



# SERVICE PLAN 2017-2020

<b>Title</b>	Governance Framework Service Plan 2017-2020
<b>Who should use this</b>	ALL STAFF
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## Review History

<b>REVIEW NO.</b>	<b>DETAILS</b>	<b>RELEASE DATE</b>
1	2.4 CORPORATE GOVERNANCE 2.4.3 REMOVAL OF FIRST SENTENCE 2.4.5 ADDITION OF CORPORATE GOVERNANCE FORUM 2.6.5 REMOVED NOT RELEVANT UNDER THIS HEADING 2.12.4 & 2.12.5 ADDITION OR IRRV TO 2.12.4 AND REMOVED FROM 2.12.5 3.1 TO 3.13 GENERAL UPDATE TO OWNERSHIP DETAILS TO REFLECT NEW STRUCTURE	
2	FULL REVIEW TO COVER YEARS 2017-2020	SEPTEMBER 2017
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## **Delivering the Plan**

Ayrshire Valuation Joint Board (AVJB) and our partners fully recognise that, to improve outcomes for all our stakeholders, our strategies, planning and service delivery must be linked. This recognition is reflected in the way which our planning, delivery and monitoring of outcomes across our three core functions are integrated with our priorities and governance structures, including our Governance and Performance Framework and our Corporate Plan. This document needs to be read in conjunction with our Mission and Vision Statement and our Aims and Objectives, and there are firm links with detailed and specific strategies and implementation plans, for example, the Workforce Plan, Communication Strategy, Risk Register, Equalities Policy and Records Management Plan etc.

## **Service Mission and Vision**

As an independent Local Government organisation, AVJBs **mission** is to provide equitable, customer focussed, best value, high quality, professional valuation and electoral services for all its stakeholders.

Our **vision** is to provide a range of valuation and electoral services to the stakeholders of the Valuation Joint Board in accordance with statute and at levels of excellence which exceed their expectations.

## **Aims and Objectives**

**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 and continuous improvement
- Consult our stakeholders about their needs and expectations
- Recognise our employees as both stakeholders and our most important asset
- Take individual and collective responsibility for the services provided by AVJB
- Encourage innovation and recognise achievement within the organisation
- Monitor and report performance levels to stakeholders
- Integrate Equalities issues into all aspects of our service provision
- Build on our achievements to date

## **Governance and Performance Framework**

The Governance and Performance Framework illustrates the commitment of AVJB to the principles of sound governance and good management. It identifies the following aspects of the Joint Boards business for the purposes of corporate governance:-

- Structures & Governance
- Service Delivery Arrangements
- Internal Control & Risk Management
- Stakeholder Focus

## **The Corporate Plan**

The Corporate Plan outlines the priorities of AVJB and the key areas which will be targeted and work undertaken to deliver our Service Plan. The Corporate Plan states our aims & objectives and how we will deliver these. It highlights areas we will prioritise to provide continuous improvement and to demonstrate Best Value is at the forefront of our organisation.

Our 5 core strategic objectives are:

1. Service Delivery in accordance with statutory requirements.
2. Best value and continuous improvement.
3. Sound Governance.
4. Consultation.
5. Supported and motivated colleagues.

## **The Service Plan**

The Service Plan presents more detailed information on the operational challenges faced by AVJB and is split in three sections:-

Part 1: Service Function

Part 2: Core Objectives

Part 3: Key Activities and Outcomes



## PART ONE

### Service Function

## **PART ONE**

### **Service Function**

The AVJB was established as part of the 1996 reorganisation of local government in terms of The Valuation Joint Boards (Scotland) Order 1995 and is vested with the functions of the valuation authorities of North, South and East Ayrshire Councils. With the agreement of the three Councils, the Board also has responsibility for the Electoral Registration function for Ayrshire.

The Assessor is responsible for valuation for non-domestic rating (The Valuation Roll) and council tax banding (The Council Tax Valuation List), and in her role as Electoral Registration Officer, the compilation of the Electoral Register.

The primary service functions are the compilation and maintenance of the Valuation Roll, the compilation and maintenance of the Council Tax Valuation List and the preparation and publication of the Register of Electors.

The service currently has 44 full time equivalent permanent staff. Although in general terms the staff are split into task driven teams, at times of high volume of work in any particular area staff are seconded into those areas to alleviate work pressures.

#### **1.1 Valuation Roll**

The Valuation Roll is a list of all non-domestic properties, which are not excluded properties, along with the Net Annual and Rateable Values the Assessor has established for each property. These annual values form the basis for non-domestic rates charges. The Valuation Roll is published at each Revaluation, reproduced annually and updated weekly. It is available to the Public through the web-site [www.ayrshire-vjb.gov.uk](http://www.ayrshire-vjb.gov.uk) and Assessors shared service the S.A.A. Portal [www.saa.gov.uk](http://www.saa.gov.uk)

The Assessor is normally required to complete a Revaluation at 5-yearly intervals; however the 2015 Revaluation was postponed until 2017. It is expected the next Revaluation will take place in 2022. A Revaluation involves the revaluation of all non-domestic properties within the Valuation Roll; this is carried out by the Assessor's staff in accordance with statutory timetables. The Assessor is also responsible for the issue of Revaluation notices to all Landlords, Tenants and Occupiers, as shown in the Valuation Roll, within East, North and South Ayrshire Council areas.

There is currently an on-going review of the non-domestic rating system which may result in major change to timescales of revaluations and other major components of the rating system.

#### **1.2 Valuation List**

The Valuation List is a list of all domestic properties, which are subject to council tax legislation and any separate storage or garage buildings used in conjunction with these domestic properties.

Each dwelling is placed in one of eight broad valuation bands according to the subject's estimated market value at 1st April 1991.

The List is printed annually and updated weekly. The full list incorporating the weekly updates is available to the public through the web site of the Assessors shared service the SAA Portal [www.saa.gov.uk](http://www.saa.gov.uk)

### **1.3 Register of Electors**

The Register of Electors contains the names of all persons resident within the area and eligible to vote at Parliamentary, Scottish Parliamentary, European and Local Elections and Referendums. The register is published annually, usually by the 1<sup>st</sup> December, and outside of the canvass period (see below), is updated on a monthly basis. The Register may be re-published at other times when necessary.

The revised Register is updated by a canvass of all households, which is carried out during August - November each year. Individual Electoral Registration legislation requires the Electoral Registration Officer to canvass out with this period, accordingly canvass is a year round process and the Register produced at 1<sup>st</sup> December is only a snapshot in time. The main canvass consists of postal, door-to-door, telephone, email and internet elements, supplemented by inspection of Council and other available records.

Use of the Electoral Register is tightly restricted by statute. However an Open Register of Electors, which can be used for any purposes, is also prepared. Electors may opt out of this Open Register.

The system of Individual Electoral Registration is in place with the transition having ended in December 2015. The challenges experienced at the beginning of the transition have eased but still pose a significant drain on resources. This drain is currently funded by the Cabinet Office, however beyond 2019 it is unclear where the additional funding will come from.

The voting age in Scotland has been lowered to 16 from the 5<sup>th</sup> May 2016 and all those 16 and above are franchised to vote in Scottish Parliamentary and Local Government Elections.

### **1.4 Other Functions**

Arising from legislative requirement or commitment to government policy, the Assessor also carries out a range of functions in support of the above primary services. These include the following:-

Corporate Governance procedures and practices have been implemented and are adhered to at member and official level. These include the Governance & Performance Framework and the Corporate Plan. They are continually reviewed and improved with particular reference made to such good practice and good governance guidance as is provided by Audit Scotland. Risk Management forms an integral part of the corporate governance framework and the Corporate Risk Register identifies and analysis business risks and how we intend to mitigate these.

Accountability is achieved through a combination of internal audit, external audit, performance monitoring and reporting.

AVJB recognises its duty, under Section 1 of The Local Government in Scotland Act 2003, to make arrangements to secure Best Value. The Valuation Joint Board is committed to the principles and practices of Best Value and to the integration of this theme into all areas of service provision. The Annual Performance Report is published on our website and presented to the Board's elected members.

In accordance with Section 16(1) of The Local Government in Scotland Act 2003 and equalities legislation, Ayrshire Valuation Joint Board discharges its functions in a manner that encourages equal opportunities and the observance of equal opportunity requirements.

The Valuation Joint Board recognises its staff as valuable assets and key stakeholders.

Proper financial procedures and practices, including 3 year budgeting – one year agreed and the following two years are indicative as to funding levels, monthly monitoring and public reporting, are also in place..

The services of AVJB will continue to be supported and improved through the application and development of Information Technology systems in accordance with the Assessor's IT Strategy.

In accordance with Section 23 of the Freedom of Information (Scotland) Act, both the VJB and the Assessor separately maintain Publication Schemes and comply with the requirements of the request for information regime. Further, they recognise and adhere to the Codes of Practice issued under the terms of the Act. Both the Valuation Joint Board and the Assessor have adopted the appropriate model publication scheme for Assessors and Valuation Joint Boards. Section 23 does not apply to the statutory functions of the ERO but the general principles of openness will be reflected in responses to requests for information.

