



*Dunbartonshire and Argyll & Bute
Valuation Joint Board*

Service Plan 2024-2027

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Part One – Service Function

1.0 Introduction

Dunbartonshire and Argyll & Bute Valuation Joint Board (“the Board”) is vested with the functions of the valuation authorities of Argyll & Bute, East Dunbartonshire and West Dunbartonshire. The Board, through the Electoral Registration Officer, also carries out the Electoral Registration functions for the three Council areas.

The Assessor is responsible creating and maintaining Valuation Rolls which are used for non-domestic rating purposes, and for compiling and maintaining the Council Tax Valuation Lists. The Electoral Registration Officer is responsible for the compilation of Electoral Registers, Absent Voting Lists, and for issuing Voter Authority Certificates.

The primary service functions are the compilation, publication and maintenance of Valuation Rolls, Council Tax Valuation Lists and the Register of Electors.

As at April 2024, the service has a total of 49.23 full-time equivalent permanent staff and 5 temporary staff. Staff are normally situated in two main locations, at 235 Dumbarton Road, Clydebank and Kilbrannan House, Bolgam Street, Campbeltown. The Campbeltown office, in turn, has a sub-office/store at the Old Quay Pier Building, Campbeltown.

Since the last service plan was written, the Board implemented an Agile Working Policy. This has resulted in a number of our staff working flexibly away from the office for part of their working week.

The Joint Board operates a 3-year Service Planning cycle with interim updates being produced annually. A number of significant changes have taken place since the 2021-24 Service Plan was approved:-

- Revaluations now take place every three years (previously every five years), with a one year tone date (previously two years).
- A draft Revaluation Roll must be delivered by 30 November in the year before a Revaluation Year. This includes sending notices to all PTOs in the Roll.
- An annual check of self-catering properties requires to be undertaken to establish if new rules for staying in the Valuation Roll are satisfied for each financial year.
- A requirement on Assessors to provide ratepayers with certain information to help their understanding of how their rateable value was calculated.
- A new 2-stage proposal and appeals process has replaced the previous 1-step procedure for challenges to entries in the Valuation Roll.
- New powers for assessors to send Notices to a range of persons, requiring those persons to provide such information as the assessor may need for the purpose of valuing the lands and heritages referred to within the notice.
- Civil Penalties are to be applied for failure to comply with the requirements of such Assessor Information Notices (AINs) and there is provision for an appeal against the imposition of a penalty to be made to the Scottish Courts and Tribunals Service.
- A requirement on the Board to report to Scottish Government on the number of Assessors and the availability of resources available from 2025 and three-yearly thereafter.

- The last date for disposal of an appeal against the 2017 Roll which sits with the LTC has been extended to 31 December 2024.
- The UK Government brought in to law the Elections Act 2022 which aims to deliver on a number of its 2019 Manifesto commitments. Changes include:-
- The requirement to provide Identification to vote at reserved elections. Where a person has no suitable ID, they can apply to the ERO for a Voter Authority Certificate. This new work stream requires the ERO to decide on applications, and approve the issue of Voter Authority Certificates.
- Absent Vote applications are able to be made online (for the UK Parliamentary Register only).
- Absent Voters on the UK Parliamentary Register are now required to reapply for their absent votes every three years.
- The extension of the overseas voting franchise by removal of the existing 15 year limit on overseas electors' right to vote in UK Parliamentary elections.
- Notably, these changes only apply to UK elections and do not apply to the Local Government Register. Thus, a divergence in policy and administration has had to be resourced.
- The Board appointed a new Assessor following the retirement of the previous Assessor after more than 18 years of service.
- Four other posts in the Management Team have also been filled, with only one member of the Team remaining from when the last Service Plan was written.

This plan is based on confirmed requirements but an awareness will be maintained of possible developments which are likely to arise from current UK and Scottish Government Policies. An example includes the Scottish Governments Electoral Reform Bill, and the intention to reform the Council Tax, possibly by carrying out a Revaluation.

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 which the Assessor has established for each property. These annual values form the basis for non-domestic rates charges. The Roll is published annually and updated weekly.

The Assessor is required to complete a Revaluation of all non-domestic properties within the Valuation Roll, previously on a 5-yearly basis. The next Revaluation is now scheduled to take effect on 1 April 2026, based on a Valuation date of 1 April 2025. The Assessor is now duty bound to publish a draft Revaluation Roll ahead of the Revaluation and this, and the issue of corresponding Draft Valuation Notices will take place in November 2025.

At 1 April 2024 the Valuation Rolls for the three council areas contained 15,097 subjects, with a total rateable value of £394,181,010.

The Assessor is also responsible for the valuation of the gas utility networks for all-Scotland and 3 values totalling £100,150,000 (included in the above rateable value) are currently entered in the Valuation Roll for West Dunbartonshire, in respect of these subjects.

At time of writing 3,512 Revaluation appeals arising from the 2017 Valuation Roll (98.5% of those submitted) have been disposed of, leaving 57 outstanding. The remaining appeals are currently sitting with the Upper Tribunal of the Local Taxation Chamber, having transferred from the Lands Tribunal for Scotland in April 2023.

1,330 'running roll' appeals remain outstanding with the majority of these being related to the COVID outbreak and having a disposal date of 31 December 2024.

The 2023 Revaluation saw a change to the appeals system, with a new 2-stage process now in place. In a similar fashion to Council Tax, the first step is by way of a Proposal to the Assessor. 1,258 such Proposals were made, which require to be responded to with a Decision Notice by the end of September 2025.

During 2024, much of our focus will be on the disposal of valuation appeals which are being cited for hearing by the Local Taxation Chamber, and to considering and responding to new Proposals. Toward the end of the year, information gathering will ramp up as we approach the Tone date for the 2026 Revaluation.

1.2 Council Tax Valuation List

The Council Tax Valuation List is a list of all domestic properties upon which Council Tax charges are based. It is published annually and updated weekly.

Each dwelling is placed in one of eight broad valuation bands according to its estimated market value as at 1 April 1991.

At 1 April 2024 there were 148,497 properties in the Council Tax Valuation Lists for the Joint Board area.

At time of writing 319 Council Tax proposals/appeals were outstanding.

1.3 Electoral Registration Function

The Register of Electors contains the names of all persons resident within the area and eligible to vote at UK Parliamentary, Scottish Parliamentary and Local Government Elections. It is published annually, normally by the 1st December, and is updated on a monthly basis.

The Revised Register is updated following a canvass of all households, which is normally carried out during July - November each year. At publication of the registers on 1 December 2023, the total electorate of the Joint Board area was 224,595.

An Edited, or 'Open' Register of Electors, which is made available for a variety of purposes, is also prepared and maintained.

Election Registers and Absent Voter Lists are provided to relevant Returning Officers for elections and referenda.

1.4 Other Functions

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

Corporate Governance procedures and practices and a Local Code of Good Governance have been implemented and are adhered to at Member and official level. These will be continually reviewed and updated with particular reference being made to such good practice and good governance guidance as is provided by Audit Scotland. In particular, an annual self-assessment of the Board's Good Governance arrangements will be completed and reported to the Joint Board. Risk Management forms an integral part of the corporate governance framework.

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

DABVJB 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 operation.

In accordance with the Equality Act 2010, DABVJB discharges its functions in a manner which eliminates discrimination, harassment and victimisation. It also advances equality of opportunity and fosters good relations between persons with protected characteristics and persons who do not share them.

The Valuation Joint Board recognises its staff as valuable assets and key stakeholders. Financial pressures (see later), however, require that staffing levels and structures are reviewed on an on-going basis and the effects of any changes will require to be monitored and managed. Since 2020 the Board has formalised this process through the development of a Workforce Plan.

Proper financial procedures and practices, including annual budgeting, longer term projections, monthly monitoring and public reporting, are in place. The expected ongoing tightening of public sector spending is likely to have a significant effect on all aspects of the Board's financial planning and use of resources throughout the period of this Service Plan.

The services of DABVJB will continue to be supported and improved on through the application and development of Information Technology systems in accordance with the approved ICT Strategy.

In accordance with Section 23 of the Freedom of Information (Scotland) Act, both the VJB and the Assessor comply with the requirements of the local government Model Publication Scheme. A Guide to Information has been published and updated and the requirements of the request for information regime are complied with.

DABVJB operates in an increasingly complex environment and continues to develop a range of key partnerships and stakeholder relationships.

In compliance with the Public Records (Scotland) Act 2011, The Joint Board's Records Management Plan was approved in February 2016, subject to an Action/Improvement Plan. Implementation of the Improvement Plan is ongoing and progress is reported to The Keeper through the Process Update Review process.

The Joint Board will actively manage its property assets to minimise expenditure, maximise income and react to external changes.

Part Two – Core Objectives

The criteria for the planning, management, monitoring and reporting of the three main areas of function are included in Part Four, 'Performance Management'. Reference should also be made to the Valuation Joint Board's Reporting Strategy document for details of monitoring and reporting arrangements for other areas of operation.

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. Valuation Notices will be issued to all Proprietors, Tenants and Occupiers and all relevant changes will be notified to the billing authorities timeously.
- 2.1.2 Revaluation appeals will be disposed of in accordance with the legislative timetables. The statutory timetable for disposal of 2017 Revaluation appeals is 31 December 2024. Disposal of these, and running roll appeals will be a main focus for our valuation function during the early period of the Service Plan.
- 2.1.3 Running roll appeals will be disposed of on an ongoing basis in accordance with the Valuation Timetable Order (as amended). Priority will need to be given to those that are cited for hearing by the Local Taxation Chamber, with at least 13 hearings scheduled so far for 2024.
- 2.1.4 A number of appeals in respect of the 2005, 2010 and 2017 Valuation Rolls, which were referred to the Lands Tribunal for Scotland, have now been transferred to the Upper Tribunal of the Local Taxation Chamber. The issues in the majority of these cases are national and it is likely that DABVJB staff will be involved in the work of collating and analysing evidence. There may well be legal costs incurred in disposing of these appeals which will be shared with other Assessors.
- 2.1.5 Revaluation proposals, will be disposed of in accordance with the legislative timetables. The statutory timetable for disposal of 2023 Revaluation Proposals, 30 September 2025. Disposal of these will be a main focus for our valuation function during the early period of the Service Plan.
- 2.1.6 Proposals against Running Roll entries in the Valuation Roll continue to be received. In addition, a Proposal can be made on the basis of a MCC having occurred, where there is a statutory error in an entry, or where a person has become a PTO of a property within the last 4 months. These Proposals will require to be added to systems, and dealt with by statutory deadlines, which will change depending on when the Proposal is submitted.
- 2.1.7 Subsequent appeals against Proposal Decision Notices will be notified to us by the LTC. The scheduling of appeals by the Local Taxation Chamber introduces a huge unknown in terms of the timing and volume of workload that will be faced by the

Valuation team. This provides a large degree of uncertainty in service planning, for a process which is very labour intensive, and requires experienced (qualified) valuation resource.

- 2.1.8 In preparation for the 2026 Revaluation, the Assessor's staff will continually ingather and analyse rental (and other) information pertinent to valuation. Once collated the rents and other relevant information will be analysed as appropriate and used to form the basis of the valuations for the 2026 Revaluation. Additionally, staff will actively participate in the Working Groups and Committees of the Scottish Assessors' Association to develop, and confirm the 'Practice Notes' produced by the SAA.
- 2.1.9 Collection of this evidence will require the issue of new Assessor Information Notices (AINs). A new Civil Penalty system now exists, whereby the Assessor must send a Civil Penalty Notice to a person who does not respond to an AIN. Monies collected from Civil Penalties are collected by the Assessor and paid to the Scottish Government. Appeals arising from challenges to Civil Penalty Notices will be heard by the LTC.
- 2.1.10 Procurement is underway for a new Assessors Core Case Management and Valuation System. It is unclear at present what the timescale for implementing such a system would be. As such, we will continue to develop and update our current in house systems to support the 2026 Revaluation, including the provision of information relating to the let subjects used to support rateable values of 'bulk category' subjects.
- 2.1.11 The Assessor for DABVJB is responsible for the maintenance of the gas utility valuations for all of Scotland, including any appeals made against these. The Revaluation of the 'Gas Transmission Network', 'Gas Distribution Network' and 'Gas Meters' valuation roll entries will be completed in close liaison with the Valuation Office Agency.
- 2.1.12 The annual audit of all self-catering properties in the Valuation Roll will continue, with all such properties requiring to be written to each year, and the resultant return and evidence scrutinised before a decision is made whether the entry should remain in the Valuation Roll, or be deleted and added to the Council Tax List instead. The 2022/23 audit involved writing to occupiers of 2,253 properties.
- 2.1.13 Work is ongoing with the Scottish Courts and Tribunals Service to reconcile the appeals that have been transferred to them from Valuation Appeal Committees and the Lands Tribunal for Scotland.

2.2 The Council Tax 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. A backlog of such properties was identified during the 2023/24 year, and significant resource is being committed to getting this process up to date.
- 2.2.3 Proposals against entries in the Council Tax List continue to be received. Decision notices for those not validly made are issued within 6 weeks of receipt, with decisions for those validly made being sent out within 6 months of receipt.
- 2.2.4 Appeals against decision notices are lodged with the LTC. A regular stream of valid appeals continue to be cited for hearing, which can prove resource intensive. Appeals against Invalid notices are in the main being dealt with by Written Representations.
- 2.2.5 A general Council Tax Revaluation has been investigated by the Scottish Government, along with other suggested changes to the Council Tax regime. It is unclear at the moment what may happen, or when, but it now looks increasingly more likely that there will be changes to the system which would need to be resourced in the future (possibly within the life of this service plan)

2.3 Electoral Registration

- 2.3.1 The Annual 'Electoral' (or 'Full') Register and 'Open' (formerly known as 'Edited') Register will be published annually, by 1st December, following a canvass. Prior to the canvass 'mail out', data on registered electors will be matched against national Government data and locally held data sources to identify which properties are likely to have an unchanged household composition. One of two routes will then be followed for each property. 'Route 1' will be used for properties where the data indicates no change in household composition. Route 2 will be used for properties where data matching has highlighted that there may be a change to the information currently held for the property. The objective of the canvass will be to ensure the maximum return of satisfactorily completed Route 2 forms and that the register accurately reflects the information contained on them. This process will be supported by provision of telephone, internet and SMS ('text') return services as well as the Government Digital (on-line) Service. A door-to-door canvass to follow up on non-return of Route 2 forms will be carried out annually. A further, 'Route 3', option will be used for care homes and young peoples' residences where information on residents can be obtained more effectively and efficiently from an identified 'responsible person'. The approach to the annual canvass, including the data matching process, will be reviewed annually to reflect lessons learned, canvasser feedback and any other issues of significance. The door to door canvass was undertaken for the first time in 2023 using tablets instead of paper. This will continue in future years.
- 2.3.2 The full Electoral Register will be updated on a monthly basis out with the canvass period each year and the Edited/Open Register will be updated monthly throughout the year. Full Register updates take the form of Lists of Additions, Deletions and Alterations but the Open Register will be republished each month. All statutory Notices and Lists will be timeously provided to relevant parties. The ERO will

continue to use change information from housing bodies, Registrars, other EROs, education authorities and council tax records to be pro-active in pursuing new/changed elector information. A door-to-door canvass to follow up on non-return of Invitations to Register (ITRs) will be carried out as required. An Electoral Participation Strategy is in place and will be reviewed annually.

- 2.3.3 Election Registers and Lists of Absent/Postal/Proxy voters etc will be produced as required by statute and by agreement with Returning Officers. A UK Parliamentary General Election is due to be held before 28 January 2025. The timing of this will be unknown, however plans are already being formulated as it is known when this is called it will be at short notice. This will be the first large scale electoral event in Scotland where the effects of the UK Electoral Reform will be implemented. Additional funding has been received from the UK Government who are aware of the significant extra work that will be required due to this. Elections for the Scottish Parliament are due in May 2026. It always remains a possibility that there will be a referendum on Scottish Independence at some point during the period of the Service Plan. On the basis of past experience, such an electoral event would put significant resource pressures on the ERO's staff.
- 2.3.4 Absent Voter Personal Identifier (PIs) require to be refreshed every 5 years, normally in January. This process is now undertaken only in respect of devolved postal votes.
- 2.3.5 Where mis-matches with Postal Voting Statements occur, requests for refreshed PIs will be issued in accordance with legislative requirement.
- 2.3.6 Reserved Postal Voters (UK Parliamentary Register) will require to re-apply for their absent vote every three years. The ERO will require to write to electors affected, with the first large scale write out being due before January 2026.
- 2.3.7 New processes introduced by the Elections Act now allow UK voters to apply for absent votes online. This new work stream is in its infancy, and processes will be refined as we head toward the UKPGE which will be the first major test of the new systems.
- 2.3.8 A review of the Scottish Parliament Constituency boundaries is ongoing which may require work to be undertaken to reflect changes in our registers.
- 2.3.9 Voter Identification Cards are now available for UK voters who do not have a recognised form of ID, and require ID to vote in UK elections. The ERO must check and approve such applications. The Electoral Commission estimate around 4% of the electorate may not have the required ID, which could see the ERO faced with up to 10,000 applications to process on the run up to an election.
- 2.3.10 Changes in respect of overseas electors has now removed the 15 year time limit for registration. Initial processes are in place, and numbers of new registrations are low. It is expected that this will rise on the run up to an election. For those registering on the basis of previous registration, the ERO is required to inspect old registers to confirm registration. This can involve liaising with archivists and libraries, as the ERO only holds registers for the last 15 years at present.

2.4 Corporate Governance

- 2.4.1 The current Convener of the Joint Board is Councillor Vaughan Moody of East Dunbartonshire Council, and the Vice-convener is Councillor Lawrence O'Neill of West Dunbartonshire Council. The Members and post-holders will require to be reviewed following the local government elections in May 2027. Briefing sessions on the role and functions of the Assessor & ERO will be provided to Members following the establishment of a new Joint Board in 2027. Members will be required to act in accordance with the Code of Conduct for Councillors, which is approved by the Scottish Government.
- 2.4.1 The Valuation Joint Board will ensure that the Assessor and Electoral Registration Officer is adequately resourced to perform his statutory functions. It will meet to discuss and approve Budgets, Policies and Practices as is deemed necessary. The Board has a long term financial strategy that is updated each year.
- 2.4.2 The officers of the Valuation Joint Board will act in accordance with the relevant Schemes of Delegation, Financial Regulations, Standing Orders and Codes of Conduct. These will be reviewed on a 3-yearly basis, or as required. The Standing Orders are due for review in 2024. Financial Regulations are due a review by 2025, and the Scheme of Delegated Power in 2026.
- 2.4.3 Strategic and detailed Annual Service Plans will be implemented, maintained and actioned. The Strategic Plan will cover a three year period, whilst noting matters of relevance beyond that timescale.
- 2.4.4 A Counter Fraud and Corruption Policy and Business Irregularities Procedures have been implemented and will be reviewed on a three-yearly basis. The next review is due during 2024.
- 2.4.5 An overarching Corporate Governance Statement and a Local Code of Good Governance have been implemented and will be reviewed regularly. A self-assessment against the latter will be carried out annually.
- 2.4.6 The Management Team will continue to be the primary forum for the development and implementation of Strategy and Policy and it will oversee all operational matters. Actions will be communicated to staff by means of team briefings, written bullet notes and approved Minutes of meetings.
- 2.4.7 Effective performance management systems continue to be used, 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 is subject to continual review.
- 2.4.8 Specific operational matters will be within the remit of various Internal Working Groups who will report to the Management Team. The format, remit and membership of these groups will continue be reviewed on a regular basis.
- 2.4.9 The Valuation Joint Board will continue to generally align its Personnel and other related policies, as appropriate, with those of West Dunbartonshire Council.

2.4.10 The finances and operations of the Valuation Joint Board will be subject to internal and external audit (see later).

2.4.11 A Risk Management Policy is in place and is reviewed regularly. Strategic and Operational Risk Registers and Action Plans will be reviewed annually, with progress against the Action Plans being reported to regular Management Meetings.

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.

2.5.1 The procedures and practices of the Valuation Joint Board will also be subject to external audit, in accordance with a plan to be agreed with appointed external.

