

## **BUDGET REPORT 2020 – 2021**

**3<sup>rd</sup> February 2020**

### **1.0 INTRODUCTION**

- 1.1 This report provides information that aligns budget provision with service delivery during 2020/2021.
- 1.2 Additional information on service activities is provided in the 2020/2021 Corporate and Service Plans at Appendix 1.
- 1.3 Information is also provided on the development of the 2020/2023 Business Strategy and the implications arising.

### **2.0 PRINCIPAL SERVICE DELIVERY ACTIVITIES FOR 2020/2021**

#### **2.1 Valuation Roll**

- 2.1.1 Focus remains on the successful disposal of all 2017 Revaluation Appeals. To date 11,436 (87.86%) revaluation appeals have been disposed of or are currently under citation. A programme of further citation is in place which shall aim to have dealt with all revaluation appeals by October/November 2020. The statutory disposal date is 31<sup>st</sup> December 2020.
- 2.1.2 In addition to revaluation appeals there are currently 962 running roll appeals, lodged following annual maintenance activities in connection with the Roll, which require disposal by year end. These are also timetabled with a completion date of November/December 2020.
- 2.1.3 Annual maintenance activities (running roll) shall continue during 2020/21. This takes the form of making entries for new subjects, amending existing entries to reflect material changes of circumstance and making appropriate deletions.
- 2.1.4 During 2020/21 and subject to approval by the Board a short term project shall be initiated that assists the introduction during the year of the Valuation Services Team (VST) as part of the phased introduction of the 2020/2023 Business Strategy.
- 2.1.5 The VST shall provide a more efficient use of existing resources while creating opportunities for improved performance with NDR requirements.

2.1.6 Existing preparations in respect of legislative change currently drafted under the NDR Reform agenda shall continue in accordance with project timetables. In particular, and subject to the enactment of relevant legislation, the necessary processes shall be developed to allow for the issue of Civil Penalties during 2020/21 following the non-return of information.

## **2.2 Council Tax**

2.2.1 During 2020/2021 the emphasis shall continue to focus on the insert of new domestic dwellings to the List.

2.2.1 Significant improvement to the new house insert process has been achieved through the increased use of IT and it is intended that throughout 2020/2021 this is further developed to maximise improvements and process efficiencies.

## **2.3 Electoral Registration**

2.3.1 Electoral Registration continues to operate within a period of significant change. This is reflected in the proposed alterations to the annual household canvass and by ongoing legislative amendment.

2.3.2 The 2020 Annual Household Canvass shall be carried out adopting the required process changes. Following its completion a review shall be undertaken to reflect on its success, impact on the register, and the cost implications that arise.

2.3.3 The 2019 snap General Election has provided insight on required changes to both internal process and procedures, but also to the existing electoral management system operated within the organisation. These requirements shall be further defined and initiated during 2020/2021.

2.3.4 As a result standing implementation plans for major electoral events shall be reviewed and amended. Headline information relating to the General Election is attached at Appendix 2.

2.3.5 Throughout 2020/21 all required maintenance activities connected to the Electoral Register such as inserts, amendments, deletions, absent vote applications, and absent vote refresh shall be carried out.

## **3.0 BUDGET 2020/21 – BUSINESS STRATEGY**

### **3.1 Introduction**

3.1.1 At the Board meeting of 3<sup>rd</sup> September 2018, Scott-Moncrieff external auditors, advised at page 1 of their annual audit report to the Board that,

- “The Board has arrangements in place for short term (1 Year) financial planning, with budgets aligned to its Corporate and Service Plan. However, the Board does not prepare medium to long-term financial plans due to the uncertainty over future funding allocations.”

- “At present, the longer term strategic direction has not been formally documented and presented to the Board. We recommend that the Board develops a strategic plan which documents the Board’s future plans and key challenges.”

3.1.2 At page 21 of the same report while recognising the steps that had been taken through the Transformation Programme during 2017/18 the audit report went on to say “.....the Board should progress this through the development of a medium to long-term strategy which includes an outline of the financial outlook”.

3.1.3 The Treasurer’s Revenue Budget Report presented to the Board on the 4th February 2019 at paragraph 6.6.6 states,

- “The Transformation Programme is ongoing, with further investigation into key processes and service methodology in progress. This may facilitate further opportunities to review staffing levels in the years ahead, with a potential for further employee severance costs.”

3.1.4 At the Board meeting held on the 23<sup>rd</sup> April 2019 the Treasurer’s Report titled Medium Term Financial Plan 2019/20 to 2022/23 – Progress Update stated at paragraph 4.1,

- “Development of a medium-term financial plan ought to be fully aligned with the future strategic direction and priorities of the Board.”
- In the same report at paragraph 4.10 the report states, “Savings in employee costs will only be achieved through the Transformation Programme, as it essential that any changes in staffing is made in the context of successful delivery of the second phase of activities. Cost savings achieved will be required to address the future cost pressures shown in paragraph 4.4.”
- At paragraph 4.15 of the same report a potential funding gap of £0.949m by 2022/23 was indicated.
- Paragraph 5.1 states, “The Board is facing competing pressures over the short and medium term. There is a requirement to introduce major legislative changes to key functions, set against unavoidable budget pressure unlikely to be met through sustainable additional funding.”

3.1.5 In answer to the various issues raised in the reports quoted above, the Assessor on 4<sup>th</sup> November 2019, presented to the Board a report titled “Business Strategy 2020/21 – 2022/23”. This provided information on the challenges facing the organisation, the way in which these challenges were to be met, and the progress underway.

3.1.6 This report now builds on that position and indicates how over the Business Strategy period opportunities for organisational change can be identified which meet the emerging service delivery demands while securing significant efficiencies.

## 3.2 Challenges

3.2.1 The Business Strategy aims to meet the following challenges;

- Responding to the ongoing fiscal constraint by identifying efficiencies and savings.
- Ensuring the changes required under the NDR Reform agenda are delivered.
- Ensuring the changes to electoral registration annual household canvass are delivered.

