

LVJB SERVICE PLAN 2010 - 2013

Strategic Aims & Operational Objectives 1

No	Performance Measures	Strategic Aims / Operational Objectives	Start Date	End Date	Monitoring	Review	Key Task Owner(s)
1.1	Prepare and publish 2010 Revaluation Roll 5 yearly	Publish Revaluation Roll 5 yearly in electronic format and on web site and issue Notices	1/4/10	1/4/15	Annually	1/4/13	Assessor
		Ingather and analyse rents, costs, turnover and other relevant information	1/4/10	ongoing	Annually	1/4/13	Assessor
		Prepare and publish practice notes and guidance	1/4/10	1/4/16	Annually	1/4/13	Assessor
		Review and further develop IT applications and property information systems	1/4/10	ongoing	Annually	1/4/13	Assessor
1.2	Maintain Valuation Roll in line with statutory requirements	Maintain and update survey records in line with relevant guidance and practice	1/4/10	ongoing	Quarterly	1/4/12	Assessor
		Prepare valuations in line with practice notes and 'tone' evidence	1/4/10	ongoing	Quarterly	1/4/12	Assessor
		Update V R daily, issue Valuation Notices daily, provide update to constituent authorities Finance weekly	1/4/10	ongoing	Quarterly	1/4/12	Assessor
1.3	Dispose of appeals within statutory time frame.	Correspond with appellants in line with legal requirements and LVJB standards	1/4/10	ongoing	Quarterly	1/4/13	Assessor
		Ensure appeals are allocated to appropriate number of court dates	1/4/10	ongoing	Monthly	1/4/13	Assessor
		Monitor loss on appeal and reasons for loss	1/4/10	ongoing	Quarterly	1/4/13	Assessor
		Ensure amendments are processed timeously	1/4/10	ongoing	Quarterly	1/4/13	Assessor
1.4	Audit processes, procedures and values	Audit valuation processes procedures and issued values	1/4/10	ongoing	Quarterly	1/4/11	Assessor
		Audit appeal processes, procedures and outcomes	1/4/10	ongoing	Quarterly	1/4/11	Assessor
		Consider presented audit reports	1/4/10	ongoing	Quarterly	1/4/11	Assessor
1.5	Further develop IT systems, applications and communications.	Improve automation of appeals and bulk appeals receipt and acknowledgement	1/4/10	ongoing	Quarterly	1/4/11	Depute Assessor
		Review and further develop valuation applications	1/4/10	ongoing	Quarterly	1/4/11	Depute Assessor
		Develop new classes of information for summary valuation purposes	1/4/10	ongoing	Quarterly	1/4/11	Depute Assessor
1.6	Improve performance.	Improve efficiency in survey procedures	1/4/10	ongoing	Quarterly	1/4/11	Assessor
		Improve quality of valuations by reference to appeal loss	1/4/10	ongoing	Quarterly	1/4/11	Assessor
		Improve performance in terms of KPIs and internal indicators	1/4/10	ongoing	Quarterly	1/4/11	Assessor

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Strategic Aims & Operational Objectives 2

