

Strategic Aims & Operational Objectives 1

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

No	Performance Measures	Strategic Aims / Operational Objectives	Key Task Owner(s)
1.1	Maintain Valuation Roll in line with statutory requirements.	Maintain and update survey records in line with relevant guidance and practice.	Assistant Assessor
		Consider planning and building warrants and take appropriate action to maintain records	Assistant Assessor
		Prepare valuations in line with practice notes and 'tone' evidence.	Assistant Assessor
		Update VR daily, issue Valuation Notices daily; provide update to constituent authorities Finance weekly. Continue to develop processes to support the introduction of the BGA.	Assistant Assessor
		Commence a rolling programme to update rental, cost and turnover analysis to ensure accuracy of the Roll and support the move to 3 yearly revaluations.	Assistant Assessor
1.2	Dispose of Revaluation 2017 and running roll appeals within statutory time frame including LTS & LVAC appeals.	Correspond with appellants in line with legal requirements and LVJB standards.	Principal Surveyor/Assistant Assessor
		Create, maintain and review an appeal disposal timetable and ensure appeals are allocated to appropriate number of court dates.	Principal Surveyor/Assistant Assessor
		Monitor disposal progress, reduction levels and reasons for reduction.	Principal Surveyor/Assistant Assessor

1.2		Monitor and ensure amendments are processed timeously.	Principal Surveyor/Assistant Assessor
		Ensure compliance with LTS and quality preparation of cases.	Principal Surveyor/Assistant Assessor
1.3	Audit processes, procedures and values.	Audit valuation processes procedures and issued values.	Head of Governance
		Audit appeal processes, procedures and outcomes.	Head of Governance
		Consider presented audit reports.	CLT
1.4	Further develop IT systems, applications and communications	Review and further develop valuation applications with particular attention to the successful delivery of 3 yearly revaluations.	Assistant Assessor/ ICT
		Consider new classes of subjects for summary valuation purposes.	Assistant Assessor/ICT
1.5	Maintain performance.	Maintain efficiency in survey procedures.	Assistant Assessor
		Maintain fairness and accuracy of valuations.	Assistant Assessor
		Review and improve performance in terms of KPIs and internal indicators.	Assistant Assessor

Strategic Aims & Operational Objectives 2

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

No	Performance Measures	Strategic Aims / Operational Objectives	Key Task Owner(s)
2.1	Maintain CT List in line with statutory requirements	Ingather and analyse sales evidence.	Assistant Assessor
		Maintain and update survey records as necessary.	Assistant Assessor
		Prepare reviewed bandings and amend for sold houses.	Assistant Assessor
		Ensure accuracy of all amended and new bands.	Assistant Assessor
		Update CT daily, issue band change notices daily and notify councils weekly.	Assistant Assessor
2.2	Dispose of proposals & appeals	Correspond with appellants in line with legal requirements and LVJB standards.	Assistant Assessor
		Administer properly all proposals and appeals and commence the process of timetabled disposal in association with the Valuation Appeal Committee.	Assistant Assessor
		Monitor band reductions.	Assistant Assessor
		Ensure amendments are processed timeously.	Assistant Assessor
2.3	Audit processes, procedures and Bands	Audit banding processes, procedures and issued bands	Head of Governance
		Audit appeal processes, procedures and outcomes.	Head of Governance
		Consider presented audit reports.	CLT
2.4	Further develop IT systems, applications and communications	Continue changes to the processes associated with new houses entering the CT List.	Assistant Assessor/ICT
		Ensure all new and altered records are saved in electronic format	Assistant Assessor/ICT

2.5	Maintain performance	Maintain efficiency in survey procedures.	Assistant Assessor
		Maintain quality of bandings by reference to band reductions on appeal.	Assistant Assessor
		Maintain performance in terms of KPIs and internal indicators.	Assistant Assessor

