

## **INTERIM ASSESSOR'S PROGRESS REPORT TO THE LOTHIAN VALUATION JOINT BOARD**

1<sup>st</sup> February 2021

### **1.0 PURPOSE**

- 1.1 To provide members with an overview of current service delivery, priorities, risks and future direction.
- 1.2 It should be noted that the majority of staff remain working at home during current Covid restrictions. There are however a very limited number of staff attending the office to deal with tasks that cannot be done from home, in particular preparatory work for the upcoming May Parliamentary Election.

### **2.0 ELECTORAL REGISTRATION – MAINTENANCE**

- 2.1 Since the last progress report to the Board in November 2020 all maintenance tasks supporting the registration process have continued.
- 2.2 Key processing volumes reflecting the period November to January 5<sup>th</sup>, 2021 are shown below.

	Edinburgh	Midlothian	West Lothian	East Lothian	Totals
Additions	11,183	832	1,734	1,198	14,947
Deletions	18,687	1,869	3,907	2,299	26,762
Amendments	284	49	116	56	505

- 2.3 During this period (02/11/20-13/01/21) 31,849 Invitation to Register forms were issued along with 5,819 postal vote applications. These were sent by both traditional mail and email.

### **3.0 ELECTORAL REGISTRATION – HOUSEHOLD CANVASS 2020**

- 3.1 The updated register was published on the 1<sup>st</sup> December 2020.

#### **4.0 ELECTORAL REGISTRATION – LEGISLATION**

4.1 In December 2020 legislation was passed by parliament specifically in relation to the upcoming Scottish Parliamentary election. The legislation covered three main areas.

- The last date for postal vote applications was brought forward by 2 weeks to the 6<sup>th</sup> April 2021.
- Polling can take place over more than 1 day should it be required.
- The Presiding Officer has the ability to delay the election for a period of up to 6 months.

In relation to the postal vote application date this has been done to mitigate the expected increase in postal vote applications. This allows an increased period of time to process applications.

#### **5.0 ELECTORAL LEGISLATION – ELECTIONS**

5.1 The scheduled by-election in West Lothian ward 4 Livingston South which was postponed has been rescheduled for the 11<sup>th</sup> March. Another by-election has also been announced in ward 5 of Midlothian, which has been scheduled for the 25<sup>th</sup> March.

5.2 The scheduled by-election in Edinburgh ward 14 Duddingston/Craightinny took place on the 12<sup>th</sup> November. I am pleased to say that there were no issues. The number of postal vote applications received increased by roughly 10% and three emergency proxy applications were received on the day of the election.

5.3 The Scottish Government has provided extra funding to allow ERO's to cover the additional costs arising from the anticipated increase in postal vote applications for the Scottish Parliamentary elections. I have been allocated £487,812 of this funding. (For information the total extra funding is £3m and it has been split between ERO's simply on the number of electors per ERO)

5.4 I have informed the Constitution and Cabinet Directorate that I intend to utilise the additional funds in the following areas.

- Increased postage and printing
- Additional staff overtime
- Temporary staff
- Additional IT equipment
- Engagement

#### **6.0 ELECTORAL REGISTRATION ENGAGEMENT**

6.1 Despite the current Covid restrictions I have continued to engage with unregistered electors in a number of ways.

## **Schools**

- School lists data mined to issue 'Invitation to Register' forms to all eligible school pupils not already registered or added during canvass – 12,700 ITRs issued.
- Video presentation encouraging voter registration in production, working in partnership with Midlothian schools (primarily Lasswade). Schools across all 4 council areas will be provided access to this learning/promotion resource.
- Email to be issued to school pupils encouraging voter registration through participating schools' internal networks ahead of Scottish Parliamentary elections.
- Final mailshot issued to all potential electors appearing on school lists to encourage registration ahead of Scottish Parliamentary elections (around March).

## **Universities/Colleges**

- Working in partnership with University of Edinburgh Students Association to develop a Covid-friendly voter registration campaign ahead of the Scottish Parliamentary election.
- Covid restrictions mean that engagement will primarily be through Students Associations web and social media channels.
- Voter registration messaging to be disseminated through Student Association's weekly newsletter email at various times.
- Email to be issued to all University and college students to encourage voter registration at term-time addresses.