- Ensuring continuance of all business as usual services, especially those associated with major electoral events.
- To continue and accelerate the process of Transformation and change within the organisation.

### **3.3 Transformation Phase 1**

3.3.1 The organisation commenced a Transformational Change programme during 2017.

3.3.2 This resulted in a number of significant structural, cultural and procedural changes. In addition an annual 4.4% budgetary saving was achieved.

3.3.3 Structural Changes

- Re-structuring of Corporate and Senior Management Team.
- Introduction of a Governance Team.
- Recruitment to trainee and technical support posts.
- Reduction in additional IER funding requirement through absorption of posts.

3.3.4 Cultural Changes

- Introduction of a structured training regime.
- Introduction of a performance framework.
- Introduction of focused staff discussion groups.

3.3.5 Procedural Changes

- Rationalisation of key internal processes.
- Introduction of structured audit activity.
- Introduction of field devices to external property survey.

### **3.4 Transformation Phase 2 - Budget and Service Delivery**

3.4.1 There exists an ongoing requirement to establish new and adapted practices and approaches to service delivery in order to create improvements and efficiencies.

3.4.2 It is vital however that the ability to meet the key challenges reflecting legislative changes to service requirements and the ongoing provision of service during key events is not placed at risk as a result of efficiency savings being conceded as the primary driver during the Transformation process.

3.4.3 The organisation faces considerable service challenges in the shape of the NDR Reform agenda, the introduction of new Electoral Registration annual canvass procedures, and the very specific challenges that arise during major election and referendum events.

3.4.4 These challenges represent the shape and form of future service delivery models.

3.4.5 The satisfactory meeting of these challenges must be reflected in the balance established between budget requirement and service delivery.

3.4.6 Transformation Phase 2 in the guise of the Business Strategy 2020- 2023 aims to provide the platform upon which the balance between budget and service delivery could be established.

3.4.7 In order to achieve this balance and to allow on ongoing process of monitoring and review of the effectiveness of changes being introduced, it is recommended that a phased approach be adopted.

3.4.8 This phased approach allows for the proper implementation of new working practices and procedures while ensuring ongoing service delivery. It provides for maximum opportunity for the new approaches to be effective, supporting the creation of efficiencies, and minimising the risk of budget provision versus service delivery imbalance.

3.4.9 It shall also allow for appropriate Board scrutiny at the commencement of each phase giving the opportunity for proper reflection on the balance between service delivery and efficiency savings.

### **3.5 Business Strategy – Proposed Structural Changes Phase 1 – Valuation Services Team**

3.5.1 Structural changes within the NDR and Council Tax resource are proposed that build on the changes already underway.

3.5.2 These changes involve the creation of a Valuation Services Team (VST) within which a range of support and direct service provision activities shall be undertaken. For example,

- Council Tax service provision.
- Identification and monitoring of NDR building warrant completion.
- Inspection of NDR properties within value and complexity parameters.
- Assisting in the valuation and associated administration of properties for NDR within value and complexity parameters.
- Assisting in the disposal and administration of NDR appeals within value and complexity parameters.
- Administrative processing of NDR forms issue/return.
- Administrative processing of Civil Penalties.
- Administrative support to the NDR appeal processes.
- Administrative support to NDR appeal court production creation.

3.5.3 This Team shall be created by pooling the existing staff resource identified as Council Tax Manager, Technician, Property Assistant and Technical Support Officer.

3.5.4 The Team shall have responsibility for direct service provision and providing support to other activities. This shall allow qualified valuation staff to focus on more complex and specialised valuation cases and allow review of the required resource at this level.

3.5.5 A more concentrated resource application to various workloads shall be achieved allowing improved assessment of performance, in addition to encouraging further review and refinement to processes that support these activities.

3.5.6 The VST shall act as a filter/syphon for all but the more complex NDR workloads which shall be passed to the Valuation Units for action.

3.5.7 The creation of the VST shall enable knowledge spread allowing increased flexibility and the ability to deal effectively with high workloads as they emerge.

3.5.8 This approach represents a positive move forward, an increased level of specialisation and a better division and balance of work between the VST and the Valuation Units from which performance benefits can be derived.

- 3.5.9 Given the specific challenges which the NDR Reform agenda represents such an approach is essential to ensure continuance of service delivery under the new NDR model.
- 3.5.10 The VST shall be implemented during 2020/21 following the conclusion of a short-term project management process during which roles and responsibilities, procedures and processes, system enhancements, work activity parameters, and training requirements have been considered and action taken.
- 3.5.11 Following consultation with the Trade Union there is broad agreement to the Phase 1 proposals with further discussion to take place as operational detail is developed.

### **3.6 Business Strategy – Proposed Structural Changes Phase 2 – Valuation Services Team**

- 3.6.1 Throughout 2021/22 the development of the VST and the internal processes adopted shall continue, in conjunction with ongoing performance review.
- 3.6.2 Appendix 5 provides a stylisation of the manner in which the VST shall operate and interact with other areas in the organisation.
- 3.6.3 The Venn diagram identified as compiling the VST indicates a number of intersection areas which diagrammatically shows the flexibility the VST shall bring to dealing with workloads.
- 3.6.4 These intersections represent areas of resource flexibility and shall allow certain work activities and specific workloads to be shared and supported within the Team as a whole.

