

ASSESSOR'S PROGRESS REPORT TO THE LOTHIAN VALUATION JOINT BOARD

18 September 2023

1.0 PURPOSE

1.1 To provide members with an overview of current service delivery, priorities, risks, and future direction.

2.0 ELECTORAL REGISTRATION – MAINTENANCE

2.1 Since the last progress report to the Board in June 2023 all maintenance tasks supporting the registration process have continued.

2.2 There were 28,803 ITRs and 5996 postal vote applications issued by post between 25 May and 1 September. We do, when we can, issue documents by email, but legal requirements and lack of email address will limit this. Our enquiry agents visited over 7,000 properties to assist electors in registering and to collect canvass responses.

2.3 Processing volumes continue to be steady. There were 28,247 transactions undertaken for the monthly updates 3 July to 1 September. The number of additions/deletions by ward is shown as appendix (A).

3.0 POSTAL VOTES/PROXY VOTES.

3.1 The percentage of the electorate currently choosing to vote by post remains consistent from previous reports. See appendix (B)

3.2 There are changes to postal vote and proxy vote provisions which will impact on UK Parliamentary elections. These changes may result in a divergence in legislation between devolved and reserved elections. Preparatory work is ongoing on this.

4.0 ELECTORAL REGISTRATION ENGAGEMENT

4.1 We continue to engage with electors to encourage voter registration and promote the functions of the Electoral Registration Office. Specific activities include attending British citizenship ceremonies to provide new citizens the opportunity to register to vote or update their voting franchise, and hosting voter registration stalls at each of the Universities Fresher's Fairs.

4.2 Additional work has been undertaken to provide the electorate with information on the requirement to provide Voter Identification at certain elections. The Electoral Commission designed A5 insert has been included in canvass communications, an email communication has been issued and messaging was included on the interactive voter response portal.

5.0 ELECTORAL REGISTRATION – VOTER AUTHORITY CERTIFICATES

5.1 The volumes received remain low. A5 sheets designed by the Electoral Commission were included in a number of canvass communications, as well as being e-mailed to electors. This provided information on the requirements for Voter Identification at certain elections, and provided advice for those who may need a Voter Authority Certificate. Although there have been some applications made in response to this, the number of applications remains at a minimal level.

6.0 CANVASS

6.1 National Data Matching took place on 14 June 2023. After additional local data matching, 75% of properties were assigned to Route 1, 22% were assigned to Route 2, and the remaining 3% were assigned to Route 3.

6.2 66,229 properties provided a canvass response as a result of e-communications issued by our office. A further 271,159 properties were issued with a Canvass Communication A, which does not require a response.

6.3 92,187 properties were issued with a Canvass Communication B. We also issued 3,340 canvass forms at the initial stage in order to encourage responses in traditionally lower responding areas. Over 16,000 properties were also issued e-communications to remind electors to return information.

6.4 Visits from our enquiry agents are currently being undertaken. Where we are able to telephone electors, staff are also engaged in telephone canvass.

7.0 VALUATION ROLL – MAINTENANCE

7.1 Since the last report to the Board 1080 alterations, covering the period 1st April 2023 to 1st September 2023, have been made to the valuation roll with respect to running roll activities. These changes comprised 249 amendments to existing entries, 484 deletions, 314 inserts. This is substantially up on the same period last year.

	Edinburgh	Midlothian	W. Lothian	E. Lothian	Total
Inserts	198	32	46	38	314
Deletions	362	21	73	28	484
Amendments	132	39	48	30	249

8.0 VALUATION ROLL – APPEALS

8.1 We have approximately 6,000 Covid appeals remaining and have recently received notification of the withdrawal of around 1,200 from one professional agent. We await confirmation from the SCTS as to how may appellants wish to maintain their pursuit of these appeals following their write-out in June 2023 and remain hopeful that the final numbers will not be significant.

8.2 There are approximately 1,000 non Covid Revaluation 2017 appeals that must be disposed of by 31st December 2024, with the deadline for disposal of the appeals having now been extended. Whilst it remains likely that there will be some appellants who will wish to have their case heard before the First Tier Tribunal, staff will shortly be engaged in programme to attempt to resolve these appeals, alongside the plan for the disposal of R23 Proposals.