The Board has a statutory responsibility under the Local Government (Scotland) Act 1994 and the Public Records (Scotland) Act 2011 to ensure that records created by the Board are properly managed.

Records Management is the systematic control of the records generated by the Board in an effort to achieve optimum efficiency of storage, retrieval, disposal or preservation of those records.

The Board's Records Management Plan was approved by the Keeper of the Records of Scotland on 19<sup>th</sup> May 2016. The accurate and efficient management of the records we create will help us meet our statutory duties under the above mentioned Acts as well as the Freedom of Information (Scotland) Act 2002 and the Data Protection Act 1998..

The Board takes very seriously any complaints received in connection with the services it provides. It therefore has adopted the Scottish Public Services Ombudsman Model Complaints Procedure.

For several years now we have dealt with any complaints in accordance with this procedure and thereafter reported to Elected Members on a regular basis the operation of our formal complaints procedure. By adopting SPSO's Model Complaints Procedure we also have the opportunity learn from the complaints received and implement new procedures and working practices.

AVJB operates in an ever more complex and financially challenging environment and continues to develop a range of key partnerships, shared services and stakeholder relationships.



## PART TWO

### Core Objectives

## **PART TWO**

### **Core Objectives**

#### **2.1 The Valuation Roll**

- 2.1.1 Maintenance of the Valuation Roll, including the addition of new subjects and the amendment of existing subjects, will continue, year-on-year, in accordance with the Joint Board's established procedures for completion within the statutory timescales and annual targets. Where appropriate, Valuation Notices will be issued to all Proprietors, Tenants and Occupiers and all relevant changes will be notified to the billing authorities timeously. Valuation Roll data will continue to be uploaded to the Scottish Assessors' Portal regularly in accordance with Scottish Assessors' Association (SAA) agreements.
- 2.1.2 In support of the revaluation and appeals process, the Assessor's staff will continually ingather and analyse rental (and other) information. Additionally, staff will actively participate in the Working Groups and Committees of the SAA to confirm or amend 'Practice Notes' and input into other valuation matters. This shared service allows production of SAA Practice Notes for the purposes of the Revaluation.
- 2.1.3 Factors which may be outwith the Assessor's control include the possibility of the appeals for a number of subjects or subject types being referred to the Lands Valuation Appeal Court or Lands Tribunal for Scotland. This effectively removes the timetabling of appeals from local control and provides a degree of uncertainty in service planning.
- 2.1.4 During the period of this Service Plan the 2017 Revaluation appeals will be dealt with. In addition there will be preparations for the next Revaluation of non-domestic properties due in April 2022, including the issue of rental, cost and other return of information forms.
- 2.1.5 The Assessors staff will contribute at the SAA shared service to ensure harmonisation throughout Scotland and will, through the SAA, liaise with the Valuation Office Agency (VOA) to achieve harmonisation throughout the UK.
- 2.1.6 Over the life of this plan the review of non-domestic rates will have taken place and recommendations made. The outcome may well have an impact on the resources of AVJB. Current proposals include the shortening of the Revaluation cycle to a maximum of 3 years, if this proceeds it will impact on resources.

#### **2.2 The Valuation List**

- 2.2.1 Maintenance of the Valuation List, in particular the addition of new subjects, will continue, year-on-year, in accordance with the Joint Board's established procedures for completion within annual targets. Banding Notices will be issued to all interested parties and all relevant changes will be notified to the billing authorities timeously.

- 2.2.2 Band changes following alteration to and subsequent sale of properties will continue in accordance with the Joint Board's established procedures. In particular, care should be taken to avoid a backlog in relation to this task, in addition to regular maintenance. In order to demonstrate the Assessors commitment to continual improvement in this area internal Key Performance Indicators have been set and will be reported to the Board.
- 2.2.3 A number of Proposals (appeals) against bandings continue to be received. Discussions in relation to these are on-going and, where necessary, the Assessor will refer such appeals within six months of receipt, to the Secretary to the Local Valuation Appeal Committee for inclusion in their schedules of VAC Hearings. Again to demonstrate the Assessors commitment to continual improvement it is planned to introduce Key Performance Indicators in this area of service delivery after the backlog of proposals has been dealt with.
- 2.2.4 There is a possibility that a Council Tax Revaluation; major change or abolition may be ordered at some stage over the coming years. However, a watching brief will be retained and any major change will be initiated as required but will be required to be resourced. In the meantime, records of alterations to domestic properties will be maintained and updated at point of sale, with others updated as and when time and resources allow, currently the resources are not available to facilitate this type of survey work.. Upsurges in council tax appeal activity are expected to occur following council tax billing runs each year; changes such as the addition levy on properties Band E and above and any media interest in reform. These will continue to be dealt with as part of normal Council Tax procedures.

### **2.3 Register Of Electors**

- 2.3.1 Election Registers and Lists of Absent/Postal/Proxy voters etc will be produced as required by statute and by agreement with Returning Officers and absent vote signatures will be refreshed per the legislation.
- 2.3.2 We continue to use direct canvass methods including door-to-door, phone and email contact as well as increased use of other records (e.g. from Councils and Landlords) in addition to the postal canvass. The new Electoral Commission Performance Standards introduced in 2016 require detailed planning and budget setting, and evaluation of methods. There have been many changes to the process of collecting household information, inviting application, verifying electors against other sources and finally confirming electors, and publishing the registers. The Cabinet Office has indicated that funding to facilitate IER will be given up to 2018-19 but there is no indication of the level of funding beyond 2016-17 and the availability of funding beyond 2018-19. Under the new system elections are challenging and we have detailed project plans and risk analysis for each electoral event.
- 2.3.3 Any constituency or ward boundary changes will require to be processed timeously. Local Government boundary changes came into effect for the Local Government Elections held in May 2017, and there is currently a major boundary review for the UK Parliament Constituencies out for consultation, which will be implemented in 2018. .

- 2.3.4 The ERO takes a full part in the Electoral Commission's Performance Standards regime and will take full account of any advice or guidance from the Commission to allow continuous improvement in the standards achieved. However this will not be blanket acceptance of any poorly considered guidance.
- 2.3.5 The ERO is subject to direction by a Secretary of State under the terms of the Representation of the People Act 1983. Such directions are out with the control of the ERO and may result in changes to the Service Plan if any significant direction is made.
- 2.3.6 The ERO may (since mid 2011) also be subject to direction by the Convener of the Elections Management Board for Scotland in respect of local government elections in Scotland.

## **2.4 Corporate Governance**

- 2.4.1 The Valuation Joint Board must ensure that the Assessor and Electoral Registration Officer is adequately resourced to perform her statutory functions. It will meet to discuss and approve Budgets, Policies and Practices as necessary and the members will act in accordance with the Code of Conduct for Councillors which is approved by the Scottish Government.
- 2.4.2 The Officers of the Valuation Joint Board will act in accordance with the relevant Joint Boards Governance & Performance Framework, Corporate Plan, Scheme of Delegation, Financial Regulations, and Codes of Conduct. These will be reviewed as required.
- 2.4.3 The Corporate Plan will cover a three-year period, 2015-2018, whilst noting matters of relevance beyond that timescale. The Service Plan will be reviewed, if required, annually prior to annual budget planning.
- 2.4.4 Policies covering Defalcation Procedures and Fraud Prevention have been implemented and will be reviewed on a three-yearly basis. The Joint Boards Governance & Performance Framework is an overarching document which broadly refers to the mechanisms and processes by which the organisation is controlled and directed. The framework of rules ensures transparency, integrity, accountability and fairness all of which is under pinned by clear leadership.
- 2.4.5 The Corporate Governance Forum and Management Team Meetings will continue to be the primary forums for the development and implementation of Strategy and Policy and will oversee all operational matters. Actions will be communicated to staff by various methods all detailed within the Ayrshire Valuation Joint Board Communication Strategy.
- 2.4.6 Effective performance management systems continue to be developed, with the Assessor's Management Team also forming the principle forum for matters relating to Performance Management, Planning and Reporting. A reporting framework has been implemented and will be subject to continual review.
- 2.4.7 Specific operational matters will be within the remit of the various internal forums and working groups. These groups, whose format, remit and membership will be reviewed regularly, will report to the Assessor's Management Team.

- 2.4.8 In order to maximise the benefits of HR support, the Valuation Joint Board will continue to align its HR and other related policies, generally, and where possible, with those of South Ayrshire Council, but will where necessary produce a policy reflecting the needs of the Board, the Assessor and staff. The independence of the statutory functions of the Assessor and ERO will be a high priority in the design of policies. Relevant policies will be published on the website as well as on the Internal Directory of AVJB – SharePoint.
- 2.4.9 The finances and operations of the Valuation Joint Board will be subject to internal and external audit.
- 2.4.10 A Risk Register is maintained and reviewed regularly by the Assessor and the Management Team, with the reviewed Register presented to the Board as required by the risk ratings.