2.5.2 Audit Plans encompassing the requirements of the external and internal auditors will be drawn up annually.

2.5.3 All Audit recommendations will be reported to the Joint Board and all progress against agreed actions will be reported to and monitored by the Management Team.

2.5.4 Performance will be managed, monitored and reported internally and externally. Our Reporting Framework provides details of various annual, quarterly, monthly, statutory, KPI and internal management reports which are regularly monitored. This Framework will be subject to continuous review in response to changing external requirements and management need. Specifically, the requirements of the Electoral Commission's new Performance Standards will be considered and implemented as appropriate.

2.5.5 Decisions of the Management Team and the Working Groups will be minuted and available for inspection. In accordance with the Publication Scheme/Guide to Information.

2.5.6 All papers presented to the Valuation Joint Board, which are not subject to an exclusion, will be published on the DABVJB web site.

2.5.7 A Procurement Policy has been implemented which provides transparency and accountability in our procurement processes. In tandem with this, a Contracts List of all contracts with an annual value in excess of £10,000 is maintained and published. A further list of all contracts is maintained for internal management purposes, and is reviewed at each Management Team meeting. The current Procurement Policy was last reviewed in 2017 and is due for review in 2024. The Board's Ordering and Invoicing Procedures are due to be reviewed in 2025.

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, targeted and monitored. Key Performance Indicators for the Valuation functions are reported to the Government and other key stakeholders annually. In accordance with the Electoral Administration Act, a set of performance standards as defined by the Electoral Commission (EC) must be adhered to and a suite of performance statistics is submitted to both the Cabinet Office and the EC during and following the canvass each year.
- 2.6.1 Performance Indicators will be used for year-on-year comparisons as well as comparisons with other Assessors/EROs’ offices, Local Authorities and other bodies.
- 2.6.2 In accordance with Section 13 of The Local Government in Scotland Act 2003, the performance of DABVJB in relation to its functions will be reported to all stakeholders of the Valuation Joint Board, including staff, in an appropriate manner.
- 2.6.3 Stakeholder Consultations will be continually reviewed and improved with stakeholder requirements being taken account of in Service Planning. The current Customer Satisfaction procedure will remain under constant review.
- 2.6.4 A revised Customer Complaints Handling procedure, which is in line with the new Scottish Public Sector Ombudsman’s Model Complaints Handling Procedure, was approved by the Joint Board for implementation in April 2021. All comments/complaints are considered by the Management Team for improvement action and reported as required by the procedure. The procedure is due to be reviewed in 2024.
- 2.6.5 A relevant set of Customer Service Standards have been implemented, along with systems for the monitoring of, and reporting on, these. The Standards are due to be reviewed in October 2024.

2.7 Equal opportunities

- 2.7.1 The Valuation Joint Board is committed to equality in respect of all the protected characteristics, both in staffing and service provision. The Board’s combined Equalities Scheme has been reviewed in light of the requirements of The Equalities Act 2010 and the Board will report on progress as required by the Act. Specifically, a report will be prepared every two years which will update on progress towards achieving our equalities outcomes as well as reporting on a variety of employment matters. New Outcomes will be established every 4 years, including at April 2025.
- 2.7.1 Personnel etc policies will be reviewed on a rolling basis to ensure compliance with all Equalities duties and commitments. Equality Impact Assessments are in use to examine the effect of any new or amended policies on relevant protected groups. The Management Team are to be trained to carry out EIAs.

- 2.7.2 Reporting on all aspects of equalities is in place and will continue to be developed as detailed in the Joint Board's Reporting Strategy. Specifically, a report on how the Board mainstreams its Equalities actions, its progress towards achieving the stated 'Outcomes' and reporting pay gap information and will be published in the spring of 2025 and 2027.
- 2.7.3 Staff will continue to be trained in all aspects of equalities both at induction and when policies or procedures are changed.

2.8 Staffing and Personnel Matters

- 2.8.1 The Valuation Joint Board will continue to generally align its Personnel and other related policies, as appropriate, with those of West Dunbartonshire Council.
- 2.8.1 A new Performance, Training and Development Policy, which aims to ensure that adequate training is provided to all members of staff, was approved by the Joint Board and has been in use since Spring of 2021. It provides a systematic approach to management that is based on assessing performance, appraising achievement and identifying ways to improve through training and development, at both an organisational and individual level. Staff will review their training needs with their managers on an annual basis. A review of the effectiveness of this will be carried out in 2024.
- 2.8.2 Staffing reviews, normally including a staff consultation process, will be carried out annually, in a manner that integrates with Service and Budget Planning. In particular, staffing levels and structures will remain under review to help facilitate closing the projected budget gaps. A Workforce Plan will be developed/reviewed annually and effected during the following financial year. A mid-year update will be given to the Board each year to report on progress with implementing the plan.
- 2.8.3 To ensure that the Joint Board's personnel policies and procedures are kept up to date, the Depute Assessor will maintain regular contact with West Dunbartonshire Council's Human Resources & Organisational Development (HR&OD) service.
- 2.8.4 In line with the current Health and Safety Policy, Risk Assessments covering all areas of function will be reviewed on a regular basis, and following any incidents or events which would cause risks and/or their likelihood or severity to materially change.
- 2.8.5 A Data Sharing Agreement will be agreed to cover the sharing of personal data between the Joint Board and WDC for HR&OD, Payroll, Pension and related activities.
- 2.8.6 An Agile Working Policy was agreed by the Board in 2021, and rolled out in 2023. A review of the effectiveness of this policy will be undertaken in 2026.

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 Scheme of Delegation, which will be reviewed on a three-yearly basis or as circumstances demand.
- 2.9.1 In partnership with the Treasurer of the VJB, budgets and a Long Term Financial Strategy will be prepared annually and approved by the Joint Board. A detailed report on the make up of the budget will also be prepared for internal management use annually. The budget processes will take account of any grant funding which may be received from government.
- 2.9.2 A Procurement Policy which accords with statutory procurement rules and is aligned with that of West Dunbartonshire Council has been implemented, as has a process for authorisation of and payment for all purchases. These procedures also include electronic procurement and use of approved frameworks. Procurement Policy is due to be reviewed in 2024.
- 2.9.3 In conjunction with West Dunbartonshire Council, a procedure for dealing with all aspects of debtor accounts is in place. Reports detailing outstanding amounts and arrears are presented to the Management Team on a regular basis.
- 2.9.4 Adequate training in respect of all financial procedures will be provided to relevant staff. Training on the Agresso finance system is to be provided by WDC during 2024.
- 2.9.5 Financial monitoring reports are prepared and verified on a monthly basis. These are used to identify variances from budget and any corrective actions to the Management Team on a monthly basis and to the Joint Board in accordance with its cycle of meetings.
- 2.9.6 Separate financial procedures and reporting mechanisms will be maintained in respect of the application and collection of Civil Penalties. A corporate debt strategy is to be devised to accompany this process during 2024.
- 2.9.7 Year-end Accounts will continue to be prepared, audited and made available for public inspection.
- 2.9.8 Payroll checks are carried out monthly, in accordance with the Reporting Strategy, and reports presented to Senior Managers.
- 2.9.9 The current UK and Scottish Government Policies in relation to Public Sector expenditure are likely to establish the context for many of the operational decisions and changes which require to be made in the foreseeable future.

2.10 Information Technology

- 2.10.1 The procurement and maintenance of Information Technology assets, systems and services are carried out under the terms of a Service Level Agreement with West Dunbartonshire Council's ICT Department and in accordance with the Joint Board's Information and Communications Technology Strategy. Regular 'ICT Liaison Meetings' will be held between VJB and WDC staff.
- 2.10.2 The assets of the VJB will be refreshed in accordance with the IT Strategy. In particular, it is intended that Laptops/PCs and their associated peripherals be refreshed on a rolling 5-yearly basis. In line with the ICT Strategy, the Board's servers are also replaced on a 5 year rolling cycle. The ICT Strategy was last reviewed in 2022, and is due for review in 2024.
- 2.10.3 The Board's ICT security is largely founded upon the Board's systems being contained within the WDC network envelope and any changes to that may affect the Board. Consideration is to be given as to whether the Board should seek Cyber Essentials accreditation.
- 2.10.4 DABVJB adheres to the principles of Data Protection and reviews all Notifications to the Information Commissioner annually. In accordance with the requirements of the Data Protection Act (2018), a Data Protection Officer (DPO) has been appointed. Data Sharing Agreements are in place, or are being reviewed/developed, with relevant partners. Depute Assessor to hold an appropriate Data Protection qualification.
- 2.10.5 Systems to deal with Freedom of Information requests are in place and are reviewed annually in light of the ongoing demands of the request regime. Quarterly reports are produced for the Management Team.
- 2.10.6 Procurement work is underway to obtain a new Assessors Core Valuation and Case Management System. The tender process is due to complete during Q2 2024.
- 2.10.7 The Assessor's legacy system will continue to be developed until such times as a replacement system is deployed and in use. Changes continue to reflect the requirements in respect of the non-domestic rating and council tax valuation functions. Such development will normally be completed by an 'in-house' programmer. Further, the system will be developed in line with the requirements of the SAA web portal.
- 2.10.8 Associated with the above, the 'Document Hub' will continue to be developed in accordance with operational requirements. A project to digitise the Board's property files has commenced, with Council Tax files due to be fully digitised by 2025.
- 2.10.9 The electoral registration function will be supported by the EROS system, supplied by Idox. The system will be developed to comply with legislative change, government policy and user group requirements. Significant changes have been implemented recently to support the changes brought by the UK Elections Act.
- 2.10.10 Satellite systems to support primary functions and reporting requirements will continue to be maintained and developed as required.

- 2.10.11 DABVJB will continue to commit resources to the Scottish Assessors Portal project. The portal continues to provide a single point source of information on Assessor and ERO data across Scotland to the public and other stakeholders, as well as providing a facility for the dissemination of information within the Assessors community. Several of the recommendations of, and actions arising from, the Barclay Review will be delivered through the portal. Developments in recent years have added functionality for users to submit returns of information online, along with a larger range of detailed valuations being available to view. The Portal is now 20 years old, and a project has commenced to plan and implement a modern replacement.
- 2.10.12 The form and content of the DABVJB Web Site will be reviewed on an on-going basis. In particular, the web site will continue to be used to publish information as required through our commitment to the Model Publication Scheme.
- 2.10.13 A secure shared directory structure is in place and is being further developed to fully support improved records management as identified in the Records Management Improvement Action Plan. The Board will move these records to a SharePoint online platform over the coming years.

2.11 Freedom of Information

- 2.11.1 A Freedom of Information Policy Statement has been approved by the Board and this will be reviewed regularly.
- 2.11.2 A commitment has been made to the Model Publication Scheme and a Guide to Information has been published and reviewed. Reviews of information to be published will take place on an on-going basis to include information that is subject to repeated requests.
- 2.11.3 Procedures to deal with requests for information are in place and are reviewed in light of the ongoing impact of the request for information regime. Quarterly Reports are considered by the Management Team to monitor the number of requests being received, and if there are repeat requests of a similar nature which could be considered for regular publication.
- 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 such guidance. Cognisance is taken of the appeal decisions of the Information Commissioner and these will continue to be used to shape procedures where appropriate.

2.12 Key Partnerships

- 2.12.1 The support services provided by West Dunbartonshire Council are essential to the operations of DABVJB. A Service Level Agreement governing the provision of these

services was updated in March 2023. The services will continue to be managed by regular contact with relevant persons in each of the supporting resources and the SLA is scheduled to be revisited by February/March 2026.

- 2.12.2 Being the primary recipients of operational outputs (Valuation Rolls, Councils Tax Valuation Lists and Electoral Registers), DABVJB recognises its constituent Councils as key stakeholders, and will consult with them in all areas relating to these matters.
- 2.12.3 The Joint Board will continue to commit resources to the workings of the Scottish Assessors Association (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, DABVJB will maintain liaison with bodies such as the Scottish Government, Scotland Office, Valuation Office Agency (England and Wales), the Land & Property Services Agency (Northern Ireland), Tailte Éireann (the Eire Valuation Service), The Royal Institution of Chartered Surveyors, IRRV, The Scottish Business Ratepayers Group, the Scottish Ratepayers Forum, the Scottish Rating Surveyors Forum, and the Elections Management Board.
- 2.12.5 Joint Board staff will continue to participate in the workings and proceedings of the Association of Electoral Administrators.
- 2.12.6 DABVJB recognises the role of, and support provided by, The Electoral Commission in respect of Electoral Registration matters.
- 2.12.7 The Department of Levelling Up, Housing and Communities (DLUHC) continues to be a significant stakeholder in terms of policy, direction and operations.
- 2.12.8 Staff are recognised both as key assets of the Valuation Joint Board and primary stakeholders, and consultations with staff and their representatives will continue on a regular basis.
- 2.12.9 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. In particular, Idox who supply the EROS electoral registration system under contract are also seen as development partners through the system development necessary for changing legislative requirements and in providing continuous service improvement.
- 2.12.10 The transfer of powers from Valuation Appeal Panels to the SCTS took place in 2023, and new working relationships, processes and, IT systems continue to be developed with the service.

2.13 Records Management

- 2.13.1 The Public Records (Scotland) Act 2011 requires public bodies to implement proper records management procedures in accordance with the Act. A Records

Management Plan was submitted for approval in September 2015 and was approved, with an Improvement Action Plan in 2016. The actions required to meet the terms of the action plan will continue to be effected and monitored.

2.13.2 The Joint Board will complete Progress Update Reviews (PUR) on its progress in implementing the Improvement Action Plan as appropriate.

2.14 Miscellaneous

2.14.1 The serious and prolonged loss of experienced staff has caused a vacuum of knowledge and experience amongst the valuation teams. With 90% of our valuer posts filled with trainees instead of qualified surveyors, and 50% of our technician posts filled by trainees, the overhead in terms of training and monitoring is a serious and real risk to service delivery. This is detailed in the Board's Risk Register.

2.14.2 The Valuation Joint Board is committed to various initiatives, not covered above but, which have significant implications for Service Planning, priorities and actions. Initiatives such as responding to consultations tend to be of an ad-hoc nature and demand variable commitment.

2.14.3 DABVJB is committed to the maintenance of the Corporate Address Gazetteers of its constituent Councils, and through these initiatives to the 'One Scotland Gazetteer' and use of National Unique Property Reference Numbers. To that end it will provide such assistance, information and data as it reasonably can. It will also continue to develop and utilise such interfaces as are necessary to support its own applications and the maintenance of the constituent authorities CAGs.

2.14.4 The Joint Board's various internal and external communications with stakeholders are identified in a Communications Strategy, which is scheduled for review during 2024.

Part Three - Key Activities and Outcomes

Key to Business Objectives

The codes in the table below relate each Activity and Outcome contained in Part Three of the Service Plan to the relevant Business Objective(s) within the Joint Board's **Mission, Vision and Commitments** Statements.

| Number | Business Objective |
|---------------|---|
| 1 | Compile the Valuation Roll |
| 2 | Compile the Council Tax Valuation List |
| 3 | Compile the Electoral Register |
| 4 | Maintain the Valuation Roll |
| 5 | Maintain the Council Tax Valuation List |
| 6 | Maintain the Electoral Register |
| | All of the above are underpinned by the aim of providing these services in a high quality, effective and responsive manner. |
| 7 | Listening and responding to Stakeholders needs |
| 8 | Valuing staff and providing them with opportunities to develop and contribute |
| 9 | Reacting innovatively to change |
| 10 | Treating all stakeholders in a fair, consistent manner and in accordance with equal opportunities requirements |
| 11 | Striving for continuous improvement in all aspects of service delivery |
| 12 | Ensuring that we are accountable to stakeholders |
| 13 | Pro-actively planning workloads and deploying resources |
| 14 | Using 'plain English' |
| 15 | Using and caring for the data we hold in an appropriate way |

3.1 THE VALUATION ROLL

3.1.1 Maintenance of the Valuation Roll

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|-----------------|---|---|
| (a) | Record all known development activities, including planning permissions and building control warrants granted, in accordance with the DABVJB Guidance/ Clerical Instructions and within the agreed timescales. | 1,4,10,11 | Divisional Assessors/ Admin Supervisors | On receipt in accordance with schedules |
| (b) | Survey of all new, amended or demolished non-domestic properties in accordance with DABVJB Survey Guidance. | 1,4,10,11 | Divisional Assessors | Continual basis |
| (c) | Valuation of above in accordance with the SAA approved Practice Notes, and with reference to relevant 'Narratives' | 1,4,10,11 | Divisional Assessors | Continual basis |
| (d) | Authorise all value changes as per DABVJB Guidelines | 1,4,10,11 | Divisional Assessors/ Divisional Valuers | Continual basis |
| (e) | Amend the Valuation Roll by input to the Assessors 'Progress' computer system. | 1,4,10,11 | Admin Supervisors | Continual basis |
| (f) | Check and authorise all such amendments in accordance with DABVJB procedures, making changes or referring back as appropriate. | 1,4,10,11 | Admin Supervisors | Weekly |
| (g) | Transfer all running roll changes to relevant billing authorities in accordance with annually agreed schedules. | 1,4,10,11 | Admin Supervisors | Weekly |
| (h) | Issue Valuation Notices to all interested parties as required by statute. | 1,4,10,11,12,14 | Admin Supervisors | Weekly |
| (i) | Update data at SAA Portal in accordance with agreed schedules | 7,9,11,12 | Systems Officers | Weekly |
| (j) | Complete the above in accordance within the annually reviewed targets relating to Key Performance Indicators | 11,13 | All staff | Continual basis |
| (k) | Compile and present Running Roll statistics, including time lag statistics, to Management Team in accordance with Reporting Framework | 4,11,13 | Admin Manager/ Divisional Assessors | Monthly |
| (l) | Issue Returns of Information requesting information on ownership, tenancy and occupation of the property along with information relating | 4,10,12,14 | Admin Supervisors | Annually in June/July (when |

| | | | | |
|-----|--|-------------------|-------------------------------------|------------------------------|
| | to physical alterations and rental details. | | | considered necessary) |
| (m) | Answer all ad-hoc enquiries from current, past and potential ratepayers in accordance with DABVJB Working Practices. | 4,7,10,12,14 | All staff | Continual basis |
| (n) | Issue rental, and other, Assessor Information Notices in accordance with agreed schedules. | 4, 10,13,14 | Admin Officers | Various schedules |
| (o) | Complete year-end procedures for creation of refreshed Valuation Roll in accordance with Year-End Timetable. | 1,4 | Systems Officer/ Support Analyst | Annually, March/April |
| (p) | Complete reconciliation of Valuation Roll with billing department records | 1,7,11,12,13 | Admin Manager | Quarterly |
| (q) | Produce and circulate revised Valuation Rolls | 1,4,7,10,11,12,14 | PAO | Annually in May/June |
| (r) | Ingather all-Scotland connections data for IGTs | 1,4,7,11,12,13 | Assessor | Annually in April |
| (s) | Carry out an annual audit of self-catering properties to ensure they are correctly included in Valuation Rolls | 1,4,10,11 | Divisional Assessors | Annually April to October |
| (t) | Delete such subjects as do not comply with the new requirement from the Valuation Roll (and enter these in the Council Tax List) | 1,4,10,11 | Divisional Assessors | Annually October to November |
| (u) | Review expectations for item (m) in advance of review communications strategy | 7,8,9,10,11,12 | Depute Assessor | October 2024 |
| (v) | Review application of New and Improved Markers to check these are being applied appropriately and consistently. | 1,4,8,10,11,12 | Divisional Assessors | October 2024 |

3.1.2 2017 Revaluation Appeals

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|-----------------|----------------------|-----------------------------|
| (a) | Negotiate and settle appeals with ratepayers and their agents, with recourse where necessary, to the Local Taxation Chamber and/or Lands Valuation Appeal Court. | 1,4,10,11,12 | Divisional Assessors | Continuous (up to Dec 2024) |
| (c) | Prepare LTC and/or LVAC cases including rental analysis, valuations, photographs, plans and other productions | 1,4,10,11,12,14 | Divisional Assessors | As required |
| (d) | Where appropriate, amend the Valuation Roll to reflect appeal settlements or LTC/LVAC decisions in accordance with procedures as | 1,4,10,11,12 | Divisional Assessors | Continuous |