9.0 2023 REVALUATION UPDATE

9.1 The new proposals and appeals system which has been designed to comply with the new legislation is being used to record the R23 Proposals received and will be instrumental in the plan for ensuring that the R23 Proposals are disposed off within the statutory timescale. The roll out of the system is phased and development work continues with different tiers of staff involved in the testing.

9.2 The deadline for the submission of Revaluation 2023 Proposals was 31st August 2023, having been extended by the Scottish Government from the initial date of 31st July 2023. In total, we have received approximately 3,500 proposals, the vast majority of which are from professional agents and representatives. Whilst this represents a significantly lower figure than the number of R17 Revaluation appeals which were submitted (c. 13,000), the reality is that the new legislation requires a far more significant staff resource to be committed to responding to proposers and their representatives as part of their proposal determination notice, at the start of the process. We are currently developing a timetable of Proposal Determination Dates and undertaking staff training as part of the overall disposal strategy. In the meantime, the process of issuing acknowledgments and Incomplete Proposal Notices in line with the prescribed statutory timescale of 56 days continues.

10.0 COUNCIL TAX – MAINTENANCE

10.1 Over the period 1st April 2023 to 1st September 2023, 2492 new houses have been added to the list, this compares to 2556 for the same period in 2022/23.

Band	Edinburgh	Midlothian	West Lothian	East Lothian	Total
A	166	-	16	2	184
B	152	44	44	6	246
C	114	26	128	40	308
D	234	51	120	82	487
E	196	61	65	76	398
F	130	73	147	83	433
G	192	73	75	74	414
H	14	3	3	2	22
Total	1198	331	598	365	

10.2 There are currently 259 outstanding Council Tax appeals. A number of cases have been cited for 7 hearings before the new First Tier Tribunal between September and November.

10.3 Self Catering Units

10.4 A recent change to legislation regarding self catering units has resulted in a substantial increase in workload.

10.5 The legislation requires an annual review of self catering units to ensure that

- They are not someone's sole or main residence
- They are let annually for a period of 70 days or more
- Available for letting for a period of 140 days or more

10.6 As at 18 August, from a total of 1653 letters issued to the proprietors of Self Catering Units in Lothian, we had received 964 returns which met the Regulations for 2022/23. Of the remainder, a potential 546 properties will revert to Council Tax effective from 1 April 2022, though these figures continue to change as we receive further correspondence.

From 1 June until 18 July, the equivalent of three full time Property Assistants worked almost exclusively on this task along with support from a manager. From 18 July to present, six staff members spend one day a week exclusively on this task. Further qualified technical staff will become more heavily involved in due course as we begin to make the necessary changes to the Roll.

Going forward I will need to carefully think how we can resource this work without negatively affecting other workstreams.

11.0 PERIOD 4 FINANCIAL STATEMENT

11.1 I note the content of the Treasurer's Period 4 Financial Statement.

12.0 GOVERNANCE STRATEGY GROUP

The group recently met to discuss Phase 2 CIP progress, contribution awards, LVJB Education & Development Sessions (LEADS) and a recently initiated digitalisation project.

12.1 Contribution awards

An internal panel met to assess the 14 applications that were received for contribution award consideration. It was acknowledged that the quality of applications received were strong and varied. The applications were considered fairly, consistently and objectively, taking into account the criteria set out in the policy and the impact each submission had had on our organisation.

The merits of each application were discussed. The panel debated if achievements went above and beyond the expected contributions noted in candidate's job descriptions.

Due to the volume of applications received, the panel agreed to extend the awards to 3 for sustained excellence and 3 for single excellence.

It was agreed that the Board Convenor would present the awards at a presentation to staff to be held at our South Gyle office on Friday 13th October.

12.2 LEADS

These sessions are designed to be compact, instructive and an important communication tool used to increase awareness of changes, new objectives or information sharing between individuals on topics in which they may not usually participate. Our first topic was “Voter Identification and Voter Authority Certificates”. The session was highly informative and well attended by staff. Further information from this session will be made available on our website and social media channels.

It was discussed amongst the members of the GSG that future LEADS on the new appeal proposal process and self-catering regulations may potentially be of interest to the Board and wider stakeholder audience.

