

2025 -2026

Corporate & Service Plan



MISSION & VISION

Lothian Valuation Joint Board's **mission** is to ensure best value and provide professional valuation and electoral registration services for its stakeholders.

Our **vision** is to provide valuation and electoral registration services in accordance with statute at levels of excellence which exceed expectations.

In order that we fulfil our Mission and achieve our Vision we will: -

Ensure that our services are delivered in accordance with all statutory requirements

Plan service development and delivery in accordance with the principles of Best Value.

Take individual and collective responsibility for the services provided by LVJB.

Monitor and report performance levels to stakeholders.

Integrate Equalities issues into all aspects of our service provision.

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

Create an environment of continual improvement.

Strategic Aims

1. To ensure timeous publication and maintenance of the **Valuation Roll**.
2. To ensure timeous publication and maintenance of the **Council Tax List**.
3. To ensure timeous publication and maintenance of the **Electoral Register** and registration services at elections.
4. To develop, prepare and publish reports to improve customer knowledge and ensure attainment of good **Community Focus**.
5. To set standards and undertake corporate improvement in **Service Delivery Arrangements** and review the performance management and planning framework to ensure continuous improvement.
6. To deliver changes and improvements identified under our **Continual Improvement Programme** and through the ongoing process of **Structure and Process** review.
7. To review, monitor and maintain organisational **Risk Management and Internal Controls** to ensure efficient and effective delivery of service.
8. To develop, adopt and review formal documentation and systems to ensure **Standards of Conduct** are adhered to.
9. To plan and deliver an **organisational development strategy** considering corporate initiatives to ensure efficiency and quality of service delivery.
10. To engage in **key partnership working** to ensure the integrated delivery of efficient government.
11. To attract, retain and reward quality staff by valuing them through a structure of **HR strategies**.
12. To lead the necessary policies and interventions to support the **Health, Safety, and Wellbeing** of all LVJB employees.

No.	Strategic Aim	Performance Measure	Operational Objective	Responsibility
1	To ensure statutory duties are carried out for maintenance of the Valuation Roll .	Maintain Valuation Roll in line with statutory requirements.	Maintain and update survey records in line with relevant guidance and practice.	Assistant Assessor/Principal Surveyors
			Consider planning and building warrants and take appropriate action to maintain records	
			Prepare valuations in line with practice notes and 'tone' evidence.	
			Update VR daily, issue Valuation Notices daily; provide updates to constituent authorities Finance Departments weekly.	
		Dispose of Revaluation & running roll proposals and appeals.	Continue a programme to update rental, cost and turnover analysis ensuring the accuracy of the Roll supporting 3 yearly revaluations.	Assistant Assessor/Principal Surveyors
			Engage with appellants and their representatives in line with legal requirements and LVJB standards.	
			Monitor disposal progress, reduction levels and reasons for reduction.	
		Continue preparations for Revaluation 2026	Monitor and ensure amendments are processed timeously.	Assistant Assessor/Principal Surveyors
			Ensure compliance with the Scottish Courts and Tribunals Service (SCTS) and maintain a high quality of service in the preparation of cases.	
			Continue to develop all necessary timetable and implementation plans.	
			Ingather relevant information and where required use the Civil Penalty process.	
		Audit processes, procedures and values.	Continue to review valuation practices and procedures.	Governance Team
			Continue to assess and improve communication and engagement protocols	
			Further develop the proposals system and procedures to support tribunal service requirements	
Further develop IT systems, applications and communications.	Audit valuation processes, procedures and issued values.	Corporate Leadership Team		
	Audit proposal processes, procedures and outcomes.			
Continue with project planning and implementation in respect of changes required under legislative or procedural change.	Consider and review presented audit report findings.	Assistant Assessor/Principal Surveyors /ICT		
	Review and further develop valuation applications with particular attention to the successful delivery of 3 yearly revaluations.			
	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.	Maintain 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 statutory maintenance of the Council Tax List.	Maintain the Council Tax List in line with statutory requirements.	Ingather and analyse sales evidence.	Principal Surveyors/Divisional Valuers		
			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.			
				Dispose of proposals & appeals.	Update CT daily, issue band change notices daily and notify constituent authorities Finance Departments weekly.	Principal Surveyors/ Divisional Valuers
					Correspond with appellants in line with legal requirements and LVJB standards.	
					Administer all proposals and appeals properly and commence the process of timetabled disposal in association with the SCTS	
				Audit processes, procedures and Bands.	Monitor band reductions.	Principal Surveyors/ Divisional Valuers
					Ensure amendments are processed timeously.	
					Audit valuation processes procedures and issued values.	
				Further develop IT systems, applications and communications.	Audit proposal processes, procedures and outcomes.	Governance Team
					Consider presented audit report findings.	
				Review & maintain performance.		Corporate Leadership Team
		Continue to review the processes associated with new housing entering the Council Tax list, with continued development of the mobile survey function.				
			Ensure all new and amended information is recorded as electronic data.	Principal Surveyors/ Divisional Valuers/ICT		
			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			
3			Publish the Electoral Register in paper format and electronic format.	Electoral Registration Officer (ERO)		

