



Valuation Office
Oifig Luachála

**Valuation Office
Strategic Plan**

**2018
2020**



Table of Contents

Foreword	2
Overview of our Work	3
Glossary	4
Who we are and what we do	6
Our values	7
Living our values	8
Guiding Principles	8
Working with our Stakeholders	9
External Stakeholders	9
Our Operating Environment	10
Strategic Priorities	12
Priority 1: Meet the needs of our stakeholders	13
Priority 2: Build Organisational Capability	17
Priority 3: Optimise Operational Effectiveness	19
Priority 4: Governance and Accountability	22
Priority 5: Prepare for the establishment of Tailte Éireann	24



Foreword

The provisions of the Public Services Management Act 1997 require the Valuation Office to prepare a statement of strategy within six months of a new Minister of the Government having charge of the Office. The transfer of functions relating to the Valuation Office to the Minister for Housing, Planning and Local Government from 1st January 2018 is such an event.

This plan builds on the achievements of its immediate predecessor – Valuing our Potential – and outlines how we will focus on meeting our responsibilities and on implementing Government policies and initiatives over the next three years. Our strategic objectives, and how we as an organisation intend to deliver on these objectives, are outlined in this plan.

In line with the vision of our organisation, we will continue our programme of change and renewal which has been underway in tandem with the Civil Service Renewal Programme. This involves building our capacity and strengthening our organisation, adopting more innovative ways of working, taking full advantage of modern technologies, exploiting a wide range of information sources and implementing best international practice in how we do our work.

Acceleration of the National Revaluation Programme towards its completion will continue to be a cornerstone of our work over the next three years. This revaluation programme is the first of its kind since the middle of the nineteenth century and this plan sets out ambitious and challenging targets leading to the conclusion of the programme. We will also implement a programme of measures resulting in an effective revision service for our stakeholders and customers over the life of this plan.

Progress towards the merger of the Valuation Office, Property Registration Authority and Ordnance Survey Ireland into Tailte Éireann remains a priority and we await the publication of legislation to bring this about. In the meantime, we will continue to work on the planning and design of the necessary infrastructure for the new organisation and we will continue to provide every support in bringing about its establishment.

I wish to acknowledge the numerous contributions of our stakeholders in the development of this plan. I also want to acknowledge the talent, drive and commitment of the staff of the Valuation Office who will be responsible for delivering on this strategy. That commitment, together with our close working relationship with our stakeholders both within and outside of the Public Service, will be critical to its delivery and the ongoing success of our organisation.

A handwritten signature in blue ink that reads "John O'Sullivan". The signature is written in a cursive style.

John O'Sullivan
Commissioner of Valuation
30th June 2018

Overview of our Work

We are an independent Government Office staffed by civil servants and headed by the Commissioner of Valuation. The current holder of this position is John O'Sullivan, who was appointed to the post under section 9 of the Valuation Act 2001.

The core business of our organisation is to provide ratepayers and local authorities with accurate, up-to-date valuations of commercial and industrial properties. These valuations are integral to the commercial rating system in Ireland, and form the basis for a very significant element of local government revenue each year.

We also provide a valuation service to Government Departments and Offices, State agencies and other public bodies. We carry out open market capital and rental valuations including valuations for rent reviews for these customers. Open market valuations are provided for properties being transferred between Government Departments, State bodies and other public authorities and agencies across the country.

We are custodians of an archive of unique records which provide information and insights into the social history of Ireland covering the period from 1850 to 1990. These records provide an invaluable resource for genealogical and historical research.



The Valuation Office has been responsible for Ireland's State valuation service **since 1830**



We spend approximately **€10 million** in delivering our services each year



We employ approximately **130 people**



We are an independent Office under the aegis of the **Minister for Housing, Planning & Local Government**



Our work leads to the levying of approximately **€1.46 billion** in Local Authority revenue each year

Glossary

AXIA

The project resulting in a major new computer system supporting the core operations of the Valuation Office

Business Intelligence

The application of processes and computer systems to identify, discover and analyse data upon which organisations can base decisions

Code of Practice for the Governance of State Bodies

The Code provides a framework for the application of best practice in corporate governance by both commercial and non-commercial State bodies.
<https://www.per.gov.ie/en/revised-code-of-practice-for-the-governance-of-state-bodies/>

Civil Service Employee Engagement Survey

Under Action 25 of the Civil Service Renewal Plan, the Civil Service committed to carrying out a series of 3 biennial surveys, beginning in September 2015. The survey is developed and run by the Central Statistics Office. Two surveys have been conducted to date, in 2015 and 2017

Civil Service Renewal Programme

The Civil Service Renewal Plan represents a fundamental new vision and direction for the Civil Service.
<https://www.per.gov.ie/en/civil-service-renewal/>

General Data Protection Regulation (GDPR)

The General Data Protection Regulation (GDPR) - EU 2016/679 is a regulation in EU law relating to data protection and privacy for all individuals within the European Union. It also addresses the export of personal data outside the EU.

