

Valuation Office Action Plan for Change under the Public Service Agreement 2010 – 2014

Public Service Agreement Relevant Paragraph	Specific Action/Change Proposal	Benefits/Savings Arising	Implementation Timescale and/or significant milestones
Flexibility			
<i>Redeployment (Internal or External)</i>			
	Review the organisation of the workload and structure of the administration staff in Revision and Revaluation areas (also entered in the plan under Improved Service Delivery)	<ul style="list-style-type: none"> • Increased flexibility in the deployment of staff and allocation of functions 	Review by March 2011 Implement changes by end July 2011
	Ongoing redeployment internally to align with changing priorities and emerging work practices	<ul style="list-style-type: none"> • Flexibility regarding mobility of staff to areas of requirement. 	Ongoing through to 2014
<i>Elimination of outdated work practices</i>			
	Simplify the application of the Annual Leave carry-over facility by limiting the maximum amount of leave carried from one year to the next to the difference between leave allocation and the statutory minimum of 20 days. Examine the application of the carry-over provision, particularly in the context of the Shorter working year arrangements.	<ul style="list-style-type: none"> • Reduce administration overhead in HR Unit in dealing with carry-over issues. • Assist management in calculation of working days available in the following year. 	With effect from end March 2011
	Relocate the switchboard to a fixed area in the office – separate from the reception area. The switchboard is currently operated on a rota basis by clerical staff throughout the office	<ul style="list-style-type: none"> • This will give rise to efficiencies in the availability of administration staff in their own areas 	With effect from mid-year 2011
<i>Restricted Mobility</i>			
	Maintain the flexibility to deploy staff as necessary throughout all operational areas of the Office	<ul style="list-style-type: none"> • Management will have the necessary flexibility to test and implement new/more efficient work practices. 	Ongoing through to 2014

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		<ul style="list-style-type: none"> • It will guarantee the optimal use of staff resources 	
<i>Staffing levels and structures</i>			
	Following the reduction in staff numbers, review staffing structures, in line with ECF targets, to achieve optimum efficiencies	Realign staffing structures to secure a realistic and workable reporting chain.	Ongoing
<i>Work Practices</i>			
	Maintain 100% merit-based promotions and appointments. Move to open recruitment competitions for promotions.	Get the most suitable and competent person for each position	Immediately
	Review payment of allowances to Service Officers to achieve payment of a generic allowance which will cover all duties	The standard payment for the position will incorporate payment for all tasks associated with the position and thus deliver flexibility.	Mid 2011
	Explore proposals to use the services of the Public Appointments Service to a greater extent in Recruitment processes	This should eliminate the work involved in the initial stages of a competition and make more efficient use of PAS experience and facilities.	During the lifetime of the agreement
	Carry out a critical examination of records stored both offsite and in the office with a view to developing a comprehensive policy on record storage	Some savings may be achieved by the consolidation of providers of the offsite storage service. There will be clear direction on storage and maintenance of records.	December 2011
	Introduce an updated electronic Work Return form for Valuer staff	This will facilitate management reporting of unit cost and value for money. It will assist in the	Interim measures by June 2011. Fully integrated

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		measurement of performance against targets and in resource planning.	version by end 2012
<i>Office Opening and Closing Hours</i>			
	Review hours of opening and closing the office at lunchtime and in the mornings/evenings	Reduce working hours of security and frontline staff	By end June 2011
<i>Shift Patterns</i>			
	Review working hours of cleaning staff and Service Officers and explore the option of introducing shift work)	Have a more efficient and cost-effective service which complies with the requirements of the Organisation of Working Time Act.	By end December 2011
	Open the office for one specific day only at Christmas and Easter to give effect to the privilege day. Seek central direction on a proposal to convert privilege days to Annual leave	Cost savings on staffing, heating, lighting, security of building	End December 2010
<i>Attendance</i>			
	Develop and implement an Attendance policy	Involve line managers and staff directly in the management of attendance. Free up HR staff for analysis and support	End December 2010
	Reduce sick leave to achieve a reduction in days lost of 5%	Cost savings to the organisation. Increased morale	End 2014
	Review the practice of giving hours for 'Bank Time' to clocking staff	Bring the organisation's policy in line with modern practice and recognise the current use of EFT for	End 2011

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		payment of all salaries	
	Require all staff to register their attendance in the office electronically on a daily basis	Compliance with Health and Safety regulations and with the Organisation of Working Time Act	March 2011
<i>Cross-stream reporting</i>			