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

		Audit processes, procedures and accuracy to ensure quality registration delivery.	Audit name changes to ensure accuracy.	Head of Administration/Governance Team		
			Consider all audit reports for appropriate actions.			
		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 2026	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			
		4	To develop, prepare and publish reports to improve customer knowledge and ensure attainment of good Community Focus .	Prepare and publish statutory reports.	Annual assessor's report on performance & target setting.	Assessor/Head of Governance
					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				Head of Governance	
Develop and improve customer targeted policies	Oversee development of performance statistical analysis and monitoring.			Corporate Leadership Team		
	Monitor adherence to equality principles.				Head of Governance/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.	Liase with universities, further education establishments and schools to maximise student registration	Head of Administration
			Liase 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		
5	To set standards and undertake corporate improvement in Service Delivery Arrangements and review the performance management and planning framework to ensure 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.	
			Monitor, analyse and report on VR performance at Technical Management and Governance Committee 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.	
			Monitor, analyse and report on CT performance at Technical Management and Governance Committee 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 Electoral commission.	
			Monitor, analyse and report on ER performance at Admin Management and Governance Committee meetings.	
		Prepare, implement, monitor and review of Corporate and Service Plan.	Monitor Corporate and Service Plans.	Corporate/Wider Leadership Team
			Ensure adherence to Service Plan and Performance Indicators.	
Monitor the implementation of the Management of Capability procedure to ensure it meets organisational requirements.				
6	To review roles, responsibilities,	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.	Assessor/Treasurer

	Structures and Processes to ensure effective balance of responsibility and authority.	Implement and progress the objectives of the Continual Improvement Programme	Continue to review process and procedures seeking efficiencies and improvements.		Corporate/Wider Leadership Team	
			Continue to develop and implement the strategic direction of the organisation and realise required cultural change identified under CIP.		Corporate/Wider Leadership Team	
			Use the MyPath performance management system across the organisation, to enable objective delivery and efficient deployment of services.		Corporate/Wider Leadership Team	
			Continue to identify potential staffing and non-staffing cost savings, further develop strategic objectives, increased performance & sustained service delivery		Corporate/Wider Leadership Team /LVJB	
			Undertake a review of the current improvement programme to reflect on positive & negative aspects of objective delivery to date. Moving forward, consider what changes are required to further develop CIP.		Corporate/Wider Leadership Team	
7	To review, monitor and maintain organisational Risk Management and Internal Controls to ensure efficient and effective delivery of service.	Review the activities of the Governance Strategy Group (GSG)	Monitor progress of topics/actions raised and discussed in the GSG		Assessor/GSG	
			Continue to 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 presentational aspects of risks registers including effectiveness of providing accurate information of progress on mitigation and status of risk		Governance Team
				Consider risks within each service delivery planning timetable on an ongoing basis.		Corporate/Wider Leadership Team
				Consider risks as legislative changes are introduced and those derived from budget and other organisational challenges.		
			Assess	Consider likelihood v impact and apply appropriate red, amber or green rating		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
			Liaise with the treasurer to the Board to ensure appropriate monitoring and accounting.	Assessor
			Review risk registers at Governance Committee meetings and report relevant matters of risk to the Corporate Leadership Team	Corporate Leadership/ Governance Committee
		Report risks to LVJB and review Risk Management Cycle as required.	Report to Board on identified key risks on a quarterly basis as part of progress report.	Assessor
			Report to Board on budget variances on a quarterly basis as part of progress report.	Assessor/Treasurer
			Provide Board with Annual Governance Report	Head of Governance
		Maintain Quality Assurance audit activity and undertake joint working with internal and external audit.	Submit external & internal auditors' reports and actions carried out resulting from recommendations to the Board.	Head of Governance
			Prepare monthly QA reports for Governance Committee review	Governance Team
		8	To develop, adopt and review formal documentation and put in place appropriate systems to ensure Standards of Conduct are adhered to.	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 legal requirements e.g., Records management, FOI, Data Protection, Equal Opportunities etc. on a day to day basis and assess at Governance Committee meetings.			Corporate Leadership Team /Head of Governance
	Ensure Complaints policy and procedures meet required standards, and all complaints are monitored, reviewed and acted upon 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			Assessor/Head of Governance