### **3.7 Business Strategy - Proposed Structural Changes Phase 3 - Electoral Registration**

- 3.7.1 Within the Business Strategy period electoral registration faces two key challenges,
- The introduction of a revised annual household canvass process.
  - Ensuring the resource and ability exists to provide essential registration processes during major elections and referendums.
- 3.7.2 Work is ongoing to assess the impact of the new canvass process. This involves the creation of new process requirements allowing the various options surrounding elector engagement to be considered. This in turn provides the information necessary to make financial projections, the expectation being that the current requirement for annual additional funding shall cease.
- 3.7.3 The risk associated with the loss of additional annual funding during 2020 is expected to be significantly reduced if not removed.
- 3.7.4 The altered annual canvass process shall introduce greater use of data matching activities and build on existing electronic engagement with electors. This in turn shall allow resources to be more focused on specific process requirements.
- 3.7.5 Out with the annual canvass period ongoing maintenance activities continue to be refined through the use of enhancements to the electoral systems and the ability to undertake bulk actions electronically.
- 3.7.6 The reassessment of required staff resource which these changes allow must be balanced against an assessment of the impact that a major electoral event has on available resources when significant workloads require to be dealt with in very short timescales.

- 3.7.7 In the longer term this balance shall be maintained by the use of flexible staff resources who are suitably trained and able to be applied effectively to the workload pressures with minimum delay.
- 3.7.8 This approach has a proven track record with the use of Property Assistants during the 2019 General Election, and shall be extended to include Customer Support Assistants through the expansion of their skills sets.
- 3.7.9 Appendix 5 provides an indication of how these flexible resources shall operate and interact.
- 3.7.10 Due to the following it is recommended that any organisational changes within the Electoral Registration area are commenced during 2022/23 as Phase 3 of Transformation;
- Changes to annual canvass during 2020.
  - The Scottish Parliamentary Elections in 2021 which are anticipated to be of major significance.
  - The possibility of other major electoral events during this period.
  - The introduction of significant legislative changes.
  - The time required to develop enhanced skills within the flexible resource.
  - The time required to undertake system and process enhancement.
- 3.7.11 To introduce changes prior to this time would place delivery of electoral services under undue pressure and risk of failure.
- 3.7.12 To support this period of significant change and provide the necessary effective management and support it is intended to make minor adjustments to the senior staff structure which supports the electoral process. These shall be implemented during Phase 1 of the Business Strategy.

### **3.8 Business Strategy – ICT**

- 3.8.1 Delivery of services within the organisation are entirely dependent on the development and application of IT services. Due to the specialised nature of the services provided bespoke software developed in-house is the most efficient and cost effective approach to adopt.
- 3.8.2 An exciting programme of development is underway to support the successful delivery of one of the key NDR changes, namely the introduction of 3 yearly revaluations.
- 3.8.3 To assist this additional funds allocated as part of the NDR Reform agenda have been used to increase the development capabilities within the LVJB ICT team.
- 3.8.4 As the legislation supporting the Reform agenda becomes increasingly granular it is clear that further demands require to be made of IT capabilities. In particular this is around the introduction of civil penalties, the administration of revaluation delivery, and enhanced internal processes supporting the introduction of the VST.
- 3.8.5 It is intended therefore to recruit one additional system analyst using funding provided for under the NDR Reform agenda as part of Phase 1.

3.8.6 Investment in ICT represents a “spend to save” approach where improving and expanding ICT capability reduces resource requirement elsewhere in the organisation.

### **3.9 Business Strategy – Organisational Structure**

3.9.1 The existing organisational structure is depicted at Appendix 3.

3.9.2 Appendix 4 and 5 provide a traditional depiction of the proposed Phase 1 organisational structure and a chart indicating process and activity flow with the interaction and flexibility of resources.

3.9.3 Phase of 1 of Business Strategy proposes a net reduction in resource requirement of 6 FTE posts.

3.9.4 The phased approach being recommended allows for a proper balance being achieved between the introduction of the various organisational changes while ensuring service delivery continues, reflecting new requirements, and the potential release of efficiency savings.

### **3.10 Business Strategy – Financial Implications**

3.10.1 The Phased approach being recommended allows for the identification of possible efficiency savings within the main areas of the organisation.

3.10.2 These efficiency savings would be realised over the Strategy period in a staged and managed fashion that is balanced with ongoing service delivery pressures.

3.10.3 These efficiency savings are also supported by the introduction of revised and improved work practices and the increased application of ICT.

3.10.4 The implementation of Year 1/Phase 1 in conjunction with the application of Reserve funds maintains the flat cash position for 2020/2021 subject to the award of additional funding secured through the NDR Reform agenda.

3.10.5 The Treasurer’s Budget Report as provided elsewhere on the agenda provides full detail on the financial implications and recommendations for 2020/2021.

3.11.6 During 2020/2021 the implications of the revised electoral registration annual canvass changes shall be known. In addition the legislation and supporting regulations which deliver the NDR Reform (Scotland) Bill shall be enacted. Following the achievement of this level of granularity the Board may wish to consider the re-introduction of a 3 year budgeting process commencing 2021/22. This in conjunction with the phased introduction of the Business Strategy shall provide the opportunity to achieve a degree of fiscal and service delivery sustainability moving forward.

### **3.11 Business Strategy – Outcomes**

3.11.1 The Strategy provides opportunities for financial savings throughout its period and ongoing thereafter.



- 3.11.2 These savings shall be provided in a phased fashion which would allow for the proper balance between budget reductions and the continuance of service delivery.
- 3.11.3 The service delivery provided shall reflect the demands and challenges presented by significant changes to both NDR and Electoral Registration.
- 3.11.4 The Phased approach allows for proper Board scrutiny on each Phase ensuring service delivery and efficiency savings are kept in proper balance and allow full consideration of fiscal and budgetary implications that arise.
- 3.11.5 The Strategy builds significantly on the ongoing Transformation Programme by creating new and improved ways of working, the organisational deployment of flexible resources and the continuance of a culture of review, reflection and improvement.