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Better Business Processes			
<i>Improved business processes</i>			
	Carry out a review of the office scanning needs and explore a proposal for the provision of an in-house scanning service by staff.	Cost savings on external scanning service providers	Review completed June 2011
	‘Strike out’ valuation items to be desk-based exercises, the processing of which may be done by valuer or other staff	Cost saving on associated travel and subsistence.	Implementation January 2011
	Develop and implement the use of GIS to facilitate remote access to data, remote data editing, remote data capture and enhanced in-house data analysis. Adopt emerging GPS technological advances. Deploy technical/mapping staff to drive the development and use of GIS within the organisation.	Once-off collection and recording of data. Increased outputs for valuer and technical staff.	Incremental rollout during 2011 and 2012
	All staff to co-operate with the increased use of GIS technologies	Flexibility to expand the integration of the office database	Ongoing through to 2014
	Introduce tone of the list “schedules” for revision.	Improve valuer output on Revision	Commencing January 2011
	Examine, test and implement alternative methods of completing the National Revaluation	Increase the pace of and outputs for the National Revaluation with related reduction in costs	Ongoing
	Examine the possibility of outsourcing data capture activity associated with the revaluation project. Refocus the revaluation project from a property data capture to market analysis exercise	Increase valuer output and accelerate revaluation programme	Complete review by June 2011. By end 2014
	Carry out a pilot exercise on the remote measurement	Savings on Travel and Subsistence	Complete pilot by

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	of buildings utilising internet facilities.	payments and increased productivity on revision and revaluation	end 2011
<i>Improved service delivery</i>			
	Review the organisation of the workload and structure of the administration staff in Revision and Revaluation (also entered in the plan under Redeployment)	Increased flexibility in the deployment of staff and the allocation of functions	Complete review by end March 2011 Implementation of changes by end July 2011
	Implement the guidelines developed by the Performance Measurement Group re items charged for, counted and reported as outputs.	Streamline reporting of outputs with our charging policy for Revision and determine performance measurements across Revision and Revaluation.	Guidelines prepared by December 2010 and implemented by March 2011
	Improve our efficiency in dealing with our case workload	Improve the output per valuer and accelerate the Revaluation Programme.	Ongoing
<i>Provision of online services</i>			
	<p>Improve business processes and service delivery through increased on-line services in accordance with submitted eGovernment Plan 2010/2011 and subsequent plans.</p> <p>The more immediate items being:</p> <ul style="list-style-type: none"> -Submission of online revision requests by local authorities and ratepayers -Return of revision outcomes online -Facility to lodge representations and appeals online 	Reduced administration in provision of revision/revaluation services	End 2011

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	-Online access to ratepayers of their own valuation reports, representations-outcome reports and appeal-outcome reports.		
<i>Elimination of Data Entry</i>			
<i>Reuse of information</i>			
	Continue the project to digitise archive material in order to preserve the unique material and make the records available electronically for staff and customers	This will eliminate the need for the retrieval of paper copies of all records and free up staff for other work. It will also preserve this valuable archive and improve the quality of service to our customers	Ongoing
	Pursue changes to the Data Protection legislation to allow the Valuation office to regain access to the PD (Particulars Delivered) forms from the Revenue Commissioners which contain essential and valuable Market Information*	Facilitate provision of Market Analysis which will yield faster processing of valuations in both revision and revaluation. Sharing of information between Government offices in order to effect efficiencies in delivery of our objectives.	Ongoing & urgent
<i>Centralisation of transaction handling</i>			
	*See point above re the PD (Particulars Delivered) information which is currently held by the Revenue Commissioners and to which we are seeking access		
<i>Use of Electronic Funds</i>			

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<i>Transfers (EFTs)</i>			
	Standardise conditions of contract for existing and new suppliers to include a clause requiring agreement that they will facilitate payments to them by EFT only.	Increase the level of use of EFTs with associated reduction in processing time and costs.	March 2011
<i>Review of relevant Legislative provisions</i>			
	Liaise with the Department of Finance regarding the required legislative changes to achieve greater efficiencies, including streamlining the appeal process	Implementation of changes would yield cost and other efficiencies in a number of areas of activity and could respond to practical experience gained in recent years	Ongoing & urgent Envisaged changes to legislation by end 2011
<i>Eliminate inefficient and outdated practices</i>			
	In the waiting period before legislative changes governing the Appeal system are enacted, carry out an examination of the Appeal process to eliminate inefficiencies	Reduce time spent on appeals and increase overall productivity	June 2011
	Review the rate of inspection on Revision and Revaluation	Reduce Travel & Subsistence expenditure and improve valuer productivity	June 2011