



Corporate and Service Plan 2026 -2027



MISSION & VISION

Our mission: *to deliver best value through the provision of high-quality valuation and electoral registration services for our stakeholders.*

Our vision: *to be recognised for delivering these services to the highest professional standards, consistently exceeding stakeholder expectations.*

Our Governance and Service Delivery Principles

Compliance

Deliver services in full compliance with statutory requirements.

Best Value

Plan and deliver services in line with Best Value principles.

Accountability

Take individual and collective responsibility for LVJB services.

Continuous Improvement

Foster a culture of learning and continuous improvement.

Performance

Monitor, measure, and report performance to stakeholders.

Equality

Embed equality considerations across all service provision.

Governance

Operate in accordance with the CIPFA/SOLACE Delivering Good Governance framework.

STRATEGIC AIMS

Service Delivery & Statutory Functions

Ensuring the effective and compliant delivery of core statutory services.

1. To ensure the timely publication and maintenance of the **Valuation Roll**.
2. To ensure the timely publication and maintenance of the **Council Tax List**.
3. To ensure the timely publication and maintenance of the **Electoral Register** and the effective delivery of electoral registration services, including during elections.

Customer Focus & Community Engagement

Improving transparency, understanding, and engagement with customers and communities.

4. To develop, prepare, and publish reports that enhance customer understanding and demonstrate a strong **Community Focus**.

Performance, Improvement & Assurance

Driving continuous improvement, effective performance management, and strong internal controls.

5. To set service standards and deliver corporate improvement in **service delivery arrangements**, including reviewing performance management and planning frameworks to support continuous improvement.
6. To implement changes and improvements identified through the **Continual Improvement Programme** and ongoing structure and process reviews.
7. To review, monitor, and maintain robust **risk management arrangements and internal controls** to support the efficient and effective delivery of services.

Governance, Ethics & Compliance

Ensuring strong governance arrangements, ethical standards, and organisational integrity.

8. To develop, implement, and review formal documentation and systems to ensure high **standards of conduct** are consistently upheld.

People & Organisational Development

Building organisational capacity, capability, and a positive working environment.

9. To plan and deliver an **organisational development strategy** that supports corporate priorities and enhances efficiency and quality of service delivery.
10. To attract, retain, and reward high-quality staff through the delivery of effective people and **HR strategies**.
11. To lead the development and implementation of policies and interventions that support the **health, safety, and wellbeing** of all LVJB employees.

Partnership Working

Supporting integrated and efficient public service delivery through collaboration.

12. To engage effectively in **strategic partnership working** to support integrated and efficient delivery of public services.

No.	Strategic Aim	Performance Measure	Operational Objective	Responsibility
Service Delivery & Statutory Functions				
1	<i>To ensure the timely publication and maintenance of the Valuation Roll.</i>	Maintain Valuation Roll in line with statutory requirements.	Maintain and update survey records in line with relevant guidance and practice.	Technical Team
			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 updates to constituent authorities Finance Departments weekly.	
			Gather relevant information and where required use the Civil Penalty process.	
			Update rental, cost and turnover analysis ensuring the accuracy of the Roll supporting 3 yearly revaluations and continue to explore how to make best use of this data.	
		Dispose of Revaluation & running roll proposals and appeals.	Engage with appellants and their representatives in line with legal requirements and LVJB standards.	Technical Team
			Monitor disposal progress, reduction levels and reasons for reduction.	
			Monitor and ensure amendments are processed timeously.	
			Ensure compliance with the Scottish Courts and Tribunals Service (SCTS) and maintain a high quality of service in the preparation of cases.	
		Commence preparations for Revaluation 2029	Develop all necessary timetables and implementation plans.	Assistant Assessor/Principal Surveyors
			Review performance from Revaluation 2026 and identify opportunities for future improvement.	
			Review valuation practices and procedures.	
			Assess and improve communication and engagement protocols	
			Conduct a comprehensive review of proposal and appeal performance and strengthen cohesion across our technical functions to enhance systems and procedures, ensuring they fully support the organisation's operational needs and the evidential requirements of the Tribunal Service.	
		Audit processes, procedures and values.	Audit valuation processes, procedures and issued values.	Governance Team Corporate Leadership Team
Audit proposal processes, procedures and outcomes.				
Consider and review presented audit report findings.				
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/Principal Surveyors /ICT		