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|-----|--|-----------------|--------------------|-----------|
| | above. | | /Admin Supervisors | |
| (e) | Check and authorise all such amendments in accordance with DABVJB procedures, making changes or referring back as appropriate. | 1,4,10,11,12 | Admin Supervisors | Weekly |
| (f) | Where appropriate, issue Valuation Notices to reflect appeal settlements. | 1,4,10,11,12,14 | Admin Supervisors | Weekly |
| (g) | Compile and present Revaluation Appeal statistics to Management Team in accordance with Reporting Framework | 11,13 | Admin Manager | Monthly |
| (h) | Compile and present Revaluation Appeal statistics (RVAPP) to Scottish Government in accordance with requirement | 7,11,12,13,16 | Admin Manager | Quarterly |

3.1.3 Running Roll Appeals (transferred appeals)

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|----------------|--|------------------------|
| (a) | Receive notification of hearing from LTC and allocate sufficient resource | 4,10,11,12 | Divisional Assessors | As required |
| (b) | Manage cited appeals in accordance with Appeal Regulations including exchange of necessary submissions and Notices | 4,10,11,12 | Divisional Assessors | Per appeal regulations |
| (c) | Prepare cases including rental/cost analysis, valuations, photographs, plans and other productions | 4,10,11,12 | Divisional Assessors | As required |
| (d) | Liaise with Counsel to schedule attendance at, and preparations for hearings as necessary | 4,10,12,13 | Depute Assessor | As required |
| (e) | Process any changes arising from appeal settlements or decisions in accordance with processes described above. | 4,10,13 | Divisional Valuers/ Clerical Supervisors | Ongoing |
| (f) | Consider First Tier Tribunal (FTT) decisions and make arrangements for any case transcript, stated case, appeal or appeal responses. | 4,10,13 | Assessor/ Depute Assessor | As required |
| (g) | Consider any requests for referrals to the Upper Tribunal and arrange for relevant responses | 4,10,13 | Assessor/ Depute Assessor | As required |
| (h) | Revise procedures for the transfer of data to, and the receipt of data from the SCTS. | 4,7,9,11,13,15 | Valuation Working Group | April 2024 |

3.1.4 Upper Tribunal Appeals

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|-------------|---|---------------------|---|------------------------|
| (a) | Maintain records of appeals including their status in relation to referral to Upper Tribunal. | 1,4,10,13 | Divisional Assessors | Continuous |
| (b) | Where possible, negotiate and settle appeals with ratepayers and their agents or await listing by Upper Tribunal and/or Lands Valuation Appeal Court. | 1,4,10,11,12 | Divisional Assessors | Continuous |
| (c) | Prepare UT and/or LVAC cases including rental analysis, valuations, photographs, plans and other productions | 1,4,10,11,12,14 | Divisional Assessors | As required |
| (d) | Provide SAA with information required to support UT preparations & Hearings | 1,4,10,11,12,14 | Assessor/ Depute Assessor/ Divisional Assessors | As Required |
| (e) | Attend UT Hearings and provide evidence | 1,4,10,11,12,14 | Assessor/ Depute Assessor/ Divisional Assessors | As Required |
| (f) | Where appropriate, amend the Valuation Roll to reflect appeal settlements or UT/LVAC decisions in accordance with procedures as with 3.1.1 above. | 1,4,10,11,12 | Admin Supervisors | Continuous |
| (g) | Check and authorise all such amendments in accordance with DABVJB procedures, making changes or referring back as appropriate. | 1,4,10,11,12 | Admin Supervisors | Weekly |
| (h) | Where appropriate, issue Valuation Notices to reflect appeal settlements. | 1,4,10,11,12,14 | Admin Supervisors | Weekly |
| (i) | Compile and present Revaluation Appeal statistics to Management Team and Scottish Government in accordance with Reporting Framework | 11,13 | Admin Manager | Monthly |

3.1.5 New 2-stage Revaluation Proposals and Appeals

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|-----------------|----------------------|--|
| (a) | Receive Revaluation Proposals via SAA Portal, email, or letter | 1,4,10,11,12 | Admin Supervisors | April to July 2026 |
| (c) | Add Proposals to Case Management System | 1,4,10,11,12,14 | Admin Supervisors | April to July 2026 |
| (d) | Consider validity and completeness of Proposals | 1,4,10,11,12 | Valuation Teams | April to July 2026 |
| (e) | Record the 'just' of the proposal, including whether the challenge is against a local/national rate, or practice note. | 1,4,10,11,12 | Valuation Teams | April to July 2026 |
| (f) | Check and acknowledge receipt of Proposals | 1,4,10,11,12,14 | Divisional Assessors | April to July 2026 |
| (g) | Consider contents of Proposals, and make contact with Proposers/Agents and attempt to resolve the Proposal. | 11,13 | Valuation Teams | August to December 2026 |
| (h) | Create a schedule of PDDs and allocate all Proposals to a PDD, taking account of National PDD schedules. | 7,11,12,13,16 | Divisional Assessors | June 2024 and January 2027 |
| (i) | Issue Notice of PDD date | 4,12,13 | Divisional Assessors | Up to June 2025 and January to December 2027 |
| (j) | Issue Written Statement in response to Proposal | 4,12,13 | Valuation Teams | Up to August 2025 and February to October 2027 |
| (k) | Consider responses to Written Statements | 4,12,13 | Valuation Teams | Up to September 2025 and March to November 2027 |
| (l) | Issue Proposal Decision Notices | 4,12,13 | Valuation Teams | Up to September 2025 |

| | | | | |
|--|--|--|--|---|
| | | | | and March to December 2027 |
|--|--|--|--|---|

3.1.6 Running Roll Proposals

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|-------------|--|---------------------|----------------------|-------------------------|
| (a) | Receive Running Roll, MCC, Error and New Interest Proposals via SAA Portal, email, or letter | 1,4,10,11,12 | Admin Supervisors | Continuous |
| (c) | Add Proposals to Case Management System | 1,4,10,11,12,14 | Admin Supervisors | Continuous |
| (d) | Consider validity and completeness of Proposals | 1,4,10,11,12 | Valuation Teams | Continuous to July 2026 |
| (e) | Record the 'just' of the proposal, including whether the challenge is against a local/national rate, or practice note. | 1,4,10,11,12 | Valuation Teams | Continuous |
| (f) | Check and acknowledge receipt of Proposals | 1,4,10,11,12,14 | Divisional Assessors | Continuous |
| (g) | Consider contents of Proposals, and make contact with Proposers/Agents and attempt to resolve the Proposal. | 11,13 | Valuation Teams | Continuous |
| (h) | Allocate Proposals to a PDD, taking account of National PDD schedules. | 7,11,12,13,16 | Divisional Assessors | Continuous |
| (i) | Issue Notice of PDD date | 4,12,13 | Divisional Assessors | Continuous |
| (j) | Issue Written Statement in response to Proposal | 4,12,13 | Valuation Teams | Continuous |
| (k) | Consider responses to Written Statements | 4,12,13 | Valuation Teams | Continuous |
| (l) | Issue Proposal Decision Notices | 4,12,13 | Valuation Teams | Continuous |

3.1.7 Appeals (to the LTC) against Proposal Decision Notices

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|-------------|--|---------------------|------------------|------------------------|
| (a) | Receive notification of hearing from LTC and allocate sufficient | 4,10,11,12 | Divisional | As required |

| | | | | |
|-----|--|------------|--|------------------------|
| | resource | | Assessors | |
| (b) | Manage cited appeals in accordance with Appeal Regulations including exchange of necessary submissions and Notices | 4,10,11,12 | Divisional Assessors | Per appeal regulations |
| (c) | Prepare cases including rental/cost analysis, valuations, photographs, plans and other productions | 4,10,11,12 | Divisional Assessors | As required |
| (d) | Liaise with Counsel to schedule attendance at, and preparations for hearings as necessary | 4,10,12,13 | Depute Assessor | As required |
| (e) | Process any changes arising from appeal settlements or decisions in accordance with processes described above. | 4,10,13 | Divisional Valuers/ Clerical Supervisors | Ongoing |
| (f) | Consider First Tier Tribunal (FTT) decisions and make arrangements for any case transcript, stated case, appeal or appeal responses. | 4,10,13 | Assessor/ Depute Assessor | As required |
| (g) | Consider any requests for referrals to the Upper Tribunal and arrange for relevant responses | 4,10,13 | Assessor/ Depute Assessor | As required |

3.1.8 Revaluation 2023 – To include Gas Utilities

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|----------------------|----------------------|-----------------------------------|
| (a) | Issue rental, and other, Assessor Information Notices | 1,4,7,10,11,12,13,14 | Admin Supervisors | From October 2024 and as required |
| (b) | Manage returns of above in accordance with the DABVJB procedures, guidance and instructions. (See also 3.1.7 below) | 1,4,7,10,11,12,13,14 | Admin Supervisors | On return |
| (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. | 1,4,10,11,12,13 | Divisional Assessors | To November 2025 |
| (d) | Analyse local land sale information for use in contractor's valuations. | 1,4,10,11,12,13 | Divisional Assessors | April to July 2025 |
| (e) | Draft Narratives and rates to be applied in valuations, where appropriate. | 1,4,10,11,12,13,14 | Divisional Assessors | To November 2025 |
| (f) | Approve Narratives and rates to be applied in valuations, where appropriate | | Assessor/Depute | To November 2025 |

| | | | | |
|-----|---|----------------------|-------------------------|---------------------------------|
| (g) | Provide information as required to SAA Practice Note authors, working groups and Category Committees. | 1,4,10,11,12,13 | Divisional Assessors | To November 2025 |
| (h) | Draft and present SAA Practice Notes for approval by Committees | 1,4,10,11,12,13 | SAA members | To November 2025 |
| (i) | Make comment on and provide input to draft/proposed Practice Notes. | 1,4,10,11,12,13,14 | Divisional Assessors | To November 2025 |
| (j) | Adopt and issue amended practice notes for use within DABVJB (Make available through SAA on Web Portal) | 1,4,7,10,11,12,13,14 | Divisional Assessors | To November 2025 |
| (k) | Value subjects for Revaluation purposes in accordance with local schemes of valuation, SAA Practice Notes and DAB targets for completion. | 1,10,11,12,13 | Divisional Assessors | April 2025 to November 2025 |
| (l) | Authorise proposed Rateable Values (RVs) | 1,10,11,12,13 | Divisional Assessors | To November 2025 |
| (m) | Input proposed RVs to Assessor's 'Progress' Valuation system | 1,10,11,12,13 | Admin Supervisors | To November 2025 |
| (n) | Check and authorise all such amendments in accordance with DABVJB procedures, making changes or referring back as appropriate. | 1,4,10,11, 12, 13 | Admin Supervisors | Weekly |
| (o) | Export proposed RVs (including valuation data where appropriate) to Assessors portal | 1,4,10,11 | Systems Officer | To be confirmed |
| (p) | Transfer all changes to relevant billing authorities. | 1,4,10,11 | Admin Supervisors | 15 March 2026 or by agreement |
| (q) | Issue Draft and Final Valuation Notices to all interested parties as required by statute. | 1,4,10,11,12,14 | Admin Supervisors | 30 November 2025 and March 2026 |
| (r) | Prepare and circulate Revaluation Rolls as required | 1,4,10,11,12,13,14 | Admin Supervisors | April 2026 |
| (s) | Receive, process and dispose of Revaluation 2026 proposals as per 3.1.5 above | 1,4,10,11,12,13,14 | Various | April 2026 and thereafter |
| (t) | Review use of Progress and other valuation systems | 1,4,7,8,9,11,13 | Valuation Working Group | Ongoing |
| (u) | Increase number of Valuation types available for display at SA Portal | 1,7,8,9,10,11,12,13 | Valuation Working Group | January 2025 |

| | | | | |
|-----|--|--------------------|-----------------|-----------|
| (v) | Draft a Detailed Revaluation 2026 Project Plan | 1,4,10,11,12,13,14 | Depute Assessor | July 2024 |
|-----|--|--------------------|-----------------|-----------|

3.1.9 AINs and Civil Penalty Notices

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|----------------------|-------------------------------|-----------------|
| (a) | Issue rental, and other, Assessor Information Notices as required | 1,4,7,10,11,12,13,14 | Admin Supervisors | As required |
| (b) | Manage returns of above in accordance with the DABVJB procedures/clerical Instructions. | 1,4,7,10,11,12,13,14 | Admin Supervisors | On return |
| (c) | Consider non-returns for issue of Civil Penalty Notices and issue as appropriate | 1,4,9,10,12,13 | Assessor/Divisional Assessors | As required |
| (d) | Receive and record appeals submitted against imposition of Civil Penalty Notices | 1,4,9,10,12,13 | Divisional Assessors | As required |
| (e) | Consider remission of penalties and advise appellants where relevant | 1,4,9,10,12,13 | Assessor/Divisional Assessors | As required |
| (f) | Prepare and present LTC cases as required where CPN is appealed | 1,4,9,10,12,13 | Divisional Assessors | As required |
| (h) | Effect any decision made by LTC | 1,4 | Divisional Assessors | As required |
| (i) | Refine processes for the issuing of Civil Penalties, and the record keeping of those issued and paid. | 1,4,9,10,12,13,15 | PAO/Divisional Assessors | April 2024 |
| (j) | Amend current AIN system to track the whole AIN/CPN/Appeal process | 1,4,9,10,12,13,15 | Valuation Working Group | April 2024 |

3.1.10 Replacement Assessors Core Valuation and Case Management System

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--------------------------------------|--------------|-----------------|-----------------|
| (a) | Agree specification of requirements. | | Assessor/Depute | April 2024 |
| (b) | Publish open tender to invite bids. | | WDC Procurement | May 2024 |

| | | | | |
|-----|---|--|--|------------------------------|
| (c) | Evaluation tenders. | | Assessor/Depute/ WDC Procurement | June 2024 |
| (d) | Report result of procurement exercise to Joint Board. | | Assessor | June 2024 |
| (e) | Conclude contracts in consultation with WDC Procurement and Legal Teams. | | Assessor/WDC | July 2024 |
| (f) | Liaise with supplier to install system and create data migration scripts to be used for (g). | | Assessor/Depute/ Systems Officer/Systems Programmer | August 2024 to March 2025 |
| (g) | Test all aspects of system and integrity of data before using same scripts to import live data. | | Systems Officer/Systems Programmer/Valu ation Teams | February to March 2025 |
| (h) | Provide staff training on use and functionality of new system. | | Provider/Valuatio n Working Group | February to March 2025 |
| (i) | Update instructions and procedures as necessary to reflect any changes to processes. | | Valuation Working Group | February to March 2025 |
| (j) | Continue to spec and develop in house systems in preparation for 2026 Reval as a contingency. | | Valuation Working Group | Up to April 2026 |

3.1.11 Gas Utility Valuations

The Revaluation process for these subjects follows similar procedures to 3.1.8 above, with an added emphasis on liaison with the VOA.

3.1.12 Annual Audit of self-catering properties

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|--------------|-------------------------|---------------------------|
| (a) | Review (by mail-out) all Self-Catering Units within the Valuation Roll against new qualifying criteria | 4,7,9,10,13 | Divisional Assessors | April to July annually |
| (b) | Delete non-qualifying subjects from valuation roll and enter into | 4,7,9,10,13 | Divisional | August annually |

| | | | | |
|-----|---|-------------|----------------------|------------|
| | Council Tax Valuation List | | Assessors | |
| (c) | Apply new criteria to consideration of all new entries | 4,7,9,10,13 | Divisional Assessors | Continuous |
| (d) | Keep record of resource required each year for collation by SAA | 4,7,9,10,13 | Divisional Assessors | Continuous |

3.1.13 Transfer of VAC to SCTS

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|----------------|----------------------|-----------------|
| (a) | On receipt of reconciliation list from SCTS, reconcile against Assessors records. | 4,7,9,10,13,15 | Divisional Assessors | On receipt |

3.2 The Council Tax Valuation List

3.2.1 Maintenance of the Council Tax Lists

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|--------------|--|---|
| (a) | Record all known development activities, including planning permissions and building control warrants granted, in accordance with DABVJB Guidance/Clerical Instructions and within the agreed timescales. | 2,5,10,11 | Divisional Assessors/ Admin Supervisors | On receipt in accordance with schedules |
| (b) | Survey of all new or demolished domestic properties in accordance with DABVJB Survey Guidance. | 2,5,10,11 | Divisional Assessors | Continuous |
| (c) | Valuation and banding of above in accordance with the statutory valuation assumptions and DABVJB procedures. | 2,5,10,11 | Divisional Assessors | Continuous |
| (d) | Amend the Valuation List by input to the Assessors 'Live' computer system. | 2,5,10,11 | Divisional Assessors | Continuous |

| | | | | |
|-----|---|-------------------|-------------------------------------|--------------------------|
| (e) | Check and authorise all such amendments in accordance with DABVJB procedures, making changes or referring back as appropriate. | 2,5,10,11 | Admin Supervisors | Weekly |
| (f) | Transfer all changes to relevant billing authorities in accordance with annually agreed schedules. | 2,5,7,10,11 | Admin Supervisors | Weekly |
| (g) | Issue Banding Notices to all interested parties as required by statute. | 2,5,10,11,12,14 | Admin Supervisors | Weekly |
| (h) | Complete the above in accordance within the annually reviewed targets relating to Key Performance Indicators. | 11 | All staff | Continuous |
| (i) | Compile and present Council Tax change statistics to Management Team in accordance with Reporting Framework | 11 | Admin Manager | Monthly |
| (j) | Update data at SAA Portal in accordance with agreed schedules | 5,7,9,10,11,12,14 | Systems Officers | Weekly |
| (k) | Answer all ad-hoc enquiries from current, past and potential council taxpayers in accordance with the DABVJB Working Practices. | 5,7,10,12,14 | All staff | Continuous |
| (l) | Complete year-end procedures for creation of refreshed Council Tax Lists in accordance with annually prepared Year-End Timetables | 5,7,10,11, | Systems Officer/ Support Analyst | Annually, March/April |
| (m) | Complete reconciliation of Council Tax Lists with billing department records | 1,7,11,12,13 | PAO | Quarterly |
| (n) | Produce and circulate revised Council Tax Lists | 1,4,7,10,11,12,14 | PAO | Annually in May/June |
| (u) | Review expectations for item (k) in advance of review communications strategy | 7,8,9,10,11,12 | Depute Assessor | October 2024 |

3.2.2 Amendments to Bands following Alteration and Subsequent Sale

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|--------------|----------------------|----------------------------|
| (a) | Receive and record all the sales of all domestic properties in Dunbartonshire, Argyll and Bute (Including such sections of Glasgow and Stirlingshire Registers as are required) and check for matches with development records. | 2,5,10,11,12 | Admin Supervisors | On receipt of notification |
| (b) | Where appropriate, survey amended properties. | 2,5,10,11,12 | Divisional Assessors | Ongoing |

| | | | | |
|-----|--|-------------------|----------------------|--------------|
| (c) | Value and band the above in accordance with the statutory valuation assumptions and DABVJB procedures. | 2,5,10,11,12 | Divisional Assessors | Ongoing |
| (d) | Amend the Valuation List by input to the Assessors 'Live' computer system. | 2,5,10,11,12 | Divisional Assessors | Ongoing |
| (e) | Check and authorise all such amendments in accordance with DABVJB procedures, making changes or referring back as appropriate. | 2,5,10,11,12 | Admin Supervisors | Weekly |
| (f) | Transfer all changes to relevant billing authorities in accordance with annually agreed schedules. | 2,5,7,10,11,12 | Admin Supervisors | Weekly |
| (g) | Issue Banding Notices and covering letters to all interested parties as required by statute. | 2,5,10,11,12,14 | Admin Supervisors | Weekly |
| (h) | Clear backlog of cases identified in 2023/24. | 2,5,7,10,11,12,13 | Divisional Assessors | To June 2024 |
| (i) | Minutes of monthly team meetings will record position to allow management oversight of outstanding workloads | 2,5,7,10,11,12,13 | Divisional Assessors | Monthly |