#### **4.0 KEY RISKS**

- 4.1 The successful delivery of the NDR Reform agenda is dependent on the ongoing provision of additional annual funding. Failure to secure these funds shall seriously undermine the successful delivery of the required reforms.
- 4.2 Since the introduction of IER in 2014 EROs have received direct additional funding from the Cabinet Office to support the electoral registration process. Changes to the annual household canvass are to be introduced during 2020 with one of the aims being a major impact on the requirement to provide this ongoing financial support. As a result it is expected that the funding support shall cease in 2020. While modelling of the proposed changes give every indication that the need for this funding shall be significantly reduced if not removed the proposed 2020/2021 budget provides for a £100k allocation to support the change to the new process. As this provision is not sustainable a risk remains should the level of expected savings in the canvass process not be realised.
- 4.3 Short notice elections and referendums place the organisation under considerable pressure in terms of both resources and budgetary provision. While every effort is taken to minimise budgetary pressure during such times significant electoral events are likely to require the provision of additional funding to ensure their successful delivery
- 4.4 Council Tax reform remains a subject of ongoing debate. Any major legislative change that impacts on the Board is unlikely to be managed within current budgetary provision.

#### **5.0 RECOMMENDATIONS**

- 5.1 The Board is asked to note the content of this report.
- 5.2 The Board is requested to note the recommendation of a Phased approach to organisational changes over the Business Strategy period.

- 5.3 The Board is specifically requested to approve Phase 1 implementation of the proposed structure and the associated reduction in staff resources.
- 5.4 The Board is requested to note that further reports and recommendations shall be provided by the Assessor over the Strategy period.

**Graeme Strachan**  
**ASSESSOR & ERO**

*Attached:*

*Appendix 1 LVJB Corporate and Service Plans*

*Appendix 2 Electoral Registration Statistics*

*Appendix 3 LVJB Existing Organisation Chart*

*Appendices 4 & 5 LVJB Proposed Organisation Charts*

## SERVICE MISSION & VISION

Lothian Valuation Joint Board's **mission** is to ensure best value and provide equitable, customer focussed, 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** and registration services at elections.
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 deliver changes and improvements identified under the Transformation Programme and through the ongoing process of **Structure and Process** review.
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.
11. To review and develop the necessary policies to support the **Health, Safety and Welfare** of all LVJB employees.

## EXECUTIVE RESPONSIBILITIES

No	Task/Project	Responsibility	Performance Measures
1	To ensure statutory duties are carried out for maintenance of the <b>Valuation Roll</b> .	Executive	<ol style="list-style-type: none"> <li>1. Maintain Valuation Roll in line with statutory requirements.</li> <li>2. Continue the programme of 2017 Revaluation and Running Roll appeal disposal.</li> <li>3. Monitor appeal disposal progress against statutory requirement and programme timetable.</li> <li>4. Dispose of LTS and LVAC appeals as appropriate.</li> <li>5. Audit processes, procedures and values.</li> <li>6. Further develop IT systems, applications and communications.</li> <li>7. Continue with project planning/implementation in respect of changes required under the Barclay Review of NDR.</li> <li>8. Commence preparations and timetable for Revaluation 2022.</li> <li>9. Continue to develop opportunities for stakeholder engagement.</li> <li>10. Review and seek improved annual running roll performance.</li> </ol>
2	To ensure statutory maintenance of the <b>Council Tax List</b> .	Executive	<ol style="list-style-type: none"> <li>1. Maintain CT List in line with statutory requirements.</li> <li>2. Dispose of proposals &amp; appeals.</li> <li>3. Audit processes, procedures and Bands.</li> <li>4. Further develop IT systems, applications and communications.</li> <li>5. Continue with development of improved processes for new house inserts to CT List.</li> <li>6. Continue to develop opportunities for stakeholder engagement.</li> <li>7. Review &amp; maintain performance.</li> </ol>

3	To ensure timeous publication and maintenance of the <b>Electoral Register</b> and registration services at elections.	Executive	<ol style="list-style-type: none"> <li>1. Prepare and publish the Electoral Register by 1<sup>st</sup> December 2020.</li> <li>2. Maintain ER for update statutory date each month.</li> <li>3. Undertake the newly modelled annual household canvass.</li> <li>4. Dispose of any registration appeals.</li> <li>5. Prepare and ensure refresh of AV personal identifiers in January 2021.</li> <li>6. Prepare for and ensure effective management of registration duties for any elections or referendums called during the year.</li> <li>7. Audit processes, procedures and accuracy to ensure quality registration delivery.</li> <li>8. Further develop IT systems, applications and communications.</li> <li>9. Continue to undertake engagement activities.</li> <li>10. Maintain performance.</li> </ol>
4	To develop, prepare and publish reports to improve customer knowledge and ensure attainment of good <b>Community Focus</b> .	Executive	<ol style="list-style-type: none"> <li>1. Prepare and publish statutory reports.</li> <li>2. Prepare and present reports to LVJB.</li> <li>3. Maintain customer targeted policies.</li> <li>4. Maintain and develop appropriate public engagement schemes.</li> <li>5. Maintain LVJB website.</li> </ol>
5	To set standards and undertake corporate improvement in <b>Service Delivery Arrangements</b> and review the performance management and planning framework to ensure continuous improvement.	Executive	<ol style="list-style-type: none"> <li>1. Maintain VR key and internal performance indicators.</li> <li>2. Maintain CT key and internal performance indicators.</li> <li>3. Maintain new Electoral performance indicators set by the Electoral Commission.</li> <li>4. Prepare, implement, monitor and review of Corporate and Service Plans.</li> <li>5. Prepare, maintain and review Work Plans and Service Performance.</li> </ol>
6	To review roles, responsibilities, <b>Structures and Processes</b> to ensure effective balance of responsibility and authority.	Executive	<ol style="list-style-type: none"> <li>1. Review Standing Orders, Scheme of Delegation and Financial Regulations; 5 yearly.</li> <li>2. Adhere to Standing Orders, Scheme of Delegation and Financial Regulations; 5 yearly.</li> <li>3. Implement and progress the objectives of the Transformation Programme.</li> </ol>
7	To review, monitor and maintain organisational <b>Risk Management and Internal Controls</b> to ensure efficient and effective delivery of service.	Executive	<ol style="list-style-type: none"> <li>1. Review the activities of the Governance, Best Value and Risk Group</li> <li>2. Identify, mitigate and monitor risks.</li> <li>3. Maintain Quality Assurance audit activity and undertake joint working with external audit.</li> <li>4. Review all audit recommendations and implement recommendations as appropriate.</li> <li>5. Maintain task specific, strategic and rolling risk registers.</li> <li>6. Report risks to LVJB and review risk strategy framework as required.</li> </ol>