## **2.5 Accountability**

- 2.5.1 Annual Accounts will be submitted for external audit. They will be published in accordance with the requirements of Audit Scotland and the Board's Publication Schemes.
- 2.5.2 The procedures and practices of the Valuation Joint Board will also be subject to external audit, in accordance with a timetable to be directed by Audit Scotland.
- 2.5.3 An audit plan encompassing the requirements of the external and internal auditors will be drawn up annually.
- 2.5.4 Performance will be monitored and reported internally and externally. A reporting framework of annual, quarterly, monthly, statutory, Key Performance Indicators (KPIs) and internal management reports has been developed. This framework will, respond to changing external requirements and management need, accordingly will be subject to continuous review.
- 2.5.5 Decisions of the Management Team and any Working Groups/Forums will be minuted, where appropriate, and available for inspection. The minutes of Management Team Meetings are published on the Ayrshire Valuation Joint Board website, in accordance with our publication scheme.

## **2.6 Best Value**

- 2.6.1 Best Value is statutorily defined as 'continuous improvement in the authority's performance'. The Valuation Joint Board is committed to the principle of continuous improvement. In support of this, performance will be planned and monitored (see 2.5.4 above). KPIs have been implemented in conjunction with the Scottish Government and the SAA and reported to the Government and other key stakeholders annually. The range of Key Performance Indicators will be further developed as required.
- 2.6.2 Performance Indicators will be used for year-on-year comparisons as well as comparisons with other Assessors' offices, Local Authorities and other bodies. However where there is strict budgetary constraints the review of KPI's may well be downward.

- 2.6.3 In accordance with Section 13 of The Local Government in Scotland Act 2003, the performance of Ayrshire Valuation Joint Board in relation to its functions will be reported to all stakeholders of the Valuation Joint Board, including staff, in the most appropriate manner.
- 2.6.4 Stakeholder Consultations will be continually developed and implemented, and taken account of in Service Planning. There is a Customer Comments and Complaints procedure that is regularly reviewed.
- 2.6.5 Performance Indicators will be developed for Electoral Registration for 2018 utilising features of the new Electoral Management System .
- 2.6.6 As part of the Communication Strategy an in-house Valuation Forum has been established and will be a crucial forum for the discussion and review of all valuation matters. It will also contribute to developing and reviewing performance and implementing best practice.

## **2.7 Equal Opportunities**

- 2.7.1 The Valuation Joint Board is committed to equality in respect of the nine protected characteristics (as defined in the Equality Act 2010) which are:- age, disability, gender reassignment, marriage and civil partnership, race, religion or belief, sex and sexual orientation. In pursuance of this it has introduced the “Ayrshire Valuation Joint Board Public Sector Equality Duty (available on the web-site). This scheme is effective from April 2017 for a period of 4 years and is subject to review in April 2019.
- 2.7.2 AVJB worked collaboratively with nine other public bodies in Ayrshire to develop a series of shared Equality Outcomes. In addition we have developed our own Equality Outcomes which are unique to the Board. During the period 2017 to 2021 we will work with our partners, and on our own, to achieve positive and beneficial results with respect to our Shared and Board specific Equality Outcomes
- 2.7.3 All policies will be continuously reviewed to encompass equalities issues. As these policies are implemented or amended, staff will be adequately trained.
- 2.7.4 Equality impact assessments are carried out, if required, before implementing any new or amended policy.

## **2.8 Staffing and Personnel Matters**

- 2.8.2 A Training and Development Policy, which aims to ensure that adequate training is provided to all members of staff, has been developed and provides a systematic approach based on assessing needs, identifying ways to improve, through training and development. Staff will review their training needs with their managers during appraisals.
- 2.8.3 A staffing review, including a staff consultation process, will be considered annually, in a manner that integrates with Service and Budget Planning.

- 2.8.4 To ensure that the Joint Board's personnel policies and procedures are kept up to date, regular contact will be maintained with South Ayrshire Council's HR department.

## **2.9 Finance And Budgeting**

- 2.9.1 The officers of the Valuation Joint Board will act in accordance with the relevant Financial Regulations and the Governance and Performance Framework , which will be reviewed on a five-yearly basis or as circumstances demand.
- 2.9.2 In partnership with Finance and ICT, Resources, Governance and Organisation of South Ayrshire Council, budgets will be prepared annually and approved by the Joint Board .These will be for a 3 year period (1<sup>st</sup> year actual, years 2 & 3 indicative). A detailed report on the makeup of the budget will also be prepared annually.
- 2.9.3 Appropriate procedures for procurement, authorisation and payment have been implemented and these will be subject to annual review and auditing.
- 2.9.4 Adequate training in respect of these procedures will be provided to relevant staff.
- 2.9.5 Financial monitoring reports are received from the Treasurer and verified on a monthly basis with under and over spends being reported both to Management Meetings and to the Joint Board.
- 2.9.6 Year-end Accounts will continue to be prepared, audited and made available for public inspection.

## **2.10 Information Technology**

- 2.10.1 The provision and maintenance of Information Technology assets, systems and services are carried out "in house" and in partnership with South Ayrshire Council's Finance and ICT, Resources, Governance and Organisation. The Management Team will continually monitor service provision. Regular I.T. liaison meetings will be held between AVJB and South Ayrshire Council staff.
- 2.10.2 The assets of the AVJB will be refreshed in accordance with the IT Strategy. In particular, it is intended that PCs be refreshed on a rolling four/five yearly basis.
- 2.10.3 AVJB adheres to the principles of Data Protection and reviews its Notification to the Information Commissioner annually.
- 2.10.4 Systems to deal with Freedom of Information requests have been developed and implemented and these will be reviewed in light of the demands of the request regime. A Freedom of Information Log is maintained.
- 2.10.5 The Assessor's core information technology system will, due to; the IT Rationalisation Programme of SAC, be reviewed. In addition to the SAC review the current system is a character based system and although robust, is outdated. The Assessor and PAO will investigate alternative systems and report to the Board at the appropriate time. Included in the review will be looking at options of a shared service with another/s Assessor.

- 2.10.6 Satellite systems to support primary functions and reporting requirements will continue to be maintained and developed by the IT Team as required. A review of satellite systems will be continuously undertaken to ensure it remains as integrated yet as flexible as possible.
- 2.10.7 AVJB will commit resources to the SAAs shared service, the “Assessors Portal” project. Due to Data Protection, the selling of data from the Portal has been suspended. If this is not resurrected then the financial contribution to the maintenance of the Portal will have to increase.
- 2.10.8 The form and content of the AVJB web pages within the Portal will be reviewed on an on-going basis.
- 2.10.9 The updating and review of AVJBs website is carried out by South Ayrshire Council under the Service Level Agreement. However the actual content has been allocated to a number of members of staff with expertise in the field which the content covers.
- 2.10.10 Ayrshire Valuation Joint Board has implemented and continues to develop an in-house intranet site which allows the sharing of documents at appropriate levels whilst adhering to our retention schedule and records management plan.

## **2.11 Freedom Of Information**

- 2.11.1 The Board has approved a Freedom of Information Policy Statement and this will be reviewed regularly.
- 2.11.2 A Model Publication Scheme has been compiled for Scottish Assessors and Valuation Boards and has been approved by the Scottish Information Commissioner. We have adopted the model scheme which was implemented in 2013, and is reviewed on a regular basis.
- 2.11.3 Procedures to enable compliance with the requirements of the Freedom of Information (Scotland) Act 2002 have been developed and implemented. These will be reviewed in light of the impact of the request for information regime.
- 2.11.4 The Valuation Joint Board recognises the importance of Codes of Practice issued under the terms of the Freedom of Information (Scotland) Act, and will review practices and procedures on publication of any of such guidance.

## **2.12 Key Partnerships & Shared Services**

- 2.12.1 The support services provided by South Ayrshire Council are essential to the operations of AVJB. These services will continue to be managed by regular contact with relevant persons in each of the supporting resources. The Service Level Agreement is in place and will be reviewed as and when required.
- 2.12.2 Ayrshire Valuation Joint Board recognises its constituent Councils as key stakeholders, and the Assessor and ERO will consult with these bodies in all areas relating to the outputs of Valuation Rolls, Councils Tax Valuation Lists and Electoral Registers.

- 2.12.3 The Joint Board will continue to commit resources to the workings of the SAA. In this respect, it will participate in Plenary, Committee and Working Group meetings and fully engage in the exchange of information, ideas and knowledge provided by this association.
- 2.12.4 Through the SAA, the Assessor for AVJB will maintain liaison with bodies such as the Scottish Government, Cabinet Office, Scotland Office, Valuation Office Agency (England and Wales), the Valuation and Land Agency (Northern Ireland), the Valuation Office in Ireland, The Royal Institution of Chartered Surveyors and The Institute of Revenues, Rating and Valuation (IRRV).
- 2.12.5 Similarly, Joint Board staff will continue to participate in the workings and proceedings of the Association of Electoral Administrators (AEA).
- 2.12.6 AVJB recognises the role of, and support provided by, The Electoral Commission and the Electoral Management Board for Scotland in respect of Electoral Registration matters.
- 2.12.7 Staff are recognised as both key assets of the Valuation Joint Board and primary stakeholders and consultations with both staff and their representatives will continue on a regular basis.
- 2.12.8 Relationships with external suppliers of systems and services are subject to contract and/or Service Level Agreement and are managed through liaison with the relevant account manager or similar representative. Such services are, however, subject to continuous review regarding effectiveness, quality and price.
- 2.12.9 AVJB recognises the important relationship it has with the Returning Officers of the 3 Ayrshire Councils and will continue regular liaison.