3.2.3 Proposals against entries in the Council Tax List

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|---------------|---|-----------------------|
| (a) | Record proposals received in respect of entries in the Council Tax List, including those received via the SAA web portal | 5,10,11,12 | Admin Supervisors Divisional Assessors | On receipt Ongoing |
| (b) | Consider validity of proposal, which will determine route the proposal takes. | 5,7,8,10,12 | Divisional Assessors | Continuous |
| (c) | Issue Invalid Decision Notice to Proposals not validly made within 6 weeks or receipt. | 5,7,8,10,12 | Divisional Assessors | Continuous |
| (d) | Issue Full Decision Notice to Proposals validly made within 6 months or receipt. | 5,7,8,10,12 | Divisional Assessors | Continuous |
| (e) | Where appropriate, amend the Valuation List to reflect proposal decision in accordance with procedures as above. | 5,10,11,12 | Divisional Assessors | Ongoing |
| (f) | Where appropriate, issue Banding Notices to reflect settlement of | 5,10,11,12,14 | Admin | Weekly |

| | | | | |
|-----|---|--------|---------------|------------|
| | proposals. | | Supervisors | |
| (g) | All of the above to be completed in accordance with the DABVJB procedures as detailed in the Council Tax Guide. | 5,11 | All staff | Continuous |
| (h) | Compile and present Council Tax Proposals and Appeal statistics to Management Team in accordance with Reporting Framework | 2,5,11 | Admin Manager | Monthly |

3.2.4 Appeals against Proposal Decision Notices

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|-------------|--|---------------------|---|------------------------|
| (a) | Record appeals received from LTC and log on system. | 5,10,11,12 | Admin Supervisors Divisional Assessors | On receipt Ongoing |
| (b) | Prepare cases including sales analysis, valuations, photographs, plans and other productions, including written submissions where appropriate. | 5,10,11,12 | Divisional Assessors | As required |
| (c) | Present cases at hearing, or by written representations as required by the Tribunal. | 5,10,11,12 | Divisional Assessors | As required |
| (d) | Where appropriate, issue Banding Notices to reflect decision of Tribunal. | 5,10,11,12,14 | Admin Supervisors | Weekly |
| (e) | Ensure decisions of interest are circulated around valuation staff for training purposes, and SAA for knowledge. | 8 | Divisional Assessors/Deput e Assessor | As required |
| (e) | All of the above to be completed in accordance with the DABVJB procedures | 5,11 | All staff | Continuous |
| (i) | Compile and present Council Tax Proposals and Appeal statistics to Management Team in accordance with Reporting Framework | 2,5,11 | Admin Manager | Monthly |

3.2.4 Council Tax Revaluation

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|----------------|----------------------|-------------------------|
| (a) | Survey current altered domestic properties, including any backlogs. | 1,10,11 | Divisional Assessors | Where resources permit. |
| (b) | Amend valuations and, where appropriate, create 'potential' bands for amended subjects within the Assessor's 'Live' system. | 1,5,10,11,13 | Divisional Assessors | Where resources permit. |
| (c) | Integrate this process into regular recurring maintenance cycles. | 1,5,10,11,13 | Divisional Assessors | Where resources permit. |
| (d) | Continue to liaise with partners through the SAA to investigate solutions to deliver bulk appraisal | 2,5,9,11,12,13 | Assessor | Ongoing |

3.3 Electoral Registration

3.3.1 Annual Register of Electors

For the purposes of this Service Plan it has been assumed that the publication of new registers will be 'by 1st December' based on an annual canvass which extends from July– November.

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|--------------------|------------------------------------|---|
| (a) | Review canvass procedures, data match processes, door-to-door canvass, and telephone/Internet/SMS facility and create new canvass plan | 3,7,9,10,11,12,13 | ERO/PAO | April - July |
| (b) | Consider 1 year extension of existing contract for printing and mailing canvass forms. | 3,9,10,11,12,13,14 | ERO/PAO | Early 2025 And Early 2026 |
| (c) | Invite tenders for printing and issuing canvass forms. | 3,9,10,11,12,13,14 | ERO/PAO/WDC Procurement Team | Late 2026/Early 2027 (Assumes above extensions are exercised) |

| | | | | |
|-----|---|-----------------------|--------------------------------------|-------------------------------|
| (d) | Consider tenders and award contract for above. | 3,9,10,11,12,13,14 | ERO/PAO | April 2027 |
| (e) | Confirm the facilities and requirements of the electronic canvass provider | 3,9,10,11,12,13,14 | PAO | Annually in April |
| (f) | Obtain potential 'attainer' and young voter information from education authorities and populate EROS as appropriate | 3,6,9,10,11,12,13,14 | Admin Supervisors | Quarterly |
| (c) | Ensure receipt of Local Data to be used for local data matching | 3,6,7,9,10,11,13 | Admin Supervisors | Annually in May |
| (g) | Clear down ITR 'chase completed' potential electors | 3,6,9,11,13 | Admin Manager | Annually in June |
| (h) | Set recent additions threshold to 90 days and effect any other advance settings in EROS as are required. | 3,6,9,11,13 | PAO/Admin Manager | Annually in June |
| (i) | Prepare and upload file of properties to be subject to national data matching by agreement with CO | 3,6,7,9,11,13 | PAO/Admin Manager | Annually in July |
| (j) | Receive match report and upload to EROS | 3,6,9,11,13 | Admin Manager | Annually in July |
| (k) | Complete Local Data Matching, including empty property data, against red matches | 3,6,8,9,11,13 | Admin Supervisors | Annually in July |
| (l) | Use red matches as second piece of evidence to remove electors where 1 piece of evidence is already held | 3,6,8,9,11,13 | Admin Supervisors | Annually in July |
| (m) | Prepare and upload files required for creation of relevant 'canvass forms' as agreed with Print & Mail suppliers | 3,6,7,9 | Admin Manager | Annually in July |
| (n) | Issue route 1 and route 2 forms and, where appropriate, reminders to all households in accordance with canvass plan. Make relevant enquiries at Route 3 properties. | 3,9,10,11,12,13,14 | PAO/Admin Manager /Admin Supervisors | August–October |
| (o) | Check all initial (route 2) non-returns to Council Tax and other data sources and discount empty properties from further enquiry | 3,9,10,11,13 | Admin Supervisors | Prior to door-to-door canvass |
| (p) | Recruit door-to-door canvassers and order resources | 3,8,9,10,13 | PAO | July |
| (q) | Revise canvasser guidance materials and training | 3,6,7,8,9,10,11,13,14 | Admin Manager | July |
| (r) | Train door-to-door canvassers, and provide resources | 3,8,10,11,13 | Admin Manager /Admin Supervisors | Annually, August |
| (s) | Complete door-to-door canvass in accordance with canvass plan. | 3,7,9,10,11,13 | PAO/Admin Manager /Admin | Annually, September – |

| | | | | |
|------|---|---------------------|--------------------------------------|--------------------------------------|
| | | | Supervisors | October |
| (t) | Collect and collate canvass returns, including door-to-door returns | 3,7,9,10,11,13 | PAO/Admin Manager /Admin Supervisors | August – November |
| (u) | Process electronic canvass returns. | 3,9,10,11,13 | Admin Supervisors | August – November |
| (v) | Receive returns electronically from telephone/internet/SMS service returns | 3,7,9,10,11,13 | Admin Supervisors | August – November |
| (x) | Process changes, flags etc., including opt-outs, in EROS system and follow-up enquiries, absent vote applications etc. Issue ITRs as appropriate | 3,9,10,11,13 | Admin Supervisors | August – November |
| (y) | Provide Senior Managers with canvass progress reports, including electronic service returns | 3,9,11 | Admin Manager | Weekly during canvass |
| (z) | Produce and publish 'Full/Electoral' and 'Edited/Open' Registers, in accordance with statutory timetables. | 3,7,9,10,12,14 | PAO/Admin Manager | By 1 December |
| (aa) | Timeous provision of Registers to appropriate bodies and places, including places of public display, in accordance with statute and EC Performance Requirements | 3,7,9,10,12,14 | Admin Supervisors | 5 days after publication December |
| (bb) | Answer all ad-hoc enquiries from current, past and potential electors in accordance with DABVJB Working Practices. | 3,7,10,12,14 | All relevant staff | Continuous |
| (cc) | Maintain a record of sale and supply of registers in accordance with auditor requirements | 7,10,12 | Admin Supervisors | Continuous |
| (dd) | Production of Electoral statistics to NRS in line with statutory requirement | 7,11 | Admin Manager | Annually, December |
| (ee) | Provision of performance statistics to Electoral Commission and Cabinet Office | 7,9,11,12,13 | PAO/Admin Manager | TBC |
| (ff) | Maintain address Data Standards in EROS database | 3,6,7,9,10,11,12,13 | PAO | Ongoing |

3.3.2 Maintenance of Register of Electors

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|------------------------|-------------------|---|
| (a) | Interrogate various data sources including Council Tax systems, Housing records etc, to identify potential change | 6, 7,10,11,12,13,14 | Admin Supervisors | As required |
| (b) | Issue ITRs and, where appropriate, discretionary HEFs, 'Application to Vote by Post' and 'Review' forms/letters timeously to all parties requesting such, and as required from checks of change information received from council and other sources. | 6, 7,10,11,12,13,14 | Admin Supervisors | As required |
| (c) | Issue Reminders to non-responses from the above | 6, 7,10,11,12,13,14 | Admin Supervisors | As required |
| (d) | Arrange for door-to-door canvass for non-responses to (c) above | 6, 7,10,11,12,13,14 | Admin Supervisors | Normally in February/March |
| (e) | Record returns of these and receive applications via Government Digital Service | 6, 7,10,11,12,13 | Admin Supervisors | As required/daily |
| (f) | Maintain a list of Applications. | 6, 10,12,13 | Admin Supervisors | As required |
| (g) | With reference to the Integrity Checking staff guidance notes, process 'determined' changes via EROS system as above. | 6,10,12 | Admin Supervisors | Monthly, Jan – November. As per timetable |
| (h) | Issue, receive returns and process all Absent Voter Forms | 6,7,10,12,14 | Admin Supervisors | As required |
| (i) | Timeous production of monthly 'Lists of Alterations' and 'Notices of Alteration' to the Register of Electors. | 6,10,11,12,14 | Admin Supervisors | Monthly, Jan – Nov As per timetable |
| (j) | Republish the Open Register. | 6,10,11,12,14 | Admin Supervisors | Monthly, as per timetable |
| (k) | Timeous supply of changes to appropriate persons and bodies in format of choice. | 7,9,10,11,12,14 | Admin Supervisors | Monthly, Jan – Nov. As per timetable |
| (l) | Compile and present monthly update statistics to Management Team in accordance with Reporting Framework | 11,13 | Admin Manager | Monthly |
| (m) | Answer all ad-hoc enquiries for supply of Electoral Registers | 7,9,10,11,12,14 | Admin | As requested |

| | | | | |
|-----|--|----------------------|--------------------|---------------------------|
| | | | Supervisors | |
| (n) | Answer all ad-hoc queries in line with DABVJB working practices | 7,9,10,11,12,14 | All relevant staff | Continuous |
| (o) | Triennial enquiry to proxy voters in line with statutory regulations | 6,10,11,12,13 | Admin Supervisors | Annually, Jan-Feb |
| (p) | Liaise with Nursing Homes etc re applications to register and for absent votes. | 6,7,10,11,12,13 | Admin Supervisors | Regularly |
| (q) | Issue and process Absent Voter forms, including signature waiver requests, in accordance with staff guidance and above timetables. | 3,6,7,9,10,11,12 | Admin Supervisors | Ongoing |
| (r) | Review Participation Strategy/Activities | 3,6,7,10,11,12,13,14 | PAO | Annually prior to canvass |
| (s) | Issue such forms, take part in such initiatives etc as are included in annual Participation Strategy. | 3,6,7,9,10,11,12 | All staff | As required |
| (t) | Receive and process applications for anonymous registrations in accordance with staff guidance notes. | 3,6,7,9,10,11,12 | Admin Supervisors | Continuous |

3.3.3 Elections/Electoral Events

For each Election, individual timetables will be agreed with ROs and other interested parties. Regard will be had to formal Directions and recommendations from Electoral Management Board and the Electoral Commission.

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|----------------|-------------------------------|---------------------------|
| (a) | In the event of an election, elections or referenda, produce an Election Register or 'Polling List' and special lists of electors such as Absent Voters (Postal and Proxy Voter) lists, to include Personal identifiers, and issue letters in accordance with statute and by agreement with Returning Officers. | 3,7,9,10,11,12 | ERO/PAO/Admin Manager | As per election timetable |
| (a1) | Finalise UKPGE Plan and Risk Management | 6,9,11,12,13 | Assessor/PAO | ASAP |
| (b) | Liaise with Returning Officers regarding Polling Places/Schemes and apply changes to EROS system where appropriate | 7,9,11,12, | PAO/Admin Manager/Supervisors | As required |
| (c) | Provision of data to allow the printing of Poll Cards etc, including testing of procedures and data exports. | 3,7,9,10,11,12 | PAO/Admin Manager /Admin | As per election timetable |

| | | | | |
|-----|--|-----------------------|--------------------------------------|---|
| | | | Supervisors | |
| (d) | Provide split/polling station registers suitably marked with Absent Voters to relevant Returning Officers. | 3,7,9,10,11,12 | PAO/Admin Manager /Admin Supervisors | As per election timetable |
| (e) | Supply of election register and absent voters' lists to candidates and election agents in line with the statutory regulations, and to maintain a record of same. | 3,7,9,10,11,12 | Admin Supervisors | As per election timetable |
| (f) | Check quality of Signature and Date of Birth data for Absent Voters in advance of electoral event. | 3,7,9,10,11,12 | Admin Supervisors | As per election timetable |
| (g) | Provide advice service to Returning Officers staff on day of poll. | 7,10,12,13,14 | PAO/Admin Manager /Admin Supervisors | Day of Poll |
| (h) | Process emergency proxy applications and correct clerical errors and advise ROs by agreed mechanism | 7,10,12,13,14 | PAO/Admin Manager /Admin Supervisors | Day of Poll |
| (i) | Facilitate electronic access to Personal Identifier data for integrity checking of Absent Votes | 3,6,7,9,10,11,12,13 | ERO/PAO | As per election timetable |
| (j) | Provide back-up to provision of Personal Identifier data | 3,6,7,9,10,11,12,13 | ERO/PAO | As per election timetable |
| (k) | Receive report of Absent Votes which failed due to PI inconsistencies from ROs | 6,7,9,10,12,13,14 | Admin Supervisors | ASAP following electoral event |
| (l) | Issue relevant letters and/or forms to 'failed' Absent Voters | 6,7,9,10,12,13,14 | Admin Supervisors | By agreement following electoral events |
| (m) | Receive returns from (k) above and process as per normal procedures. | 6,7,9,10,12,13,14 | Admin Supervisors | ASAP following electoral event |
| (n) | Ensure that Caveats are renewed | 3,6,13 | ERO | March annually |
| (o) | Check addresses to ensure all relevant addresses are included in National Park election register | 3,6,7,8,9,10,11,12,13 | ERO/PAO | As required |
| (p) | Liaise with RO for national Park in Stirling Council re provision of registers for National Park election | 3,6,7,8,9,10,11,12,13 | ERO/PAO | As per election timetable. |

3.3.4/3.3.5/3.3.6/3.3.7 Absent Voters – Collection/Refresh of Personal Identifiers

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|-----------------------|-------------------------------------|--|
| (a) | Issue and receive Postal and Proxy voting applications and check for completeness in accordance with VJB guidance notes and integrity checking procedures. | 6,7,9,10,11,12,13,14 | Admin Supervisors | Ongoing |
| (b) | Batch, scan, process and verify properly completed returned forms | 6,7,9,10,11,12,13,14 | Admin Supervisors | Ongoing |
| (c) | Escalate queries and signature waiver applications in accordance with VJB guidance notes | 6,7,9,10,11,12,13,14 | Admin Supervisors | Ongoing |
| (d) | Confirm acceptability of signature waiver applications by such means as are necessary and process | 6,7,9,10,11,12,13,14 | PAO/Admin Man/ Admin Supervisors | Ongoing |
| (e) | Re-issue forms or make enquiries for incomplete applications | 6,7,9,10,11,12,13,14 | Admin Supervisors | Ongoing |
| (f) | Issue confirmations and/or rejection letters as required | 6,7,9,10,11,12,13,14 | Admin Supervisors | Ongoing |
| (g) | 5-yearly refresh of personal identifiers as required by statute (for devolved elections) | 6,7,9,10,11,12,13,14 | Admin Supervisors | Annually in January |
| (h) | Provide Electoral Commission with Absent Voter Statistics | 7,9,10,11,12,13 | Admin Manager | Annually |
| (i) | Refresh 'failed' AV Personal identifiers as per 3.3.3 above | 6,10,12,13,14 | Admin Supervisors | As above |
| (j) | Process online applications for Absent Votes (UK Registers only) | 3,6,7,8,9,10,11,12,13 | ERO/PAO | Ongoing |
| (k) | Write out to UK postal voters to invite to renew postal vote | 3,6,7,8,9,10,11,12,13 | PAO | By January 2026, and ongoing thereafter. |

3.3.8 Boundary Changes

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|----------------|--------------------|-----------------|
| (a) | Provide assistance and advice to Boundary Commission and constituent authorities to inform the re-drafting and legislative processes. | 6,7,9,10,12,13 | PAO/ Admin Manager | As required |
| (b) | Adjustments to Register to accord with new ward or constituency boundaries as required by any boundary review or voting system. | 3,6,7,9,11,13 | PAO/ Admin Manager | |
| (c) | Assisting Returning Officers by allocating streets to Polling Districts to be used in the event of an election | 3,6,7,9,10,11 | PAO/ Admin Manager | As required |
| (d) | Implement changes arising from Scottish Parliamentary Constituency Review. | 6,7,9,10,12,13 | PAO/ Admin Manager | |

3.3.9 Implementation of Voter ID process

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|-----------------------|-----------|-----------------|
| (a) | Ensure resources are in place to deal with expected workload. | 3,6,7,8,9,10,11,12,13 | ERO | April 2024 |
| (b) | Proactively monitor application levels on a regular basis, and a daily basis once an election is called | 3,6,7,9,10,11,12,13 | PAO | As required |
| (c) | Have contingency plans in place to deal with any surge in applications. | 3,6,7,9,10,11,12,13 | PAO/ERO | Ongoing |

3.3.10 Registration of Overseas Voters

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|-----------------------|-----------|-----------------|
| (a) | Put in place procedures for register checking (archived registers) which are only available through archivists or libraries | 3,6,7,8,9,10,11,12,13 | PAO | April 2024 |
| (b) | Arrange visits as necessary, scaling up visits as necessary closer to UKPGE to ensure applications are processed as quickly as possible. | 3,6,7,9,10,11,12,13 | PAO | As required |

3.4 Corporate Governance

3.4.1 The Joint Board

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|-----------------|-----------------------------------|-----------------------------|
| (a) | Councils to nominate representatives to the Valuation Joint Board | 7,9,10,12,13 | Constituent Councils | By June 2027 |
| (b) | New Valuation Joint Board to meet and appoint Convenor and Vice Convenor | 7,9,10,12,13 | Joint Board/Clerk | June 2027 |
| (c) | Valuation Joint Board to consider meeting cycles and Committee memberships | 7,9,10,12,13 | Joint Board/Clerk | June 2027 |
| (d) | Assessor to provide an 'Introduction to the duties and functions of the VJB' presentation. | 7,9,10,12,13,14 | Assessor | On appointment of new Board |
| (e) | Members to be advised of duty to act in accordance with Code of Conduct for Councillors | 10,12 | Constituent Councils/ Assessor | May/June 2027 |

3.4.2 Valuation Joint Board Meetings

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|--------------|------------------------------------|---|
| (a) | Agree timetable for Valuation Joint Board Meetings which incorporates meeting to receive and approve the audited financial statements before their final certification and submission to the Accounts Commission | 7,12,13 | Assessor/Board/ Clerk to DABVJB | Provisionally in June, September and February/March, annually |
| (b) | Agree timetable for pre-Agenda meetings, if required | 7,12,13 | Convenor/Assessor | If required |
| (c) | Nominate Report authors for VJB Meetings | 13 | Assessor | As required |
| (d) | Prepare Board Reports for VJB Meeting | 8,12,13,14 | Relevant Officers of VJB and WDC | As agreed above |

| | | | | |
|-----|---|-----------------|------------------------------------|------------------------|
| (e) | Publish Board papers to the DABVJB web site and make available at offices for public inspection | 7,8,10,11,12,14 | Depute Assessor/ Clerk to Board | In advance of meetings |
| (f) | Attend Agenda Meetings of VJB, if required | 7,8,12 | Assessor | As agreed above |
| (g) | Attend meetings of VJB | 7,8,12 | Assessor/Report Authors | As agreed above |