8	To develop, adopt and review formal documentation and put in place appropriate systems to ensure <b>Standards of Conduct</b> are adhered to.	Executive	<ol style="list-style-type: none"> <li>1. Monitor and review compliance to the General Data Protection Requirements, Records Management, FOI, and Equalities.</li> <li>2. Report on Whistle Blowing.</li> <li>3. Provide management, guidance and support timeously.</li> </ol>
9	To plan and deliver an <b>organisational development strategy</b> considering corporate initiatives to ensure efficiency and quality of service delivery.	Executive	<ol style="list-style-type: none"> <li>1. Continue the implementation and development of the Transformation Programme objectives.</li> <li>2. Implement, monitor and review Corporate Plans.</li> <li>3. Implement, monitor and review Service Plans.</li> <li>4. Implement Phase 1 of the Business Strategy 2020/23</li> <li>5. Continue development of Phases 2 &amp; 3 of the Business Strategy</li> </ol>
10	To engage in <b>key partnership working</b> to ensure the integrated delivery of efficient government.	Executive	<ol style="list-style-type: none"> <li>1. Encourage partnership working with constituent authorities.</li> <li>2. Encourage partnership working with public and civil servants e.g. VOA, SAA, Scottish Government, Electoral Commission, Cabinet Office, EMB etc.</li> <li>3. Maintain partnership working with external professional bodies e.g. RICS, IRRV, AEA etc.</li> </ol>
11	To review and develop the necessary policies to support the <b>Health, Safety, and Wellbeing</b> of all LVJB employees.	Executive	<ol style="list-style-type: none"> <li>1. To review HR Policies in accordance with established timetable.</li> <li>2. To schedule regular Health &amp; Safety Committee meetings.</li> <li>3. To consider Mental Health initiatives.</li> </ol>



*Strategic Aims & Operational Objectives 1*

To ensure statutory duties are carried out for maintenance of the *Valuation Roll*.

Performance Measures		Strategic Aims / Operational Objectives	
1.1	Maintain Valuation Roll in line with statutory requirements.	Maintain and update survey records in line with relevant guidance and practice.	Assistant Assessor
		Consider planning and building warrants and take appropriate action to maintain records	Assistant Assessor
		Prepare valuations in line with practice notes and 'tone' evidence.	Assistant Assessor
		Update VR daily, issue Valuation Notices daily; provide update to constituent authorities Finance weekly. Continue to develop processes to support the introduction of the BGA.	Assistant Assessor
		Commence a rolling programme to update rental, cost and turnover analysis to ensure accuracy of the Roll and support the move to 3 yearly revaluations.	Assistant Assessor
1.2	Dispose of Revaluation 2017 and running roll appeals within statutory time frame including LTS & LVAC appeals.	Correspond with appellants in line with legal requirements and LVJB standards.	Principal Surveyor/Assistant Assessor
		Create, maintain and review an appeal disposal timetable and ensure appeals are allocated to appropriate number of court dates.	Principal Surveyor/Assistant Assessor
		Monitor disposal progress, reduction levels and reasons for reduction.	Principal Surveyor/Assistant Assessor
		Monitor and ensure amendments are processed timeously.	Principal Surveyor/Assistant Assessor



		Ensure compliance with LTS and quality preparation of cases.	Principal Surveyor/Assistant Assessor
1.3	Commence preparations for Revaluation 2022	Develop the necessary timetable and implementation plan.	Assistant Assessor/Principle Surveyors
		Initiate the ingathering of relevant information and the Civil Penalty process.	
		Commence a review of valuation practices.	
1.3	Audit processes, procedures and values.	Audit valuation processes procedures and issued values.	Head of Governance
		Audit appeal processes, procedures and outcomes.	Head of Governance
		Consider presented audit reports.	Executive
1.4	Further develop IT systems, applications and communications	Review and further develop valuation applications with particular attention to the successful delivery of 3 yearly revaluations.	Assistant Assessor/ ICT
		Consider new classes of subjects for summary valuation purposes.	Assistant Assessor/ICT
1.5	Maintain performance.	Maintain efficiency in survey procedures.	Assistant Assessor
		Maintain fairness and accuracy of valuations.	Assistant Assessor
		Review and improve performance in terms of KPIs and internal indicators.	Assistant Assessor

### Strategic Aims & Operational Objectives 2

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

2.1	Maintain CT List in line with statutory requirements	Ingather and analyse sales evidence.	Assistant Assessor
		Maintain and update survey records as necessary.	Assistant Assessor

		Prepare reviewed bandings and amend for sold houses.	Assistant Assessor
		Ensure accuracy of all amended and new bands.	Assistant Assessor
		Update CT daily, issue band change notices daily and notify councils weekly.	Assistant Assessor
2.2	Dispose of proposals & appeals	Correspond with appellants in line with legal requirements and LVJB standards.	Assistant Assessor
		Administer properly all proposals and appeals and commence the process of timetabled disposal in association with the Valuation Appeal Committee.	Assistant Assessor
		Monitor band reductions.	Assistant Assessor
		Ensure amendments are processed timeously.	Assistant Assessor
2.3	Audit processes, procedures and Bands	Audit banding processes, procedures and issued bands	Head of Governance
		Audit appeal processes, procedures and outcomes.	Head of Governance
		Consider presented audit reports.	Executive
2.4	Further develop IT systems, applications and communications	Continue changes to the processes associated with new houses entering the CT List.	Assistant Assessor/ICT
		Ensure all new and altered records are saved in electronic format	Assistant Assessor/ICT
2.5	Maintain performance	Maintain efficiency in survey procedures.	Assistant Assessor
		Maintain quality of bandings by reference to band reductions on appeal.	Assistant Assessor
		Maintain performance in terms of KPIs and internal indicators.	Assistant Assessor