	Continue with project planning and implementation in respect of changes required under legislative or procedural change.	Ensure the project management framework is observed to enable timeous implementation of key functionality and objectives.	Assessor/Project Programme Governance Group (PPGG)
	Review and seek improved annual performance.	Continue to find efficiency in survey procedures.	Corporate/Wider Leadership Team
		Maintain fairness and accuracy of valuations.	
		Review and improve performance in terms of KPIs, internal indicators and MyPath objectives.	
Ensure consistent implementation of the LVJB Management of Capability Procedure to enable sustained levels of performance.			
2 To ensure the timely publication and maintenance of the Council Tax List.	Maintain the Council Tax List in line with statutory requirements.	Ingather and analyse sales evidence.	Technical Team
		Maintain and update survey records as necessary.	
		Review bandings of houses that have been extended and then sold.	
		Ensure accuracy of all amended and new bands.	
		Update CT daily, issue band change notices daily and notify constituent authorities Finance Departments weekly.	
	Dispose of proposals & appeals.	Correspond with appellants in line with legal requirements and LVJB standards.	Technical Team
		Administer all proposals and appeals properly and commence the process of timetabled disposal in association with the SCTS	
		Monitor band reductions.	
		Ensure amendments are processed timeously.	
	Audit processes, procedures and Bands.	Audit valuation processes procedures and issued values.	Governance Team
		Audit proposal processes, procedures and outcomes.	Corporate Leadership Team
		Consider presented audit report findings.	
	Further develop IT systems, applications and communications.	Continue to review the processes associated with new housing entering the Council Tax list, with continued development of the mobile survey function.	Principal Surveyors/ Divisional Valuers/ICT
		Ensure all new and updated information is captured electronically and improve both the utilisation and ease of access to existing CT data.	
	Review & maintain performance.	Maintain and review efficiency in survey procedures.	Corporate/Wider Leadership Team
		Maintain quality of bandings by reference to band reductions on appeal.	
Maintain performance in terms of KPIs and internal indicators.			
Ensure consistent implementation of the LVJB Management of Capability Procedure to enable sustained levels of performance			

<p>3 <i>To ensure the timely publication and maintenance of the Electoral Register and the effective delivery of electoral registration services, including during elections.</i></p>	<p>Prepare and publish the Electoral Register by 1st December 2025.</p>	<p>Publish the Electoral Register in paper format and electronic format.</p>	<p>Electoral Registration Officer (ERO)</p>
		<p>Carry out postal and door to door canvass in line with legislation and to maximise registration.</p>	<p>Administration Team</p>
		<p>Ensure appropriate advertising/publicity initiatives are in place in conjunction with EC public engagement strategy.</p>	
		<p>Action all postal vote applications received during and outside the canvass period.</p>	
		<p>Review and implement Scottish Parliamentary Boundary changes to the published register.</p>	
		<p>Distribute the register in requested format to persons as defined by statute.</p>	
		<p>Continue to actively encourage recipients to accept the register in electronic format to reduce costs</p>	
		<p>Liaise with external contractors and manage/mitigate risks.</p>	
	<p>Maintain ER for statutory updates each month.</p>	<p>Update ER monthly updates per legislative requirements</p>	<p>Administration Team</p>
		<p>Issue Notices in line with statutory requirements</p>	
		<p>Improve contact with hard-to-reach groups through partnership working initiatives.</p>	
	<p>Dispose of any registration appeals.</p>	<p>Identify and improve appropriate advertising/publicity channels re registration.</p>	<p>Electoral Registration Officer (ERO)/Head of Administration</p>
		<p>Correspond with appellants in line with statutory requirements.</p>	
	<p>Prepare for and ensure effective management of registration duties for the 2026 Scottish Parliamentary election.</p>	<p>Ensure hearings are set up and conducted timeously.</p>	<p>Administration Team</p>
		<p>Ensure all applications for registration are processed accurately and timeously.</p>	
		<p>Ensure all AVPI applications for registration are processed accurately and timeously.</p>	
		<p>Prepare and maintain all required election timetables, including the identification of key risks and the development of appropriate mitigation measures.</p>	
		<p>Undertake engagement activities and ensure staff are trained and available to answer all incoming enquiries.</p>	
	<p>Audit processes, procedures and accuracy to ensure quality registration delivery.</p>	<p>Ensure staffing resource is in place at all peak periods and as required during polling hours.</p>	<p>Governance Team Head of Administration</p>
		<p>Develop and monitor audit reports for ER updates.</p>	
<p>Audit name changes to ensure accuracy.</p>			
	<p>Consider all audit reports for appropriate actions.</p>		

