

# CORPORATE PLAN

## Priorities for 2015-18



*This document outlines the priorities of Ayrshire Valuation Joint Board in 2015 and the key areas which will be targeted and work undertaken to deliver our service plan for 2015-2018. The 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.*



## Who are we ?

### *Our Background:-*

Ayrshire Valuation Joint Board was established by the Valuation Joint Boards (Scotland) Order 1995 to carry out the valuation functions of East Ayrshire, North Ayrshire and South Ayrshire Councils. It came into existence on 1<sup>st</sup> April, 1996 and was also given the responsibility of carrying out Electoral Registration on behalf of the three constituent authorities.

The composition of the membership of the Board is determined by the above Order and consists of 5 Councillors representing East Ayrshire Council, 6 Councillors representing North Ayrshire Council and 5 Councillors representing South Ayrshire Council.

### *The Assessor & Electoral Registration Officer:-*

In order to carry out the valuation and registration functions, the Joint Board is required by law to appoint an Assessor who is an independent statutory official and who will also be a Chartered Surveyor. The Assessor has also been appointed by the three constituent councils as Electoral Registration Officer. In pursuit of these duties the Assessor and Electoral Registration Officer is answerable to the Courts in terms of valuation or registration decisions.

Additionally, the Assessor and her senior staff are members of the Scottish Assessors' Association (SAA). The Association was instituted in 1975 at the time of local government reorganisation and is the successor body to the Association of Lands Valuation Assessors of Scotland. A voluntary organisation, the Association aims to facilitate, through a series of Committees and associated Working Groups, a consistency of approach in the administration of the valuation, council tax and electoral registration services.

The SAA also liaises, through regular harmonisation meetings, with the Valuation Office Agency (VOA) in England and Wales, the Northern Ireland Lands and Property Services (NILPS) and the Republic of Ireland's Valuation Office (RIVO). This allows all fourteen Assessors to work together efficiently towards improving service delivery.

## What do we do?

The Joint Board, through the office of the Assessor and Electoral Registration Officer, carry out three main functions:-

-  Produce and maintain the Valuation Roll.
-  Prepare and maintain the Register of Electors.
-  Produce and maintain the Valuation List which sets out the banding of all dwellings for Council Tax.

## Who are our Stakeholders?

- ✚ The people of Ayrshire
- ✚ Staff of the Joint Board
- ✚ The Joint Board
- ✚ The 3 Unitary Authorities
- ✚ Other Partners
- ✚ Scottish & National Organisations
- ✚ Scottish Assessors' Association

## What is our Mission & Vision?

As an independent Local Government organisation, Ayrshire Valuation Joint Board's **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.

## What are our Aims & 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 (Public Performance Report, KPIs)
- ✚ Integrate Equalities issues into all aspects of our service provision
- ✚ Build on our achievements to date

## Our Values

- ✚ Independence
- ✚ Integrity
- ✚ Valuing all stakeholders
- ✚ Quality
- ✚ Co-operation
- ✚ Partnership Working
- ✚ Great Communication

## Our Resources

Staff Numbers:

50 staff representing a full time equivalent of 42 (approx.)

Budget: £2,223,897

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## Our Responsibilities

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### Valuation Roll

- 13,700 (approx.) non-domestic properties
- Net Annual Value £298,000,000 (approx.)
- Compile the Valuation Roll for each Revaluation
  - Maintain & Update the Valuation Roll
    - Disposal of all appeals
  - Meet all related Statutory Deadlines

### Council Tax List

- 179,000 (approx.) dwellings
- Preparation of the Council Tax Valuation List
- Maintenance of the Council Tax Valuation List
  - Disposal of Proposals & Appeals
  - Point of Sale Band Investigations

### Electoral Register

- 300,000 (approx.) Electors
- Prepare the Register of Electors
- Maintain the Register of Electors
- Carry out an annual canvass, changing methodologies to meet the demands of IER
  - Change and adapt to meet the challenges of Individual Electoral Registration
    - Prepare the Register for all elections/referendums
      - Maximise Registration

## Organisational and Management Focus

Our vision will drive the organisation forward and will direct our improvement priorities as an organisation. Our aim will be to deliver a quality service to all stakeholders whilst valuing our people who are at the forefront of the organisation.

The Joint Board faces major challenges over the coming months and years ahead, including the 2017 Revaluation; various elections over the coming years and possible changes in local taxation which may impact on Council Tax. With this comes resource pressures coupled with meeting the challenging financial conditions that currently exist in funding. When making spending decisions we must make better use of scarce resources and best value will be at the heart of everything we do.

In meeting our aims and the challenges we face we will focus on five strategic objectives and from these objectives a number of priorities have been identified. These objectives will be met through:-

- ✚ **Sound Financial Management:** monitoring & controlling the budget(s);
- ✚ **Appropriate Governance:** policies & procedures which are up to date and fit for purpose; draw on best practice from similar organisations;
- ✚ **Planned Budgets over a rolling 3 year cycle:** agreed with the Treasurer to the Board and elected Board Members;
- ✚ **Value for Money:** maximise efficiencies and effectively manage our resources to reduce costs while maintaining quality;
- ✚ **Valuing People:** we empower and support our people to be motivated, highly skilled and perform well in order to deliver continuous improvement. We will engage with the healthy working lives initiative to support colleagues; we will support the youth employment agenda; we will support career development for staff where appropriate;
- ✚ **Information Technology:** manage information and innovate & improve systems to deliver excellence in service delivery; Workload Manager; Portal Development; Website Development; Publication Scheme expanded;
- ✚ **Ensure we operate as one organisation delivering to all Ayrshire.**

## Our Strategic Objectives

**Our five core strategic objectives are:-**

1. Service Delivery In Accordance With Statutory Requirements
2. Best Value and Continuous Improvement
3. Monitor and Report Progress
4. Sound Governance
5. Supported and Motivated Colleagues

# Strategic Objective 1

## Service Delivery In Accordance With Statutory Requirements

### Aims

Our aim is to ensure that all of our services are delivered collectively and individually in accordance with all statutory requirements.