12.3 Digitalisation Project

As part of the Continual Improvement Programme the digitalisation of existing physical files and moving to creating only digital file content was identified as beneficial in the long term, with the biggest motivators being the following:

- Any evaluation of how much office accommodation is required inevitably touches on the organisation’s filing requirements. Being in a position where that space is not required is advantageous in both providing flexibility with the current office accommodation and consideration of any future sites.
- Having remote access to the relevant files’ content would enable more flexibility for hybrid working and would ensure that in the case of any future situations where there is no access to the physical location where files are stored there will be continued access to the information, reducing operational disruptions and ensuring business continuity.

It is recognised that future outcomes may require the consideration of substantial levels of financial investment. The objectives and analytical evidence produced from this project will enable this key decision point to be addressed in the best interests of the organisation with the most effective use of budget funds.

13.0 CONTINUAL IMPROVEMENT PROGRAMME

13.1 CIP update

The Continual Improvement Programme (CIP) continues to make excellent progress. New workstreams have been identified which include;

- Analysis of external enquiries to ensure appropriate oversight and task completion within specified timescales
- Hold a series of corporate leadership workshops to assess internal management performance against our recently introduced Management of Capability Procedure framework.
- Commence high level quarterly meetings with constituent councils to assess levels of engagement and identify potential information exchange improvements

The project group evaluating agile working maintains steady progress. The group meets weekly and are now focussing on forward planning and rationalisation. A phase 2 draft technical structure has been developed and the proposed working model will provide improvements in task and resource allocation to meet peak activity periods. The model will see the office split into two divisions primarily

focused on proposals/appeals and business as usual operation. This allows the organisation to be flexible with a new appeals regime whilst maintaining and improving the provision of our statutory functions. The group has undertaken this analysis based on the examination of historic performance statistics and forward planning that will allow us to establish the number of staff we require in each particular business area. Our ability to improve our strategic work planning and forecasting will ensure we become proactive rather than reactive when challenges arise.

The introduction of these proposed changes will require the review of several job descriptions, which will be undertaken in consultation with our Unison representatives.

14.0 HR POLICY UPDATES

14.1 I have attached at Appendix 2 a proposal to bring Job Evaluation “in house”.

Three staff have undergone training supplied by CEC,

The Board is asked to note the contents of the paper.

15.0 RECOMMENDATION

15.1 The Board is asked to note the content of this report and the paper at Appendix 2.

Michael Wilkie
ASSESSOR & ERO

Attached:

Appendix 1- Electoral Statistics

Appendix 2- Job evaluation proposal

Appendix 1- Electoral Statistics

Appendix (A) Table Registration Changes by month – July/ August/ September

Eligibility Date	WARD	Add	Deletions
	01 Almond	134	100
	02 Pentland Hills	122	112
	03 Drum Brae/Gyle	113	102
	04 Forth	156	160
	05 Inverleith	177	176
	06 Corstorphine/Murrayfield	88	82
	07 Sighthill/Gorgie	368	204
	08 Colinton/Fairmilehead	55	87
	09 Fountainbridge/Craiglockhart	171	282
	10 Morningside	171	200
	11 City Centre	240	487
	12 Leith Walk	316	242
	13 Leith	226	133
	14 Craigentinny/Duddingston	120	140
	15 Southside/Newington	200	232
	16 Liberton/Gilmerton	282	128
	17 Portobello/Craigmillar	161	122
3 July 2023	Total	3100	2989
	01 Almond	233	96
	02 Pentland Hills	150	88
	03 Drum Brae/Gyle	94	105
	04 Forth	218	152
	05 Inverleith	245	158
	06 Corstorphine/Murrayfield	93	88
	07 Sighthill/Gorgie	273	176
	08 Colinton/Fairmilehead	94	74
	09 Fountainbridge/Craiglockhart	181	128
	10 Morningside	216	174
	11 City Centre	246	179
	12 Leith Walk	334	253
	13 Leith	284	182
	14 Craigentinny/Duddingston	159	126
	15 Southside/Newington	206	141
	16 Liberton/Gilmerton	203	121
	17 Portobello/Craigmillar	230	120
1 August 2023	Total	3459	2361
	01 Almond	263	246
	02 Pentland Hills	201	242
	03 Drum Brae/Gyle	190	199
	04 Forth	273	308