Strategic Aims & Operational Objectives 3

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

No	Performance Measures	Strategic Aims / Operational Objectives	Key Task Owner(s)
3.1	Prepare and publish ER by 1 st December 2019 and annually thereafter	Publish Electoral Register in paper format and electronic format by 1 st December 2019 and each year thereafter.	Assessor
		Carry out postal and door to door canvass in line with legislation and to maximise registration.	Head of Administration
		Ensure appropriate advertising/publicity initiatives are in place in conjunction with EC public engagement strategy.	Head of Administration
		Action all postal vote applications received during and outside the canvass period.	Head of Administration
		Distribute register in requested format to persons as defined by statute	Head of Administration
		Actively encourage recipients to accept the register in electronic format to reduce costs	Head of Administration
		Liaise with external contractors and manage/mitigate risks	Head of Administration
3.2	Maintain ER for statutory updates each month.	Update ER monthly updates per legislative requirements	Head of Administration
		Issue Notices in line with statutory requirement	Head of Administration
		Improve contact with hard to reach groups through partnership working initiatives.	Head of Administration
		Identify and improve appropriate advertising/publicity channels re registration.	Head of Administration
		Refresh AVPIs as required in January 2020.	Head of Administration

3.3	Dispose of any registration appeals	Correspond with appellants in line with statutory requirements.	Head of Administration
		Ensure hearings are set up and conducted timeously.	Assessor/Head of Administration
3.4	Prepare for refresh of AV personal identifiers in January 2020	Identify quantities and additional required expenditure.	Head of Administration
		Establish required processes, timetable for collection and processing.	Head of Administration
		Provide reports as required to Executive and Board.	Head of Administration
3.5	Prepare for and ensure effective management of registration duties for any election or referendum called during 2019/20.	Ensure all applications for registration are processed accurately and timeously.	Head of Administration
		Ensure all AVPI applications for registration are processed accurately and timeously.	Head of Administration
		Prepare and maintain all necessary timetables including the identification of all key risks and related mitigation associated with election preparation requirements.	Head of Administration
		Undertake engagement activities and ensure staff are trained and available to answer all telephone and email enquiries.	Head of Administration
		Ensure staffing resource in place at all peak periods and as required during polling hours.	Head of Administration
3.6	Audit processes, procedures and accuracy to ensure quality registration delivery.	Develop and monitor audit reports for ER updates.	Quality Assurance Team
		Audit personal identifiers with canvass signatures.	Quality Assurance Team
		Audit name changes to ensure accuracy.	Quality Assurance Team
		Consider all audit reports for appropriate actions.	CLT

3.7	Further develop IT systems, applications and communications.	Assess and implement altered scanning processes for receipted paper applications.	Head of Administration
		Deliver electorate statistics to NROs. (RPF 29)	Head of Administration
		Review and continue to maximise UPRN matching process to electoral address data base.	Head of Administration/ICT
3.8	Maintain performance	Improve efficiency in the delivery of the canvass processes and procedures.	Head of Administration
		Review performance reports and consider new targets.	Head of Administration
		Deliver performance standards self-assessment and data returns to Electoral Commission.	Head of Administration

Strategic Aims & Operational Objectives 4

To systematically develop, prepare and publish reports to improve customer knowledge & ensure attainment of improved **Community Focus**

No	Performance Measures	Strategic Aims / Operational Objectives	Key Task Owner(s)
4.1	Prepare and publish statutory reports	Annual Assessor's report to LVJB and staff re service planning, performance & target setting.	Assessor
		Annual Treasurer's un-audited accounts.	Treasurer
		Annual Audit reports to LVJB.	External Audit/Head of Governance
		Report on equalities April 2018 and two yearly thereafter.	Head of Governance
		Annual proposed Revenue Report to LVJB.	Treasurer
4.2	Prepare and present reports to LVJB	Quarterly progress report to LVJB.	Assessor
		2019/20 – 2021/22 LVJB Strategic Report	Assessor
		Annual Governance Report	Head of Governance
		Reports as required.	CLT
4.3	Develop and improve customer targeted policies	Oversee development of performance statistical analysis and monitoring.	CLT
		Monitor adherence to equality principles.	Head of Governance
		Quarterly progress report to LVJB.	Assessor

4.3		Ensure a robust public engagement strategy is in place for general registration and focused electoral events.	Head of Administration
4.4	Maintain appropriate public participation schemes	Liaise with universities, further education establishments and schools to maximise student registration	Head of Administration
		Liaise with care homes to maximise registration for residents	Head of Administration
		Maintain and update the internet site to ensure currency and accuracy especially at key events.	CLT/ICT
		Continue to identify, implement and evaluate stakeholder engagement activities in respect of VR and CT.	Assistant Assessor
4.5	Maintain, update and improve websites	Maintain and update the intranet site to ensure current and accurate	CLT/ICT
		Maintain and update the internet site to ensure current and accurate	CLT/ICT
		Continue to Integrate Sharepoint to improve records management	CLT/ICT