	Further develop IT systems, applications and communications.	Evaluate and ensure the continued effectiveness of the mobile door to door canvass system	Head of Administration	
		Deliver electorate statistics to NRoS. (RPF 29)		
Review and continue to maximise UPRN matching to the electoral address data base.				
Ensure all systems and processes are in place to enable the provision of Voter Authority Certificates				
Ensure all necessary systems, procedures and processes are in place to handle postal vote divergence challenges				
	Prepare for refresh of AV personal identifiers in January 2027	Identify quantities and additional required expenditure.	Head of Administration	
		Establish required processes, timetable for collection and processing.		
		Provide reports as required to Corporate Leadership Team and Board.		
	Review & maintain performance.	Improve efficiency in the delivery of the canvass processes and procedures.	Head of Administration	
		Review performance reports and consider new targets.		
		Deliver performance standards self-assessment and data returns to the Electoral Commission.		
		Ensure consistent implementation of the LVJB Management of Capability Procedure to enable sustained levels of performance		
Customer Focus & Community Engagement				
4 <i>To develop, prepare, and publish reports that enhance customer understanding and demonstrate a strong Community Focus</i>	Prepare and publish statutory reports.	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	
		Continual Improvement Programme (CIP)		
		Annual Governance Report		
	Develop and improve customer targeted policies	Oversee the development, analysis, and monitoring of performance statistics and ensure that timely, accurate information is made available to all relevant stakeholders.	Corporate Leadership Team	
		Monitor adherence to equality principles.		Head of Governance/HR Manager
		Ensure a robust public engagement strategy is in place for general registration and focused electoral events.		Head of Administration
	Maintain and develop appropriate public engagement 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				
Maintain and update the LVJB website and social media channels to ensure currency and accuracy especially at key events.		Engagement 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 internal and public facing websites	Engagement Team/Governance Team/ICT	
		Continue to develop M365 to improve records management oversight		
		Continue to develop the use of social media channels		
Performance, Improvement & Assurance				
5	To set service standards and deliver corporate improvement in service delivery arrangements, including reviewing performance management and planning frameworks to support continuous improvement.	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 and improve visibility of these across the organisation.	
			Monitor and analyse Valuation Roll performance and provide regular reports at relevant internal and external meetings.	
	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 and improve visibility of these across the organisation.		
		Monitor and analyse Council Tax performance and provide regular reports at relevant internal and external meetings.		
	Maintain Electoral performance indicators set by the Electoral Commission.	Agree and set Internal KPIs for ER.	Electoral Registration Officer (ERO)/Head of Administration	
		Produce and submit targets for ER performance to Electoral Commission.		
		Produce and submit statistical monitoring & indicators for ER performance to the Electoral commission.		
	Prepare, implement, monitor and review of Corporate and Service Plan.	Monitor and analyse Electoral Registration performance and provide regular reports at relevant internal and external meetings.	Corporate/Wider Leadership Team	
		Contribute to the development of corporate service plans and monitor their delivery.		
		Ensure adherence to Service Plan and Performance Indicators.		
6	Adhere to Standing Orders, Scheme of Delegation and Financial Regulations; Undertake 5 yearly review.	Report to LVJB re review of contents of Standing Orders.	Assessor	
		Report to LVJB re review of contents of Scheme of Delegation.		
		Report to LVJB re review of contents of Financial Regulations.		
	Implement and progress the objectives of the Continual Improvement Programme	Monitor the implementation of the Management of Capability procedure to ensure it meets organisational requirements.	Corporate/Wider Leadership Team	
		Continue to review process and procedures seeking efficiencies and improvements.		
		Continue to develop and implement the organisation's strategic direction and deliver the cultural changes identified through the Continuous Improvement Programme.		