### Priorities

- Continue to implement Maximising Registration
- Deliver all ERO functions in connection Elections & Referendums
- Continue to meet the challenges of Individual Electoral Registration
- Ensure completeness and accuracy of the Electoral Register
- Continue to maintain and update the Valuation Roll
- Dispose of all remaining 2005 and 2010 Revaluation Appeals
- Dispose of all remaining 2010 Running Roll Appeals
- Begin preparation and deliver the 2017 Revaluation
- Continue to maintain and update the Council Tax Valuation List
- Dispose of all outstanding Council Tax Proposals and Appeals
- Introduce an internal Key Performance Indicator for all houses where the band has been increased following alterations and a subsequent sale

## Strategic Objective 2

### Best Value and Continuous Improvement

#### Aims

Our aim is to plan service development and delivery, in consultation with our stakeholders, in accordance with the principles of best value and continuous improvement.

#### Priorities

- Maximise efficiency and effectively manage our resources
- Continue to operate planned budgets over a three year cycle
- Work closely with the Treasurer to the Board and Elected members when considering budget matters
- Ensure our mission, vision and strategic direction are effectively communicated to staff and all stakeholders
- Maintain our commitment to effective partnership working
- Continually review the management of resources across all functions of the Board
- Introduce an electronic Work Load Manager System
- Further develop our Information Technology facilities e.g. develop systems to accommodate 2017 Revaluation, monitor and review our Electoral Management System, further develop the AVJB website etc.
- Embrace modern methods of communication e.g. Facebook, Twitter etc.
- Partnership work

## Strategic Objective 3

### Monitor and Report Progress

#### Aims

Our aim is to regularly and comprehensively monitor and report performance to our stakeholders.

#### Priorities

- Set robust performance objectives and thereafter continually monitor and review those targets
- Effectively communicate performance objectives to all staff
- Encourage colleagues to engage and embrace in the process of meeting and exceeding performance targets
- Use all available resources to effectively communicate to all stakeholders our performance targets and progress achieved in meeting those targets
- Introduce Performance Development Reviews to feed back to staff individual progress and meet training needs

## Strategic Objective 4

### Sound Governance

#### Aims

Our aim is to integrate our Governance responsibilities, such as FOI, Complaints, Equalities etc, into every aspect of our service delivery.

#### Priorities

- Recognise that sound governance practices are fundamental to our service delivery
- Continue to review and modernise our Policies and Procedures
- Maintain and update our Service Level Agreements with each of the three Ayrshire Councils
- Develop a Service Level Agreement with South Ayrshire Council for the corporate services
- Embed equality and diversity issues in all of our practices
- Continue to monitor and report all complaints received in accordance with our Model Complaints Procedure
- Continue to respond timeously to all requests for information received under Freedom of Information legislation
- Continue to input all relevant information to the Scottish Information Commissioner's database of FOI and EIR requests
- Continue to have Health & Safety issues at the core of our service. We will therefore maintain and update our Risk Register, Business Continuity Plan, Fire Safety Plan etc
- Continue to support the Youth Employment Agenda
- Implement, where appropriate, all external and internal Auditor recommendations and actions
- Further develop partnership working

## Strategic Objective 5

### Supported and Motivated Colleagues

#### Aims

Our aim is to recognise the key role our colleagues play in the delivery of our services. We also aim to continue to recognise and encourage innovation, engagement and achievement.

#### Priorities

- Effectively communicate to all colleagues that they are the Board's most important asset
- Continue to introduce colleague centred Policies and Procedures
- Upgrade the Board's premises and equipment to provide a better working environment
- Continue to provide training and development opportunities
- Introduce Healthy Working Lives Initiative
- Introduce colleague Personal Development Plans

## How will we do it?

In order to meet these Strategic Objectives we will focus on certain key areas:-

<b>Value for money:</b>	Maximise efficiency and effectively manage our resources.
<b>Management of Knowledge:</b>	Explore new ways of managing existing information & develop new sources of information.
<b>Value our People:</b>	Support and develop our people to be motivated, highly skilled in order that they perform well, benefiting the individual and the organisation.
<b>Innovation:</b>	Encourage our people to look at what we do and how we do it - developing new and improved working practices as we evolve.
<b>One Organisation:</b>	We work together to deliver excellence in service delivery throughout Ayrshire as one organisation.

## Monitoring Our Progress

### Monitoring Our Progress

This Corporate Plan sets out our strategic objectives and priorities for the period 2015 to 2018.

It is just one of many policies, plans and strategies that interface with each other to allow us to achieve our overall aims and objectives.

The position of the Corporate Plan relative to other plans and strategies is shown in Diagram 1 below. Like all other plans and strategies, the Corporate Plan will be discussed at each meeting of the Assessors Senior Management Team. In addition the Corporate Plan will be reviewed and updated on at least an annual basis. Progress will thereafter be reported to all stakeholders.

Overall delivery of the Corporate Plan rests with the Assessor and Electoral Registration Officer with the support of her Senior Management Team.

**Diagram 1 - PLANNING FRAMEWORK**



## Further Information

If you have any queries on the content of this Plan, or wish to enquire or discuss the work of Ayrshire Valuation Joint Board please use the following sources to get in touch with us.

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If you require a copy of this Plan in an alternative format and/or language please contact us on:-  
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