No	Performance Measures	Strategic Aims / Operational Objectives	Start Date	End Date	Monitoring	Review	Key Task Owner(s)
2.1	1. Publish CT yearly	Publish Council Tax List in electronic format and on web site	1/4/10	ongoing	Annually	1/4/12	Assessor
		Provide CT File to constituent councils	1/4/10	ongoing	Annually	1/4/12	Assessor
2.2	Maintain CT List in line with statutory requirements	Ingather and analyse sales evidence	1/4/10	ongoing	Quarterly	1/4/11	Assessor
		Maintain and update survey records	1/4/10	ongoing	Quarterly	1/4/11	Assessor
		Prepare reviewed bandings and amend for sold houses	1/4/10	ongoing	Quarterly	1/4/11	Assessor
		Ensure accuracy of all amended and new bands	1/4/10	ongoing	Quarterly	1/4/11	Assessor
		Update CT daily, issue band change notices daily and notify councils weekly	1/4/10	ongoing	Quarterly	1/4/11	Assessor
2.3	Dispose of appeals	Correspond with appellants in line with legal requirements and LVJB standards	1/4/10	ongoing	Quarterly	1/4/11	Assessor
		Ensure appeals are allocated to appropriate number of court dates	1/4/10	ongoing	Quarterly	1/4/11	Assessor
		Monitor band reductions	1/4/10	ongoing	Quarterly	1/4/11	Assessor
		Ensure amendments are processed timeously	1/4/10	ongoing	Quarterly	1/4/11	Assessor
2.4	Audit processes, procedures and Bands	Audit banding processes, procedures and issued bands	1/4/10	ongoing	Quarterly	1/4/11	Assessor
		Audit appeal processes, procedures and outcomes	1/4/10	ongoing	Quarterly	1/4/11	Assessor
		Consider presented audit reports	1/4/10	ongoing	Quarterly	1/4/11	Assessor
2.5	Further develop IT systems, applications and communications	Improve addressing standards	1/4/10	ongoing	Quarterly	1/4/11	Depute Assessor
		Consider workflow improvements	1/4/10	ongoing	Quarterly	1/4/11	Depute Assessor
		Consider document scanning and retention	1/4/10	ongoing	Quarterly	1/4/11	Depute Assessor
2.6	Improve performance	Improve efficiency in survey procedures	1/4/10	ongoing	Quarterly	1/4/11	Assessor
		Improve quality of bandings by reference to band reductions on appeal	1/4/10	ongoing	Quarterly	1/4/11	Assessor
		Improve performance in terms of KPIs and internal indicators	1/4/10	ongoing	Quarterly	1/4/11	Assessor

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Strategic Aims & Operational Objectives 3

No	Performance Measures	Strategic Aims / Operational Objectives	Start Date	End Date	Monitoring	Review	Key Task Owner(s)
3.1	Prepare and publish ER on 1 st December each year	Publish Electoral Register in paper format and electronic format on 1 st December each year	1/12/10	ongoing	Annually	1/4/11	Depute Assessor
		Carry out postal and door to door canvass to maximise registration	1/12/10	ongoing	Annually	1/4/11	Depute Assessor
		Ensure dead wooding is actioned prior to publication	1/12/10	ongoing	Annually	1/4/11	Depute Assessor
		Ensure appropriate advertising is in place	1/12/10	ongoing	Annually	1/4/11	Depute Assessor
		Liaise with external contractors and mitigate risks	1/12/10	ongoing	Annually	1/4/11	Depute Assessor
3.2	Maintain ER for update on 1 st of month outside canvass.	Update ER monthly from 1 st Jan – 1 st Sept &	1/04/10	ongoing	Monthly	1/4/11	Depute Assessor
		Issue Notices in line with statutory requirement	1/04/10	ongoing	Monthly	1/4/11	Depute Assessor
		Improve contact with hard to reach groups	1/04/10	ongoing	Monthly	1/4/11	Depute Assessor
		Identify and improve advertising re registration	1/04/10	ongoing	Monthly	1/4/13	Depute Assessor
		Refresh PIs as required and fully in 2013					Depute Assessor
		Carry out targeted door to door canvass	1/04/10	ongoing	Monthly	1/4/11	Depute Assessor
3.3	Dispose of appeals	Correspond with appellants in line with statutory requirements	1/04/10	ongoing	Quarterly	1/4/11	Depute Assessor
		Ensure hearings are set up timeously	1/04/10	ongoing	Quarterly	1/4/11	Depute Assessor
3.4	Provide of election duties as required.	Provide Election register, AV lists and proxy lists per statute at elections. Scheduled General election May 2010	1/04/10	ongoing	As required	1/4/11	Depute Assessor
		Collect and maintain absent vote personal identifiers.	1/04/10	ongoing	As required	1/4/11	Depute Assessor
		Ensure delivery of identifiers to Returning Officers at elections	1/04/10	ongoing	As required	1/4/11	Depute Assessor
		Ensure all amendments are actioned in line with statutory deadlines	1/04/10	ongoing	As required	1/4/11	Depute Assessor
3.5	Audit processes, procedures and accuracy	Develop and monitor audit reports for ER updates	1/04/10	ongoing	Monthly	1/4/11	Depute Assessor
		Audit personal identifiers with canvass signatures	1/04/10	ongoing	Monthly	1/4/11	Depute Assessor
		Audit name changes to ensure accuracy	1/04/10	ongoing	Monthly	1/4/11	Depute Assessor
3.6	Further develop IT systems, applications and communications	Ensure compliance with CORE	1/04/10	ongoing	Annually	1/4/11	Depute Assessor
		Review performance reports and improve on existing targets	1/04/10	ongoing	Annually	1/4/11	Depute Assessor
		Deliver performance standards to Electoral Commission	1/04/10	ongoing	Annually	1/4/11	Depute Assessor
3.7	Improve performance	Improve efficiency in the delivery of the canvass processes and procedures	1/04/10	ongoing	Annually	1/4/11	Depute Assessor
		Review performance reports and improve on existing targets	1/04/10	ongoing	Annually	1/4/11	Depute Assessor
		Deliver performance standards to Electoral Commission	1/04/10	ongoing	Annually	1/4/11	Depute Assessor