### Strategic Aims & Operational Objectives 3

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

Performance Measures		Strategic Aims / Operational Objectives	
3.1	Prepare and publish ER by 1 <sup>st</sup> December 2020 and annually thereafter	Publish Electoral Register in paper format and electronic format by 1 <sup>st</sup> December 2020 and each year thereafter.	Assessor
		Carry out postal and door to door canvass in line with legislation and to maximise registration.	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
		Actively encourage recipients to accept the register in electronic format to reduce costs	Head of Administration
		Liaise with external contractors and manage/mitigate risks	Head of Administration
3.2	Maintain ER for statutory updates each month.	Update ER monthly updates per legislative requirements	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 2021.	Head of Administration

3.3	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
3.4	Prepare for refresh of AV personal identifiers in January 2021	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
3.5	Prepare for and ensure effective management of registration duties for any election or referendum called during 2020/21.	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 and related mitigation associated with election preparation requirements.	Head of Administration
		Undertake engagement activities and 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
3.6	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
3.7	Further develop IT systems, applications and communications.	Assess and implement altered scanning processes for receipted paper applications.	Head of Administration
		Deliver electorate statistics to <del>NRoS</del> . (RPF 29)	Head of Administration
		Review and continue to maximise UPRN matching process to electoral address data base.	
3.8	Maintain performance	Improve efficiency in the delivery of the canvass processes and procedures.	Head of Administration
		Review performance reports and consider new 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 improve customer knowledge & ensure attainment of improved *Community Focus*

Performance Measures		Strategic Aims / Operational Objectives	
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.	Audit/Head of Governance
		Report on equalities April 2020 and two yearly thereafter.	Head of Governance
		Annual proposed Revenue Report to LVJB.	Treasurer
4.2	Prepare and present reports to LVJB	Quarterly progress report to LVJB.	Assessor

		2020/21 LVJB Business Strategy	Assessor
		Annual Governance Report	Head of Governance
		Reports as required.	Executive
4.3	Develop and improve customer targeted policies	Oversee development of performance statistical analysis and monitoring.	Executive
		Monitor adherence to equality principles.	Head of Governance
		Quarterly progress report to LVJB.	Assessor
		Ensure a robust public engagement strategy is in place for general registration and focused electoral events.	Head of Administration
4.4	Maintain appropriate public participation schemes	Liaise with universities, further education establishments and schools to maximise student registration	Head of Administration
		Liaise with care homes to maximise registration for residents	Head of Administration
		Maintain and update the internet site to ensure currency and accuracy especially at key events.	Executive/Senior Management Team
		Continue to identify, implement and evaluate stakeholder engagement activities in respect of VR and CT.	Assistant Assessor
4.5	Maintain, update and improve websites	Maintain and update the intranet site to ensure current and accurate	Senior Management Team
		Maintain and update the internet site to ensure current and accurate	Senior Management Team
		Continue to Integrate Sharepoint to improve records management	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

Performance Measures		Strategic Aims / Operational Objectives	
5.1	Maintain VR key and internal performance indicators	Agree and set KPIs for VR.	Assessor/ Assistant Assessor
		Agree and set a suite of internal indicators for VR performance.	Assessor/ Assistant Assessor
		Monitor, analyse and report on VR performance quarterly.	Assessor/ Assistant Assessor
5.2	Maintain CT key and internal performance indicators	Agree and set KPIs for CT.	Assessor/ Assistant Assessor
		Agree and set a suite of internal indicators for CT performance.	Assessor/ Assistant Assessor
		Monitor, analyse and report on CT performance quarterly.	Assessor/ Assistant Assessor
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	Monitor Corporate and Service Plans.	Assessor/Senior Management Team
		Ensure adherence to Service Plan and Performance Indicators.	Assessor/Senior Management Team

	Review Performance & Development Review procedure to <u>meet</u> organisational requirements.	Assessor/Senior Management Team
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### Strategic Aims & Operational Objectives 6

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

Performance Measures		Strategic Aims / Operational Objectives	
6.1	Review Standing Orders, Scheme of Delegation and Financial Regulations 5 yearly	Review contents of Standing Orders 5 yearly; Reviewed Feb 2016.	Assessor/LVJB
		Review contents of Scheme of Delegation 5 yearly; Reviewed Feb 2016.	Assessor/LVJB
		Review contents of Financial <u>Regs</u> 5 yearly; Reviewed Feb 2016.	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 <u>Regs</u> 5 yearly.	Assessor/Treasurer
6.3	Continue ongoing change process under the Transformation Programme.	Review process and procedures seeking efficiencies and improvements.	Executive
		Continue to develop and implement a strategic training policy and continue with cultural change identified under the Transformation programme.	Principal Surveyor/Executive
		Continue to develop and implement a Performance Framework across the organisation, seeking efficiencies and effective delivery of services.	Assistant Assessor/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.

Performance Measures		Strategic Aims / Operational Objectives	
7.1	Identify risks	Consider new risks for addition to risk registers at all management meetings.	Executive/Head of Governance
		Review presentational aspects of risks registers including effectiveness of providing accurate information of “progress on mitigation and status of risk”	Head of Governance
		Consider new risks to be added to the strategic business risk register on a 6 monthly basis at senior management meetings.	Executive/Head of Governance
		Consider risks within each service delivery planning timetable on an ongoing basis.	Executive/Head of Governance
		Consider risks as legislative changes are considered.	Executive/Head of Governance
7.2	Mitigate risks	Ensure mitigation strategies are considered timeously.	Executive/Head of Governance
		Plan, implement and review mitigation decisions effectively.	Executive/Head of Governance
7.3	Monitor & review risks	Monitor budget spend and variances quarterly at senior management meetings.	Assessor
		Monitor budget spend and variances and include in quarterly progress report.	Assessor