### **2.13 Miscellaneous**

- 2.13.1 The Valuation Joint Board is committed to various initiatives, not covered above but which have significant implications for Service Planning, priorities and actions. These tend to be of an ad-hoc nature and demand variable commitment.
- 2.13.2 AVJB will respond, either directly or through relevant associations, to pertinent legislative, and other, consultations.
- 2.13.3 Any future local authority boundary or electoral constituency changes will require resource allocation and project planning.
- 2.13.4 AVJB is committed to the continuing development and implementation of the Corporate Address Gazetteers of its constituent Councils (and through these initiatives to the development of a One Scotland Gazetteer) and use of National Unique Property Reference Numbers. To that end it will continue to provide such assistance, information and data as it reasonably can and continue to participate in such joint projects.



## PART THREE

### Key Activities and Outcomes

# **PART THREE**

## **Key Activities and Outcomes**

### **Abbreviations**

<b>Job Title</b>	<b>Abbreviation</b>
<b>Ayrshire Valuation Joint Board</b>	AVJB
<b>Head of Valuation Services</b>	HOVS
<b>Management Team</b>	MT
<b>Divisional Assessor</b>	DA/s
<b>Principal Administration Officer</b>	PAO
<b>Senior Administration Officer</b>	SAO
<b>Information Technology Development Officer</b>	ITDO
<b>Technical Support Unit</b>	TSU
<b>Principal Valuer</b>	PV
<b>Office Manager</b>	OM
<b>Ayrshire Valuation Joint Board</b>	AVJB
<b>Practice Notes</b>	PN
<b>Scottish Assessors' Association</b>	SAA
<b>Practice Note</b>	PN
<b>Scottish Assessors' Association</b>	SAA
<b>SAC</b>	South Ayrshire Council

### 3.1 The Valuation Roll

#### 3.1.1 Maintenance of the Valuation Roll

Item	Description	Ownership	Date/Recurrence
(a)	Record all known development activities, including planning permissions and building control warrants granted, in accordance with the AVJB Survey Card Instruction and within the agreed timescales	TSU	On receipt
(b)	Survey of all new, amended or demolished non-domestic properties following appropriate guidance and adhering to the principles of best value.	Technical Staff	On going
(c)	Valuation of above following appropriate guidance and adhering to the principles of best value.	Technical Staff	On going
(d)	Authorisation of all changes..	DA/PV/Valuer L3	On going
(e)	Amend the Valuation Roll by input to the Core computer system	TSU	On going
(f)	Check and authorise all such amendments following appropriate guidance and adhering to the principles of best value, , making changes or referring back as appropriate	Admin Officer	On going
(g)	Transfer all changes to relevant billing authorities in accordance with annually agreed schedules	ITDO	Weekly
(h)	Issue Valuation Notices to all interested parties as required by statute	TSU	Weekly
(i)	Extract of Valuation Roll data uploaded to the SAA Portal (inc. Value, Valuation Method and Value histories for each quinquennium and also indication of outstanding appeals) Valuation data extracted from AVJB Valuation System sufficient enough to compile a summary valuation for bulk class Shops, Offices and Industrials	PAO / ITDO	Weekly
(j)	Answer all ad-hoc enquiries from current, past and potential ratepayers in accordance with appropriate guidance and adhering to the principles of best value.	All staff	On-going
(k)	Issue rental, and other, questionnaires in accordance with appropriate guidance and adhering to the principles of best value.	TSU	As required
(l)	Review of Core System and Introduce a fully integrated Workload Manager system	Assessor/PAO/ITDO/SAC	by 2018

### 3.1.2 Revaluation - Settlement of Appeals

Item	Description	Ownership	Date/Recurrence
(a)	Record all appeals received in respect of the entries in the Revaluation Roll (received by mail, e-mail, fax, via the Portal and via AALS)	TSU	On receipt
(b)	Maintain records of appeals including their status in relation to citation to appear at VAC, referral to Lands Tribunal etc.	Technical/TSU	On receipt
(c)	Negotiate and settle appeals with ratepayers and their agents, with recourse where necessary, to the Local Valuation Appeal Committee, Lands Tribunal or Lands Valuation Appeal Court	Technical Staff	As required to meet statutory timetables
(d)	Cite all outstanding 2010 Running Roll Appeals, in accordance with the statutory timetable	DAs	Schedule of Hearings to be decided for 2018 and beyond
(e)	Cite all outstanding 2017 Revaluation Appeals, in accordance with the statutory timetable	DAs	Schedule of Hearings to be decided for 2018 and beyond
(f)	Where appropriate, amend the Valuation Roll to reflect appeal settlements	Technical/TSU	Within 14 days of settlement
(g)	Amend the Valuation Roll by input to the Assessors Core computer system	TSU	On going
(h)	Check and authorise all such amendments in accordance with appropriate guidance and adhering to the principles of best value, , making changes or referring back as appropriate	Admin Officer	On going
(i)	Transfer all changes to relevant billing authorities in accordance with annually agreed schedules	ITDO	Weekly
(j)	Authorisation of all changes	DA/PV/Valuer 3	On going
(k)	Where appropriate, issue Valuation Notices to reflect appeal settlements	TSU	Weekly
(l)	Full extract of Valuation Roll data uploaded to the Portal (inc. Value, Valuation Method and Value <b>histories</b> for each quinquennium and also indication of outstanding appeals)  Valuation data extracted from AVJB Valuation System sufficient enough to compile a summary valuation for bulk class Shops, Offices and Industrials.	PAO / ITDO	Weekly

### 3.1.3 Running Roll Appeals

Item	Description	Ownership	Date/Recurrence
(a)	Record appeals received arising from amendments made to the 2010 Valuation Roll	TSU	On receipt
(b)	Record appeals received arising from amendments made to the 2017 Valuation Roll	TSU	On receipt
(c)	Maintain records of appeals including their status in relation to citation to appear at VAC, referral to Lands Tribunal etc.	Technical/ TSU	As required
(d)	Negotiate and settle appeals with ratepayers and their agents, with recourse where necessary, to the Local Valuation Appeal Committee, Lands Tribunal or Lands Valuation Appeal Court. Using appropriate guidance and adhering to the principles of best value,.	Technical Staff	As requires to meet statutory timetables
(e)	Cite all outstanding Running Roll Appeals in accordance with the statutory timetable appropriate to each appeal	DAs	Refer to Schedule of Hearings
(f)	Where appropriate, amend the Valuation Roll to reflect appeal settlements in accordance with procedures as above. Using appropriate guidance and adhering to the principles of best value.	Technical/ TSU	Within 14 days of settlement
(g)	Authorisation of all changes using appropriate guidance and adhering to the principles of best value,.	DAs/PV/ Valuer 3	On going
(h)	Amend the Valuation Roll by input to the 'Core' computer system	TSU	On going
(i)	Check and authorise all such amendments using appropriate guidance and adhering to the principles of best value, making changes or referring back as appropriate	DAs/PV/ Valuer 3	On going
(j)	Transfer all changes to relevant billing authorities in accordance with annually agreed schedules	ITDO	Weekly
(k)	Where appropriate, issue Valuation Notices to reflect appeal settlements	TSU	Weekly
(l)	Full extract of Valuation Roll data uploaded to the Portal (inc. Value, Valuation method and Value <b>histories</b> for each quinquennium and also indication of outstanding appeals)  Valuation data extracted from AVJB Valuation System sufficient enough to compile a summary valuation for bulk class Shops, Offices and Industrials	PAO / ITDO	Weekly

### 3.1.4 Revaluation

Item	Description	Ownership	Date/Recurrence
(a)	Issue rental, and other, questionnaires using appropriate guidance and adhering to the principles of best value	DAs/ Technical Staff/TSU	As required and/or on receipt from SAA
(b)	Manage returns of above using appropriate guidance and adhering to the principles of best value	Technical Staff/TSU	On receipt
(c)	Analyse rentals of 'bulk class' subjects as agreed within established Working Groups and in accordance with SAA rental analysis guidance. Facilitate same, using Information Technology	Technical Staff	Ongoing & Within timetable
(d)	Analyse local land sale information for use in contractor's valuations	Technical Staff	Ongoing & Within timetable
(e)	Produce Narratives and rates to be applied in valuations	Technical Staff	Within timetable
(f)	Value 'bulk class' subjects in accordance with narratives and proposed rates. Facilitate same, using Information Technology	Technical Staff	Within timetable
(g)	Provide such information as is requested to authors of SAA, and other, reports	Technical Staff	Within timetable
(h)	Where appropriate complete such analysis as is necessary and draft SAA reports	SAA Members	Within timetable
(i)	Make comment on and provide input to the draft SAA reports	SAA Members	Within timetable
(j)	Adopt approved reports for use within AVJB	DAs	On receipt from SAA following approval and being placed in the Portal
(k)	Value subjects for which SAA/AVJB reports are provided at the Portal. Facilitate same, where appropriate, using Information Technology	Technical Staff	Within timetable
(l)	All valuations are authorised electronically on the AVJB Valuation System using appropriate guidance and adhering to the principles of best value	DA/PV/ Valuer 3	Within timetable
(m)	Create, print and publish a Revaluation Roll, advising the relevant billing authorities in accordance with statutory timetables	PAO/ITDO	To be finalised with Scottish Executive
(n)	Continue to review current appeal logging system	DAs / ITDO	Ongoing & within timetable
(o)	Continue to review Valuation Roll content on AVJB web-site	Various Team Members per the web allocation of tasks.	Weekly and as when req.
(p)	Content manage articles and documents on AVJB Sub Portal web site	Various Team Members per the web allocation of tasks.	Weekly and as required
(q)	Full extract of Valuation Roll data uploaded to the Portal (inc. Value and Value <b>histories</b> for each quinquennium and also indication of outstanding appeals) Valuation data extracted from AVJB Valuation System sufficient enough to compile a summary valuation for bulk class Shops, Offices and Industrials	PAO / ITDO	Weekly