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Strategic Aims & Operational Objectives 4

No	Performance Measures	Strategic Aims / Operational Objectives	Start Date	End Date	Monitoring	Review	Key Task Owner(s)
4.1	Prepare and publish statutory reports	Annual publication of public performance report	1/6/10	ongoing	Annually	1/6/11	Depute Assessor
		Annual treasurer's un-audited accounts	1/6/10	ongoing	Annually	1/6/11	Treasurer
		Annual assessor's report to LVJB and staff re performance achieved	1/6/10	ongoing	Annually	1/6/11	Assessor
		Annual Audit reports to LVJB	1/8/10	ongoing	Annually	1/8/11	Treasurer
		Annual assessor's report to LVJB and staff re service plan & target setting	1/2/10	ongoing	Annually	1/2/11	Assessor
		Annual report on equalities	1/6/10	ongoing	Annually	1/6/11	Depute Assessor
		Annual proposed 3-yearly Revenue Report to LVJB	1/2/10	ongoing	Annually	1/2/11	Treasurer
4.2	Prepare and present reports to LVJB	Quarterly progress report to LVJB	1/4/10	ongoing	Quarterly	Annually	Assessor
		Annual Electoral report to LVJB	1/2/10	ongoing	Annually	Annually	Depute Assessor
		Additional reports as required or requested	1/4/10	ongoing	Annually	Annually	Assessor
4.3	Develop and improve customer targeted policies	Measure and report on LVJB customer care standards and policy	1/6/10	ongoing	Quarterly	Annually	Depute Assessor
		Oversee development of performance statistical analysis and monitoring	1/4/10	ongoing	Annually	Annually	Depute Assessor
		Produce annual report to be included in public performance report	1/6/10	ongoing	Annually	Annually	Depute Assessor
		Develop, measure and produce annual report on LVJB equality initiatives and standards achieved	1/6/10	ongoing	Annually	Annually	Depute Assessor
		Review Equalities policies and schemes 3 yearly	1/12/10	ongoing	Annually	1/12/13	Depute Assessor
		Monitor adherence to equality principles	1/4/10	ongoing	Annually	Annually	Depute Assessor
4.4	Extend and enhance public participation schemes	Quarterly progress report to LVJB	1/4/10	ongoing	Quarterly	Annually	Assessor
		Annual Electoral report to LVJB	1/2/10	ongoing	Annually	Annually	Depute Assessor
		Additional reports as required or requested	1/4/10	ongoing	Annually	Annually	Assessor
4.5	Improve websites	Identify improvements to LVJB internet site and review contents	1/4/10	ongoing	Quarterly	1/4/11	Executive
		Identify improvements to LVJB intranet site and review contents	1/4/10	ongoing	Quarterly	1/4/11	Executive
4.6	Consider further key partnership working	Continue relationships with SAA, AEA, Scottish Government and constituent Revenue & Benefits departments	1/4/10	ongoing	Quarterly	1/4/11	Executive
		Consider sharing of services with constituent councils and Assessors	1/4/10	ongoing	Annually	1/4/11	Executive

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Strategic Aims & Operational Objectives 5