3.4.3 Probity and Propriety

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|--------------|----------------------------|---|
| (a) | Liaise with Treasurer to the Valuation Joint Board to review Financial Regulations and present to Board for approval (Most recently revised in 2022) | 7,12 | Assessor | Next due March 2025 or as required |
| (b) | Liaise with Clerk to the Valuation Joint Board to review Standing Orders and present to Board for approval (Most recently revised in June 2021) Specifically, review for any requirement to accommodate remote/virtual meetings | 7,12 | Assessor Assessor/Clerk | Next due September 2024 or as required |
| (c) | Liaise with Clerk to the Valuation Joint Board review Schemes of Delegation and present to Board for approval (Most recently revised in June 2023) | 7,12 | Assessor | March 2026 or as required |
| (d) | Review Codes of Conduct for officers of the Valuation Joint Board. (Last amended March 2022) | 7,12,14 | Assessor | March 2025 |
| (e) | Prepare and review internal procedural guides to ensure adherence to Schemes of Delegation, Financial Regulations, Standing Orders and Codes of Conduct | 7,12,14 | Assessor | Following approval of above and as required |
| (f) | Check RICS membership of professional staff | 7,10,12 | Depute | Annually in May |

3.4.4 Service Plans

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|-------------------------|-----------|--------------------------------|
| (a) | Prepare and Review 3-year strategic Service Plan (Current Plan 2024-27) | 1- 6,7,9,11,12,13,14 | Assessor | Update annually in March/April |

| | | | | |
|-----|--|---------------------|-----------------------|---------------------------------|
| | | | | with full review in April 2027. |
| (b) | Prepare and Review Annual Service Plan/Calendar | 1-6,7,9,11,12,13,14 | Assessor | Revise for April, annually |
| (c) | Seek Joint Board approval of Service Plans | 1-6,7,9,11,12,13,14 | Assessor | Annually in June |
| (d) | Add Service Plan Actions to MT Actions List | 1-6,7,9,11,12,13,14 | Business Support Team | Annually in April |
| (d) | Review progress against Annual Service Calendar and MT Actions | 1-6,7,9,11,12,13,14 | Management Team | At each regular meeting |

3.4.5/3.4.6 Corporate Governance, Counter Fraud, Corruption and Business Irregularities

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|----------------|-----------------|-------------------------------------|
| (a) | Review Corporate Governance Statement | 12 | Assessor | September annually |
| (b) | Review Counter Fraud and Corruption Policy (July 2021) | 12 | Assessor | July 2024 and 3-yearly |
| (c) | Review Business Irregularities Procedures (July 2021) | 12 | Assessor | July 2024 and 3-yearly |
| (d) | Review and adapt West Dunbartonshire Policies to meet DABVJB requirements | 7,8,12,14 | Depute Assessor | As received/required |
| (e) | Implement and review DABVJB Policies and Procedures to meet changes in legislation and good working practices | 7,8,9,12,13,14 | Management Team | As required |
| (f) | Carry out Code of Corporate Governance self-assessment, identify actions and implement these. | 7,8,9,12,13,14 | Management Team | Self-assessment annually in autumn |
| (g) | Complete actions arising from annual Code of Corporate Governance self-assessment action plan | 7,8,9,12,13,14 | Management Team | Various schedules – see Action Plan |

3.4.7 Strategic Management

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|---------------------|-----------------|-------------------|
| (a) | Strategy and Policy to be developed, implemented and reviewed by Management Team at regular, minuted meetings | 1-6,7,9,11,12,13,14 | Management Team | Quarterly |
| (b) | Review Vision and Mission statements and strategic objectives | 7,9,10,11,12,13,14 | Management Team | Annually in March |
| (c) | Communicate Vision, Mission and strategic objectives to all staff by means of team briefings, written bullet notes and Minutes of meetings | 7,9,10,11,12,13,14 | Management Team | As required |
| (d) | Assess progress in relation to objectives | 1-6,7,11,13 | Management Team | 6-8 weekly |
| (e) | Provide direction and remit, receive reports and consider outcomes of working groups. | 1-6,7,11,13 | Management Team | 6-8 weekly |
| (f) | Review progress in relation to Audit Actions, Risk Actions, Financial Expenditure and Annual Service Plan/Calendar | 1-6,7,11,13 | Management Team | 6-8 weekly |
| (g) | Receive Budget Monitoring Reports, consider variations and effect any required actions | 1-6,7,11,13 | Management Team | 6-8 weekly |

3.4.8 Performance Management, Planning & Reporting

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|----------------------|------------------------------|-----------------------|
| (a) | Consider and agree Performance Management Targets, Planning and Reporting in line with Best Value principles and SAA considerations | 1-6,7,10,11,12 | Management Team | Annually in April |
| (b) | Establish annual KPI targets for DABVJB | 1,2,4,5,7,9,10,11,13 | Management Team | Annually in April |
| (c) | Establish annual KPI targets for individual teams | 1,2,4,5,7,9,10,11,13 | Divisional Assessors | Annually in April |
| (d) | Plan performance to ensure compliance with Best Value and achievement of targets | 1-6,11,13 | All Managers | Continually |
| (e) | Review Reporting Framework including the suite of performance reports relevant to key activities | 1-6,11,13 | Assessor and Management Team | Continuously reviewed |

| | | | | |
|-----|---|----------------------|--------------------------|--|
| (f) | Produce DABVJB performance reports for consideration by Management Team | 7,10,11,12,14 | Various/Admin Manager | Monthly or as per framework |
| (g) | Produce and publish Public Performance Reports | 7,10,11,12,14 | Depute Assessor | Annually in June |
| (h) | Report performance to Scottish Government through SAA Governance Committee | 7,11,12 | Depute Assessor | Annually in June |
| (i) | Review compliance with new EC Performance Standards and update practices and supporting documentation. (New regime not yet fully confirmed) | 3,6,7,9,11,12 | ERO/PAO | Annually in advance of the canvass |
| (j) | Produce Electoral Performance statistics for submission to Electoral Commission and Cabinet Office | 3,6,7,9,11,12 | ERO/PAO | Annually, during and at end of canvass |
| (k) | Present all performance submissions/publications to Joint Board for approval | 1-6,7,9,11,12,13 | Assessor/Depute Assessor | As required |
| (l) | Present KPI targets to Joint Board for approval | 1,2,4,5,7,9,11,12,13 | Assessor/Depute Assessor | Annually – Normally in June |
| (m) | Present all Performance submissions/publications to public in Annual Report | 1-6,7,9,11,12,13 | Assessor | Annually in May |
| (n) | Collate and submit newly implemented statistics for SAA Annual Report | 7,9,10,11,12,14 | Assessor/ERO | April and annually |

Note: The EC and the CO are constantly reviewing their performance and reporting requirements.

3.4.9 Internal Working Groups

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|--------------------|-----------------------------|--------------------------|
| (a) | Meet to ensure compliance with Health and Safety law and the DABVJB Health and Safety Policy | 7,8,9,,11,13 | Health and Safety Committee | Quarterly or as required |
| (b) | Report all Health and Safety matters to Management Team | 7,12,13 | Health and Safety Committee | Quarterly |
| (c) | Communicate all Health and Safety issues and actions to staff | 13,14 | Health and Safety Committee | As required |
| (d) | Develop, implement and review all processes and procedures in | 1,2,4,5,7,8,9,10,1 | Valuation | As required |

| | | | | |
|-----|---|-----------------------|---------------------------------|---------------------------|
| | relation to Council Tax and Non-Domestic Rating Valuation | 1, 12,13 | Working Group | |
| (e) | Develop, implement and review all processes and procedures in relation to Electoral Registration and clerical/administrative support of the valuation functions | 1-6,7,8,9,10,11,12,13 | Administration Working Group | Bi-monthly or as required |
| (f) | Develop and review Progress and EROS systems and related procedures | 1-6,7,8,9,10,11,12,13 | Valuation /Admin Working Groups | As above |
| (g) | Maintain and develop ICT systems in line with VJB ICT Strategy | 1-6,7,8,9,10,11,12,13 | IT Team | Bi-monthly or as required |
| (h) | Review memberships of working groups | 1-6,7,8,11,13 | Management Team | As required |

3.4.10 Personnel etc Policies and Procedures

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|-------------|--|---------------------|-------------------------------------|-----------------------------------|
| (a) | Review and adapt relevant West Dunbartonshire Policies to meet DABVJB requirements | 7,8,10,14 | Depute Assessor | As required |
| (b) | Consider new/revised West Dunbartonshire Polices and procedures for adoption/adaptation in DABVJB | 7,8,10,14 | Management Team | On receipt |
| (c) | Present new and amended Policies to the Joint Board for approval | 7,8,10,14 | Assessor | Per Joint Board meeting cycle |
| (d) | Provide such training as is required to support Policies | 7,8,10,14 | Management Team | Before/immediately after approval |
| (e) | Communicate all approved DABVJB Policies and procedures to staff via Team Briefings and written bullet points. | 7,8,10,14 | Management Team | Immediately following approval |
| (f) | Make Policies and Procedures available on DABVJB web site or a shared drive | 7,8,10,14 | Management Team/ Systems Officer | Immediately following approval |
| (g) | Check driving licences, insurances and MOTs | 7,8,10,13 | Business Support Team | In accordance with Policy |

3.4.11 Internal and External Audit

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|--------------|------------------|-------------------------------------|
| (a) | Present Annual Accounts for external audit | 12 | Treasurer to VJB | Annually in May |
| (b) | Agree audit plan with External Auditors | 11,12,13 | Treasurer to VJB | Annually in Jan/Feb |
| (c) | Agree audit plan with Internal Auditors | 11,12,13 | Assessor | Annually |
| (d) | Co-operate with internal and external auditors in completion of audit investigations | 7,11,12,13 | All Managers | As per audit plans |
| (e) | Consider WDC Corporate Audits for actions required by DABVJB | 7,9,11,12 | Assessor | As required |
| (f) | Add agreed audit actions to Collated Audit Actions List and report progress to Management Team | 11,12,13 | Assessor | As required. Report to MT quarterly |
| (g) | Co-ordinate implementation of actions arising from audit recommendations | 9,11,13 | Management Team | As required |

3.4.12 Risk Management

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|----------------|------------------------------|-----------------------------|
| (a) | Review Risk Management Strategy (Current version 2021) and Procedures | 1-6,9,11,12,13 | Management Team | September 2024 and 3-yearly |
| (b) | Review Board and Operational Risk Registers in accordance with the methodology contained in Strategy | 1-6,9,11,12,13 | Assessor | Annually in February |
| (c) | Implement/Amend Risk Action Plan | 1-6,9,11,12,13 | Assessor | Annually in February |
| (d) | Monitor progress against Action Plan | 11,13 | Management Team | 6-8 weekly |
| (e) | Review Business Continuity/Disaster Recovery Plan Last updated 2023 | 1-6,12,13 | Depute Assessor | Annually October |
| (f) | Liaise with WDC Legal advisors to review all insurances. | 1-6,8,11,13 | Assessor/ Depute Assessor | Annually in June |

| | | | | |
|-----|--|--------------|-----------------|----------|
| (g) | Review Electoral Risk Registers/Action Plans for canvass, rolling registration and elections | 3,6,11,12,13 | PAO/ERO | Annually |
| (h) | Review ICT systems Risk Registers/Action Plans | 1-6,11,12,13 | Depute Assessor | Annually |

3.5 Accountability

3.5.1 Annual Accounts

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|--------------|------------------------|--------------------------------------|
| (a) | Process, authorise and pass all Invoices to Creditors and Debtors sections, WDC Finance | 9,12 | Depute Assessor/PAO | Weekly on a Thursday and as required |
| (b) | Pass Internal Charges to Creditors section, WDC Finance | 9,12 | Depute Assessor/PAO | As required* |
| (c) | Pass Accruals Forms (Including annual leave balances) to Creditors section, WDC Finance | 9,12 | Depute Assessor/PAO | Annually* |
| (d) | Pass Manual Journals to Creditors section, WDC Finance | 9,12 | Depute Assessor/PAO | Monthly |
| (e) | All Revenue Accounts to be finalised | 12 | Treasurer/ WDC Finance | Annually, May* |
| (f) | Consolidation of Abstract Accounts and completion of Financial Statements for Annual Report | 12 | Treasurer/ WDC Finance | Annually, May* |
| (g) | Draft the Management Commentary in line with Board guidance and Audit Scotland's Good Practice Note on Management Commentaries | 7,9,12,14 | Assessor | Annually, May* |
| (h) | Annual Report Produced (to include the above Management Commentary) | 7,9,10,12,14 | Treasurer/ WDC Finance | Annually in May |
| (i) | First Public Inspection | 12 | Treasurer/ WDC Finance | Annually, July/August |
| (j) | Final Audit Reports to be received | 12 | Treasurer/ WDC Finance | Annually, September |
| (k) | Joint Board (or Finance Sub-Committee) meeting to receive and | 7,12 | Board/Clerk/ | Annually, |

| | | | | |
|-----|---|--------------|------------------------|---------------------|
| | approve the audited financial statements before their final certification and submission to the Accounts Commission | | Treasurer | normally September |
| (l) | Submission of Annual Report and Accounts to Audit Commission | 7,9,10,12,14 | Assessor and ERO | Annually, September |
| (m) | Final Public Inspection (including appropriate advertisement) | 12 | Treasurer/ WDC Finance | Annually |

* **Note:** The precise timetables for these are in accordance with the West Dunbartonshire Council ‘Closure of Accounts Year End Procedures and Timetables’ guidance notes, and will vary from year to year.

3.5.2 External Audit

The timetabling of, and resource allocation to, External Audits are out with the direct control of the Assessor and are subject to annual agreement. Annual Audit Plans are, however, generally agreed in January/February and the audit fieldwork extends from then until a draft report is provided for comment in August/September.

3.5.3/3.5.4 Audit Plan/Audit Recommendations (see also 3.4.11 above)

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|----------------------|-----------------|-----------------------------|
| (a) | Identify priorities for audit including areas of DABVJB management concern and internal audit priorities. | 1-6,7,10,11,12,13 | Assessor | By agreement with Auditors |
| (b) | Develop and implement an Audit Plan taking account of both internal and external auditors | 1-6,7,10,11,12,13 | Assessor | By agreement with Auditors |
| (c) | Co-operate with internal and external auditors in completion of audit investigations | 7,12 | Managers | As audit plan |
| (d) | Co-ordinate actions arising from audit recommendations | 1-6,7,10,11,12,13,14 | Management Team | As required |
| (e) | Provide Joint Board with all Audit Reports and seek approval of Action Plans | 1-6,7,10,11,12,13 | Assessor | See cycle of Board meetings |

3.5.5 Performance Management, Monitoring and Reporting

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|---------------|---------------------------------|---|
| (a) | Review suite of performance reports contained in existing Reporting Framework | 1-6,7,9,11,13 | Assessor/ Management Team | Continually |
| (b) | Collate established suite of Key Performance Indicators for valuation functions | 7,11 | Depute Assessor | Annually, April |
| (c) | Report above KPIs to Scottish Government (via Scottish Assessors Association) | 7,11,12 | Depute Assessor | Annually, normally May |
| (d) | Produce and publish Public Performance Reports | 7,11,12 | Depute Assessor | Annually in May |
| (e) | Collate and submit relevant suite of statistics for inclusion in SAA Annual Report | | Depute Assessor | Annually in May |
| (f) | Produce and return CIPFA Rating Review Budget figures to West Dunbartonshire Council | 7 | Divisional Assessors | Annually in April |
| (g) | Produce and report annual change in Appeal Statistics (RVAPP) to Scottish Government | 7,11,12 | Admin Manager | Quarterly |
| (h) | Collate and submit Electoral Registration statistics (Form RPF 29) to National Records of Scotland | 7,11,12 | Admin Manager | Annually, December (or on publication of Register) |
| (i) | Produce and return COSLA Joint Staffing Watch Survey | 7,8,11,12 | Admin Manager | Quarterly: April, July, October and January |
| (j) | Collate and submit suite of KPIs and in-house performance statistics to Management Team | 11,12,13 | As per Reporting Framework | Monthly |
| (k) | Ad hoc reports | 7,11,12,13 | Various | As requested. |
| (l) | Prepare Management commentary/Annual Report for publication and presentation to Joint Board | 7,11,12,14 | Assessor | Annually in May |
| (m) | Report progress against Collated Audit Action Plan to Management Team | 1-6,11,12,13 | Assessor | Quarterly |
| (n) | Preview forthcoming tasks and report progress against Service Plans | 1-6,11,12,13 | Assessor/ | 6-8 weekly |

| | | | | |
|-----|--|---------------------|-----------------|--|
| | to Management Team | | Management Team | |
| (o) | Review compliance with Electoral Commission performance standards and compile/submit quantitative statistics (Note that the details of roll out and application of the new performance Standard have not yet been confirmed) | 3,6,7,9,10,11,12,13 | ERO/PAO | Before, during and after canvass as required |
| (p) | Provide further information and take part in any follow-up verification work undertaken by Electoral Commission | 3,6,7,9,10,11,12,13 | ERO/PAO | Annually or as required |

3.5.6 Management Team Meetings

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|-----------------|----------------------------------|----------------------------|
| (a) | Produce Briefing Notes for Team Briefings | 7,8,10,11,13,14 | Assessor | Immediately following MTMs |
| (b) | Produce draft minutes of MTMs for consideration by Management Team | 8,12,14 | Management Team members, by rota | ASAP following meetings |
| (c) | Approve minutes of previous Management Team meetings | 8,12,14 | Management Team | Quarterly |
| (d) | Post approved MTM minutes to shared drive (previously intranet) | 7,8,9,12,14 | Systems Officer | Quarterly |
| (e) | Review schedule, location, format of and attendance at MTMs | 7,8,9,11,13 | Management Team | Continuously |
| (f) | Produce draft Working Group minutes for consideration by Group members | 8,12,14 | Working Group members, by rota | ASAP following meetings |
| (g) | Approve minutes of previous Working Group meetings | 8,12,14 | Working Groups | 6-8 weekly |
| (h) | Post approved Working Group minutes to shared drive | 7,8,9,12,14 | Systems Officer | 6-8 weekly |
| (i) | Present Working Group Minutes to Management Team for consideration | 7,8,9,12,14 | Working Groups | 6-8 weekly |
| (j) | Review schedule, location, format of and attendance at Working Groups | 7,8,9,11,13 | Working Groups/ Management Team | Continuously |

3.5.7 Valuation Joint Board Meetings

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|-----------------|-----------|------------------------|
| (a) | Publish Board papers to the DABVJB web site and make available at offices for public inspection | 7,8,10,11,12,14 | Assessor | In advance of meetings |
| (b) | Advertise Board meetings (when held in public) and availability of Board meeting papers | 7,8,10,11,12,14 | Assessor | In advance of meetings |
| (c) | Publish Minutes of Joint Board Meetings | 7,8,12 | Assessor | On approval |

3.5.8 Procurement

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|--------------------|----------------------|---|
| (a) | Ensure all procurement is carried out in accordance with new Policy | 9,10,11,12,13 | Assessor | Ongoing |
| (b) | Consider 1 year extension of existing contract for printing and mailing canvass forms. | 3,9,10,11,12,13,14 | PAO | Early 2025 And Early 2026 |
| (c) | Invite tenders for printing and issuing canvass forms. | 3,9,10,11,12,13,14 | PAO | Late 2025/Early 2026 (Assumes extensions are exercised) |
| (d) | Consider tenders and award contract for above. | 3,9,10,11,12,13,14 | ERO/PAO | April 2026 |
| (e) | Liaise with WDC regarding procurement of insurance policies | 9,10,11,12,13 | Assessor | Annually in July/ August |
| (f) | Update Contracts Published and Management Contracts Lists | 9,10,11,12,13 | Assessor/Secretaries | As renewed/awarded |
| (g) | Review Procurement Policy (last update February 2017) | 10,11,12 | Assessor | October 2024 |
| (h) | Review Ordering and Invoicing Procedure (last update August 2022) | 10,11,12 | Assessor | October 2025 |