Improvement Programme and ongoing structure and process reviews.		Use the MyPath performance management system throughout the organisation, to enable objective delivery and efficient deployment of services.		
		Identify cost-saving opportunities, refine strategic objectives, and strengthen performance and service sustainability.	Corporate/Wider Leadership Team /LVJB	
		Champion the Continuous Improvement Programme by promoting organisation-wide awareness, encouraging active staff participation, and embedding a culture of continuous improvement across all teams.	Corporate/Wider Leadership Team	
7 To review, monitor, and maintain robust risk management arrangements and internal controls to support the efficient and effective delivery of services.	Review the activities of the Governance Strategy Group (GSG)	Monitor and track progress of topics and actions raised and discussed in the GSG	Assessor/GSG	
		Undertake regular meetings to ensure relevant areas of risk are reviewed		
	Adhere to LVJB Risk Management Cycle	Identify	Consider new risks for addition to Corporate, Project or Service risk registers at all Corporate Leadership, Technical and Admin Management, and Governance Committee meetings.	Corporate/Wider Leadership Team/ Governance Team
			Review the presentation of risk registers, ensuring the effectiveness and accuracy of information on mitigation progress and current risk status.	Governance Team
			Consider risks within each service delivery planning timetable on an ongoing basis.	Corporate/Wider Leadership Team
			Assess risks associated with the introduction of new legislation alongside those emerging from budget constraints and wider organisational challenges.	
		Assess	Evaluate each risk in terms of likelihood and impact, assigning the corresponding red, amber, or green (RAG) rating in line with the organisation's risk-scoring framework.	Corporate/Wider Leadership Team
		Mitigate	Ensure mitigation strategies are considered timeously.	Corporate Leadership/ Governance Committee
			Plan, implement and review mitigation decisions effectively.	
	Monitor	Monitor budget spend and variances and include in quarterly progress report.	Corporate Leadership Team	

		Monitor identified actions resulting from Governance Committee reviews of audit reports at Corporate Leadership Team meetings.	Corporate Leadership/ Governance Committee
		Liase with the treasurer to ensure appropriate monitoring and accounting.	Assessor
		Review the organisation’s risk registers at Governance Committee meetings and escalate relevant risks or emerging issues to the Corporate Leadership Team.	Corporate Leadership/ Governance Committee
	Report risks to LVJB and review Risk Management Cycle as required.	Provide quarterly reports to the Board on identified key risks as part of the organisation’s routine progress reporting.	Assessor
		Report to the Board on budget variances on a quarterly basis as part of the organisation’s routine progress reporting.	Assessor/Treasurer
		Provide the Board with the Annual Governance Report	Head of Governance
		Submit external and internal auditors’ reports to the Board, including details of actions taken to address all recommendations.	
	Maintain Quality Assurance audit activity and undertake joint working with internal and external audit.	Prepare monthly QA reports for Governance Committee review	Governance Team
		Undertake annual internal and external audit exercises to provide robust assurance to LVJB on the effectiveness of governance, risk management, and internal controls.	LVJB/Internal/External Audit
	Governance, Ethics & Compliance		
8 <i>To develop, implement, and review formal documentation and systems to ensure high standards of conduct are consistently upheld.</i>	Maintain internal processes to monitor compliance to legislation and LVJB policies and procedures.	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.	
	Monitor and review compliance to GDPR, Records Management, FOI, and Equalities.	Ensure compliance with all legal requirements, including Records Management, FOI, Data Protection, and Equal Opportunities, and review regularly at Governance Committee meetings.	Corporate Leadership Team /Head of Governance
Ensure that the Complaints Policy and procedures meet required standards, and that all complaints are monitored, reviewed, acted upon, and used to support learning and improvement where necessary.			