### 3.1.5 Scottish Assessors' Association

Item	Description	Ownership	Date/Recurrence
(a)	Attend Plenary Meetings	2 members	Dec, Feb, May, Sept of each year
(b)	Attend Assessors Committee Meetings	Assessor	Monthly & as required
(c)	Attend Category Committee Meetings	Relevant members	In accordance with Committee Timetables
(d)	Chair Category Committee Meetings	Assessor	In accordance with SAA executive requests
(e)	Attend other Committee Meetings	Relevant members	In accordance with Committee Timetables
(f)	Attend Working Group Meetings	Relevant members	In accordance with relevant Timetable
(g)	Attend ad-hoc Meetings and Representations	Relevant members	As required
(h)	Attend meetings with Scottish and National Ratepayers Associations	Relevant members	As required
(i)	Attend meetings with the Royal Institution of Chartered Surveyors	Assessor	As required
(j)	Chair the RICS Valuation Professional Group Board	Assessor	As required
(k)	Attend the RICS Rating & Local Taxation Group as Depute Chair	Assessor	As required

3.1.6 **Scottish Assessors' Association Partners**

<b>Item</b>	<b>Description</b>	<b>Ownership</b>	<b>Date/Recurrence</b>
(a)	Meet with VOA, Valuation and Land Agency and Eire Valuation Office for purposes of Harmonisation	Assessor	As required
(b)	Liaise with VOA	SAA Harmonisation Spokesperson & Category Comm. Chairs	As required
(c)	Meet formally with Scottish Government Departments	Assessor	As required
(d)	Liaise with Scottish Government Departments	Assessor	As required
(e)	Provide statistical returns to Scottish Government	Assessor / PAO	Quarterly
(f)	Complete statistical exercises for Scottish Government and their partners	PAO / ITDO	As required

## 3.2 The Valuation List

### 3.2.1 Maintenance of the Valuation List

Item	Description	Ownership	Date/Recurrence
(a)	Scrutinise all proposed development activities, including planning permissions and building control warrants granted, to identify those properties where a survey card is required	Technical Staff	On receipt
(b)	Record all relevant development activities using appropriate guidance and adhering to the principles of best value	TSU	On receipt
(c)	Survey of all new, altered or demolished domestic properties using appropriate guidance and adhering to the principles of best value	Technical Staff	Ongoing
(d)	Valuation and banding of above in accordance with the statutory valuation assumptions using appropriate guidance and adhering to the principles of best value	Technical Staff	Ongoing
(e)	Authorise new or amended band using appropriate guidance and adhering to the principles of best value	DAs/PVs/Valuer 3	Ongoing
(f)	Amend the Valuation List by input to the Core computer system	Technical Staff	Ongoing
(g)	Check and authorise all such amendments using appropriate guidance and adhering to the principles of best, making changes or referring back as appropriate	DAs/PVs/Valuer 3	Weekly
(h)	Extract of Valuation List uploaded to the Portal ( including Address, Band and Effective Date)	PAO / ITDO	Weekly
(i)	Transfer all changes to relevant billing authorities in accordance with annually agreed schedules	PAO/ITDO	Weekly
(j)	Issue Banding Notices to all interested parties as required by statute	TSU	Weekly
(k)	Answer all ad-hoc enquiries from current, past and potential council taxpayers using appropriate guidance and adhering to the principles of best value	All staff	Ongoing
(l)	Introduce New core system with a fully integrated Workload Manager System	Assessor/PAO/ITDO/SAC	By 2018

### 3.2.2 Amendments to Bands following Alteration and Subsequent Sale

Item	Description	Ownership	Date/Recurrence
(a)	Receive and record the sales of all domestic properties in Ayrshire, check for matches with development records and identify subjects that may require to be re-banded following the sale	TSU	On receipt
(b)	Check and make 'Live' any bands where alterations have already been surveyed	Technical Staff	On receipt
(c)	Check records identified above and determine if survey or re-banding required	Technical Staff	On receipt
(d)	Where appropriate, survey amended properties.	Technical Staff	As part of scheduled work.
(e)	Value and band the above in accordance with the statutory valuation assumptions using appropriate guidance and adhering to the principles of best value	Technical Staff	Immediately following completion of survey
(f)	Authorise new or amended band using appropriate guidance and adhering to the principles of best value	DAs/PVs/ Valuer 3	Ongoing
(g)	Full extract of Valuation List uploaded to the Portal ( including Address, Band and Effective Date)	PAO / ITDO	Weekly
(h)	Amend the Valuation List by input to the s Core computer system	Technical Staff	Immediately following completion of banding
(i)	Check and authorise all such amendments using appropriate guidance and adhering to the principles of best value	Admin Officer	Weekly
(j)	Transfer all changes to relevant billing authorities in accordance with annually agreed schedules	PAO/ICDO	Weekly
(k)	Issue Banding Notices to all interested parties as required by statute	TSU	Weekly
(l)	K.P.I.'s for point of sales properties with alterations reviewed	Management Team	June 2017

### 3.2.3 Proposals and Appeals

Item	Description	Ownership	Date/Recurrence
(a)	Check validity of proposal, i.e. time, title etc.	Technical Staff	On receipt
(b)	Record valid proposals received in respect of entries in the Valuation List	TSU	On receipt
(c)	Record invalid proposals received in respect of entries in the Valuation List	Technical Staff	Within 6weeks of receipt of proposal
(d)	Advise the Secretary to VAC of any proposals that have not been disposed of within six months of their receipt	PAO/ITDO/DAs	On-going
(e)	Monitor the status of the valid and invalid proposals through appeals to VAC or Court of Session	Technical Staff	On-going
(f)	Facilitate the settlement of appeals by agreeing a schedule of VAC Hearings with the secretary to the VAC	HOVS/DAs	Annually
(g)	Provide a detailed explanation of the banding and negotiate and settle proposals/appeals with council taxpayers and their agents	Technical Staff	On-going
(h)	Where appropriate prepare evidence to defend banding in appeals to be heard by the VAC or Court of Session	Technical Staff	On-going and where necessary to comply with statutory timetable.
(i)	Consider VAC decision with regard to lodging an appeal to the Court of Session	Assessor/HOVS/DAs	On-going and where necessary to comply with relevant timetable.
(j)	Where appropriate, amend the Valuation List to reflect appeal/proposal settlements using appropriate guidance and adhering to the principles of best value	Technical Staff	Immediately following agreement.
(k)	Where appropriate, amend the Valuation List to reflect decisions of VAC or Court of Session	Technical Staff	On receipt of decision or when necessary to comply with relevant timetables
(l)	Authorise amended Band of (j) and/or (k)	DAs/PVs/ Valuer 3	Ongoing
(m)	Full extract of Valuation List uploaded to the Portal ( including Address, Band and Effective Date)	PAO / ITDO	Weekly
(n)	Check and authorise all such amendments using appropriate guidance and adhering to the principles of best value, making changes or referring back as appropriate	Admin Officer	Weekly
(o)	Transfer all changes to relevant billing authorities in accordance with annually agreed schedules	PAO/ITDO	Weekly
(p)	Issue Banding Notices to reflect settlement of proposals and appeals or decisions of VAC/ Court of Session	TSU	Weekly
(q)	Clear the existing backlog of appeals/proposals	DAs	Complete by March 2018
(r)	Introduce internal KPI's for proposal/appeal disposal	MT	April 2018

**3.2.4 Update of Existing Survey Details**

Item	Description	Ownership	Date/Recurrence
(a)	Survey altered domestic properties, as and when resources available	Technical Staff	On-going as and when resources allow
(b)	Amend valuations and, where appropriate, create 'potential' bands for amended subjects within the Assessor's 'Live' system, as and when resources available	Technical Staff	On-going as and when resources allow
(c)	Authorise new value or "potential" Band, as and when resources available	DA//PV/ Valuer 3	On-going as and when resources allow