		Monitor actions resulting from audit reports at all management meetings.	Executive
		Liaise with the treasurer to the Board to ensure appropriate monitoring and accounting.	Assessor
		Review strategic risk register at senior management meetings	Executive/Head of Governance
7.4	Maintain task specific and strategic 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/Head of Governance
		Mitigate all risks on timetables/risk registers on an ongoing basis	Executive/Head of Governance
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
		Provide Board with Annual Governance Report	Head of Governance
		Submit external & internal auditors' reports and actions carried out resulting from recommendations to the Board.	Assessor

### 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.

Performance Measures		Strategic Aims / Operational Objectives	
8.1	Maintain internal processes to monitor compliance to legislation and LVJB policies and procedures.	Review processes to monitor compliance with LVJB standards.	Executive/Head of Governance
		Ensure compliance with LVJB employment legal requirements on a day to day basis.	Managers
		Ensure compliance with LVJB policies on a day to day basis.	Managers
8.2	Monitor and review compliance to Records Management, FOI, Data Protection and, Equalities.	Ensure compliance with legal requirements e.g. Records management, FOI, Data Protection, Equal Opportunities etc. on a day to day basis and assess at monthly management meetings.	Head of Governance
		Ensure Complaints policy and procedure meet required standards	Head of Governance
		Ensure Records management policy and procedures meet required standards	Head of Governance
8.3	Report on Whistle Blowing	Ensure the policy and procedures are reviewed as appropriate to ensure staff concerns are addressed.	Assessor/Head of Governance
		Report on items raised as appropriate.	Assessor/Head of Governance
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
	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

Performance Measures		Strategic Aims / Operational Objectives	
9.1	Maintain annual service plan	Prepare annual service plan and present to LVJB.	Assessor
		Ensure staff awareness of service plans and their role.	Executive
		Monitor compliance with the service plan on a day to day basis and assess at senior management meeting.	Executive
9.2	Deliver corporate improvement.	Develop & review a suite of internal performance indicators and update KPIs to ensure improvement.	Executive
		Monitor performance improvement and report at management meetings & LVJB.	Executive
		Monitor and report absence levels to measure improvement.	Head of Governance
		Implement LVJB Business Strategy 2020/23	Assessor

		Discuss & develop corporate improvement strategies at executive meetings.	Executive
9.3	Comply with corporate goal, LVJB Mission, vision, aims & objectives	Review corporate goals at senior management meeting.	Executive
		Ensure that corporate goal is communicated to all staff and included in PRD process.	Executive
		Communicate and monitor adherence to Mission, vision, aims & objectives.	Executive

### Strategic Aims & Operational Objectives 10

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

Performance Measures		Strategic Aims / Operational Objectives	
10.1	Encourage partnership working with constituent authorities	Continue partnership working with Finance departments of the 4 authorities.	Executive
		Continue partnership working with the Returning Officer staff of the 4 authorities.	Executive
		Continue partnership working with the Treasurer to LVJB.	Executive
		Improve partnership working with Planning and Building departments of the 4 authorities.	Assistant Assessors
10.2	Encourage partnership working with public and civil servants e.g. VOA, SAA, Scottish Executive, Electoral Commission etc.	Continue partnership working with the SAA.	Executive
		Continue partnership working with the VOA.	Executive
		Continue partnership working with the National Register of Scotland.	Executive

10.3	Maintain partnership working with external professional bodies e.g. RICS, IRRV, AEA, etc.	Continue partnership working with the RICS, IRRV & AEA professional bodies.	Executive
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Appendix 2

**City of Edinburgh**

Ward Number and Name	HEF Return% 2019	No. of valid registration applications received 30/10-26/11	No. of duplicate registration applications received 30/10-26/11	Total registered electorate as at 1 July 2019 (start of canvass)	Total registered electorate as at 14 December 2019 (revised register publication)	Total registered electorate as at 3 January 2020
1 Almond	78.79	936	947	26647	26839	27351
2 Pentland Hills	71.97	1137	773	23372	23655	24424
3 Drum Brae/Gyle	82.27	727	651	18633	18653	19076
4 Forth	66.93	1351	954	23750	23864	24764
5 Inverleith	77.08	1568	924	24177	24529	25475
6 Corstorphine/Murrayfield	83.49	847	723	19431	19539	20020
7 Sighthill/Gorgie	64.66	2081	1119	22058	22623	23979
8 Colinton/Fairmilehead	81.97	716	568	19095	19110	19598
9 Fountainbridge/Craiglockhart	75.04	1699	853	17187	17582	18712
10 Morningside	78.10	2899	1168	24092	24666	26529
11 City Centre	58.04	3699	1136	20251	21285	23813
12 Leith Walk	67.20	2933	1560	24532	25152	27084
13 Leith	65.70	1589	1091	18111	18521	19514
14 Craightinny/Duddingston	69.20	1553	1008	23293	23473	24450
15 Southside/Newington	71.79	3334	1030	22277	23450	25635
16 Liberton/Gilmerton	73.84	1211	800	26357	26641	27464
17 Portobello/Craigmillar	74.14	1151	882	23701	24044	24866
<b>Totals</b>	<b>72.24</b>	<b>29431</b>	<b>16187</b>	<b>376964</b>	<b>383626</b>	<b>402754</b>

## Midlothian

Ward Number and Name	HEF Return% 2019	No. of valid registration applications received 30/10-26/11	No. of duplicate registration applications received 30/10-26/11	Total registered electorate as at 1 July 2019 (start of canvass)	Total registered electorate as at 14 December 2019 (revised register publication)	Total registered electorate as at 3 January 2020
1 Penicuik	78.17	308	259	11177	11125	11290
2 Bonnyrigg	83.68	474	331	13929	13852	14178
3 Dalkeith	76.10	428	318	10779	10844	11153
4 Midlothian West	81.17	508	318	12509	12629	12932
5 Midlothian East	76.41	385	317	12040	12016	12254
6 Midlothian South	78.44	471	319	11707	11777	12086
<b>Totals</b>	<b>79.13</b>	<b>2574</b>	<b>1862</b>	<b>72141</b>	<b>72243</b>	<b>73893</b>