No	Performance Measures	Strategic Aims / Operational Objectives	Start Date	End Date	Monitoring	Review	Key Task Owner(s)
5.1	Improve VR key and internal performance indicators	Agree and set KPIs for VR	1/2/10	ongoing	Quarterly	1/2/11	Executive
		Agree and set a suite of internal indicators for VR performance	1/2/10	ongoing	Quarterly	1/2/11	Executive
		Monitor, analyse and report on VR performance quarterly	1/4/10	ongoing	Quarterly	1/4/11	Executive
5.2	Improve CT key and internal performance indicators	Agree and set KPIs for CT	1/2/10	ongoing	Quarterly	1/2/11	Executive
		Agree and set a suite of internal indicators for CT performance	1/2/10	ongoing	Quarterly	1/2/11	Executive
		Monitor, analyse and report on CT performance quarterly	1/4/10	ongoing	Quarterly	1/4/11	Executive
5.3	Improve VR key and internal performance indicators	Agree and set Internal PIs for ER	1/2/10	ongoing	Monthly	1/2/11	Executive
		Produce and submit targets for ER performance to Electoral commission	15/1/10	ongoing	Annually	15/1/11	Executive
		Produce and submit statistical monitoring & indicators for ER performance to Electoral commission	15/1/10	ongoing	Annually	15/1/11	Executive
		Monitor, analyse and report on ER performance monthly	1/4/10	ongoing	Monthly	1/4/11	Executive
5.4	Prepare, monitor and review service plan	Develop and introduce 2010-13 Executive Service Plan	1/12/10	ongoing	Quarterly	1/2/11	Executive
		Monitor Performance & Development Review procedure to ensure adherence to Service Plan and Performance Indicators.	1/2/10	ongoing	6 monthly	1/2/11	Executive
		Review Performance & Development Review procedure to meet staff comments and meet organisational requirements	1/2/10	ongoing	6 monthly	1/2/11	Executive
		Review 3-yearly Service Plan annually	1/12/10	ongoing	Quarterly	1/12/11	Executive
		Review & monitor a timetable for reviewing and monitoring performance measurement and target setting.	1/2/10	ongoing	Quarterly	1/2/11	Executive

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Strategic Aims & Operational Objectives 6

No	Performance Measures	Strategic Aims / Operational Objectives	Start Date	End Date	Monitoring	Review	Key Task Owner(s)
6.1	Review Standing Orders, Scheme of Delegation and Financial Regulations 5 yearly	Review contents of Standing Orders annually	1/4/15	ongoing	Annually	1/4/20	Assessor/LVJB
		Review contents of Scheme of Delegation annually	1/4/15	ongoing	Annually	1/4/20	Assessor/LVJB
		Review contents of Financial Regs annually	1/4/15	ongoing	Annually	1/4/20	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 annually	1/12/10	ongoing	Annually	1/4/15	Assessor
		Report to LVJB re review of contents of Scheme of Delegation annually	1/12/10	ongoing	Annually	1/4/15	Assessor
		Report to LVJB re review of contents of Financial Regs annually	1/12/10	ongoing	Annually	1/4/15	Assessor/Treasurer
6.3	Consider structure and responsibilities with staff changes and new tasks	Review PRD to ensure compliance with Standing Orders, Scheme of Delegation and Financial Regs for executive and managers	1/4/10	ongoing	Annually	1/4/11	Executive
		Annually monitor through PRD, compliance with Standing Orders, Scheme of Delegation and Financial Regs for executive and managers	1/4/10	ongoing	Annually	1/4/11	Executive
		Review staffing and post requirements when staff leave, reduce hours or alter posts	1/4/10	ongoing	Monthly	1/4/11	Executive

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Strategic Aims & Operational Objectives 7