		Ensure Records management policy and procedures meet required standards		
	Report on Whistle Blowing.	Ensure the policy and procedures are reviewed as appropriate to ensure staff concerns are addressed Report on items raised as appropriate.	Assessor/Head of Governance	
	Provide management, guidance and support timeously.	Ensure that policies are reviewed regularly, that proposed changes are reported to the Board, and that staff are appropriately briefed.	Corporate Leadership Team	
		Monitor adherence to the Policy review timetable and encourage Unison input and consultation.		
		Ensure that appropriate guidance is developed, and training given for new tasks introduced.		
		Ensure that all policies are available on the LVJB intranet		
		Ensure an appropriate support structure is in place for all employees		
People & Organisational Development				
9 <i>To plan and deliver an organisational development strategy that supports corporate priorities and enhances efficiency and quality of service delivery.</i>	Continue the implementation and development of CIP and future strategic objectives	Develop the Continual Improvement Programme and monitor the implementation of agile working throughout the organisation.	Corporate Leadership Team	
		Further development of future strategic objectives and operational targets		
	Implement, maintain and review the Corporate & Service Plan	Develop the use of tools for accurate resource planning and load balancing of tasks		Corporate Leadership Team
		Review the Continuous Improvement Programme and identify improvement or modification areas to support its ongoing development.		
		Prepare the annual Corporate & Service plan and present to LVJB.		
	Deliver continued corporate improvement	Ensure staff are aware of the Corporate & Service Plan and understand their role in delivering it.		Corporate/Wider Leadership Team
		Monitor compliance with the Corporate & Service plan on a continual basis and assess at Corporate Leadership Team meetings.		
		Review internal performance indicators and update KPIs to ensure improvement.		
		Monitor performance improvement and report at corporate meetings & LVJB.		
		Monitor and report absence levels to measure improvement.		
	Baseline Corporate Leadership Team objectives against the Management of Capability Procedure to ensure that performance expectations are clearly defined, consistently applied, and achieved on a sustainable basis across the organisation.			

		In response to recent EFQM self-assessment findings, implement a programme of leadership development initiatives and workshops designed to enhance leadership capability and ensure greater consistency across the organisation.	
10 <i>To attract, retain, and reward high-quality staff through the delivery of effective people and HR strategies.</i>	Motivated, effective, confident, engaged, and inspiring staff workforce.	Plan and resource the organisation with a flexible, agile, and sustainable workforce through the development of a core staffing structure and effective recruitment strategies.	Corporate Leadership Team
		Building on our successful staff contribution awards, continue to identify and acknowledge areas of sustained and single excellence throughout the year.	
		Be an employer of choice and ensure LVJB has a reputable and compelling employee value proposition to attract, recruit and retain ambitious, confident, and inspiring staff.	
		To embed performance management and enhancement through MyPaTH and foster a sustained culture of high performance supported by clear objectives for all staff.	
		Nurture, develop and retain employee talent by providing relevant and aspirational training and development opportunities.	
		Continue to develop the Modern Apprenticeship role within the organisation.	
11 <i>To lead the development and implementation of policies and interventions that support the health, safety, and wellbeing of all LVJB employees.</i>	Provide all necessary health, safety and wellbeing advice and support to LVJB staff.	Maintain a culture of mutual trust and respect between senior management, HR, and all staff, ensuring we work together as efficiently and respectfully as possible. This will be supported through a suite of robust, fair, and equitable HR policies and procedures developed in consultation with staff and union representatives.	HR Manager
		To schedule and chair regular Health & Safety Committee meetings and take ownership of associated actions.	
	Maintain & develop all HR procedural documentation & information	To prioritise supporting good mental health and wellbeing via the initiatives, strategies and resources set out in our Mental Health Action Plan. Provide visible leadership to nurture a workplace culture that supports and protects employees' mental health and wellbeing. Encourage staff to engage in practices and behaviours that promote positive mental health and ensure accountability by analysing relevant data and making proactive improvements where required.	
		Review all Health and Safety policies, procedures, and practices in accordance with legislation and best practice.	

Partnership Working			
12 <i>To engage effectively in strategic partnership working to support integrated and efficient delivery of public services.</i>	Encourage partnership working with constituent authorities.	Maintain effective partnership working with the Finance departments of all four constituent authorities.	Corporate/Wider Leadership Team
		Continue partnership working with the Returning Officer staff of all four constituent authorities.	
		Continue partnership working with the Treasurer to LVJB.	
		Continue partnership working with Planning and Building departments of all four constituent authorities.	
	Encourage partnership working with public and civil servants.	Continue partnership working with the VOA, SAA, Scottish Government, Electoral Commission, Cabinet Office, National Registers of Scotland, etc.	Corporate Leadership Team
	Maintain partnership working with external professional bodies.	Continue partnership working with the RICS, IRRV & AEA professional bodies.	