3.6 Best Value

3.6.1 Performance Monitoring and Measurement

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|----------------|-----------------|-----------------|
| (a) | For generalities of suite of performance measurement, including KPIs, see 3.5.5 above and Reporting Framework | 1-6,7,11,12,13 | Various | Various |
| (b) | Review Performance, Training and Development Policy to ensure it supports Performance Management | 7,8,9,11,13 | Management Team | June 2024 |
| (c) | Collate agreed KPI statistics for Electoral Performance and share with SAA | 3,6,11,12,13 | PAO | As required |

3.6.2 Trends and Comparisons

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|--------------|--|---|
| (a) | General Comparisons with other Assessors and EROs Specifically, include comparisons in Management Commentary | 9,11,12,13 | Management Team Assessor | Continuous Annually in May |
| (b) | Trends updated and comparisons made. | 9,11,12,13 | Assessor/ Depute Assessor | Immediately following SAA circulation of KPIs |
| (c) | Internal trends and comparisons | 9,11,12,13 | Management Team, Internal Working Groups | Monthly, in accordance with provision of stats. |

3.6.3 Public Performance Reporting

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|-------------------|-----------------|--|
| (a) | Compile Public Performance Reports | 7,9,10,11,12,14 | Depute Assessor | Annually, after collation of KPIs |
| (b) | Submit Public Performance Reports to Joint Board | 7,9,10,11,12,14 | Depute Assessor | First meeting after collation (usually June) |
| (c) | Publish Public Performance Reports to DABVJB Web site | 7,9,10,11,12,14 | Depute Assessor | Annually, after collation of KPIs |
| (d) | Submit KPIs to Scottish Assessors' Association and through that body to the Scottish Government | 7,11,12 | Depute Assessor | Annually, as requested |
| (e) | Provide KPIs and Public Performance Reports to staff | 7,8,9,10,11,12,14 | Depute Assessor | Annually, in June |
| (f) | Review format and content of Public Performance Reports | 7,9,10,11,12,14 | Depute Assessor | Annually prior to compilation |

3.6.4 Stakeholder Consultation

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|---------------------|----------------------------------|-----------------------------|
| (a) | Revise Public Performance Reports to encourage stakeholder feedback | 7,9,10,11,12,14 | Depute Assessor | To concur with publications |
| (b) | Review Customer Satisfaction procedures | 7,9,10,11,12,14 | Management Team | Continual |
| (c) | Prepare Customer Satisfaction reports for Management Team | 7,11,12,13 | Depute Assessor | Twice-yearly, Annually |
| (d) | Further develop Web Site to encourage interaction, particularly in respect of interactive forms | 1-6,7,9,10,11,12,14 | Depute Assessor, Systems Officer | Ongoing |
| (e) | Meet on regular basis with staff representative(s) | 7,8 | Assessor/Depute | As appropriate |
| (f) | Present suggestions from staff to Management Team | 7,8,9,11,13 | Assessor | Quarterly |
| (g) | Complete a Staff Satisfaction Survey including report of actions to MTM | 7,8,10,11,13,14 | Assessor | Annually, in July |
| (h) | Complete door-to-door Canvasser feedback survey | 3,7,8,9,10,11,12, | PAO | Annually, |

| | | | | |
|-----|--|--------------|-----------------|---------------------------|
| | | 13 | | following canvass |
| (i) | Hold scheduled and ad-hoc meetings with range of stakeholders | 7,9,10,11,12 | Various | See later |
| (j) | Consider stakeholder requirements received by SAA from Scottish Government, Scottish Ratepayers Forum and Scottish Business Rating Group etc | 7,9,10,11,12 | Management Team | See schedules of meetings |
| (k) | Consider stakeholder requirements received by SAA Portal from User Group meetings | 7,9,10,11,12 | Assessor | As received |
| (l) | Consider stakeholder requirements received directly from service users via SAA Portal | 7,9,10,11,12 | Assessor | As received |

3.6.5 Customer Comments and Complaints

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|-------------------------|----------------------------------|---|
| (b) | Monitor the operation of the Complaints Handling Procedure | 1-6,7,9,10,11,12,13, 14 | Management Team/ Depute Assessor | Ongoing |
| (c) | Prepare Customer Comment and Complaints reports for Management Team | 1-6,7,9,10,11,12,13, 14 | Depute Assessor | Quarterly |
| (d) | Take actions to deal with any learning points arising from Customer Comment and Complaints responses | 1-6,7,9,10,11,12,13, 14 | Management Team | As required |
| (e) | Publish 'Lessons Learned' and other actions taken arising from Comments and Complaints | 7,9,11,12,13 | Depute Assessor | Quarterly |
| (f) | Report Customer Comment and Complaint outcomes to Joint Board and Ombudsman | 7,9,10,12,14 | Assessor/Depute | Annually: June (Board) and April (SPSO) |
| (g) | Review Complaint Handling Policy (latest reviewed in April 2021) | 1-6,7,9,10,11,12,13, 14 | Depute Assessor | October 2024 |

3.6.6 Customer Service Standards

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|-------------------|-----------------|-----------------|
| (a) | Maintain and review relevant procedures, processes and systems including staff training in accordance with agreed standards | 1-6,7,10,11,12,13 | Management Team | Ongoing |
| (b) | Update Customer Service Standards | 1-6,7,10,11,12,13 | Depute Assessor | October 2024 |

3.7 Equal Opportunities

3.7.1 Encouraging Equal Opportunities and Ensuring Compliance

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|-----------------|-----------------|--|
| (a) | Provide multi-language assistance on regularly used documents | 7,10,11,12 | PAO | As required |
| (b) | Provide regularly used documents in variable formats | 7,10,11,12 | PAO | As required |
| (c) | Subscribe to Language line facilities | 7,9,10,11,12 | PAO | Annually |
| (d) | Ensure compliance with accessibility requirements for all buildings | 7,9,10,11,12,13 | Management Team | Continuous |
| (e) | Consider web accessibility requirements are satisfactory for DAB Website | 7,9,10,11,12 | Depute Assessor | December 2024 |
| (f) | Complete staff Equalities/Protected characteristics Survey | 7,9,10,11,12 | Depute Assessor | Annually, Jan/Feb |
| (g) | Produce and publish statutory Equality Reports including how Equality actions are mainstreamed, progress against stated 'Outcomes' and gender gap information. Specifically, establish new Equability Outcomes | 7,9,10,11,12 | Depute Assessor | New outcomes – April 2025. Progress report – April 2027 |

3.7.2 Policy Review

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|----------------------|-----------------|--------------------------------|
| (a) | Review Single Equality Scheme | 7,8,10,11,12,14 | Depute Assessor | December 2024 and 3-yearly |
| (b) | Complete Equality Impact Assessments for all new policies and procedures | 7,8,9,10,11,12 | Depute Assessor | As required |
| (c) | Review Equality Targets/Goals/Outcomes | 7,8,9,10,11,12 | Management Team | April 2025 and every two years |
| (d) | Ensure that all Policies are compliant with principles of Equality Act 2010 | 7,8,9,10,11,12,13,14 | Management Team | As implemented or revised |
| (e) | Ensure that pay grades and scales are compliant with equalities requirements through proper evaluation of all new/amended posts | 7,8,10,11,12,14 | Management Team | As required |
| (f) | Management Team to be trained in carrying out EIAs | 7,8,10,11,12,14 | Management Team | December 2024 |

3.7.3 Equalities Reporting

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|-----------------|-----------|------------------------------|
| (a) | Carry out annual Staff Survey to record protected characteristics | 8,9,10,12 | Depute | Annually in January |
| (b) | Equalities Reporting in relation to Recruitment | 8,9,10,11,12 | Depute | Annually |
| (c) | Equalities Reporting in relation to Training, Promotion, Grievances, Disciplinary Action etc. | 8,9,10,11,12 | Depute | Annually |
| (d) | Include summaries of Equalities Reports in Public Performance Reports | 8,9,10,11,12,14 | Depute | Annually in June |
| (e) | Include summaries of Equalities Reports in Management Commentary of Annual Reports | 8,9,10,11,12,14 | Assessor | Annually in May |
| (f) | Report Equalities statistics to Management Team and to public | 8,11 | Depute | Annually – March |
| (g) | Report/Publish progress against 'stated 'Outcomes', mainstreaming of equalities actions and gender pay-gap information | 8,11 | Depute | April 2025 and every 2 years |

3.7.4 Promotion and Training

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|-------------------|-------------------------------|--|
| (a) | Train/Brief staff in relation to Equalities duties and Outcomes | 8,10,11,13,14 | Depute Assessor | At induction and annually in accordance with Core Training reqts |
| (b) | Include aspects of Equality in all Induction Procedures | 8,10,11,13,14 | Depute Assessor, all Managers | As required |
| (c) | Language Line training, including refresher training, to be completed on-line | 8,10,11,12,14 | All staff | Annually as required |
| (d) | Provide Accessibility training to web designers/managers | 8,9,10,11,12,14 | Depute | As required |
| (e) | Review Equal Opportunities training requirements at Performance, Training and Development reviews | 8,9,10,11,13 | Relevant managers | Annually, timing TBC |
| (f) | Attend relevant Conferences and Learning opportunities | 7,8,9,10,11,12,13 | Management Team | As required |

3.8 Staffing and Personnel Matters

3.8.1 Development and Review of Personnel Policies

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|--------------|-----------------|-----------------|
| (a) | Review existing WDC Personnel Policies for adoption and adaptation to VJB's specific requirements. | 8,10,11,14 | Depute Assessor | Ongoing |
| (b) | Consult with staff representatives during development of above | 8,10,11,14 | Depute Assessor | As required |
| (c) | Present new or revised Policies to Joint Board for approval | 8,10,12 | Assessor | As required |
| (d) | Review all policies | 7,8,10,11,14 | Management Team | As required |

| | | | | |
|-----|--|--------------|-----------------|---------------------------|
| (e) | Review Health and Safety Policy | 7,8,10,11,14 | H & S Committee | Annually in October. |
| (f) | Liaise with HR&OD Business Partner re news, forthcoming policies and changes | 8,10,11,14 | Depute Assessor | Quarterly/To be confirmed |

3.8.2 Performance, Training and Development Policy

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|----------------------|------------------------------|-------------------------------|
| (a) | Review the timing and frequency of Performance, Training and Development meetings | 7,8,9,11,13 | Assessor/ Management Team | Ongoing |
| (b) | Agree training and development needs of all staff at Performance Training and Development review meeting | 1-6,7,8,10,11,13 | Managers, all staff | April/May annually |
| (c) | Identify relevant courses and resources and provide training as identified above, in accordance with the VJB objectives and within budget | 1-6,8,10,11,13 | Depute | Continually |
| (d) | Maintain record of training delivery | 8,10,13 | Depute Assessor | Continually |
| (e) | Ensure training event appraisals are completed and collated | 7,8,11,13 | Depute/All managers | Continually |
| (f) | Revise budget provision for training | 7,8,10,11,12,13 | Assessor | Annually, in January/February |
| (g) | Review Performance, Training and Development policy | 7,8,10,11,13,14 | Assessor/Depute | June 2024 and three yearly. |
| (h) | Provide training for trainees/graduate surveyors that meet RICS requirements | 1,2,4,5,7,8,10,11,13 | Depute, Divisional Assessors | Continually |
| (i) | Provide training for Technicians via College of Estate Management or similar | 1,2,4,5,7,8,10,11,13 | Depute | As required |
| (j) | Provide training for relevant staff towards AEA qualifications | 3,6, 7,8,10,11,13 | Depute ERO/PAO | As required |
| (k) | Provide training in preparation for new tasks, new systems, legislative and operational changes | 1-6, 7,8,9,10,11,13 | Various | As required |

| | | | | |
|-----|--|-------------------|-----------------|-------------|
| (l) | Complete Core training modules, including Language Line refreshers | 7,8,9,10,11,13 | All Staff | Annually |
| (m) | Provide Equalities training (see 3.7.4(a) above) | 7,8,9,10,11,13 | Various | As required |
| (n) | Provide Induction training | 7,8,9,10,11,13,14 | Various | As required |
| (o) | Provide Health and Safety training | 7,8,9,10,11,13,14 | H & S Committee | As required |

3.8.3 Staffing Review

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|--------------------|-----------------|-------------------------------|
| (a) | Issue, collect and analyse staff questionnaires (The practice of carrying this out annually will be kept under review) | 7,8,10,11,13,14 | Assessor | Annually, in June/July |
| (b) | Follow up questionnaire results/outcomes where appropriate | 7,8,10,11,13,14 | Assessor | Annually, in July |
| (c) | Report outcomes to Management Team and agree actions | 7,8,10,11,13,14 | Assessor | Annually, in September |
| (d) | Consider budgetary implications of agreed actions | 7,8,10,11,12,13,14 | Management Team | Annually in November/December |
| (e) | Report outcomes and actions to staff | 7,8,10,11,13,14 | Management Team | Annually in autumn |
| (f) | Refer staff suggestions to Management Team | 7,8,10,11,13,14 | Management Team | Quarterly |
| (g) | Review staffing at retirements, resignations and as budget pressures require | 9,11,12,13 | Management Team | Continually |
| (h) | Review staffing in light of changing external factors (see Workforce Plan below) | 7,9,11,12,13 | Management Team | Continually |
| (i) | Recruit to fill vacant post(s) | 1,2,4,5,8,13 | Management Team | As required |
| (j) | Effect actions, including recruitment and training in line with Workforce Plan | 1-6,7,8,11,13 | Management Team | Various timetables |
| (l) | Review internal and external drivers for change and draft annual Workforce Plan (to align with annual budget setting process) | 1-6,7,8,11,13,14 | Assessor & ERO | Annually in January/February |
| (m) | Review staff complement in WDC's HR system (add new and remove | 7,9,13 | Depute Assessor | April and October |

| | | | | |
|-----|---|---------------|----------|--------------------|
| | obsolete and unfunded posts) | | | or as required |
| (n) | Mid year progress report on Workforce Planning arrangements to be presented to the Joint Board. | 1-6,7,8,11,13 | Assessor | September annually |

3.8.4 Liaison with West Dunbartonshire Council

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|--------------|-----------------------|------------------------|
| (a) | Regular meetings with WDC HR&OD staff to review current issues and policy development | 7,8,10 | Depute Assessor | As mutually convenient |
| (b) | Ad-hoc meetings with WDC personnel staff to review current issues and policy development | 7,8,10 | Depute Assessor / PAO | Continual –As required |
| (c) | Receive, consider, and relay (where appropriate), all relevant WDC HR&OD Bulletins as appropriate. | 7,8,9,10 | Depute Assessor | Following receipt |
| (d) | Implement above through team briefings and training events | 7,8,10,11 | Managers | As required |
| (e) | Receive Workforce Updates from WDC and consider application to Joint Board | 7,8,13,14 | Management Team | Weekly or as supplied |

3.8.5 Health and Safety Policy

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|--------------|-----------------------------|------------------------------------|
| (a) | Review of Health and Safety Policy | 7,8,11,13,14 | Depute/ H&S Committee | Annually in October |
| (b) | Hold Health and Safety Committee meetings | 7,8,11,13 | Depute | Quarterly or as required |
| (c) | Revise H&S Risk Assessments | 7,8,11,13,14 | Health and Safety Committee | Annually in October or as required |
| (d) | Approve and Implement revised Risk Assessments/Actions. | 7,8,11,13,14 | Management Team | Annually in October |

3.8.6 HR&OD Data Sharing Agreement

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|--------------|-----------------|--------------------|
| (a) | Liaise with WDC Legal Service to draft and agree a suitable DSA covering the sharing of personal data between the Joint Board and WDC for HR&OD, Payroll, Pension and related activities | 7,8,12 | Depute Assessor | Ongoing* |
| (b) | Implement and manage DSA HR&OD, Payroll, Pension and related activities | 7,8,12 | Depute Assessor | On approval of DSA |

***Note:** This is wholly dependent on resource that WDC can apply to the process.

3.8.7 Agile Working Policy

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|-------------------|-----------------|-----------------|
| (a) | Carry out a review of the effectiveness of the Board's Agile Working Policy to ensure that the needs of the organisation are being met. | 7,8,9,10,11,12,13 | Depute Assessor | March 2026 |

3.9 Finance and Budgeting

3.9.1 Financial Regulations and Standing Orders

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|--------------|----------------------------|---------------------------------------|
| (a) | Liaise with Treasurer to the Valuation Joint Board to review Financial Regulations and present to Board for approval (Most recently revised in September 2022) | 7,12 | Assessor | 3-yearly. March 2025 or when required |
| (b) | Liaise with Clerk to the Valuation Joint Board to review Standing Orders and present to Board for approval (Most recently revised in September 2021) Specifically, review for any requirement to accommodate | 7,12 | Assessor Assessor/Clerk | 3-yearly. Sept 2024 or as required |

| | | | | |
|-----|---|-------|----------|----------------------------|
| | remote/virtual meetings | | | |
| (c) | Review procedural guidance to staff to reflect changes to Financial Regulations | 12,14 | Assessor | At reviews and as required |

3.9.2 Budget Preparation

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|------------------------|-----------------------|-----------------------------------|
| (a) | Review probable out-turn along with operational, staffing, training and all other requirements. Incorporate a review of funding and expenditure on Voter ID process during budget process | 3,6,7,8,9,11,12,13 | Assessor/Depute/PAO | Annually December - February |
| (b) | Prepare and agree provisional Revenue Budget Bid with Treasurer/WDC Accountants | 8,9,11,12,13 | Assessor/Depute/PAO | Annually December - February |
| (c) | Present draft proposals to Joint Board's Funding Working, if/as required, and effect such changes to the estimates as are agreed | 8,9,11,12,13 | Assessor | As required (suggest December) |
| (d) | Prepare and agree provisional Capital Budget Bid with Treasurer/WDC Accountants | 8,9,11,12,13 | Assessor/Depute | Annually December - February |
| (e) | Seek approval for proposed budgets from Valuation Joint Board | 1,2,3,4,5,6,8,9,,11,13 | Treasurer/Assessor or | Annually – February/March |
| (f) | Prepare detailed report on make-up of Revenue Budget | 8,9,11,12,13,14 | Assessor | Annually, February/March |

3.9.3 Financial Procedures

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|--------------|-----------|-----------------|
| (a) | Review procedures for Ordering, Invoicing and Payment, and advise relevant staff (last update August 2022) | 8,11,12,13 | Assessor | October 2025 |
| (b) | Review Financial Procedures to take account of any changes to Financial Regulations | 8,11,12,13 | Assessor | As required |

| | | | | |
|-----|---|---------------|-----------|--|
| (c) | Review List of Approved Signatories | 12 | Assessor | Annually or at any change of signatories |
| (d) | Review database which supports Ordering and Invoicing procedures | 7,8,11,12,13 | All users | Continually |
| (e) | Ensure that all instances of procurement comply with Procurement Procedures | 9,10,11,12,13 | Assessor | Ongoing |
| (f) | Review of Procurement Policy (last reviewed 2017) | 10,11,12 | Assessor | October 2024 |

3.9.4 Financial Procedures – Debtor Accounts

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|-----------------|------------|-----------------|
| (a) | Review procedures and staff guidance for debtors procedures | 7,8,11,12,13,14 | Depute | As required |
| (b) | Train relevant staff in debtors procedure | 7,8,11,12,13,14 | Depute/PAO | As required |
| (c) | Prepare 'Debtors Report' from Agresso system and provide to Management Team as per Reporting Framework | 7,8,11,12 | PAO | Monthly |
| (d) | Train relevant staff in the use of the Agresso Finance System | 7,8,11,12,13,14 | Depute/PAO | August 2024 |

3.9.5 Training

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|--------------------|-------------------|--------------------|
| (a) | Identify any training requirements arising from 3.9 at Training and Development meeting | 7,8,11,12,13 | Relevant managers | Annually, February |
| (b) | Identify any training requirements resulting from changes to procedures or personnel | 7,8,9,11,12,13 | Assessor/ Depute | As required |
| (c) | Provide, arrange or facilitate training and instruction as identified above. | 7,8,11,12,13,14 | Assessor/ Depute | As required |
| (d) | Arrange training in use of Agresso system for the purpose of imposing and ingathering Civil Penalties (see 3.9.7 below) | 1,4,7,8,9,10,11,13 | Assessor | August 2024 |