Strategic Aims & Operational Objectives 5

To set standards and undertake corporate improvement in **Service Delivery Arrangements** and review the performance management and planning framework to ensure continuous improvement

No	Performance Measures	Strategic Aims / Operational Objectives	Key Task Owner(s)
5.1	Maintain VR key and internal performance indicators	Agree and set KPIs for VR.	Assessor/ Assistant Assessor
		Agree and set a suite of internal indicators for VR performance.	Assessor/ Assistant Assessor
		Monitor, analyse and report on VR performance quarterly.	Assessor/ Assistant Assessor
5.2	Maintain CT key and internal performance indicators	Agree and set KPIs for CT.	Assessor/ Assistant Assessor
		Agree and set a suite of internal indicators for CT performance.	Assessor/ Assistant Assessor
		Monitor, analyse and report on CT performance quarterly.	Assessor/ Assistant Assessor
5.3	Meet new ER key and internal performance indicators	Agree and set Internal PIs for ER.	ERO/Head of Admin
		Produce and submit targets for ER performance to Electoral Commission.	ERO/Head of Admin

5.3		Produce and submit statistical monitoring & indicators for ER performance to Electoral commission.	ERO/Head of Admin
		Monitor, analyse and report on ER performance monthly.	ERO/Head of Admin
5.4	Prepare, monitor and review service plan	Monitor Corporate and Service Plans.	CLT
		Ensure adherence to Service Plan and Performance Indicators.	CLT
		Review Performance & Development Review procedure to meet organisational requirements.	CLT

Strategic Aims & Operational Objectives 6

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

No	Performance Measures	Strategic Aims / Operational Objectives	Key Task Owner(s)
6.1	Review Standing Orders, Scheme of Delegation and Financial Regulations 5 yearly	Review contents of Standing Orders 5 yearly; Reviewed Feb 2016.	Assessor/LVJB
		Review contents of Scheme of Delegation 5 yearly; Reviewed Feb 2016.	Assessor/LVJB
		Review contents of Financial Regs 5 yearly; Reviewed Feb 2016.	Assessor/Treasurer/LVJB
6.2	Adhere to Standing Orders, Scheme of Delegation and Financial Regulations	Report to LVJB re review of contents of Standing Orders 5 yearly.	Assessor
		Report to LVJB re review of contents of Scheme of Delegation 5 yearly.	Assessor
		Report to LVJB re review of contents of Financial Regs 5 yearly.	Assessor/Treasurer
6.3	Continue ongoing change process under the Transformation Programme.	Review process and procedures seeking efficiencies and improvements.	CLT
		Continue to develop and implement a strategic training policy and continue with cultural change identified under the Transformation programme.	CLT/Principal Surveyor
		Continue to develop and implement a Performance Framework across the organisation, seeking efficiencies and effective delivery of services.	CLT/Assistant Assessor

Strategic Aims & Operational Objectives 7

To review, monitor and maintain organisational **Risk Management and Internal Controls** to ensure efficient and effective delivery of service.

No	Performance Measures	Strategic Aims / Operational Objectives	Key Task Owner(s)
7.1	Identify risks	Consider new risks for addition to risk registers at all corporate leadership team meetings.	CLT
		Review presentational aspects of risks registers including effectiveness of providing accurate information of “progress on mitigation and status of risk”	Head of Governance
		Consider new risks to be added to the strategic business risk register on a 6 monthly basis at corporate leadership team meetings.	CLT
		Consider risks within each service delivery planning timetable on an ongoing basis.	CLT
		Consider risks as legislative changes are considered.	CLT
7.2	Mitigate risks	Ensure mitigation strategies are considered timeously.	CLT
		Plan, implement and review mitigation decisions effectively.	CLT
7.3	Monitor & review risks	Monitor budget spend and variances quarterly at corporate leadership team meetings.	Assessor
		Monitor budget spend and variances and include in quarterly progress report.	Assessor