## East Lothian

Ward Number and Name	HEF Return% 2019	No. of valid registration applications received 30/10-26/11	No. of duplicate registration applications received 30/10-26/11	Total registered electorate as at 1 July 2019 (start of canvass)	Total registered electorate as at 14 December 2019 (revised register publication)	Total registered electorate as at 3 January 2020
1 Musselburgh	77.49	861	512	16117	16320	16940
2 Preston, Seton and Gosford	77.27	451	366	14652	14693	14969
3 Tranent, Wallyford and Macmerry	73.87	493	380	14627	14761	15090
4 North Berwick Coastal	82.27	523	297	11056	11278	11598
5 Haddington and Lammermuir	79.50	588	357	14505	14768	15195
6 Dunbar and East Linton	77.94	518	298	11429	11587	11931
<b>Totals</b>	<b>77.91</b>	<b>3434</b>	<b>2210</b>	<b>82386</b>	<b>83407</b>	<b>85723</b>

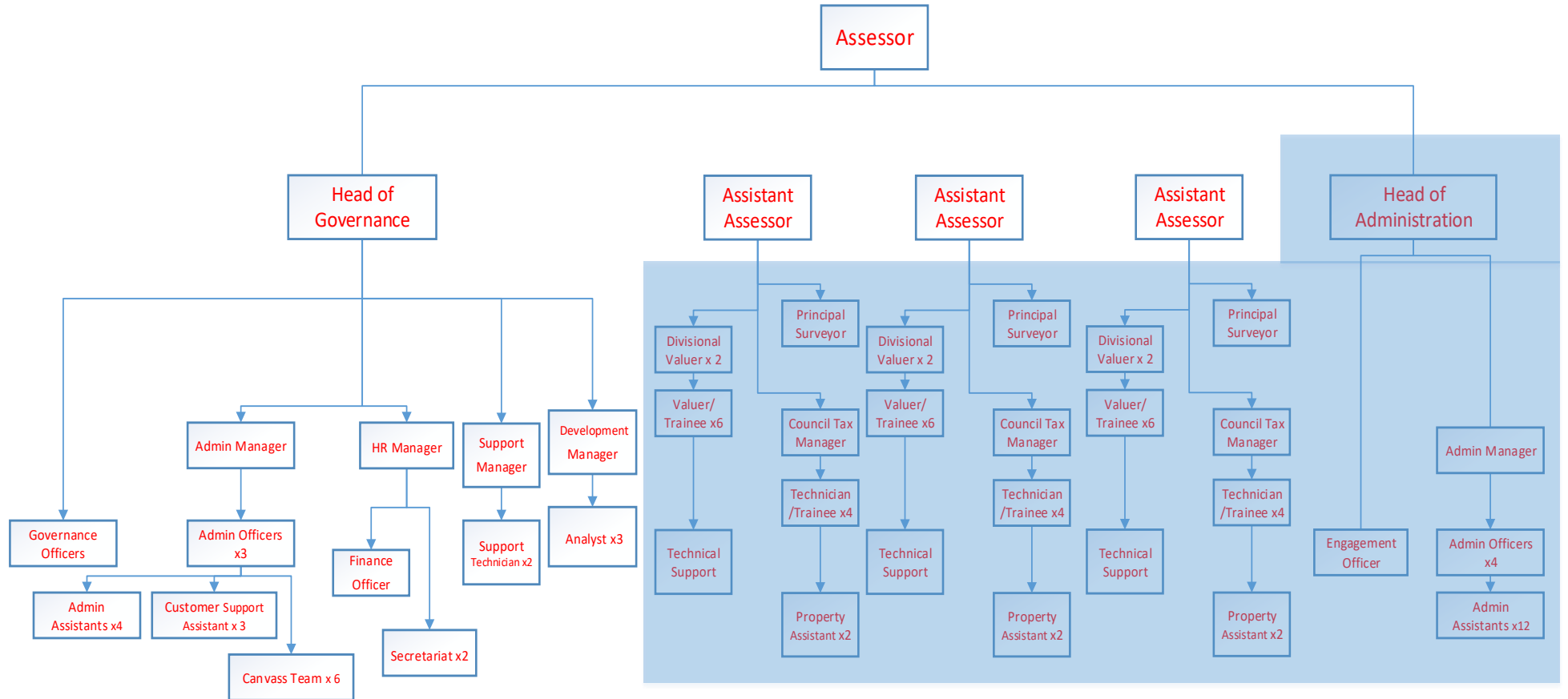


## West Lothian

Ward Number and Name	HEF Return% 2019	No. of valid registration applications received 30/10-26/11	No. of duplicate registration applications received 30/10-26/11	Total registered electorate as at 1 July 2019 (start of canvass)	Total registered electorate as at 14 December 2019 (revised register publication)	Total registered electorate as at 3 January 2020
1 Linlithgow	84.66	347	317	12446	12332	12548
2 Broxburn, Uphall and Winchburgh	77.18	542	432	15801	15878	16245
3 Livingston North	73.55	550	515	17903	17879	18225
4 Livingston South	74.25	575	555	18400	18393	18779
5 East Livingston and East Calder	74.83	603	503	16732	16819	17237
6 Fauldhouse and the Breich Valley	70.44	357	342	12256	12257	12510
7 Whitburn and Blackburn	70.76	570	472	16041	16138	16535
8 Bathgate	77.41	562	556	17800	17647	18037
9 Armadale and Blackridge	78.68	405	360	12592	12595	12878
<b>Totals</b>	<b>75.49</b>	<b>4511</b>	<b>4052</b>	<b>139971</b>	<b>139938</b>	<b>142994</b>

Appendix 3

LVJB Organisational Chart



LVJB Organisational Chart – Proposed Phase 1