3.9.6 Financial Monitoring Reports

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|--------------|---------------------------|--------------------------|
| (a) | Receive, check and consider monitoring reports from WDC Finance Department against locally maintained Expenditure database | 11,12,13 | PAO/Business Support Team | Monthly |
| (b) | Prepare Financial Monitoring Reports, including expenditure to date, reasons for variance, and proposed actions for Management Team | 11,12,13 | Assessor/PAO | Monthly |
| (c) | Consider and implement any actions required arising from monthly reports | 9, 11,12,13 | Management Team | Monthly and at MTMs |
| (d) | Prepare Financial Monitoring Reports, including probable out-turn and reasons for variance, for Valuation Joint Board | 11,12,13 | Treasurer/Assessor or | See VJB meeting schedule |
| (e) | Prepare 'Debtors Report' from Aggresso system and provide to Management Team as per Reporting Framework | 11,12,13 | PAO | Monthly |

3.9.7 Application and Collection of Civil Penalties

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|-----------------|--|----------------------|
| (a) | Ensure implement of procedures for the collection and receipting of Civil Penalties | 1,4,7,8,9,12,13 | PAO/DAs | April 2024 |
| (b) | Facilitate delivery of Aggresso training to support the implementation of Civil Penalties | 1,4,7,8,9,12,13 | PAO | April 2024 |
| (c) | Issue Civil Penalties in accordance with the NDR (Scotland) Act 2020 | 1,4,7,8,9,12,13 | Divisional Assessors/ Business Support Team | On non-return of AIN |
| (d) | Report on Civil Penalties issued, appealed and collected to Scottish Government | 7,9,10,12 | PAO | Quarterly |
| (e) | Report on Civil Penalty moneys collected (net of cost of collection) to Scottish Consolidated Fund | 7,9,10,12 | PAO | Twice per year |
| (f) | Introduce a Corporate Debt Policy | 7,9,10,12 | Assessor | October 2024 |

3.9.8 Annual Accounts

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|---------------|--------------------------------------|--|
| (a) | Complete procedures as at 3.5.1 above, and contained in WDC Abstract of Accounts guidance notes | 7,11,12,13 | Depute/PAO/ Business Support Team | Annually, April-May |
| (b) | Liaise with Treasurer/WDC Accountants in preparation of Annual Accounts | 7,11,12,13 | Assessor | Annually, April-May |
| (c) | Prepare provisional Annual Accounts for year | 7,11,12,13 | Treasurer | Annually, May |
| (d) | Submit Annual Accounts, including Management Commentary, to Auditors | 7,11,12,13 | Treasurer | Annually, June |
| (e) | Include Management Commentary in draft Accounts and present to Valuation Joint Board | 7,11,12,13,14 | Assessor | Annually, June |
| (f) | Consider External Audit Report | 7,11,12,13 | Treasurer/Assessor | Annually, September |
| (g) | Implement any Actions from External Audit of Accounts | 7,11,12,13 | Treasurer/Assessor | As required by Action Plan |
| (h) | Joint Board (or Finance Sub-Committee) meeting to receive and approve the audited financial statements before their final certification and submission to the Accounts Commission | 7,12 | Board/Clerk/ Treasurer | Annually, normally September |
| (i) | Present Final Accounts and External Audit Report, including any Action Plan, to Valuation Joint Board | 7,11,12,13 | Treasurer/Assessor | Annually, at first full meeting following submission to AC |

3.9.9 Payroll Checks

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|--------------|------------------------------|-----------------|
| (a) | Complete checks and report to Senior Managers. | 7,11,12,13 | Admin Manager | Monthly |
| (b) | Raise any queries arising from payroll checks with WDC Payroll service and trigger any repayment or other corrective actions | 7,11,12,13 | Admin Manager/ Management | Monthly |

3.9.10 Public Sector Expenditure

The projected budget gaps will need to be addressed and closed. It is likely that the only solution will be increased requisitions. A watching brief will be required on a year-to-year basis and budget plans changed as required.

3.10 Information Technology

3.10.1 Business Systems Support

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|------------------------|------------------------------|---|
| (a) | Attend ICT Liaison meetings with West Dunbartonshire Council | 7,8,9,11,13 | Assessor, Systems Officer | Six weekly |
| (b) | Liaise with WDC IT Helpdesk | 7,8,9,11,13 | Systems Officer | Continually |
| (c) | Liaise with WDC regarding ICT Asset Register | 7,8,9,11,12,13 | Systems Officer | Annually and on hardware renewal |
| (d) | Review of ICT Strategy | 1- 6,7,8,9,11,12,13 | Assessor | Annually or at significant changes |
| (e) | Liaise with WDC ICT to get estimated costs of any procurement proposals | 1- 6,7,8,9,11,12,13 | Assessor/ Systems Officer | As required – to align with budget /estimate preparations |
| (f) | Initiate procurement using appropriate procedures (as per the approved Procurement Procedures) | 1- 6,7,8,9,11,12,13 | Assessor/ Systems Officer | As required |
| (g) | Liaise with WDC regarding any specific projects where their input is required and a charge might apply | 7,8,9,11,12,13 | Assessor/ Systems Officer | As required |

3.10.2 ICT Strategy and Asset Management

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|---------------------|-----------------------------|----------------------------|
| (a) | Review PCs, laptops and other hardware which are faulty, obsolete, impeding performance or due (in accordance with the IT Strategy) for replacement | 1-6,11,12,13 | Systems Officer | Annually, autumn |
| (b) | Investigate options for procurement, costs of replacement etc, via WDC ICT | 11,12,13 | Systems Officer | Annually, autumn |
| (c) | Consider operational requirements, costs etc and prioritise purchase plan for following year | 1-6,11,12,13 | Assessor | Annually, January/February |
| (d) | Complete Capital Budget Bid and Submit to Joint Board at budget planning meeting | 1-6,11,12,13 | Assessor | Annually, February/ March |
| (e) | Procure and install new hardware from agreed budgets. | 1,2,4,5,7,8,9,11,13 | Assessor | As scheduled |
| (f) | Procure and install firewall/routers and backup internet lines for business continuity purposes | 1-6,9,11,13 | Assessor/ System Officer | Summer 2024 |
| (g) | Procure, install and migrate Assessors system/data to new Server. | 1,2,4,5,9,11,13 | Assessor | 2024/25 |
| (h) | Specify requirement, procure and install hard and software to facilitate remote survey data capture | 1,2,4,5,7,8,9,11,13 | Assessor | 2025/26 |
| (i) | Review requirement for and, where necessary, procure and install replacement productions Servers | 1-6,9,11,13 | Assessor | During 2024/25 |
| (j) | Replace/Upgrade 'Smoothwall' Firewall Protection and Router in Campbeltown office | 1-6,9,11,13 | Assessor | April 2024 |
| (k) | Update ICT Strategy | 9,11,12,13,15 | | |

3.10.3 Security

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|-----------------|-----------|-----------------|
| (a) | Liaise with WDC ICT to ensure appropriate safeguards remain in place | 3,6,7,8,9,11,13 | Assessor | Ongoing |
| (b) | Consider whether the Board could apply for Cyber Essentials accreditation | 9,11,12,13,15 | Assessor | 2024 |

3.10.4 Data Protection

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|---------------------|-----------|-------------------------|
| (a) | Review Data Protection Notification to Information Commissioner | 10,12 | Depute | Annually |
| (b) | Review/Design Forms to comply with Data Protection Requirements | 7,9,10,14 | Depute | As required |
| (c) | Review Data Processor Agreements | 12,13 | Depute | As required |
| (d) | Implement or Review Data Sharing Agreements | 1-6,7,9,10 | Depute | As required |
| (f) | Implement DSA with WDC for HR&OD/Payroll services | 1-6,7,9,10,11,12,14 | Depute | See above re dependency |
| (g) | Depute Assessor to have a data protection qualification | 8,11,12,15 | Assessor | As required |

3.10.5 Freedom of Information

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|----------------|-----------|--------------------------------|
| (a) | Review functionality of Freedom of Information logging system | 7,8,9,11,12,13 | Depute | January 2025 and every 2 years |
| (b) | Prepare reports on requests, refusals etc to Management Team | 7,9,11,12,13 | Depute | Quarterly |
| (c) | Prepare reports and submit to Information Commissioner | 7,9,11,12,13 | Depute | Quarterly |

3.10.6/3.10.7 Assessors 'Progress' System

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|---------------------|-------------------------|-----------------|
| (a) | Maintain System to receive and utilise outputs from Corporate Address Gazetteers | 7,8,9,11,13 | IT Team/Valuation Staff | Ongoing |
| (b) | Maintain System to provide BS7666 compliant outputs to billing systems of constituent Councils | 7,8,9,11,13 | As above | Low priority |
| (c) | Maintain and further develop system to meet agreed business requirements of delivering the 2026 Revaluation. | 1,2,4,5,7,8,9,11,13 | VWG, Systems Officer | 2024 |

| | | | | |
|-----|--|-------------------------|--|-------------|
| (d) | Maintain and further develop system outputs to enable delivery of agreed data to SAA Portal | 1,2,4,5,7,8,9,11,12, 13 | VWG, Systems Officer | Ongoing |
| (e) | Amend System to meet agreed business requirements of stakeholders, including billing departments of constituent councils | 1,2,4,5,7,8,9,11,13 | Assessor, Depute, Systems Officers, Analyst/Programmer | If required |
| (f) | Amend System to facilitate requirements of Reporting Framework | 1,2,4,5,7,8,9,11,13 | Assessor, PAO, Systems Officers, Analyst/Programmer | As required |
| (g) | Continue to seek and develop additional facilities and data to make available through 'SHEP system' | 1,2,4,5,7,8,9,11,13 | Depute, VWG | Ongoing |
| (h) | Proceed with the project to replace the current Assessors system – see 3.1.10 | 1,2,4,5,7,8,9,11,13,15 | Management Team | April 2024 |

3.10.8 Document Hub

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|--------------------|-----------|-----------------|
| (a) | Continue project to scan paper property files in to Document Hub | 3,6,7,8,9,10,11,13 | PAO | 2024/25 |

3.10.9 EROS Electoral System

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|--------------------|-------------------------------|---------------------|
| (a) | Attend EROS User Group meetings/webinars | 3,6,7,8,9,10,11,13 | PAO/Admin Manager as required | As scheduled |
| (b) | Liaise with EROS Customer Account Manager and Idox staff to arrange/manage compliance with legislative changes etc. | 3,6,7,8,9,10,11,13 | PAO/Admin Manager | Ongoing/As Required |
| (c) | Liaise with other EROS Users within Scotland to discuss system | 3,6,7,8,9,10,11,13 | PAO/Admin | As required |

| | | | | |
|-----|--|--------------------|----------------------|--|
| | improvements and, where necessary, changes to comply with Scottish Legislation | 3 | Manager | |
| (d) | Test and implement upgraded versions of EROS. | 3,6,8,9,10,11,13 | PAO/Systems Officers | Normally ASAP on receipt but consider operational requirements |
| (e) | Amend data in EROS system to reflect new electoral boundaries | 3,6,7,9,10,11,13 | PAO | As required |
| (f) | Provide training for changes to system and processes | 3,6,7,8,9,10,11,13 | PAO | As required |

3.10.10 Satellite Systems

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|-----------------------|-----------|-----------------|
| (a) | Implement Rental AIN issue ICT system, to manage new AIN regime with full integration with Civil Penalties (and CP appeals) processes within the Assessors system | 1,4,7,8,9,11,13 | VWG | April 2024 |
| (b) | Provide Management Team with Customer Satisfaction Reports | 1-6,7,8,9,10,11,12,13 | Depute | ½-yearly |
| (c) | Review use and functionality of Customer Satisfaction Reports | 1-6,7,8,9,10,11,12,13 | Assessor | Annually |
| (d) | Amend guidance to staff on use of satellite systems | 7,8,9,13,14 | Various | As required |
| (e) | Investigate PO/Inventory tracking system options | 9,12,15 | PAO | October 2024 |
| (f) | Improvements to Complaints System | 7,8,10,11,12 | Depute | June 2025 |
| (g) | Improvements to PDP System | 7,8,10,11,12 | Depute | August 2025 |

3.10.11 Assessors Portal Project

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|-------------------|-------------------------------------|-----------------------------|
| (a) | Attend Project Management Committee meetings in accordance with requirements of Portal Strategy Document | 7,8,9,11,12,13 | Assessor | As scheduled |
| (b) | Attend Project Team meetings in accordance with requirements of Project Strategy Document | 7,8,9,11,12,13 | Systems Officer | As scheduled |
| (c) | Attend Portal Information Management Working Group Meetings | 7,8,9,11,12,13 | Systems Officer | As scheduled |
| (d) | Prepare and implement any changes to data standards and conventions | 7,8,9,11,12 | Systems Officer, Programmer/Analyst | As required |
| (e) | Maintain links with local council gazetteers and relevant business systems | 7,8,9,11,12,13 | Systems Officer, Programmer/Analyst | As required |
| (f) | Provide regular data uploads to Portal | 11,12 | Systems Officer | Weekly |
| (g) | Refresh Content of DABVJB sections of Portal | 7,8,9,11,12,13 | Systems Officer | Continually |
| (h) | Amend Portal extract routines in accordance with future development requirements (See 3.10.6(c)) above for specific projects required in advance of April 2023) | 7,8,9,10,11,12,13 | Systems Officer, Programmer/Analyst | As per Portal Project Plans |
| (i) | Commit to the ongoing project to replace the SA Portal | 1-6,9,11,13,15 | Assessor | 2024 |

3.10.12 Web Site

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|-------------------|----------------------------------|-----------------------------------|
| (a) | Review general content and appearance of web site. | 7,8,9,10,11,12,14 | Management Team/ Systems Officer | Ongoing |
| (b) | Refresh to reflect changes to documents and information included in the Model Publication Scheme and Guide to Information | 7,8,9,10,11,12,14 | Systems Officer | As relevant documents are updated |
| (c) | Update Public Performance Report | 7,8,9,10,11,12,14 | Depute, Systems | Annually in June |

| | | | | |
|-----|---|-----------------------|---------------------|-------------|
| | | | Officer | |
| (d) | Provide information on elections and provide relevant forms for making applications | 3,6,7,8,9,10,11,12,14 | Systems Officer/PAO | As required |

3.10.13 Document Storage

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|------------------|-----------------|-------------------------------|
| (a) | Further develop shared directory structure, including relevant security. | 1-6,7,9,11,12,13 | Assessor/Depute | Ongoing |
| (b) | Direct the use of shared drives and continue migration of shared files | 1-6,7,9,11,12,13 | Assessor/Depute | Ongoing |
| (c) | Minimise size of staff 'H' drives, leaving only files personal to the employee in these, and no organisational data | 1-6,7,9,11,12,13 | Systems Officer | Ongoing |
| (d) | Arrange consultation to setup the Boards SharePoint platform | 9,11,12,15 | Depute Assessor | October 2024 (WDC dependency) |
| (e) | Train staff in the use of SharePoint | 8,9,11,12,15 | Depute Assessor | January 2025 (WDC dependency) |
| (f) | Update Records Management documentation and instructions to reflect new storage locations, and categorisation of documents | 9,11,12,15 | Depute Assessor | December 2024 |
| (f) | Migrate Data from Drive Structures to SharePoint | 9,11,12,15 | Depute Assessor | January 2025 (WDC dependency) |

3.11 Freedom of Information

3.11.1 Freedom of Information Policy

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|--------------------|-----------|-----------------|
| (a) | Review Freedom of Information Policy (last updated December 2023) | 7,9,10,11,12,13,14 | Depute | December 2024 |
| (b) | Review workloads created by FOI and procedures contained in Policy | 7,8,9,11,13 | Depute | Continual |

3.11.2 Publication Scheme and Guide to Information

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|--------------------|-----------------|-------------------------|
| (a) | Review Model Publication Schemes and Guide to Information | 7,9,10,11,12,13,14 | Depute | April 2024 and annually |
| (b) | Review content of publications contained in Publication Schemes and Guide to information | 7,9,10,11,12,13,14 | Depute | April 2024 and annually |
| (c) | Consider data sets for adding to Open Data Class | 7,9,10,11,12,13,14 | Assessor/Depute | Ongoing |

* **Note:** ongoing need to update web links in Guide to Information as documents and reports are published and refreshed.

3.11.3 Freedom of Information Procedures

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|----------------------|-----------|--------------------------------|
| (a) | Review Information Audit | 7,9,10,11,12,13 | Depute | Annually |
| (b) | Review Guidance to Staff on exempt categories | 7,8,9,10,11,12,13,14 | Depute | Annually or in light of cases. |
| (c) | Receive and reply to requests (with guidance from WDC/SAA where required) | 7,10,11,12,13,14 | All staff | Continually |
| (d) | Receive and reply to requests for Review of decisions | 7,10,11,12,13,14 | Assessor | As required |

| | | | | |
|-----|---|----------------|--------|---------------------|
| (e) | Report Fol requests, refusals, referrals etc to Management Team | 7,9,11,13 | Depute | Quarterly |
| (f) | Review IT system used to log and report on Fol | 7,8,9,11,12,13 | Depute | Annually in January |
| (g) | Prepare and publish reports as required by Information Commissioner | 7,9,11,12,13 | Depute | Quarterly |

3.11.4 Codes of Practice

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|--------------------|-----------------|---------------------------|
| (a) | Review IC Codes of Practice issued in respect of Fol | 7,9,10,11,12,13,14 | Assessor/Depute | On receipt |
| (b) | Implement requirements of Codes of Practice | 7,8,9,10,11,12,13 | Assessor/Depute | As required |
| (c) | Consider IC decisions and reports for changes to policy and procedures | 7,8,9,10,11,12 | Assessor/Depute | On receipt of newsletters |

3.12 Key Partnerships

3.12.1 Support Services – West Dunbartonshire Council

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|--------------|------------------------------|---------------------|
| (a) | Liaise with representatives from WDC HR & OD Service/Business Partner | 7,8,11 | Depute | Quarterly/as agreed |
| (b) | Ad-hoc meetings with representatives from WDC HR & OD Service | 7,8,11 | Depute | Throughout the year |
| (c) | Regular 'ICT Liaison' Meetings with WDC ICT Section Heads | 7,8,9,11,13 | Assessor/ Systems Officer | 6 weekly |
| (d) | Ad-hoc meetings, telephone contact with ICT Section Heads and other WDC ICT personnel. | 7,8,9,11,13 | Systems Officer | As required |
| (e) | Meetings and liaison with WDC Internal Audit section | 7,9,11,12,13 | Assessor/Depute | As agreed |

| | | | | |
|-----|---|-----------------|-------------------------------|------------------------------------|
| (f) | Liaison with WDC Accountants | 7,9,11,12,13 | Assessor/Depute/ /PAO | As required |
| (g) | Liaison with Treasurer to the Board | 7,9,11,12,13 | Assessor/Depute | As required |
| (h) | Budget planning meetings with Treasurer/Accountants | 7,9,11,12,13 | Assessor | Annually, November- February |
| (i) | Liaison with Clerk to the Board | 7,11,12,13 | Assessor | As required |
| (j) | Attend and participate in Corporate Address Gazetteer/GIS Meetings | 7,8,9,11,13 | Depute/DAs, as appropriate | As timetabled |
| (k) | Liaise with WDC and A&BC Property Maintenance Managers | 7,11,13 | Business Support Team | As required |
| (l) | Attend WDC Senior Manager's Network meetings | 7,8,9 | Management Team | As scheduled |
| (m) | Review Service Level Agreement in liaison with Treasurer and service delivery representatives. In particular, take account of the changes to the service delivery model of WDC's ICT department. (Reviewed February/March 2023) | 7,9,10,11,13,14 | Assessor | By February 2026 |