	05 Inverleith	307	341
	06 Corstorphine/Murrayfield	175	205
	07 Sighthill/Gorgie	395	374
	08 Colinton/Fairmilehead	141	178
	09 Fountainbridge/Craiglockhart	274	253
	10 Morningside	383	386
	11 City Centre	424	473
	12 Leith Walk	572	450
	13 Leith	521	401
	14 Craigmillar/Duddingston	266	278
	15 Southside/Newington	331	326
	16 Liberton/Gilmerton	292	272
	17 Portobello/Craigmillar	341	272
1 September 2023	Total	5349	5204
Total CEC		11908	10554
Eligibility Date	WARD	Additions	Deletions
	01 Musselburgh	73	83
	02 Preston, Seton and Gosford	85	50
	03 Tranent, Wallyford and Macmerry	90	56
	04 North Berwick Coastal	49	52
	05 Haddington and Lammermuir	88	54
	06 Dunbar and East Linton	40	30
3 July 2023	Total	425	325
	01 Musselburgh	126	80
	02 Preston, Seton and Gosford	104	57
	03 Tranent, Wallyford and Macmerry	113	57
	04 North Berwick Coastal	74	43
	05 Haddington and Lammermuir	93	66
	06 Dunbar and East Linton	65	43
1 August 2023	Total	575	346
	01 Musselburgh	155	309
	02 Preston, Seton and Gosford	138	207
	03 Tranent, Wallyford and Macmerry	131	195
	04 North Berwick Coastal	103	198
	05 Haddington and Lammermuir	124	213
	06 Dunbar and East Linton	103	188
1 September 2023	Total	754	1310
Total ELC		1754	1981
	01 Penicuik	62	38
	02 Bonnyrigg	43	37
	03 Dalkeith	135	36
	04 Midlothian West	180	47
	05 Midlothian East	80	37
	06 Midlothian South	56	39
3 July 2023	Total	556	234
	01 Penicuik	66	35
	02 Bonnyrigg	66	48
	03 Dalkeith	60	45
	04 Midlothian West	132	58
	05 Midlothian East	42	33
	06 Midlothian South	76	53
1 August 2023	Total	442	272

	01 Penicuik	78	177
	02 Bonnyrigg	74	207
	03 Dalkeith	113	242
	04 Midlothian West	140	214
	05 Midlothian East	97	229
	06 Midlothian South	75	227
1 September 2023	Total	577	1296
Total MLC		1575	1802
	01 Linlithgow	22	22
	02 Broxburn, Uphall and Winchburgh	85	43
	03 Livingston North	62	64
	04 Livingston South	129	67
	05 East Livingston and East Calder	85	54
	06 Fauldhouse and the Breich Valley	49	40
	07 Whitburn and Blackburn	57	56
	08 Bathgate	95	59
	09 Armadale and Blackridge	57	45
3 July 2023	Total	641	450
	01 Linlithgow	25	32
	02 Broxburn, Uphall and Winchburgh	166	64
	03 Livingston North	115	64
	04 Livingston South	132	63
	05 East Livingston and East Calder	132	53
	06 Fauldhouse and the Breich Valley	55	43
	07 Whitburn and Blackburn	60	52
	08 Bathgate	90	74
	09 Armadale and Blackridge	35	34
1 August 2023	Total	810	479
	01 Linlithgow	72	111
	02 Broxburn, Uphall and Winchburgh	140	183
	03 Livingston North	155	221
	04 Livingston South	197	201
	05 East Livingston and East Calder	142	191
	06 Fauldhouse and the Breich Valley	114	125
	07 Whitburn and Blackburn	121	136
	08 Bathgate	157	214
	09 Armadale and Blackridge	117	174
	Total	1215	1556
Total WLC		2666	2485

(B) Table-Postal Voters and Total Electorate at 1 September 2023

Council	Postal Voters	Total electorate
CEC	93087	401494
ELC	21555	89153
MLC	17372	76295
WLC	29948	147234
TOTAL	164962	714176

Appendix 2



Lothian Valuation Joint Board – Draft Proposal for Job Evaluation to be undertaken within LVJB

1.0 Introduction:

- 1.1 Below is a proposal to transfer job evaluation scoring and grading from City of Edinburgh Council to being undertaken within the resources of Lothian Valuation Joint Board.
- 1.2 Job evaluation is the process of analysing and scoring a written job description against a number of set elements to determine the appropriate grade and salary boundaries for employees working and performing in the role.
- 1.3 Job evaluation is undertaken when a new role is being proposed in the organisational structure or when an existing role is significantly changing or evolving to the extent where the current grade requires to be examined and verified.