## **BAME Community**

- Following feedback from Scottish Refugee Council run focus groups, filming of video podcast to proceed remotely – working in partnership with ReAct and Media Education to create.
- Voter registration resources to be disseminated through social media channels as well as through ReAct's local networks.

## **General**

- New council taxpayers lists to be data mined to identify home movers and issue ITR's.
- Promotion of postal voting alternative ahead of anticipated increase in applications: -
  - National TV advertising campaign promoting PV message – "Plan today so you can vote in May". This is due to take place during February 2021. The costs involved are to be split between all ERO's.
  - Increased social media activity promoting postal voting – working with constituent councils Communications departments to amplify messaging.
  - Postal vote packs issued by post to all electors that requested postal votes in 2020 but have never returned an application – 9,400 to be issued w/c 18/01/2021.
- Continued online promotion of online voter registration channel through the website and social media channels.
- Household Notification Letter to be issued to all households notifying residents of registered electors at the property – issued Feb 8<sup>th</sup> (Scottish Government funded).

## 7.0 VALUATION ROLL – MAINTENANCE

7.1 Since the last report to the Board, 493 alterations covering the period 24<sup>th</sup> October 2020 to 18<sup>th</sup> January 2021, have been made to the valuation roll with respect to running roll activities. These changes comprised 107 amendments to existing entries, 209 deletions, 177 inserts and c.1000 name changes.

	Edinburgh	Midlothian	W. Lothian	E. Lothian	Total
Inserts	139	18	8	12	177
Deletions	165	13	18	13	209
Amendments	70	15	9	13	107

7.2 This represents about 77% of pre-Covid levels looking at the same period in 2019/20. This figure is an increase on that reported at the previous two board meetings.

7.3 Although restrictions on external survey remain in place, staff continue to undertake necessary actions in the majority of cases using plans and information provided in the form of photos, videos and any suitable and appropriate online resource.

7.4 The external survey of property is still on hold at the current time. Realistically I don't expect that this will change in the short term. Until the current lockdown measures are relaxed this position won't change.

## 8.0 VALUATION ROLL – APPEALS

8.1 There are currently c. 850 outstanding 2017 Revaluation appeals. 150 of these have been cited for hearing in April. There are in total 10,678 outstanding running roll appeals of which 9,704 relate to Covid. Central discussions between the SAA and agents are still ongoing. The majority of these appeals have a disposal date of 31/12/21. Issues surrounding inspection of properties due to Covid restrictions are at the present time delaying resolution of a large number of revaluation and non-Covid running roll appeals.

8.2 Valuation Appeal Committee hearing dates have been agreed with the secretary of the VAC for 2021. Physical hearings are not taking place at the current time which is delaying the resolution of a number of appeals. Currently hearings are taking place remotely.

8.3 I had a remote meeting with the Chairman, Vice Chairman and Secretary of the VAC on 17/12/20 to discuss various issues surrounding Covid restrictions. It is hoped that hearings may be able to take place virtually in the near future and appeals can in some cases be dealt with by written submissions.

## 9.0 VALUATION ROLL – NDR REFORM

- 9.1 The Scottish Government has now passed legislation delaying the next Revaluation of non-domestic properties until 1<sup>st</sup> April 2023 with a tone date of 1<sup>st</sup> April 2022.
- 9.2 The creation of the Valuation Service Team, part of the Transformation programme Phase 2, which involves the reforming of existing resources in a more effective and efficient fashion, and aimed at supporting the Valuation Roll function, continues to move forward.
- 9.3 Staff testing of updated ICT Network Infrastructure improvements which took place during November was completed on time with no issues arising.

## 10.0 COUNCIL TAX – MAINTENANCE

- 10.1 Over the period 1<sup>st</sup> April 2020 to 20<sup>th</sup> Jan 2021, 3,294 new houses have been added to the list, this compares to 4,898 for the same period in 2019/20.

New Housing	Edinburgh	Midlothian	West Lothian	East Lothian	Total
01/04/20 to 20/01/21	1,822	445	564	463	3,294
Nov 20 to 20 <sup>th</sup> Jan 21	618	248	220	159	1,245
01/04/19 to 20/01/20	2,592	495	914	897	4,898
Nov 19 to 20 <sup>th</sup> Jan 20	817	133	245	290	1,485

- 10.2 The figures for 20/21 are running at about 70% of those of 19/20. No doubt in part to issues surrounding the Covid pandemic.
- 10.3 There is currently c.150 outstanding Council Tax appeals. These are being dealt with subject to the limitations imposed by the pandemic. I have asked the secretary to the VAC if the committee would be amenable to disposing of some of these appeals by way of written submission and following discussions in December, I am hopeful that this may begin shortly.