No	Performance Measures	Strategic Aims / Operational Objectives	Start Date	End Date	Monitoring	Review	Key Task Owner(s)
7.1	Identify risks	Consider new risks for addition to rolling business risk register at all management meetings	1/4/10	ongoing	Quarterly	1/4/11	Executive
		Consider new risks to be added to the strategic business risk register on a 6 monthly basis at senior management meetings	1/4/10	ongoing	6monthly	1/10/10	Executive
		Consider risks as legislative changes are considered	1/4/10	ongoing	quarterly	1/10/10	Executive
		Consider risks as statutory duties change	1/4/10	ongoing	quarterly	1/10/10	Executive
7.2	Mitigate risks	Ensure mitigation strategy is considered timeously	1/4/10	ongoing	quarterly	1/10/10	Executive
		Implement mitigation decisions effectively	1/4/10	ongoing	6Monthly	1/10/10	Executive
7.3	Monitor & review risks	Monitor budget spend and variances quarterly at management meetings	1/4/10	ongoing	Quarterly	1/4/11	Executive
		Monitor budget spend and past and proposed variances on a quarterly basis at executive meetings	1/4/10	ongoing	Quarterly	1/4/11	Executive
		Monitor budget spend and past and proposed variances and include in quarterly progress report	1/4/10	ongoing	Quarterly	1/4/11	Executive
		Monitor actions resulting from audit reports at quarterly executive strategy meetings.	1/4/10	ongoing	Quarterly	1/4/11	Executive
		Include monitoring of risks within PRD of appropriate staff	1/4/10	ongoing	Annually	1/4/11	Executive
		Liaise with the treasurer to the Board to ensure appropriate monitoring and accounting	1/4/10	ongoing	Quarterly	1/4/11	Executive
		Review business risk register 6 monthly and produce report on an annual basis	1/4/10	ongoing	Annually	1/4/11	Executive
7.4	Report risks and review risk strategy	Report to Board on identified key risks on quarterly basis as part of progress report	1/4/10	ongoing	Quarterly	1/4/11	Executive
		Report to Board on budget variances, past and proposed, on quarterly basis as part of progress report	1/4/10	ongoing	Quarterly	1/4/11	Executive
		Submit external & internal auditors' reports and actions carried out resulting from recommendations to the Board.	1/8/10	ongoing	Annually	1/8/11	Executive
		Review & monitor risk management framework policy	1/4/11	ongoing	Annually	1/4/15	Executive

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Strategic Aims & Operational Objectives 8

No	Performance Measures	Strategic Aims / Operational Objectives	Start Date	End Date	Monitoring	Review	Key Task Owner(s)
8.1	Maintain PRD process to monitor compliance to legislation and LVJB policies and procedures.	Further develop pilot PRD scheme to monitor compliance with LVJB standards.	1/4/10	ongoing	Annually	1/4/11	Executive
		Ensure compliance with LVJB employment legal requirements on a day to day basis and assess at annual PRD	1/4/10	ongoing	Annually	1/4/11	Managers
		Ensure compliance with LVJB policies on a day to day basis and assess at annual PRD	1/4/10	ongoing	Annually	1/4/11	Managers
		Ensure compliance with LVJB procedures on a day to day basis and assess at annual PRD	1/4/10	ongoing	Annually	1/4/11	Managers
		Ensure compliance with LVJB instructions on a day to day basis and assess at annual PRD	1/4/10	ongoing	Annually	1/4/11	Managers
8.2	Monitor and review compliance to FOI, Data Protection, Race Relations legislation, Equal Opportunities, Age Discrimination, Disability, and Equality etc.	Ensure compliance with legal requirements e.g. FOI, Data Protection, Race Relations, Equal Opportunities, Age Discrimination legislation, Disability equality etc. on a day to day basis and assess at monthly management meetings	1/4/10	ongoing	Quarterly	1/4/11	Management Team
		Ensure compliance with legal requirements e.g. FOI, Data Protection, Race Relations, Equal Opportunities, Age Discrimination legislation, Disability equality at quarterly strategy meetings	1/4/10	ongoing	Quarterly	1/4/11	Executive
		Ensure compliance with legal requirements e.g. FOI, Data Protection, Race Relations, Equal Opportunities, Age Discrimination legislation, Disability equality etc. on a day to day basis and assess at annual PRD	1/4/10	ongoing	Annually	1/4/11	All Managers
		Report on compliance with legal requirements e.g. FOI, Data Protection, Race Relations, Equal Opportunities, Age Discrimination legislation, Disability equality etc. to LVJB	1/8/10	ongoing	Annually	1/8/11	Assessor
8.3	Report on Whistle Blowing	Ensure the policy and procedures are reviewed as appropriate to ensure staff concerns are addressed.	1/4/10	ongoing	Annually	1/4/14	Assessor
		Report on items raised as appropriate	1/4/10	ongoing	Annually	1/4/14	Assessor