2.0 Background and Existing Arrangements

- 2.1 Roles and associated job descriptions from LVJB have historically been scored by HR colleagues in City of Edinburgh Council using the adopted Capital Job Evaluation Scheme Conventions. This has been necessary because LVJB does not have access to an approved scoring framework, nor are any LVJB employees trained and practiced in job evaluation or analysis.
- 2.2 The new HR Manager who was appointed at LVJB in January 2021 has a considerable number of years of experience and skills in job evaluation using the Higher Education Role Analysis method and scoring system, used throughout Scottish Universities. This appointment has stimulated a review of how job evaluation is undertaken at LVJB.
- 2.3 The review has revealed that there is lack of understanding and confidence in the overall process of evaluating and grading LVJB roles. Line managers and employees are wary and untrusting of roles and job descriptions being analysed by “scorers” who are external to the organisation. There is a perception of lack of accountability and all liaison with the CEC role analysts is done solely via the HR Manager.
- 2.4 The current arrangements have resulted in inconsistencies in the layout, content and format of LVJB job descriptions. CEC require roles for scoring to be documented using the elements of the Capital Job Evaluation Scheme. Writers of job descriptions at LVJB are expected to enter information using prescribed headings but there is a general lack of understanding and transparency as to why or how the information is analysed for scoring. Furthermore, there is a lack of satisfaction in that we still retain a number of job descriptions in a more basic format and this has led to a perception of obscurity as to how these roles have been graded in the past.

- 2.5 LVJB have fostered good working relationships with role analyst colleagues at CEC, however, there is understandably limited opportunity to evaluate roles with urgency or to have the flexibility to prioritise scoring when required.
- 2.6 The existing mechanism for scoring can often result in burdensome requirements for CEC role analysts to request additional written information required for scoring. Without direct access to the line manager, this usually goes through the HR Manager and is challenging, time consuming and onerous.
- 2.7 The Capital Job Evaluation Scheme provides a score which has a direct correlation to the CEC salary scales, grades and grade boundaries. These salary scales differ from the LVJB scale. When scoring LVJB roles the grade outcome is determined by assimilating the outcome to the closest grade available on the LVJB scale. This practice is not ideal or sustainable and there is a constant risk of undervaluing or overvaluing a role with this method.

3.0 Recent Activity

- 3.1 In February 2023, the HR Manager recruited two volunteers from the LVJB staff population to form a project team:

Susan Grierson:

Susan is a Governance Officer, with vast experience working in admin and electoral within LVJB and also has an excellent working knowledge of the technical roles and teams. Susan is a Unison TU Representative.

Darren McQuade:

Darren is a Valuer, with experience of working in several different roles within the technical teams throughout his career at LVJB.

3.1.1 GDPR and Confidentiality

- 3.1.1.1 The members of the proposed job evaluation panel will unavoidably be exposed to information and material that they would not normally be privy to as part of their day-to-day roles within LVJB. The members understand that confidentiality and discretion is critical and professional integrity is of utmost importance. All panel members will be fully trained in GDPR and information security awareness.
- 3.2 In June 2023, the project team spent two full days in person at City Chambers with CEC colleagues, learning and applying the Capital Job Evaluation Scheme.
- 3.3. A number of follow up meetings of the project team have taken place to evaluate the best way forward. The team have concluded that undertaking all future job evaluation and grading by them forming a job evaluation panel within LVJB is the preferred option.
- 3.4 The project team have recently undertaken some practice scoring of LVJB job descriptions and are in the process of comparing their score outcomes to the original outcome concluded by CEC colleagues.
- 3.5 The project team are currently focussed on mapping job evaluation scores to the LVJB salary scales, ensuring that the link between scores and LVJB salary points is assimilated and harmonised as accurately and rationally as possible.

4.0 Proposal for Change

- 4.1 The Board are asked to approve this proposal to move to undertaking job evaluation scoring and grading within LVJB using the Capital Job Evaluation Scheme as follows:
 - 4.1.1 A new Job Description template will be made available for all job description creation and updating. The template will allow for the key duties and responsibilities to be documented, supplemented by the detail required for analysis and scoring (see Appendix 1).
 - 4.1.2 Scoring and grading of roles will be undertaken by a LVJB Job Evaluation Panel, consisting of Hannah Carruthers (HR Manager), Susan Grierson (Governance Officer and Unison Rep) and Darren McQuade (Valuer).
 - 4.1.3 Outcome scores will determine the grades of roles within LVJB.
- 4.2 Excellent working relationships with CEC colleagues will continue and this will enable access to specialist advice, guidance, support and mentoring if required. Initially it is anticipated that CEC colleagues will check and verify a number of cases to ensure consistency in scoring under the Capital Job Evaluation Scheme is maintained.
- 4.3 Where an employee requires to appeal the outcome of a job evaluation, it is proposed that second scoring would be undertaken by CEC colleagues.