## 11.0 COVID – UPDATE

- 11.1 Staff continue to follow Government advice and are in the main working from home. I do have a limited number of staff attending the office daily to deal with mainly electoral registration matters. With the upcoming by-elections and the SP elections on the horizon the number of staff attending the office will have to increase over the coming weeks. Though processing of applications can be done from home there are certain tasks which cannot. Postal vote applications being the main one.
- 11.2 Fortunately, we do have a fairly large office and we have amended the layout to mitigate as much as possible issues relating to Covid in anticipation of increased staff attendance. We have also introduced Covid self-assessments for staff attending the office to enhance our personal safety measures. Our Covid Risk Assessment continues to be updated to take account of any changes to Scottish Government guidelines. All updates are published on our website.

## **12.0 GOVERNANCE STRATEGY GROUP**

12.1 The first meeting of the Governance Strategy Group was held on the 12<sup>th</sup> January 2021. In attendance were myself, LVJB Head of Governance, Councillors Key, McGuire and Russell. Topics discussed were the upcoming SP election and the outstanding Covid MCC appeals in relation to non-domestic rating. During discussions a matter arose regarding how we process postal vote applications. On the back of this I have investigated, and consequently amended, our postal vote procedure to make processing more efficient in the run up to the SP election. My own personal view was that it was a very constructive and worthwhile meeting. It was agreed that meetings going forward would take place every 2 months or so.

## **13.0 REVENUE BUDGET 2021/22 REPORT**

13.1 I note the content of the Treasurer's budget report. It is reassuring to see that any potential shortfall is not now predicted to take place until 24/25. With reference to section 4.6 of the Treasurer's report I would note that potential employee releases under VERA were based on previously anticipated funding shortfalls in 2019 and prior to the current Covid pandemic which in itself has added a significant extra burden, particularly in relation to NDR and more specifically NDR appeal workloads. It would be prudent to monitor staffing levels with caution until we begin to emerge from the current pandemic situation.

13.2 It was previously anticipated at section 4.11 that there would be a funding gap for 21/22 and a more significant funding gap for 22/23. Now that the budget is forecast to balance for these 2 financial years and taking account of 13.1 above, I would be of the opinion that any potential future releases of staff leaving under VERA be put in abeyance for this upcoming financial year.

13.3 I note that no inflationary increase is anticipated for day to day running costs at present, but I am prepared to absorb any inflationary issues within the current budget.

## **14.0 CORPORATE AND SERVICE PLAN**

14.1 I have shown at appendix 1 my corporate and service plans for 21/22.

14.2 I have consolidated our longstanding Corporate and Service plans and updated them to enable clearer identification of operational objectives against the strategic aims required to achieve optimal performance of our service delivery.

## **15.0 RECOMMENDATION**

15.1 The Board is asked to note the content of this report.

**Gary Elliott**  
**INTERIM ASSESSOR & ERO**

*Attached:*  
*Appendix 1 2021-2022 Corporate & Service Plan*

Corporate & Service Plan



## MISSION & VISION

Lothian Valuation Joint Board's **mission** is to ensure best value and provide 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 exceed expectations.

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.

Conduct our business in accordance with the principles of the CIPFA/SOLACE framework Delivering Good Governance in Local Government.

Create an environment of continual improvement.