3.12.2 Constituent Councils – Recipients of Operational Outputs

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|-------------|--|--------------------------|---|---|
| (a) | Liaison with Finance (Billing) Departments of A&B, WD and ED Councils | 1,2,4,5,7,9,10,11, 13 | PAO, Admin Manager, Systems Officer | At updates and as required by, e.g. legislative change |
| (b) | Provision of relevant data files and liaison with Finance (Billing) Departments of A&B, WD and ED Councils for purposes of data reconciliation | 1,2,4,5,7,9,10,11, 13 | PAO, Admin Manager, Systems Officer | Quarterly |
| (c) | Liaison with Finance (Billing) Departments of A&B, WD and ED Councils | 1,2,4,5,7,9,10,11, 13 | Divisional Assessors | Throughout year daily basis |
| (d) | Liaison with Returning Officers of A&B, WD and ED Councils. | 3,6, 7,9,10,11,13 | ERO, PAO, | As required |

| | | | | |
|-----|--|-------------------|-----------------------|--------------------|
| | | | Admin Manager | |
| (e) | Attend Election Management and Publicity meetings with RO of relevant Councils | 3,6, 7,9,10,11,13 | ERO/PAO/Admin Manager | Prior to Elections |

3.12.3 Scottish Assessors Association

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|-----------------|----------------------------------|---|
| (a) | Attend Plenary Meetings | 1-6,7,8,9,11,13 | SAA Members in rota | Dec, May, Sept |
| (b) | Attend Assessors Committee Meetings | 1-6,7,8,9,11,13 | Assessor | Monthly |
| (c) | Attend Category Committee Meetings | 1-6,7,8,9,11,13 | Relevant members | In accordance with Committee Timetables |
| (d) | Attend Other Committee Meetings (Inc Electoral Registration, Governance etc Committees) | 1-6,7,8,9,11,13 | Relevant members | In accordance with Committee Timetables |
| (e) | Attend Working Group Meetings | 1-6,7,8,9,11,13 | Relevant members and other staff | In accordance with relevant Timetable |
| (f) | Provide colleagues with update (bullet form) of all Committee and Working Group meetings | 1-6,7,8,9,11,13 | Relevant members | Immediately following meetings |
| (g) | Attend SAA Portal Project Management Committee | 7,8,9,11,13 | Assessor | As scheduled |
| (h) | Attend SAA Portal Project Team Meetings | 7,8,9,11,13 | Systems Officer | As scheduled |
| (i) | Attend SAA Portal Working Group Meetings | 7,8,9,11,13 | Systems Officer | As scheduled |
| (j) | Attend Ad-hoc Meetings and Representations | 1-6,7,8,9,11,13 | Relevant members | As required |
| (k) | Provide information to working groups etc | 1-6,7,8,9,11,13 | All relevant staff | As required |
| (l) | Review and comment on Practice Notes, Consultation responses etc | 1-6,7,8,9,11,13 | All relevant staff | As required |

3.12.4 Scottish Assessors Association Partners

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|---------------------|--|------------------------------|
| (a) | Harmonisation Meetings with VOA, NI Land & Property Services Agency and Tailte Éireann (Eire Valuation Office). | 1-6,7,8,9,11,13 | SAA | Twice-yearly, May & November |
| (b) | Liaison with VOA | 1-6,7,8,9,11,13 | SAA Harmonisation Spokespersons and Category Committee Chairmen | As required |
| (c) | Formal Meetings with Scottish Government Departments | 1-6,7,9,11,12,13 | SAA | Quarterly or as agreed |
| (d) | General liaison with Scottish Government Departments | 1-6,7,9,11,12,13 | SAA | As required |
| (e) | General liaison and working group involvement with Scotland Office | 3,6,7,9,11,12,13 | SAA | As required |
| (f) | General liaison and working group involvement with Cabinet Office | 3,6,7,9,11,12,13 | SAA | As required |
| (g) | Provision of statistical returns to Scottish Government | 1-6,7,8,9,11,12,13 | Admin Manager | Quarterly |
| (h) | Completion of statistical exercises for Scottish Government and their partners | 1-6,7,8,9,11,12,13 | All staff | As required |
| (i) | Meetings of Scottish Ratepayers Forum and Scottish Rating Surveyors Forum | 1,4,7,10,11,12 | SAA | Variable Schedules |
| (j) | Meetings with Scottish Business Rating Group | 1,4,7,10,11,12 | SAA | Variable Schedules |
| (k) | Meetings of Portal Users Groups (Including Police and Fire Services, Registers of Scotland, Ordnance Survey, Scottish Executive, Local Authorities, NHS, Ratepayers Agents etc) | 7,10,11,12 | Portal Project Management Committee | As required |
| (l) | Elections Management Board meetings and advice | 3,6,7,9,10,11,12,13 | SAA Representatives | As required |
| (m) | Attend meetings with ratepayers, trade representatives and their agents to discuss and agree Practice Notes etc | 1,4,7,9,10,11,12, | Various SAA groups | As required |
| (n) | Liaison with Scottish Government, Scotland Office, Electoral Commission, Cabinet Office and Boundary Commission officials on | 3,6,7,9,10,11,12,13 | SAA Electoral Reg Committee | See cycles of meetings |

| | | | | |
|-----|---|-----------------------|----------|--------------|
| | electoral and related matters | | | |
| (o) | Discussions with Scottish Water and its partners regarding their data requirements for charging purposes. | 1,4,7,8,9,10,11,12,13 | SAA | As required |
| (p) | Attend Executive meetings of the IRRV Scottish Branch | 1,2,4,5,7,9,11,13 | Assessor | As scheduled |

3.12.5 Association of Electoral Administrators

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|-----------------|-------------------------|-----------------|
| (a) | Plenary Meetings of Scottish Branch of AEA | 3,6,7,8,9,11,13 | ERO, PAO, Admin Manager | Quarterly |
| (b) | Other meetings of Scottish Branch of AEA | 3,6,7,8,9,11,13 | ERO, PAO, Admin Manager | As required |
| (c) | Attendance at Annual Conference | 3,6,7,8,9,11,13 | ERO/PAO | Annually |

3.12.6 The Electoral Commission

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|-------------------|---------------------------------|-----------------|
| (a) | Receipt of Electoral Commission Bulletins | 3,6,7,9,11,13 | ERO, PAO, Admin Manager, Depute | Regularly |
| (b) | Receipt of Electoral Commission Reports, Guidance and Consultations | 3,6,7,9,11,13 | ERO, PAO, Admin Manager, Depute | As published |
| (c) | Attend Electoral Commission meetings, seminars and working groups | 3,6,7,9,11,13 | ERO, PAO, Admin Manager, Depute | As required |
| (d) | Liaise with Electoral Commission at SAA Electoral Registration Committee meetings | 7,8,9,10,11,13 | ERO, PAO, Admin Manager | As scheduled |
| (e) | Respond to Electoral Commission consultations (Possibly through SAA) | 7,8,9,10,11,13,14 | ERO, PAO | As required |

3.12.7 Department for Levelling Up, Housing and Communities (DLUHC)

Note that the nature and extent of the following relationships will change as the Electoral Integrity Programme (EIP) progresses.

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|-----------------|----------------|------------------------|
| (a) | Receive Bulletins, Guidance and related communications from DLUHC | 7,8,9,11,13 | ERO/PAO | Weekly and as rec'd |
| (b) | Liaise with DLUHC project staff re procedures, processes etc | 7,8,9,11,13 | ERO/PAO | As required |
| (c) | Liaise with DLUHC regarding funding | 7,9,12,13 | ERO | As required |
| (d) | Maintain communications links and contingency procedures with Government Digital Service (GDS) Specifically send and receive match data to/from GDS | 3,6,7,8,9,11,13 | Depute/PAO | Ongoing. Daily |
| (e) | Attend DLUHC Workshops, Seminars, training events etc | 7,8,9,11,13 | Relevant staff | As Scheduled |
| (f) | Consider and take part in relevant pilot projects | 3,6,7,8,9,11,13 | ERO/PAO | As opportunities arise |

3.12.8 DABVJB Staff

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|-----------------------|-------------------|--------------------------------|
| (a) | Performance, Training and Development Interviews | 7,8,9,10,11,13,14 | Line Managers | Annually, in April |
| (b) | Staff Consultation Questionnaires | 7,8,9,10,11,13,14 | Assessor | Annually, usually in June/July |
| (c) | Senior Managers Interviews/Discussions with staff | 7,8,9,10,11,13,14 | Senior Management | As required |
| (d) | Receipt, consideration and implementation of Staff Suggestions | 1-6,7,8,9,10,11,13,14 | Management Team | Quarterly |
| (e) | Meetings of Health and Safety Committees | 7,8,9,10,11,13,14 | Depute Assessor | As required |
| (f) | Liaison with staff | 7,8,9,10,11,13,14 | All Managers | Ad-hoc, Daily basis |
| (g) | Meetings with staff representative(s) | 7,8,9,10,11,12,13,14 | Assessor | As required |

| | | | | |
|-----|---|--------------------------|-----------------|--------------------|
| (h) | Management Team Meetings | 1-6,7,8,9,10,11,12,13 | Assessor | Quarterly |
| (i) | Post-Management Team Meeting, Team Briefings | 1-6,7,8,9,10,11,12,13,14 | PAO / DAs | Quarterly |
| (j) | Staff Training and Briefings relating to new Policies etc | 1-6,7,8,9,10,11,12,13,14 | Management Team | As required |
| (k) | Complete door-to-door Canvasser survey | 3,7,8,9,10,11,12,13 | PAO | Annually, December |

3.12.9 External Suppliers

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|--------------------|------------------------------------|---|
| (a) | Consider 1 year extension of existing contract for printing and mailing canvass forms. | 3,9,10,11,12,13,14 | ERO/PAO | Early 2025 And Early 2026 |
| (b) | Invite tenders for printing and issuing canvass forms. | 3,9,10,11,12,13,14 | ERO/PAO/WDC Procurement Team | Late 2026 (Assumes above extensions are exercised) |
| (c) | Management of above contract and general liaison with printing and mailing company. | 3,7,9,10,11,13,14 | PAO | As required |
| (d) | Meetings/Liaison with suppliers of office equipment, including Multi-Functional Devices (MFDs), scanners, letter openers, alarm systems , water supplies etc | 7,11,13 | Depute/PAO | As required |
| (e) | Review telephone supplier contract for renewal | 1-6,7,8,9,11,12,13 | Assessor | September 2024 |
| (f) | Attend EROS User Group meetings/webinars | 3,6,7,8,9,10,11,13 | PAO/Admin Manager | As scheduled |
| (g) | Liaise with EROS Customer Account Manager and Idox staff to | 3,6,7,8,9,10,11,1 | PAO/Admin | Ongoing/ As |

| | | | | |
|-----|--|----------------------|---------|-------------------------------|
| | arrange/manage compliance with legislative changes. | 3 | Manager | Required |
| (h) | Liaison with telephone, internet and SMS canvass service providers to implement and manage process | 3,7,9,10,11,12,13,14 | PAO | Annually as per canvass plans |

3.12.10 Scottish Courts & Tribunals Service

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|--------------------|--------------------------------------|-----------------|
| (a) | Work with SCTS to establish communication lines and processes required for the administration of appeals | 1-6,7,8,9,11,12,13 | Assessor (through SAA working group) | Ongoing |
| (b) | Implement ICT system changes/development to facilitate new processes | 1-6,7,8,9,11,12,13 | Depute Assessor/ Systems Programmer | April 2024 |

3.13 Records Management

3.13.1/3.13.2 Public Records (Scotland) Act

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|-----------------------|-----------------|---|
| (a) | Implement Improvement Action Plan locally, including data storage protocols, retention policies, destruction policies etc | 1-6,7,8,9,11,12,13,14 | Depute Assessor | Evolving in line with data requirements |
| (b) | Staff Training for above | 1-6,7,8,9,11,13,14 | Depute Assessor | Ongoing – as above |
| (c) | Migrate shared files to managed file directory in accordance with the above | 1-6,7,8,9,11,13,14 | Depute Assessor | Ongoing |
| (d) | Consider Progress Update Review (PUR) submission | 7,9,10,11,12 | Depute Assessor | May 2024 and annually |

3.14 Miscellaneous

3.14.1 Loss of experienced staff

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|------------------|-----------------|--------------------------------------|
| (a) | Continue to recruit to fill vacancies as they arise | 1-6,8,9,11,12,13 | Managers | As required |
| (b) | Ensure Valuation Working Group are on providing agreed schedule of training | 1-6,8,9,11,12,13 | Management Team | Quarterly |
| (c) | Consider implementation of a learning contract to set expectations for trainees | 1-6,8,9,11,12,13 | Depute Assessor | August 2024 |
| (d) | Continued use of flexible and family orientated policies to help our staff feel valued | 1-6,8,9,11,12,13 | Managers | Continuous |
| (e) | Review Workforce Plan annually, and report on progress half way through each year | 1-6,8,9,11,12,13 | Assessor | Report due 09/24 Review due 02/25 |

3.14.2 External Consultations

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|------------------|--------------|---|
| (a) | Provide input and assistance in preparation for changes to the Council Tax regime associated with the Government's ongoing commitment to revise the system | 7,12,13 | SAA/Assessor | As required (On hold at time of writing) |
| (b) | Provide input/responses to any DLUHC/ERP proposals for change/pilots | 3,6,7,9,11,12,13 | ERO/PAO | As required |
| (c) | Provide input to any consultations arising from NDR (Scotland) Act 2020 and its associated secondary legislation | 4,7,11,12,13 | SAA/Assessor | As required |
| (d) | Provide input to any consultations on the transfer of VACs to Tribunals Service | 7,11,12,13 | SAA/Assessor | As required |
| (e) | Provide input/responses to any Scottish Government consultations on Electoral Reform | 3,6,7,9,11,12,13 | ERO/PAO | As required |

3.14.3 Corporate Address Gazetteers

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|--|--------------|--|--------------------------------------|
| (a) | Attend and participate in Corporate Address Gazetteer Team/GIS Meetings | 7,8,9,11,13 | Systems Officers/ DAs/Depute | As timetabled/ required |
| (b) | Continue maintain data and receive and utilise outputs from Corporate Address Gazetteers | 7,8,9,11,13 | Depute, Systems Officer | Ongoing |
| (c) | Continually review Business Processes to facilitate use of CAG data and contribute to the maintenance procedures of CAGs | 8,9,11,13 | Management Team/ Valuation Group | To align with CAG developments |

3.14.4 Communications Strategy

| Item | Description | Objective(s) | Ownership | Date/Recurrence |
|------|---|-------------------------|---------------------------------|-----------------|
| (a) | Review existing Communications Strategy, consider future requirements and draft a revised 3-year Communications Strategy, Last reviewed 2021. | 1- 6,7,9,10,12,13,14 | Assessor/ Management Team | September 2024 |
| (b) | Seek Joint Board approval of revised Communications Strategy | 1- 6,7,9,10,12,13,14 | Assessor | November 2024 |
| (c) | Ensure actions contained in Communications Strategy are carried out/completed as planned | 1- 6,7,9,10,12,13,14 | Management Team | Continual |

Part Four - Performance Management

The following section sets out the statutory framework governing the core duties, services and areas of activity of the Valuation Joint Board, along with the approach to performance planning, establishment of standard, target setting, performance monitoring and performance reporting related to these tasks.

2.1 THE VALUATION ROLL

| CORE OBJECTIVE REFERENCE | CORE OBJECTIVE DESCRIPTION | PLANNING (Including statutory timetables etc) | STANDARDS AND TARGETS | MONITORING (Nos. in brackets refer to Reporting Framework) | REPORTING |
|--------------------------|-----------------------------------|--|--|---|---|
| 2.1.1 | Maintenance of the Valuation Roll | Section 2(2), Local Government (Scotland) Act 1975. | Changes generally must be effected in same financial year. | Divisional Assessors check and authorise. See KPIs below. | Monthly stats provided to staff. |
| | | Valuation roll update schedule agreed at start of each year. | Weekly Updates | Admin Officer responsibility | KPIs reported to Scottish Government and included in Board, Annual and Public Performance Reports |
| | | KPI targets agreed by MT at start of each year. | Ratio of changes made within 3, 6 and 9 months each year. | Monthly reports of progress re surveys (CF7), changes to Val Roll (VR8) and time lag stats provided to Management Team. | |

| | | | | | |
|-------|---|--|--|---|---|
| 2.1.2 | Disposal of Revaluation Proposals/Appeals (Including Gas Utility appeals) | Valuation Timetable (Scotland) Order 2022, as amended Internal targets to minimise loss on appeal | Appeals to be disposed of in accordance with the timetable | Loss on appeal contained in VR5 reports | Progress in relation to appeal settlements and amount of appeal loss reported in Board, Annual and Public Performance Reports RVAPP statistics provided to Scottish government quarterly |
| 2.1.3 | Running Roll Proposals/Appeals | As 2.1.2 above | Appeals to be disposed of by statutory deadline | As 2.1.2 above | As 2.1.2 above |
| 2.1.6 | Carry Out a Revaluation | Valuation and Rating (Scotland) Act 1956, Local Government (Scotland) Act 1975, and | All subjects to be Revalued in accordance with local and nation evidence and, generally, in line with SAA Practice Notes | Nos of subjects with 2026 RV will be monitored on a weekly basis during the Revaluation process | To MTM. Indirectly to Scottish Government via completed valuations at SAA portal. |

2.2 The Council Tax Valuation List

| CORE OBJECTIVE REFERENCE | CORE OBJECTIVE DESCRIPTION | PLANNING (Including statutory timetables etc) | STANDARDS AND TARGETS | MONITORING (Nos. in brackets refer to Reporting Framework) | REPORTING |
|--------------------------|---|--|--|---|--|
| 2.2.1 | Maintenance of the Valuation List | Section 84 of Local Government Finance Act. | No set timetable/ requirement | | Monthly stats provided to staff. |
| | | Valuation List update schedule agreed at start of each year. | Weekly Updates | Admin Officer responsibility | KPIs reported to Scottish Executive and included in Board, Annual and Public Performance Reports |
| | | KPI targets agreed by MT at start of each year. | Ratio of additions made within 3, 6 and 9 months each year. Average number of days taken to alter the List | Monthly reports of progress re surveys (CF7), additions to Val List (CT8) and Time Lag stats provided to Management Team. | |
| 2.2.3 | Disposal of Council Tax Proposals/Appeals | The Council Tax (Alterations of Lists and Appeals) (Scotland) Regulations 1993 | No set timetable/ requirement for disposal. Establish various dates for dealing with cited appeals | Monthly reports on appeals progress (CT1) provided to Management Team | Progress in relation to appeal settlements reported in Annual and Public Performance Reports |
| | | Hearing of appeals as cited by the LTC | LTC and statutory timetables to adhere to. | | |

2.3 Register of Electors

| CORE OBJECTIVE REFERENCE | CORE OBJECTIVE DESCRIPTION | PLANNING (Including statutory timetables etc) | STANDARDS AND TARGETS | MONITORING (Nos. in brackets refer to Reporting Framework) | REPORTING |
|--------------------------|-------------------------------------|---|--|--|--|
| 2.3.1 | Compilation of Register of Electors | Representation of the People Act 2000 | Registers normally to be published annually, prior to 1 st December. | Canvass Progress Stats (ER2) and electronic returns provided to Senior Managers weekly during canvass period | Canvass return rate reported to Scottish Assessors Association and included in Board, Annual and Public Performance Reports. Electoral Commission/Cabinet Office statistics submission |
| | | Elections Act 2020 | | | |
| | | Section 10 of Representation of the People Act 1983 | Carry out an annual canvass (to allow publication of above). Aim for maximum return possible of relevant canvass forms and ITRs. | | |
| | | Schedule of canvass form issue and reminder dates agreed in advance. | | | |
| | | System of canvass return by telephone, internet or SMS established annually | | System providers supply rates of return weekly. These returns are shown separately in ER2 | These returns are shown separately in stats shared with SAA. |
| 2.3.2 | Maintenance of Register of Electors | The Representation of the People Regulations 2001 | Monthly updates to be made to registers | Update Statistics (ER1, ER3, and | Monthly changes included in Board |

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|--|--|--|--|--|---|
| | | Regulations set out a timetable to be followed each year. Amended for working days and local holiday variations etc at start of each year. | from Normally January to September each year but see changes for IER Implementation. | ER4 etc as per Reporting Framework) presented to Management Team monthly, between January and September. | and Annual Reports. Electoral Commission/Cabinet Office statistics submission |
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