5.0 Benefits and Advantages for Lothian Valuation Joint Board

- 5.1 This proposal provides an opportunity for the LVJB evaluation panel members to develop and advance skills and knowledge around job evaluation, scoring and grading. The panel member volunteers already possess expert knowledge of roles and responsibilities within LVJB, along with solid understanding of what we strive for and need to achieve as an organisation. Additional panel members could be selected, trained and utilised in the future if required.
- 5.2 The method of evaluation proposed will greatly increase transparency and subsequently confidence in the process for line managers and all employees of LVJB.
- 5.3 Staff who are required to write or update job descriptions will have immediate access to advice and guidance on what information must be included in a job description to enable fair and consistent scoring to take place.
- 5.4 Great potential exists for all job descriptions to become uniform in content and structure in the fullness of time.
- 5.5 Generally, operating the process internally will widely increase understanding and acceptance of how roles are graded by clarifying the procedure.

Appendix 1 – Job Description and Person Specification Template



[Job Title] - Job Description and Person Specification

Job Title:	
Grade:	
Responsible To:	

Role Purpose:

Key Duties and Activities:

- 1.
- 2.
- 3.
- 4.
- 5.

(add as appropriate)

Supervision and Management of People:

Creativity and Innovation:

Contacts and Relationships:

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Decisions and Discretion:

Decisions and Consequences:

Resources:

Work Demands:

Physical Demands:

Working Conditions:

Work Context:

Knowledge and Skills:

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Health and Safety (Do not alter the wording of this section):

Protecting the health and safety and welfare of our colleagues, and our third parties including members of the public, contractors and service users.

All employees are responsible for:

- Taking care of their own health and safety and welfare, and that of others who may be affected by their actions or omissions;
- Co-operating with management and following instructions, safe systems and procedures;
- Reporting any hazards, damage or defects immediately to their line manager; and
- Reporting any personal injury and work related ill health, and accident or incident (including ‘near misses’) immediately to their line manager, and assist with any subsequent investigation, including co-operating fully with the provision of witness statements and any other evidence that may be required.

Line managers have additional responsibilities for ensuring all health and safety risks under their management are identified, assessed and controlled, with specialist input from the Health and Safety Committee and HR Manager, including Occupational Health where required. Where the risks cannot be adequately controlled the activity should not proceed.

Additional information can be found at [LVJB Health and Wellbeing](#).

Person Specification – Essential	Person Specification – Desirable

Guidance Notes for completion of Job Description

Supervision and Management of People:	<ul style="list-style-type: none">• This factor measures the degree of responsibility for the supervision/management of employees and others for whose work the post can be considered directly accountable and in particular the qualitative aspects of supervision/management of staff.• This section should accurately describe the post's responsibility for staff including other/agency workers.• To identify the diversity/range of posts supervised the titles, grades and numbers of staff should be included and an indication of whether any posts work remotely.• If the JD is generic and covers a range of posts then the average staffing numbers across the posts should be used.
Creativity and Innovation:	<ul style="list-style-type: none">• Describe the extent to which the work requires innovative and imaginative skills to deal with issues and in the resolution of problems bearing in mind the existing guidelines and policy. Examples include written work (original), investigative analysis, developmental work, planning and initiative.• A short statement indicating the predominant and typical creativity of the post should be sufficient. It is important to remember that you are describing what is required of the post not the creativity or flair demonstrated by a particular employee.
Contacts and Relationships:	<ul style="list-style-type: none">• Describe the degree of personal contact and appraise the nature of the relationships maintained by the post.• The purpose, content, potential outcome and conflict/complexity involved are more important than the status of the person contacted.• Aim to reflect the predominant and ongoing nature of the contacts in a short statement.