## Strategic Aims

Strategic Aim 1	To ensure timeous publication and maintenance of the <b>Valuation Roll</b> .
Strategic Aim 2	To ensure timeous publication and maintenance of the <b>Council Tax List</b> .
Strategic Aim 3	To ensure timeous publication and maintenance of the <b>Electoral Register</b> and registration services at elections.
Strategic Aim 4	To develop, prepare and publish reports to improve customer knowledge and ensure attainment of good <b>Community Focus</b> .
Strategic Aim 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.
Strategic Aim 6	To deliver changes and improvements identified under the Transformation Programme and through the ongoing process of <b>Structure and Process</b> review.
Strategic Aim 7	To review, monitor and maintain organisational <b>Risk Management and Internal Controls</b> to ensure efficient and effective delivery of service.
Strategic Aim 8	To develop, adopt and review formal documentation and systems to ensure <b>Standards of Conduct</b> are adhered to.
Strategic Aim 9	To plan and deliver an <b>organisational development strategy</b> considering corporate initiatives to ensure efficiency and quality of service delivery.
Strategic Aim 10	To engage in <b>key partnership working</b> to ensure the integrated delivery of efficient government.
Strategic Aim 11	To review and develop the necessary policies to support the <b>Health, Safety and Welfare</b> of all LVJB employees.

No	Strategic Aim	Performance Measure	Operational Objective	Responsibility
1	To ensure statutory duties are carried out for maintenance of the <b>Valuation Roll</b> .	<b>Maintain Valuation Roll in line with statutory requirements.</b>	Maintain and update survey records in line with relevant guidance and practice.	Assistant Assessor/Principal Surveyors
			Consider planning and building warrants and take appropriate action to maintain records	
			Prepare valuations in line with practice notes and 'tone' evidence.	
			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.	
			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.	
		<b>Dispose of Revaluation 2017 and running roll appeals within statutory time frames including LTS &amp; LVAC appeals.</b>	Correspond with appellants in line with legal requirements and LVJB standards.	Assistant Assessor/Principal Surveyors
			Create, maintain and review an appeal disposal timetable and ensure appeals are allocated to appropriate number of court dates.	
			Monitor disposal progress, reduction levels and reasons for reduction.	
			Monitor and ensure amendments are processed timeously.	
		<b>Continue preparations for Revaluation 2023</b>	Ensure compliance with LTS and quality preparation of cases.	Assistant Assessor/Principal Surveyors
			Continue to develop all necessary timetable and implementation plans.	
			Ingather relevant information and implement the Civil Penalty process.	
			Continue to review valuation practices and procedures.	
		<b>Audit processes, procedures and values.</b>	Continue to assess and improve communication and engagement protocols	Governance Team
Audit valuation processes procedures and issued values.				
Audit appeal processes, procedures and outcomes.				
<b>Further develop IT systems, applications and communications.</b>	Consider presented audit reports.	Corporate Leadership Team		
	Review and further develop valuation applications with particular attention to the successful delivery of 3 yearly revaluations.	Assistant Assessor/Principal Surveyors /ICT		
<b>Continue with project planning and implementation in respect of changes required under the Barclay Review of NDR.</b>	Consider new classes of subjects for summary valuation purposes.	Assessor/Project Management Board		
	Ensure project management framework is observed to enable timeous implementation of key functionality and objectives			
<b>Review and seek improved annual performance.</b>	Maintain efficiency in survey procedures.	Assistant Assessor		
	Maintain fairness and accuracy of valuations.			

			Review and improve performance in terms of KPIs and internal indicators.			
2	To ensure statutory maintenance of the <b>Council Tax List</b> .	<b>Maintain the Council Tax List in line with statutory requirements.</b>	Ingather and analyse sales evidence.	<b>Assistant Assessor/Principal Surveyors</b>		
			Maintain and update survey records as necessary.			
			Prepare reviewed bandings and amend for sold houses.			
			Ensure accuracy of all amended and new bands.			
				<b>Dispose of proposals &amp; appeals.</b>	Update CT daily, issue band change notices daily and notify councils weekly.	<b>Assistant Assessor/Principal Surveyors</b>
			Correspond with appellants in line with legal requirements and LVJB standards.			
			Administer properly all proposals and appeals and commence the process of timetabled disposal in association with the Valuation Appeal Committee.			
			Monitor band reductions.			
				<b>Audit processes, procedures and Bands.</b>	Ensure amendments are processed timeously.	<b>Governance Team</b>
			Audit valuation processes procedures and issued values.			
			Audit appeal processes, procedures and outcomes.			
				<b>Further develop IT systems, applications and communications.</b>	Consider presented audit reports.	<b>Corporate Leadership Team</b>
			Continue to review the processes associated with new housing entering the Council Tax list, with particular progression of the mobile survey function			
				<b>Review &amp; maintain performance.</b>	Ensure all new and amended information is recorded as electronic data	<b>Assistant Assessor/Principal Surveyors /ICT</b>
	Maintain efficiency in survey procedures.					
	Maintain quality of bandings by reference to band reductions on appeal.					
		<b>Prepare and publish the Electoral Register by 1<sup>st</sup> December 2021.</b>	Maintain performance in terms of KPIs and internal indicators.	<b>Assistant Assessor/Principal Surveyors</b>		
3	To ensure timeous publication and maintenance of the <b>Electoral Register</b> and registration services at elections.		Publish the Electoral Register in paper format and electronic format.		<b>Assessor</b>	
			Carry out postal and door to door canvass in line with recent legislation and to maximise registration.		<b>Head of Electoral Services</b>	
			Ensure appropriate advertising/publicity initiatives are in place in conjunction with EC public engagement strategy.		<b>Head of Electoral Services</b>	
			Action all postal vote applications received during and outside the canvass period.			
		Distribute the register in requested format to persons as defined by statute.				