### 3.3 The Register of Electors

#### 3.3.1 Annual Register of Electors

Item	Description	Ownership	Date/Recurrence
(a)	Issue of Household Enquiry Forms and, where appropriate, reminders to all households in accordance with annually established timescale	PAO	Annual
(b)	Employ all year round canvassers for IER	ERO	On-going
(c)	Issue Invitations to Register Forms, as required, and where appropriate issue reminders to individual electors	PAO	On-going
(d)	As part of the canvass employ canvassers to undertake a door-to-door canvass in certain areas where forms have not been returned	PAO/Admin Staff	Annual
(e)	Record Canvass returns and scan into workflow system in accordance with pre-set rules	Admin Staff	Annual
(f)	Process changes, flags etc., including op-outs, in EMS ( Electoral Management system )	Admin Staff	Annual
(g)	Check all changes to source document or document image	Admin Staff	Annual
(h)	Check all 'No Changes' to source document image	Admin Staff	Annual
(i)	Produce and publish 'Full' and 'Open' Registers and Registers for Government Departments and for sale to Credit Reference Agencies in accordance with statutory timetables	PAO /SAO/ IT Staff	Annual
(j)	Timeous provision of Registers to appropriate bodies and places, including places of public display, in accordance with statute	PAO /SAO/ IT Staff	Dec/Annual
(k)	Answer all ad-hoc enquiries from current, past and potential electors in accordance with the AVJB using appropriate guidance and adhering to the principles of best value	Admin Staff	On-going
(l)	Maintain a record of sale and supply of Registers	PAO/SAO / IT Staff	On request
(m)	Production of Electoral Statistics to Scotland Office and Electoral Commission in line with statutory regulations	PAO	On request
(n)	Assess feedback from users of telephone/internet service	PAO /SAO/ IT Staff	Dec/Annual
(o)	Arrange print contract with printing companies	PAO	Annual

### 3.3.2 Maintenance of Register of Electors

Item	Description	Ownership	Date/Recurrence
(a)	Issue 'Household Enquiry Forms'; Invitations to Register Forms' and 'Absent Vote Applications' timeously to all parties giving notice of such a requirement	Admin Staff	On-going
(b)	Record returns of these, and process via EMS as above	Admin Staff	On receipt
(c)	Check all changes to source document or document image	Admin Staff	On receipt
(d)	Timeous production of monthly 'Lists of Alterations' and 'Notices of Alteration to the Register of Electors	PAO / IT Staff	Per statutory timetable
(e)	Timeous supply of changes to appropriate persons and bodied in format of choice	PAO /SAO/ IT Staff	As requested
(f)	Answer all ad-hoc enquiries for supply of Electoral Registers	PAO /SAO/ IT Staff	As required
(g)	Target new Council Tax payers by using the Finance databases	Admin Staff	on-going
(h)	Take part in various events to maximise registration and expand democratic engagement	Admin Staff	on-going
(i)	Target new attainers to the registers using the education department lists	PAO/SAO	On-going
(j)	Target potential new electors from information relating to Registers of Scotland sales	TSU/Admin Staff	On-going
(k)	Maximising Registration: Liaise with Nursing Homes etc. regarding new residents applications to register and absent vote applications	Admin Staff	on-going
(l)	Maximising Registration: Liaise with education authorities to obtain lists of 16/17 year olds eligible to vote	PAO /SAO/ ITDO	Annually
(m)	Enquiry to absent voters to provide fresh signature in line with statutory regulations	PAO/SAO	5 yearly from receipt of application
(n)	Employ all year round canvassers for IER	ERO	On-going

### 3.3.3 Elections

Item	Description	Ownership	Date/Recurrence
(a)	In the event of an election (or elections/referenda), the production of an Election Register and special lists of electors such as Overseas Electors, Absent Voters (Postal and Proxy Voter) Lists, labels and letters in accordance with statute and by agreement with Returning Officers	PAO /SAO/ IT Staff	At an election
(b)	Liaise with Returning Officers re. Polling places and apply changes where appropriate	PAO / IT Staff	As required
(c)	Provision of data to allow the printing of poll cards	PAO / IT Staff	By agreement with Returning Officer
(d)	Production of the register for use by Returning Officers on polling day. (Registers are marked to show electors who have applied for a postal vote)	PAO /SAO/ ITDO	By agreement with Returning Officer
(e)	Supply of election register and absent voter' lists to candidates and election agents in line with the statutory regulations and maintain a record of same	PAO /SAO/ ITDO	By agreement with Returning Officer
(f)	Promotion of importance of voting at elections	ERO/PAO	In conjunction with Returning Officer

### 3.3.4 Boundary Changes

Item	Description	Ownership	Date/Recurrence
(a)	Adjustments to Register to accord with new ward or constituency boundaries as required by any boundary review	PAO	As required
(b)	Assisting Councils by allocating streets to Polling Districts, which will be used in the event of an election	PAO	As required

### 3.3.5 Association of Electoral Administrators

Item	Description	Ownership	Date/Recurrence
(a)	Attend Association of Electoral Administrators AGM and Conference	ERO/Assistant ERO/PAO	Annually, subject to budgetary considerations
(b)	Attend Scottish Branch meetings of Association of Electoral Administrators	ERO/Assistant ERO/PAO/Admin. Staff	Quarterly

### 3.3.6 SAA Electoral Registration Committee

Item	Description	Ownership	Date/Recurrence
(a)	Attendance at SAA Electoral Registration Committee meetings	ERO/PAO	In accordance with committee timetables.

### 3.3.7 Electoral Commission

Item	Description	Ownership	Date/Recurrence
(a)	Return of Financial Information Survey	ERO/PAO	Annually
(b)	Return of Performance Standards	ERO/PAO	Annually, if required
(c)	Return of Requests for various data	PAO	As required
(d)	Public Engagement Strategy & other required strategies	ERO/PAO	Ongoing

### 3.3.8 Democracy Counts Electoral Software Supplier

Item	Description	Ownership	Date/Recurrence
(a)	Attendance at User Group Meetings	PAO	Annually

### 3.3.9 Pan Ayrshire Election Meetings

Item	Description	Ownership	Date/Recurrence
(a)	Attendance at Meetings	PAO/SAO	As Required

### 3.4 AVJB Staff

Item	Description	Ownership	Date/Recurrence
(a)	Issue, collate and analyse Staff Questionnaires	Assessor	Annually
(b)	Receive, consider and implement (where appropriate) Staff Suggestions	Management Team	Monthly
(c)	Hold meetings of Health and Safety Group	HOVS	Quarterly
(d)	Hold meetings of Revaluation Working Groups / Valuation Forum	Assessor/HOVS/DAs	As required
(e)	Liaise with staff	All Managers	Ad-hoc, on daily basis
(f)	Hold Corporate Governance Forum Meetings and Management Team Meetings	Assessor	Bi Monthly
(g)	Hold Team Briefing Meetings	Line Managers	Following Management Meetings
(h)	Hold Team discussion Meetings	Line Managers	As required
(i)	Hold Meetings of Training Group	DAs	As required
(j)	Follow the AVJB Communication Strategy regarding minutes etc. to be taken at meetings	Line Managers	As required

### 3.5 Corporate Governance

#### 3.5.1 Joint Board Meetings

Item	Description	Ownership	Date/Recurrence
(a)	Agree timetable for Valuation Joint Board Meetings	Clerk to VJB / Assessor	Annually
(b)	Nominate Report authors for VJB Meetings	Assessor	As required
(c)	Prepare Board Reports for VJB Meeting	Assessor/HOVS/ PAO /Clerk/Treasurer	As required
(d)	Attend meetings of VJB	Assessor /HOVS/PAO	As required

#### 3.5.2 Probity and Propriety

Item	Description	Ownership	Date/Recurrence
(a)	Liaise with Treasurer to the Valuation Joint Board to review Financial Regulations and present to Board for approval	Assessor	3-yearly
(b)	Review Governance & Performance Framework	Assessor	3-yearly
(c)	Liaise with Clerk to the Valuation Joint Board review Schemes of Delegation and present to Board for approval	Assessor	3-yearly
(d)	Review Codes of Conduct for officers of the Valuation Joint Board	Assessor	3-yearly,
(e)	Prepare and review internal procedural guides to ensure adherence to Schemes of Delegation, Financial Regulations, and Codes of Conduct	Assessor	Following approval of above

### 3.5.3 Service Plan

Item	Description	Ownership	Date/Recurrence
(a)	Prepare and Review 3-year strategic Service Plan	Assessor/HOVS/PAO	2020 Full Review & Annually if required

### 3.5.4 Strategic Management

Item	Description	Ownership	Date/Recurrence
(a)	Assessment of Governance and delivery of this through assessment questions set against AVJB's 5 strategic objectives detailed in the Corporate Plan & present to the board	Assessor & ERO	Annually
(b)	Review strategic objectives	Corporate Governance Forum/Management Team	Annually
(c)	Communicate strategic objectives to all staff by means of internal forums, team briefings and written bullet points and intranet site	Management Team	After Management Team meetings
(d)	Assess progress in relation to objectives	Corporate Governance Forum/Management Team	Monthly/ By Monthly
(e)	Provide direction and remit, receive reports and consider outcomes of working groups	Management Team	Management Team meetings
(f)	IT Strategy development and review	Assessor/PAO/HOVS/SAC IT	Annual Review

