Administration
		Carry out staff training at appropriate times in line with EC recommendations	Head of Administration
		Carry out in-depth planning and walk through of tasks to ensure floor-space is appropriate for all activities	Depute Assessor/Head of Administration
		Estimate all manual tasks required at pressure points and commence suitable recruitment of permanent, short term and temporary staff as may be necessary.	Depute Assessor/Head of Administration
Continue to update, refresh, amend timetable and risks to ensure efficient implementation of IER	Depute Assessor/Head of Administration		

3.3	Maintain ER for update on 1 st of each month outside legislative canvass period.	Update ER monthly updates from 1 st April 2014 – 1 st Nov 2014 and per legislative requirements thereafter	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 AVPIs as required in January 2016.	Head of Administration
3.4	Dispose of any registration appeals	Correspond with appellants in line with statutory requirements.	Head of Administration
		Ensure hearings are set up and conducted timeously.	Assessor/Head of Administration
3.5	Prepare for refresh of AV personal identifiers in January 2016	Identify required IT development.	Head of ICT/Head of Administration
		Identify quantities and additional required expenditure.	Head of Administration
		Establish required processes, timetable for collection and processing.	Head of Administration
		Provide reports as required to Executive and Board.	Head of Administration
3.6	Prepare for and ensure effective management of registration duties for European Election May 2014, Scottish Referendum September 2014, General Election May 2015 and any other elections or referendums as required.	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
		Prepare and maintain all necessary timetables including the identification of all key risks associated with election preparation requirements	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
3.7	Audit processes, procedures and accuracy to ensure quality registration delivery.	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
3.8	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
3.9	Maintain performance	Improve efficiency in the delivery of the canvass processes and procedures.	Head of Administration
		Review performance reports and consider targets new electoral tasks.	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 improve customer knowledge & 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 assessor's report to LVJB and staff re service planning, performance & target setting.	Assessor
		Annual treasurer's un-audited accounts.	Treasurer
		Annual Audit reports to LVJB.	Treasurer
		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
		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 bi-annual report on LVJB equality initiatives and standards achieved.	Depute Assessor
		Monitor adherence to equality principles.	Senior Management Team
4.4	Maintain appropriate public participation schemes	Quarterly progress report to LVJB.	Assessor
		Liaise with the Electoral commission to ensure a robust public engagement strategy is in place for the introduction of IER	Assessor
		Liaise with universities, further education establishments and schools to maximise student registration particularly for the SIR	Head of Administration
		Additional reports as required or requested.	Executive
4.5	Maintain, update and improve websites	Identify improvements to LVJB internet site and review contents.	Senior Management Team
		Maintain and update the internet site to ensure current and accurate especially at key electoral events during 2014 and 2015.	Executive/Senior Management Team
		Identify improvements to LVJB intranet site and review contents.	Senior Management Team
		Maintain and update the intranet site to ensure current and accurate	Senior Management Team

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	Improve VR key and internal performance indicators	Agree and set KPIs for VR.	Assessor/ Head of Valuation
		Agree and set a suite of internal indicators for VR performance.	Assessor/ Head of Valuation
		Monitor, analyse and report on VR performance quarterly.	Assessor/ Head of Valuation
5.2	Maintain CT key and internal performance indicators	Agree and set KPIs for CT.	Assessor/ Head of Valuation
		Agree and set a suite of internal indicators for CT performance.	Assessor/ Head of Valuation
		Monitor, analyse and report on CT performance quarterly.	Assessor/ Head of Valuation
5.3	Meet new 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.	Assessor/Senior Management Team
		Monitor Performance & Development Review procedure to ensure adherence to Service Plan and Performance Indicators.	Assessor/Senior Management Team
		Review Performance & Development Review procedure to meet staff comments and meet organisational requirements.	Assessor/Senior Management Team
		Review 2/3-yearly Service Plan annually.	Assessor/Senior Management Team
		Review & monitor a timetable for reviewing and monitoring performance measurement and target setting.	Assessor/Depute Assessor

Strategic Aims & Operational Objectives 6

To review roles, responsibilities, **Structures and Processes** to ensure effective balance of responsibility 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, in 2014.	Assessor/LVJB
		Review contents of Scheme of Delegation 5 yearly, in 2014.	Assessor/LVJB
		Review contents of Financial Regs 5 yearly, in 2014.	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 within each service delivery planning timetable on an ongoing basis.	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 senior management meetings.	Depute Assessor
		Monitor budget spend and variances and include in quarterly progress report.	Executive
		Monitor actions resulting from audit reports at all management 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 strategic risk register at senior management meetings	Executive
7.4	Maintain task specific, strategic and rolling risk registers.	Maintain work timetables with corresponding risk management monitoring regularly at all relevant meetings.	Senior Management Team
		Consider new risks to be added to timetables/risk registers on an ongoing basis	Executive
		Mitigate all risks on timetables/risk registers on an ongoing basis	Executive
7.5	Report risks to LVJB and review risk strategy framework as required	Report to Board on identified key risks on quarterly basis as part of progress report.	Assessor
		Report to Board on budget variances, past and proposed, on quarterly basis as part of progress report.	Assessor/Treasurer
		Submit external & internal auditors' reports and actions carried out resulting from recommendations to the Board.	Assessor
		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 and review 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, Equal Opportunities etc. on a day to day basis and assess at monthly management meetings.	Management Teams
		Identify targets by April 2014 and incorporate into annual equalities report	Executive
		Ensure Complaints policy and procedure meet required standards	Executive
		Ensure Records management policy and procedures meet required standards	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

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 management meetings.	Executive & Heads of Service
		Monitor improvement and report annually to LVJB.	Assessor
		Monitor customer care to measure improvement.	Executive
		Monitor and report absence levels to measure improvement.	Depute Assessor
		Discuss & develop corporate improvement strategies at executive meetings.	Executive & Heads of Service
9.3	Comply with corporate goal, LVJB Mission, vision, aims & objectives	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
		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 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