			Continue to actively encourage recipients to accept the register in electronic format to reduce costs	
			Liaise with external contractors and manage/mitigate risks.	
		<b>Maintain ER for statutory updates each month.</b>	Update ER monthly updates per legislative requirements	<b>Head of Electoral Services</b>
			Issue Notices in line with statutory requirements	
			Improve contact with hard to reach groups through partnership working initiatives.	
			Identify and improve appropriate advertising/publicity channels re registration.	
		<b>Dispose of any registration appeals.</b>	Correspond with appellants in line with statutory requirements.	<b>Assessor/Head of Electoral Services</b>
			Ensure hearings are set up and conducted timeously.	
		<b>Prepare for and ensure effective management of registration duties for any elections or referendums called during the year.</b>	Ensure all applications for registration are processed accurately and timeously.	<b>Head of Electoral Services</b>
			Ensure all AVPI applications for registration are processed accurately and timeously.	
			Prepare and maintain all necessary timetables including the identification of all key risks and related mitigation associated with election preparation requirements.	
			Undertake engagement activities and ensure staff are trained and available to answer all telephone and email enquiries.	
			Ensure staffing resource in place at all peak periods and as required during polling hours.	
		<b>Audit processes, procedures and accuracy to ensure quality registration delivery.</b>	Develop and monitor audit reports for ER updates.	<b>Head of Electoral Services</b>
			Audit personal identifiers with canvass signatures.	
			Audit name changes to ensure accuracy.	
			Consider all audit reports for appropriate actions.	
		<b>Further develop IT systems, applications and communications.</b>	Assess and implement new scanning processes for postal votes	<b>Head of Electoral Services</b>
			Deliver electorate statistics to NROs. (RPF 29)	
			Review and continue to maximise UPRN matching process to electoral address data base.	
		<b>Prepare for refresh of AV personal identifiers in January 2022</b>	Identify quantities and additional required expenditure.	<b>Head of Electoral Services</b>
			Establish required processes, timetable for collection and processing.	
			Provide reports as required to Corporate Leadership Team and Board.	
		<b>Review &amp; maintain performance.</b>	Improve efficiency in the delivery of the canvass processes and procedures.	<b>Head of Electoral Services</b>
			Review performance reports and consider new targets.	

			Deliver performance standards self-assessment and data returns to the Electoral Commission.	
4	To develop, prepare and publish reports to improve customer knowledge and ensure attainment of good <b>Community Focus</b> .	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.	Head of Governance
			Annual proposed Revenue Report to LVJB.	Treasurer
		Prepare and present reports to LVJB.	Quarterly progress report to LVJB.	Assessor
			2021/22 LVJB Business Strategy	
			Annual Governance Report	Head of Governance
			Reports as required.	Corporate Leadership Team
		Develop and improve customer targeted policies	Oversee development of performance statistical analysis and monitoring.	Corporate Leadership Team
			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 Electoral Services
		Maintain and develop appropriate public engagement schemes.	Liaise with universities, further education establishments and schools to maximise student registration	Head of Electoral Services
			Liaise with care homes to maximise registration for residents	
			Maintain and update the internet site to ensure currency and accuracy especially at key events.	Corporate Leadership Team
			Continue to identify, implement and evaluate stakeholder engagement activities in respect of VR and CT.	Assistant Assessor
Maintain, update and improve digital communication channels	Maintain and update the intranet site			
	Maintain and update the internet site	Corporate Leadership Team		
	Continue to Integrate Sharepoint to improve records management			
	Continue to develop use of social media			
5	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.		
		Monitor, analyse and report on VR performance quarterly.		
	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.		
		Monitor, analyse and report on CT performance quarterly.		
	Maintain new Electoral performance indicators set by the Electoral Commission.	Agree and set Internal PIs for ER.	Assessor/Head of Electoral Services	
		Produce and submit targets for ER performance to Electoral Commission.		