### 3.5.5 Performance Management, Planning & Reporting

Item	Description	Ownership	Date/Recurrence
(a)	Consider and agree Performance Management Targets, Planning and Reporting in line with Best Value principles and SAA/Electoral Commission considerations	Management Team	Annually in April
(b)	Establish annual internal KPI targets for VJB – Point of Sales housing	Management Team	Annually in April 2017
(c)	Plan performance to ensure compliance with Best Value and achievement of targets	All Managers	Continually
(d)	Develop, implement and review a Reporting Framework to include a suite of performance reports relevant to key activities	Assessor	Annually
(e)	Produce VJB performance reports for consideration by Management Team	ITDO	Monthly (and for Management team meeting)
(f)	Produce and publish Public Performance Reports	HOVS	Annually in June
(g)	Report performance to Scottish Government through SAA Governance Committee	Assessor	Annually in June
(h)	Report revaluation appeal performance to Scottish Executive via RVAPP	Assessor / PAO	Quarterly

### 3.5.6 Internal Working Groups

Item	Description	Ownership	Date/Recurrence
(a)	Meet to ensure compliance with Health and Safety Law and the Health and Safety Policy	HOVS/OM	Quarterly
(b)	Report all Health and Safety matters to Management Team	HOVS/OM	Monthly
(c)	Communicate all Health and Safety issues and actions to staff	HOVS/OM	As required
(d)	Develop, implement and review all processes and procedures in relation to Council Tax and Non-Domestic Rating Valuation	HOVS/DAs	Monthly
(e)	Develop, implement and review all processes and procedures in relation to Electoral Registration	ERO/PAO	Every 6 weeks on average
(f)	Develop and review Assessors I.T. system and related procedures	Assessor/PAO/ITDO	Annually on average
(g)	Document management implementation	Assessor	Ongoing

### 3.5.7 Policies and Procedures

Item	Description	Ownership	Date/Recurrence
(a)	Review and adapt S.A.C. HR Policies to meet VJB requirements	Assessor/OM	Ongoing
(b)	Consider new/revised S.A.C. HR Policies and procedures for adoption/adaptation by VJB	Assessor/OM	As required
(c)	Place all approved VJB Policies and procedures on SP	OM	Immediately following approval
(d)	Review Document retention/disposal policy and implement revised policy	HOVS	Annually
(e)	Develop and Review Freedom of Information procedures	HOVS	Annually
(f)	Budget monitoring	Assessor/Treasurer to the Board	On average every 6 weeks at Management Team meeting, but with specific budget monitoring meetings between Accountant and Assessor

### 3.5.8 Internal and External Audit

Item	Description	Ownership	Date/Recurrence
(a)	Present Annual Accounts for external audit	Treasurer to VJB	Annually
(b)	Agree audit plan with External Auditors	Assessor	Annually
(c)	Agree audit plan with Internal Auditors	Assessor	Annually
(d)	Co-operate with internal and external auditors in completion of audit plans	Managers	As audit plan
(e)	Co-ordinate actions arising from audit recommendations	Management team	As required

### 3.5.9 Risk Management

Item	Description	Ownership	Date/Recurrence
(a)	Review Risk Management Policy	H & S Group	Annually
(b)	Review Risk Register/s	Assessor/ HOVS/PAO	Prior to Management team meetings and in line with risk rating
(c)	Implement Risk Action Plan	HOVS/PAO	Annually
(d)	Monitor progress against Action Plan	HOVS/PAO	On average every 6 weeks
(e)	Liase with S.A.C to review all insurances	Assessor / OM	Mid year Annually
(g)	Compile and review specific project risk registers	Assessor/HOVS/PAO	As required
(h)	Lodge Caveats with the appropriate Courts for the Assessor and ERO	Assessor/ SAC Legal	Annually

### 3.5.10 Data Protection

Item	Description	Ownership	Date/Recurrence
(a)	Review Data Protection Notification to Information Commissioner	Assessor/ HOVS	Annually, before July
(b)	Review Forms to comply with Data Protection Requirements	Assessor/ HOVS	As required
(c)	Review DPA procedures for implementation of GDPR in May 2018	Assessor/HOVS	Ongoing

### 3.6 Accountability

#### 3.6.1 Annual Accounts

Item	Description	Ownership	Date/Recurrence
(a)	Process, authorise and pass all Invoices to S.A.C Finance	PAO/OM	Daily
(b)	Pass Internal Charges to S.A.C. Finance	OM	As required
(c)	Pass Accruals Forms to S.A.C. Finance	OM	Annually
(d)	All Revenue Accounts to be finalised	Treasurer/ SAC Finance	Annually, June
(e)	Consolidation of Abstract Accounts and completion of Financial Statements for Annual Report	Treasurer/ SAC Finance	Annually, June
(f)	Annual Report Produced on accounts	Treasurer/ Assessor	Annually in June
(g)	First Public Inspection	Treasurer/ SAC Finance	Annually, July/August
(h)	Final Audit Reports and Audit Certificates to be received	Treasurer/ SAC Finance	Annually, September
(i)	Submission of Annual Report on Accounts	Assessor and ERO/Treasurer	Annually
(j)	Production of Annual Report	Assessor and ERO	Annually
(k)	Final Public Inspection (including advertisement in appropriate local newspapers)	Treasurer/ SAC Finance	Annually

## **External Audit**

The timetabling of, and resource allocation to, External Audits are outwith the direct control of the Assessor and are subject to annual agreement.

### **3.6.2 Audit Plan**

<b>Item</b>	<b>Description</b>	<b>Ownership</b>	<b>Date/Recurrence</b>
(a)	Identify priorities for audit including areas of VJB management concern and internal audit priorities	Assessor	By agreement with Auditors
(b)	Develop and implement an Audit Plan taking account of both internal and external auditors	Assessor/OM	By agreement with Auditors
(c)	Co-operate with internal and external auditors in completion of audit plans	Assessor	As audit plan
(d)	Co-ordinate actions arising from audit recommendations	MT	As required

### **3.6.3 Performance Monitoring and Reporting**

<b>Item</b>	<b>Description</b>	<b>Ownership</b>	<b>Date/Recurrence</b>
(a)	Develop, implement and review a Reporting Framework to include a suite of performance reports relevant to key activities	HOVS	April annually
(b)	Collate established suite of Key Performance Indicators	Assessor/HOVS	Annually
(c)	Report KPIs to Scottish Government (via Scottish Assessors Association)	Assessor	Annually as requested by SAA.
(d)	Produce and publish Public Performance Reports	HOVS	Annually in June
(e)	Collate and submit Electoral Registration statistics (Form RPF 29) to ONS, GRoS	ERO/ PAO	Annually, in December (or on
(f)	Collate evidence for and report on Electoral Registration Performance	ERO / PAO	Annually or as required
(g)	Calculate Financial performance report for Electoral Commission Performance Standards	ERO/OM/SAC Finance	Annually July
(h)	Collate and submit suite of KPIs and in-house performance statistics to Management Team	PAO/ HOVS	schedule of MT meetings
(i)	Customer Satisfaction Survey Report	DA	Annually
(j)	Ad hoc reports	Various	As requested.

### 3.6.4 Management Team Meetings

Item	Description	Ownership	Date/Recurrence
(a)	Produce draft minutes for consideration by Management Team (and post on intranet as draft after initial scrutiny)	Assessor / OM	ASAP following monthly meetings
(b)	Approve minutes of previous Management Team meetings	MT	At following Meeting
(c)	Post approved minutes on SP	Assessor/OM	ASAP following meetings
(d)	Post approved minutes on AVJB website	HOVS	ASAP following meetings

### 3.7 Equal Opportunities

#### 3.7.1 Encouraging Equal Opportunities and Ensuring Compliance

Item	Description	Ownership	Date/Recurrence
(a)	Implement Equality Policies which incorporate Action Plans	HOVS	Continuously
(b)	Provide multi-language assistance on regularly used documents	HOVS	As required
(c)	Provide regularly used documents in variable formats	HOVS	As required
(d)	Subscribe to Language line facilities	HOVS	Annually
(e)	Ensure compliance with accessibility requirements	OM/MT	Continuously

### 3.7.2 Policy Review

Item	Description	Ownership	Date/Recurrence
(a)	Review Equality Policies inc delivery Shared and Board specific Equality Outcomes	HOVS	Continuously
(b)	Review Equal Opportunities Policy	HOVS	Annually
(c)	Review Recruitment and Selection Policies	OM	Annually
(d)	Ensure that all Policies are compliant with age, race, gender, disability etc principles	MT	As implemented or revised

### 3.7.3 Promotion of Equal Opportunities and Training

Item	Description	Ownership	Date/Recurrence
(a)	Train/Brief staff in all new and amended Policies	Line Managers	As required
(b)	Include aspects of equality in all Induction Policy/Procedures	Line Managers	As required
(c)	Provide "Language Line" training, including refresher training	HOVS	As required

### 3.8 Staffing and Personnel

#### 3.8.1 Development and Review of Personnel Policies

Item	Description	Ownership	Date/Recurrence
(a)	Review existing Personnel Policies for adoption and adaptation to VJB specific requirements.	Assessor / MT	As Required
(b)	Present suite of Policies to Joint Board for approval	Assessor/ HOVS	As required
(c)	Review all policies	SMT	As required
(d)	Update staff terms and conditions	Management Team	As necessary