			Report on items raised as appropriate.	
		Provide management, guidance and support timeously.	<p>Ensure that policies are reviewed regularly, advised to the Board and staff briefed.</p> <p>Monitor adherence to the Policy review timetable and encourage Unison input and consultation.</p> <p>Ensure that appropriate guidance is developed, and training given for new tasks introduced.</p> <p>Ensure that all policies are available on the LVJB intranet</p> <p>Ensure an appropriate support structure is in place for all employees</p>	Corporate Leadership Team
9	To plan and deliver an organisational development strategy considering corporate initiatives to ensure efficiency and quality of service delivery.	Continue the implementation and development of CIP and future strategic objectives	Undertake the development of 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	
			Develop the use of tools for accurate resource planning and load balancing of tasks	Corporate Leadership Team
			Review the CIP and consider areas of required improvement/modification to further evolve the programme	Corporate Leadership Team
		Implement, maintain and review the Corporate & Service Plan	Prepare the annual Corporate & Service plan and present to LVJB.	Corporate Leadership Team
			Ensure staff awareness of the Corporate & Service plan and their role within it.	
			Monitor compliance with the Corporate & Service plan on a continual basis and assess at Corporate Leadership Team meetings.	
		Deliver continued corporate improvement	Review internal performance indicators and update KPIs to ensure improvement.	Corporate Leadership Team
			Monitor performance improvement and report at corporate meetings & LVJB.	
			Monitor and report absence levels to measure improvement.	
Baseline CLT objectives against the Management of Capability Procedure to ensure organisational performance targets are met on a sustainable basis				
10		Encourage partnership working with constituent authorities.	Continue partnership working with Finance departments of the 4 authorities.	

	To engage in key partnership working to ensure the integrated delivery of efficient government.		Continue partnership working with the Returning Officer staff of the 4 authorities.	Corporate/Wider Leadership Team
			Continue partnership working with the Treasurer to LVJB.	
			Continue partnership working with Planning and Building departments of the 4 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.			
11	To attract, retain and reward good staff by valuing them through a structure of HR strategies .	Motivated, effective, confident, engaged, and inspiring staff workforce.	To plan and resource the organisation with a flexible, agile, and sustainable workforce through the development of a core staffing structure and 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.	
			To be an employer of choice and ensure LVJB has a reputable and sought-after employee value proposition to attract, recruit and retain ambitious, confident, and inspiring staff.	
			To embed performance management and enhancement through MyPaTH and to move towards and sustain a culture of high performance supported by clear objectives for achieving optimum performance of all staff.	
			To 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.	
12	To lead the necessary policies and interventions to support the Health, Safety, and	Provide all necessary health, safety and wellbeing advice and support to LVJB staff.	To maintain a culture of mutual trust and respect between senior management, HR, and all staff, ensuring that we all work together as efficiently and respectfully as possible. This is achieved through a suite of robust, fair, and equitable HR policies and procedures, established via staff and union representative consultation.	HR Manager
			To schedule and chair regular Health & Safety Committee meetings and take ownership of associated actions.	

	<p>Wellbeing of all LVJB employees.</p>	<p>Maintain & develop all HR procedural documentation & information</p>	<p>To prioritise supporting good mental health and wellbeing via the initiatives, strategies and resources set out in our Mental Health Action Plan. Provide leadership to nurture a workplace culture which is favourable to our employee maintaining good mental health and wellbeing. Encouraging employees to participate in practices and behaviours which support good mental health and being accountable by analysing relevant data and proactively making positive changes as required.</p> <p>Review all Health and Safety policies, procedures, and practices in accordance with legislation and best practice.</p>	
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