7.3		Monitor actions resulting from audit reports at all corporate leadership team meetings.	CLT
		Liaise with the Treasurer to the Board to ensure appropriate monitoring and accounting.	Assessor
		Review strategic risk register at corporate leadership team meetings	CLT
7.4	Maintain task specific and strategic risk registers.	Maintain work timetables with corresponding risk management monitoring regularly at all relevant meetings.	CLT
		Consider new risks to be added to timetables/risk registers on an ongoing basis	CLT
		Mitigate all risks on timetables/risk registers on an ongoing basis	CLT
7.5	Report risks to LVJB and review risk strategy framework as required	Report to Board on identified key risks on quarterly basis as part of progress report.	Assessor
		Report to Board on budget variances, past and proposed, on quarterly basis as part of progress report.	Assessor/Treasurer
		Provide Board with Annual Governance Report	Head of Governance
		Submit external & internal auditors' reports and actions carried out resulting from recommendations to the Board.	Assessor

Strategic Aims & Operational Objectives 8

To develop, adopt and review formal documentation and put in place appropriate systems to ensure **Standards of Conduct** are adhered to.

No	Performance Measures	Strategic Aims / Operational Objectives	Key Task Owner(s)
8.1	Maintain internal processes to monitor compliance to legislation and LVJB policies and procedures.	Review processes to monitor compliance with LVJB standards.	CLT
		Ensure compliance with LVJB employment legal requirements on a day to day basis.	CLT
		Ensure compliance with LVJB policies on a day to day basis.	CLT
8.2	Monitor and review compliance to Records Management, FOI, Data Protection and, Equalities.	Ensure compliance with legal requirements e.g. Records management, FOI, Data Protection, Equal Opportunities etc. on a day to day basis and assess at monthly corporate leadership team meetings.	Head of Governance
		Ensure Complaints policy and procedure meet required standards	Head of Governance
		Ensure Records management policy and procedures meet required standards	Head of Governance
8.3	Report on any Public Interest Disclosures.	Ensure the policy and procedures are reviewed as appropriate to ensure staff concerns are addressed.	Assessor/Head of Governance
		Report on items raised as appropriate.	Assessor/Head of Governance

8.4	Provide management, guidance and support timeously	Ensure that policies are reviewed regularly, advised to the Board and staff briefed	Assessor
		Monitor adherence to Policy review timetable and encourage Unison input and agreement	CLT
		Ensure that appropriate guidance is developed and training given for new tasks introduced	CLT
		Ensure that policies are available, preferably on the LVJB intranet	CLT
		Ensure an appropriate support structure is in place for all employees	Assessor

Strategic Aims & Operational Objectives 9

To plan and deliver an **organisational development strategy** considering corporate initiatives to ensure efficiency and quality of service delivery

No	Performance Measures	Strategic Aims / Operational Objectives	Key Task Owner(s)
9.1	Maintain annual service plan	Prepare annual service plan and present to LVJB.	Assessor
		Ensure staff awareness of service plans and their role.	CLT
		Monitor compliance with the service plan on a day to day basis and assess at corporate leadership team meeting.	CLT
9.2	Deliver corporate improvement.	Develop & review a suite of internal performance indicators and update KPIs to ensure improvement.	CLT
		Monitor performance improvement and report at corporate leadership team meetings & LVJB.	CLT
		Monitor and report absence levels to measure improvement.	Head of Governance
		Prepare and deliver a 2019/20 to 2021/22 LVJB Strategic Plan	Assessor
		Discuss & develop corporate improvement strategies at corporate leadership team meetings.	CLT
9.3	Comply with corporate goal, LVJB Mission, vision, aims & objectives	Review corporate goals at corporate leadership team meeting.	CLT
		Ensure that corporate goal is communicated to all staff and included in PRD process.	CLT

9.3	Communicate and monitor adherence to Mission, vision, aims & objectives.	CLT
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Strategic Aims & Operational Objectives 10

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

No	Performance Measures	Strategic Aims / Operational Objectives	Key Task Owner(s)
10.1	Encourage partnership working with constituent authorities	Continue partnership working with Finance departments of the 4 authorities.	CLT
		Continue partnership working with the Returning Officer staff of the 4 authorities.	CLT
		Continue partnership working with the Treasurer to LVJB.	CLT
		Improve partnership working with Planning and Building departments of the 4 authorities.	Assistant Assessors
10.2	Encourage partnership working with public and civil servants e.g. VOA, SAA, Scottish Executive, Electoral Commission etc.	Continue partnership working with the SAA.	CLT
		Continue partnership working with the VOA.	CLT
		Continue partnership working with the National Register of Scotland.	CLT
10.3	Maintain partnership working with external professional bodies e.g. RICS, IRRV, AEA, etc.	Continue partnership working with the RICS, IRRV & AEA professional bodies.	CLT