### 3.8.2 Training and Development Policy

Item	Description	Ownership	Date/Recurrence
(a)	Maintain record of training	PA	Continually
(b)	Ensure training event appraisals are completed and collated	DA	Continually
(c)	Revise budget provision for training	Assessor	Annually
(d)	Review training and development policy	Management team	Ongoing
(e)	Valuer/Technician Training	DAs	As required
(f)	Provide training in preparation for new tasks, new systems, legislative and operational changes	Various	As required
(g)	Provide "language line" training including refreshers	HOVS	As required
(h)	Provide IT training	Various	As required
(i)	Provide Equalities training	HOVS	As required
(j)	Provide Induction training	OM & Line Managers	As required
(k)	Provide Health and Safety training	OM& Line Managers	As required
(l)	Provide on-going Training for IER	PAO/SAO/Admin. Officer	Continually
(m)	Provide Training on the Electoral Management System	External Company	As and when required

### 3.8.3 Finance and Budget

Item	Description	Ownership	Date/Recurrence
(a)	Prepare Year end accounts	Assessor and Accountant	March to June
(b)	Collate details of outstanding Holidays	OM	April
(c)	Final outturns for March	Accountant	April
(d)	Presentation to VJB of unaudited accounts	Treasurer	Annually
(e)	Final audit accounts to VJB	Treasurer	September
(f)	Analyse and prepare budget	Assessor/Treasurer	From November to January
(g)	Budget presented for approval by VJB	Treasurer / Assessor	January to February

### 3.9 Information Technology

#### 3.9.1 Business Systems Support

Item	Description	Ownership	Date/Recurrence
(a)	Liaise with Office Manager regarding IT inventory	PAO / ITDO	Annually and on hardware renewal
(b)	Analyse current IT related business processes to inform future development	Assessor/SMT/ ITDO	On going
(c)	Review existing IT strategy	Assessor/IT Team	Annually or as required

#### 3.9.2 Asset Refresh

Item	Description	Ownership	Date/Recurrence
(a)	Review PCs and other hardware which is faulty, obsolete, impeding performance or due (in terms of the IT Strategy) for replacement	Assessor/PAO	Annually, June/July
(b)	Investigate options for procurement, costs of replacement etc. for example via a joint framework	Assessor/PAO	Annually, June/July
(c)	Consider operational requirements, costs etc. and prioritise purchase plan for following year	MT	Annually, September
(d)	Complete budget bid and submit to Joint Board at budget planning meeting	Assessor	Annually, December
(e)	Procure items and install in accordance with required timetables.	PAO	As scheduled

### 3.9.3 Assessors Portal Project – Shared Service

Item	Description	Ownership	Date/Recurrence
(a)	Attend Portal Management Committee meetings in accordance with requirements of Project	PAO	Quarterly
(b)	Attend Project Team meetings in accordance with requirements of Project	PAO /ITDO	Quarterly
(d)	Attendance at Portal Design Working Group	PAO / ITDO	Quarterly
(e)	Prepare and implement data standards and conventions	PAO	As required
(f)	Links with local gazetteers	PAO	As required
(g)	Prepare and implement Business Process Improvements	Assessor	As required
(h)	Provide regular data uploads to Portal	ITDO	Weekly
(j)	Refresh Portal local content	PAO / ITDO	Continually

### 3.9.4 Web Site

Item	Description	Ownership	Date/Recurrence
(a)	Review general content and appearance of web site	MT/ITDO	Continually
(b)	Refresh to reflect changes to Publication Scheme	HOVS	At least annually
(c)	Update Public Performance Report	HOVS	Annually in May

### 3.10 Freedom of Information

#### 3.10.1 Freedom of Information Policy

Item	Description	Ownership	Date/Recurrence
(a)	Review Freedom of Information Policy	HOVS	By June annually
(b)	Review workloads created by FOI and procedures contained in Policy	HOVS	June annually
(c)	Review Publication Schemes, including various costs	HOVS	Annually June

#### 3.10.2 Freedom of Information Procedures

Item	Description	Ownership	Date/Recurrence
(a)	Review Records Audit	HOVS	Annually for June
(b)	Review Guidance to Staff on exempt categories	HOVS	Annually or in light of cases.
(c)	Report FOI requests, refusals, referrals etc. in accordance with Policy Statement	HOVS	Management Team meetings

#### 3.10.3 Codes of Practice

Item	Description	Ownership	Date/Recurrence
(a)	Review Codes of Practice issued in respect of FOI	HOVS	On receipt
(b)	Implement requirements of Codes of Practice	HOVS	As required

### 3.11 Key Partnerships

#### 3.11.1 Co-operation with Councils

Item	Description	Ownership	Date/Recurrence
(a)	Liaising with South Ayrshire Council Cleaning Service	OM	As required (annually)
(b)	Ad-hoc meetings with SAC personnel staff to review current issues and policy development	HOVS/OM	Continual
(c)	Correspondence or meetings with Councils to review access to corporate databases for electoral purposes	ERO /PAO	Annually July/August
(d)	Regular meetings with 3 councils about the joint electoral registration management system	ERO / PAO	Pre and post elections and as required

#### 3.11.2 Support Services - South Ayrshire Council

Item	Description	Ownership	Date/Recurrence
(a)	Liaise with representatives from HR Department	HOVS/OM/PA	Ad hoc basis
(b)	Ad-hoc meetings with representatives from HR Department	HOVS/OM/PA	Ad Hoc
(c)	Meetings and liaison with Internal Audit section	Assessor/PAO	As agreed
(d)	Liaison with VJB Accountant	Assessor	Normally Monthly
(e)	Liaison with Treasurer to the Board	Assessor	As required
(f)	Budget planning meetings with Treasurer/Accountants	Assessor	Annually in November/ December
(g)	Liaison with Clerk to the Board	Assessor	As required
(h)	Attend and participate in Corporate Address Gazetteer Project Meetings – This project has become the One Scotland Gazetteer and contact is now through the SAA Portal Project Management Committee	PAO	As required
(i)	Attend liaison meetings (GIS)	PAO	As timetabled

### 3.11.3 Association of Electoral Administrators

Item	Description	Ownership	Date/Recurrence
(a)	AEA AGM and Conference	Assessor / PAO/HOVS	Annually if required
(b)	Plenary Meetings of AEA	Assessor / PAO/HOVS	Quarterly
(c)	Other meetings of AEA	Assessor / PAO/AEA members	As required
(d)	Receipt of AEA Council meeting minutes and reports	Assessor / PAO	Quarterly

### 3.11.4 The Electoral Commission and Electoral Management Board (EMB)

Item	Description	Ownership	Date/Recurrence
(a)	Receipt of Electoral Commission Circulars	ERO/PAO	Regularly
(b)	Receipt of Electoral Commission Alerts	ERO/PAO	Regularly
(c)	Meetings, Working Groups, and focus groups	Management Team	Regularly
(d)	Receipt of EMB circulars	ERO/SAO	As required or as invited
(e)	Attendance at EMB meetings	ERO/PAO	as invited
(f)	Reports for EMB	ERO/PAO	as invited

### 3.11.5 External Suppliers

Item	Description	Ownership	Date/Recurrence
(a)	Investigate printing of canvass stationery	PAO	Annually, in May
(b)	Meetings/Liaison with suppliers of postal services etc	PAO	As required
(c)	Meetings/Liaison with suppliers of services, fixtures and fittings, including photocopier, water supplies etc	OM	As required
(d)	Review building security arrangements	PAO/OM	Annually in February
(e)	Review cleaning service annually	Assessor/OM	Annually in November for budget

### 3.12 Miscellaneous

#### 3.12.1 Miscellaneous Initiatives

Item	Description	Ownership	Date/Recurrence
(a)	Review Electoral Canvass procedures	ERO/ PAO	March to April Annually
(b)	Although the CORE Project to create national Electoral registration hub has been abandoned in favour of IER we must still comply with electoral data standards (This is unaffected by suspension/abolition of CORE)	ERO/ PAO	Continually
(c)	Amend Data Transfers, comply with Data Standards and implementation of all aspects of the SAA Portal Project	PAO / IT Team	As per the SAA Portal Project Plan
(d)	Individual Registration Project liaison with Cabinet Office and other EROs	ERO/ PAO	As required

#### 3.12.2 Local Authority and Electoral Boundary Changes

Item	Description	Ownership	Date/Recurrence
(a)	Effect changes to Ward Boundaries and Polling district Boundaries	PAO	As required
(b)	Input to and respond to future changes, drafts etc	ERO/ PAO	As required

#### 3.12.3 Corporate Address Gazetteers

Item	Description	Ownership	Date/Recurrence
(a)	Attend and participate in Corporate Address Gazetteer (CAG) Project Meetings	PAO	As timetabled
(b)	Amend System, cleanse and match data, to receive and utilise outputs from Corporate Address Gazetteers	PAO	As required
(c)	Amend Business Processes to facilitate use of CAG data and contribute to the maintenance procedures of CAGs	PAO	To align with CAG implementation

References:

Document Name
Joint Boards Governance and Performance Framework
Corporate Plan
Corporate Risk Register
Scheme of Delegation
Financial Regulations
Code of Conduct