	review the performance management and planning framework to ensure continuous improvement.		Produce and submit statistical monitoring & indicators for ER performance to Electoral commission.		
			Monitor, analyse and report on ER performance monthly.		
		<b>Prepare, implement, monitor and review of Corporate and Service Plan.</b>	Monitor Corporate and Service Plans.	Assessor/Corporate Leadership Team	
			Ensure adherence to Service Plan and Performance Indicators. Review Performance & Development Review procedure to meet organisational requirements.		
<b>6</b>	To review roles, responsibilities, <b>Structures and Processes</b> to ensure effective balance of responsibility and authority.	<b>Review Standing Orders, Scheme of Delegation and Financial Regulations; 5 yearly.</b>	Review contents of Standing Orders 5 yearly; due for review Feb 2021.	Assessor/LVJB	
			Review contents of Scheme of Delegation 5 yearly; due for review Feb 2021.		
			Review contents of Financial Regs 5 yearly; due for review Feb 2021.		Assessor/Treasurer/LVJB
		<b>Adhere to Standing Orders, Scheme of Delegation and Financial Regulations; 5 yearly.</b>	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/Treasurer	
			Report to LVJB re review of contents of Financial Regs 5 yearly.	Corporate Leadership Team	
		<b>Implement and progress the objectives of the Transformation Programme and 20/23 Business Strategy</b>	Review process and procedures seeking efficiencies and improvements.	Principal Surveyor/Corporate Leadership Team	
			Continue to develop and implement a strategic training policy and continue with cultural change identified under the Transformation programme.	Head of HR/Corporate Leadership Team	
			Continue to develop and implement a Performance Framework across the organisation, seeking efficiencies and effective delivery of services.	Assessor/LVJB	
			Review ongoing progress of 20/23 Business Strategy		
<b>7</b>	To review, monitor and maintain organisational <b>Risk Management and Internal Controls</b> to ensure efficient and	<b>Review the activities of the Governance Strategy Group (GSG)</b>	Monitor progress of topics raised and discussed in the GSG	Assessor/GSG	
			Continue to undertake bi-monthly meetings to ensure areas of risk are reviewed		
		<b>Adhere to LVJB Risk Management Cycle</b>	<b>Identify</b>	Consider new risks for addition to Corporate, Project or Service risk registers at all Corporate Leadership and Governance Committee meetings.	Corporate Leadership/Governance Team
				Review presentational aspects of risks registers including effectiveness of providing accurate information of “progress on mitigation and status of risk”	Governance Team
				Consider risks within each service delivery planning timetable on an ongoing basis.	Corporate Leadership Team

	effective delivery of service.			Consider risks as legislative changes are considered.	
			<b>Assess</b>	Consider likelihood v impact and apply appropriate red, amber or green rating	Corporate Leadership Team
			<b>Mitigate</b>	Ensure mitigation strategies are considered timeously.	Corporate Leadership Team
				Plan, implement and review mitigation decisions effectively.	
			<b>Monitor</b>	Monitor budget spend and variances and include in quarterly progress report.	Assessor
				Monitor actions resulting from audit reports at all Corporate Leadership Team meetings.	Corporate Leadership Team
				Liaise with the treasurer to the Board to ensure appropriate monitoring and accounting.	Assessor
				Review risk registers at Corporate Leadership/ Governance Team meetings	Corporate Leadership/ Governance Team
			<b>Report risks to LVJB and review Risk Management Cycle as required.</b>	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.	
			<b>Maintain Quality Assurance audit activity and undertake joint working with internal and external audit.</b>	Prepare monthly QA reports for Corporate Leadership team review	Governance Team
				Undertake annual internal and external audit exercises to provide assurance to LVJB	LVJB/Internal/External Audit
<b>8</b>	To develop, adopt and review formal documentation and put in place appropriate systems to ensure <b>Standards</b>	<b>Maintain internal processes to monitor compliance to legislation and LVJB policies and procedures.</b>	Review processes to monitor compliance with LVJB standards.	Corporate Leadership Team	
			Ensure compliance with LVJB employment legal requirements on a day to day basis.		
			Ensure compliance with LVJB policies on a day to day basis.		
		<b>Monitor and review compliance to GDPR, Records Management, FOI, and Equalities.</b>	Ensure compliance with legal requirements e.g. Records management, FOI, Data Protection, Equal Opportunities etc. on a day to day basis and assess at Corporate Leadership Team meetings.	Head of Governance	
			Ensure Complaints policy and procedure meet required standards		
			Ensure Records management policy and procedures meet required standards		