Decisions Discretion:	<ul style="list-style-type: none"> Describe the need to make choices, the accountability for the outcome, the constraints imposed and the availability of procedures, advice and guidance. It is important to cover the ongoing demands on the post and to differentiate between decisions and recommendations.
Decisions Consequences:	<ul style="list-style-type: none"> A short statement should be enough to show the typical problems solved and the decisions or recommendations made, what advice or guidance is available and what would be referred to other staff.
Resources:	<ul style="list-style-type: none"> The resources for which the post is responsible for should be described here and account taken of whether the responsibility is complete, shared or less than continuous. Do not make an exhaustive list but describe the type of resources (vehicles, tools, cash, equipment, information, budgets, buildings etc) indicating the value or significance of these. Where non-staffing budgets are a feature of the post, state the responsibility held (eg full, shared or part budget responsibility, monitoring role) and what the budget is for eg, purchasing services, building repairs, supplies etc. <p>NB: The staffing budget, ie that associated with the staff listed under Supervision and Management above, should not be included here.</p> <p>NB: For office based staff the following statement may be appropriate: 'The post will be responsible for a range of office equipment and will update and maintain data.'</p>
Work Demands:	<ul style="list-style-type: none"> Describe in a single statement the extent, impact and frequency of deadlines, conflicting priorities that make it more difficult to perform their job or deliver the required level of service. Include reference to the amount of control the post can exercise over their own time eg following prescribed list of tasks or make slight changes in work programme but must notify the supervisor etc.

<p>Physical Demands:</p>	<ul style="list-style-type: none"> • Describe the extent, frequency, nature and length of time of any physical effort that the job requires (eg lifting, manual use of equipment, constrained working and manual dexterity). • Describe the type of effort which may include sitting, standing, walking, moving heavy objects and any awkward postures that may be involved. • Specify the approximate percentage of time spent on each type of physical effort, eg 'awkward posture for 10% of the time.' • For the majority of office based staff the following statement may be appropriate: 'Although the post may be exposed to some physical demands these will be predominantly within the range of normal office based activities.'
<p>Working Conditions:</p>	<ul style="list-style-type: none"> • Describe in a single statement the environment in which the post operates including the nature, extent, frequency and length of time of any exposure to disagreeable or unpleasant working conditions (eg dirt, noise, weather). Describe and quantify all elements, eg 'the post will work outside and be exposed to all weather for 60% of the time.' <p>NB: For the majority of office based staff the following statement may be appropriate: 'Although the post may be exposed to some adverse working conditions these will be predominantly within the range of normal office based activities.'</p> <ul style="list-style-type: none"> • Describe in a single statement any environmental demands involved in the use of equipment, materials or dangers such as traffic. • There may be demands associated with difficult clients or the need to maintain emotional resilience in potentially upsetting circumstances and these should be described where appropriate. • Describe the frequency and demands placed upon the post to be vigilant where there is a requirement to take care in undertaking the duties, eg 'the post must take care when visiting building sites for 5% of the time.' <p>NB: For the majority of office based staff the following statement may be appropriate: 'Although the post will have some requirement to take care in relation to the working environment, work activities and dealing with people this will not be more than the normal required of an LVJB employee.'</p>

<p>Work Context:</p>	<ul style="list-style-type: none"> • This element considers the potential risk to health and general well being of illness and injury, emotional as well as physical inherent in the job, including abuse, aggression and risk of injury from the public. • Describe measures the demands on postholders from taking care to avoid injury, illness or to maintain emotional resilience. This could include physical demands of the job, environmental demands (materials, equipment, in traffic, exposure to possible infectious diseases), demands posed by contact with people (the need to take care to avoid bodily harm from clients or from the general public) and emotional demands (the need to take care to maintain emotional resilience). • Please describe the degree to which the postholder is required to act, other than merely report the issues. <p>NB: It is assumed that LVJB has ensured that appropriate risk assessments have been undertaken and hazardous conditions avoided or reduced as far as practicable.</p>
<p>Knowledge and Skills:</p>	<ul style="list-style-type: none"> • This section should illustrate the knowledge, skills, abilities and recognised/required qualifications that are necessary how these are used in the performance of all the duties and responsibilities of the job. <p>NB: The knowledge and skills listed should be those essential to do the job they should not include higher levels that are desirable or that reflect an individual post holder's own qualifications and skills. Desirable qualifications, skills and experience should be contained within the person specification.</p>