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Strategic Aims & Operational Objectives 9

No	Performance Measures	Strategic Aims / Operational Objectives	Start Date	End Date	Monitoring	Review	Key Task Owner(s)
9.1	Maintain 3-year service plan	Prepare a 3-year service plan and present to LVJB	1/2/10	ongoing	Annually	1/2/11	Assessor
		Review the service plan yearly and provide monitoring report to LVJB	1/10/10	ongoing	6 monthly	31/3/11	Assessor
		Ensure staff awareness, guidance, monitoring and assessment of compliance procedures	1/4/10	ongoing	Annually	1/4/11	Executive
		Monitor compliance with the service plan on a day to day basis and assess 6 monthly at management meeting	1/4/10	ongoing	Annually	1/4/11	All Managers
9.2	Deliver corporate improvement.	Develop & review a suite of internal performance indicators and update KPIs to ensure improvement	1/4/10	1/4/08	Annually	1/4/11	Executive
		Monitor performance improvement and report at quarterly management meetings	1/4/10	ongoing	Quarterly	1/4/11	Executive
		Monitor improvement and report annually to LVJB	1/6/10	ongoing	Annually	1/6/11	Assessor
		Monitor improvement and report annually as a public performance report	1/6/10	ongoing	Annually	1/6/11	Depute Assessor
		Monitor customer care to measure improvement	1/4/10	ongoing	Annually	1/4/11	Executive
		Monitor and report absence levels to measure improvement.	1/4/10	ongoing	Monthly	1/4/11	Depute Assessor
		Discuss & develop corporate improvement strategies at executive meetings.	1/4/10	ongoing	Quarterly	1/4/11	Executive
9.3	Comply with corporate goal, LVJB Mission, vision, aims & objectives	Review corporate goals at executive meeting.	1/4/10	ongoing	Annually	1/4/11	Executive
		Ensure that corporate goal is communicated to all staff and included in PRD process	1/4/10	ongoing	Annually	1/4/11	Executive
		Report to staff on success of corporate goal.	1/4/10	ongoing	Quarterly	1/4/11	Executive
		Communicate and monitor adherence to Mission, vision, aims & objectives	1/4/10	ongoing	Annually	1/4/11	Executive

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Strategic Aims & Operational Objectives 10

No	Performance Measures	Strategic Aims / Operational Objectives	Start Date	End Date	Monitoring	Review	Key Task Owner(s)
10.1	Encourage partnership working with constituent authorities	Discuss and develop partnership working with Finance departments of the 4 authorities	1/4/10	ongoing	Annually	1/4/11	Executive
		Discuss and develop partnership working with the Returning Officer staff of the 4 authorities	1/4/10	ongoing	Annually	1/4/11	Executive
		Discuss and develop partnership working with Personnel department of the CEC	1/4/10	ongoing	Annually	1/4/11	Executive
		Discuss and develop partnership working with the Treasurer to LVJB	1/4/10	ongoing	Annually	1/4/11	Executive
		Discuss, develop and improve partnership working with Planning and Building departments of the 4 authorities	1/4/10	ongoing	Annually	1/4/11	Executive
10.2	Encourage partnership working with public and civil servants e.g. VOA, SAA, Scottish Executive, Electoral Commission etc.	Encourage partnership working with the SAA	1/4/10	ongoing	Annually	1/4/11	Executive
		Encourage partnership working with the VOA	1/4/10	ongoing	Annually	1/4/11	Executive
		Encourage partnership working with the SAA Portal Board	1/4/10	ongoing	Annually	1/4/11	Executive
		Encourage partnership working with the General Register of Scotland	1/4/10	ongoing	Annually	1/4/11	Executive
10.3	Review partnership working with external professional bodies e.g. RICS, IRRV, AEA, etc.	Encourage partnership working with the RICS	1/4/10	ongoing	Annually	1/4/11	Executive
		Encourage partnership working with the IRRV	1/4/10	ongoing	Annually	1/4/11	Executive
		Encourage partnership working with the AEA	1/4/10	ongoing	Annually	1/4/11	Executive