	<b>of Conduct</b> are adhered to.	<b>Report on Whistle Blowing.</b>	Ensure the policy and procedures are reviewed as appropriate to ensure staff concerns are addressed. Report on items raised as appropriate.	<b>Assessor/Head of Governance</b>
		<b>Provide management, guidance and support timeously.</b>	Ensure that policies are reviewed regularly, advised to the Board and staff briefed	<b>Corporate Leadership Team</b>
			Monitor adherence to Policy review timetable and encourage Unison input and agreement	
			Ensure that appropriate guidance is developed and training given for new tasks introduced	
			Ensure that policies are available, preferably on the LVJB intranet	
				Ensure an appropriate support structure is in place for all employees
<b>9</b>	To plan and deliver an <b>organisational development strategy</b> considering corporate initiatives to ensure efficiency and quality of service delivery.	<b>Continue the implementation and development of the Transformation Programme objectives and ongoing Business Strategy.</b>	Undertake continued review of organisational processes & procedures and progress the implementation of the Valuation Services Team	<b>Corporate Leadership Team</b>
			Review the execution of Phase 1 of the Business Strategy 2020/23	
			Instigate Phase 2 of the Business Strategy 2020/23	<b>Assessor/Head of Governance</b>
			Continue development of phase 3 of the Business Strategy 2020/23	
		<b>Implement, maintain and review the Corporate &amp; Service Plan</b>	Prepare annual Corporate & Service plan and present to LVJB.	<b>Assessor/Head of Governance</b>
			Ensure staff awareness of the Corporate & Service plan and their role.	<b>Corporate Leadership Team</b>
			Monitor compliance with the Corporate & Service plan on a continual basis and assess at Corporate Leadership Team meetings.	
		<b>Deliver continued corporate improvement</b>	Review internal performance indicators and update KPIs to ensure improvement.	<b>Corporate Leadership Team</b>
			Monitor performance improvement and report at corporate meetings & LVJB.	
			Monitor and report absence levels to measure improvement.	
Implement LVJB Business Strategy 2020/23				
<b>10</b>	To engage in <b>key partnership working</b> to ensure the integrated delivery	<b>Encourage partnership working with constituent authorities.</b>	Continue partnership working with Finance departments of the 4 authorities.	<b>Corporate Leadership Team</b>
			Continue partnership working with the Returning Officer staff of the 4 authorities.	
			Continue partnership working with the Treasurer to LVJB.	
		Improve partnership working with Planning and Building departments of the 4 authorities.	<b>Assistant Assessors</b>	

	of efficient government.	<p><b>Encourage partnership working with public and civil servants.</b></p> <p><b>Maintain partnership working with external professional bodies.</b></p>	<p>Continue partnership working with the VOA, SAA, Scottish Government, Electoral Commission, Cabinet Office, National Registers of Scotland, etc.</p> <p>Continue partnership working with the RICS, IRRV &amp; AEA professional bodies.</p>	Corporate Leadership Team
11	To review and develop the necessary policies to support the <b>Health, Safety, and Wellbeing</b> of all LVJB employees.	<p><b>Provide all necessary wellbeing advice and support to LVJB staff.</b></p>	<p>To schedule regular Health &amp; Safety Committee meetings.</p> <p>To consider Mental Health initiatives.</p>	HR Manager
		<p><b>Maintain &amp; develop all HR procedural documentation &amp; information</b></p>	<p>Review HR Policies in accordance with an established timetable</p>	