Geographic Information Systems (GIS)

Computer technology designed to capture, store, manipulate, analyse, manage and present spatial or geographical data that is in some way referenced to locations on the earth.

Information Technology Services Management (ITSM)

ITSM a set of activities and policies performed by an organisation to design, plan, deliver, operate and control Information and Communications Technology services offered to clients

Leadership Forum

The team comprising line managers and senior managers leading the programme of change in the Valuation Office and will oversee the implementation of this Strategic Plan

National Open Data Strategy 2017 – 2022

This strategy aims to encourage and drive the uptake and use of Open Data and in doing so add value to the economy by increasing transparency, stimulating new business applications, building trust in Government and improving the lives of citizens by delivering better services.
<http://www.per.gov.ie/wp-content/uploads/Final-Strategy-online-version.pdf>

National Revaluation Programme

The programme conducted by the Valuation Office leading to the systematic revaluation of every rateable property in Ireland on a county by county basis. This is the first nationwide revaluation programme since the middle of the nineteenth century.

Occupier Assisted Valuation

A new approach to conducting revaluation which incorporates elements of self-assessment. The approach is being piloted in the Laois County Council rating authority area

OneLearning

OneLearning, is the recently established Irish Civil Service Learning and Development Centre

Open Data	The concept of Open Data is about making data held by public bodies available and easily accessible online for reuse and redistribution. The data.gov.ie portal brings these datasets together in a single searchable website
Our Public Service 2020	Our Public Service 2020 is the framework for development and innovation in the public service which was launched in December 2017. This phase of public service reform will focus on supporting sustainable, continuous progress across the public service. It aims to build a stronger public service and to deliver better quality services to the Irish public. Implementation of the framework will begin in 2018. http://ops2020.gov.ie/
People Strategy for the Civil Service 2017 - 2020	This Strategy sets the overarching strategic HR agenda for the Irish Civil Service from 2017 to 2020. It was developed, in line with action 7 in the Civil Service Renewal Plan, to build strategic HR capability in the Civil Service. It was formally launched in October 2017. http://hr.per.gov.ie/wp-content/uploads/People-Strategy-for-the-Civil-Service-2017-2020.pdf
Property Asset Management Delivery Plan	This Plan aims to improve the planning and management of the public service property portfolio in Ireland. https://www.opw.ie/media/Property%20Asset%20Management%20Delivery%20Plan.pdf
Public Service ICT Strategy	This strategy identifies the key objectives aimed at providing a framework for technology innovation and excellence in the Irish Public Service http://ictstrategy.per.gov.ie/
Revaluation	The process through which a rateable valuation based on modern rental values is assigned to every property in a local authority area at the same time.
Revision	The process through which individual properties are valued for rating purposes between revaluations
Reval2017	The phase of the National Revaluation Programme covering counties Carlow, Kildare, Kilkenny, Leitrim, Longford, Offaly, Roscommon, Sligo, Westmeath and South Dublin.
Reval2019	The phase of the National Revaluation Programme covering counties Cavan, Fingal, Louth, Meath, Monaghan, Tipperary, Wexford and Wicklow.
Reval2021	The phase of the National Revaluation Programme covering Donegal, Mayo, Galway County, Galway City, Clare, Kerry, Cork County and Cork City.
Tailte Éireann	The new organisation resulting from the planned merger of the Valuation Office, Ordnance Survey Ireland and the Property Registration Authority
Valuation Office ICT Strategy 2017-2020	The Valuation Office developed a comprehensive ICT strategy, for the period 2017 to 2020, to support and complement the Strategic Plan 2017-2019. The strategy focuses on the delivery of innovative and sustainable information and communications systems across the organisation. www.valoff.ie/en/Publications/Valuation_Office_ICT_Strategy_November_2017.pdf

Who we are and what we do

Mandate

The core function of our Office is the production and maintenance of fair and equitable valuations of commercial and industrial properties under the provisions of the Valuation Acts 2001 to 2015. These valuations provide the basis for the assessment and levying of commercial rates by local authorities.

Our Mission – Why we exist

To support Government policy by delivering an effective and impartial property valuation service for the citizens of Ireland and other stakeholders.

Our Vision – We aim to be

A world-class provider of property valuation services for the State and the people of Ireland.

Our Commitments

- We align individual and team commitments with organisational goals and objectives
- We commit to meeting the needs of our stakeholders in a timely, effective and value for money manner
- We work in an objective, ethical and professional manner
- We share our skills, knowledge, experience and information
- We maintain a positive work environment based on dignity and respect
- We invest in leading technologies to foster a culture of continuous improvement and innovation
- We foster personal development, creative thinking, constructive problem-solving, openness to change and flexible working methods.

Our values



Integrity and Respect

We carry out our work with integrity and respect for our customers and for each other. We recognise that the success of our organisation is based on strong and committed leadership, individual contributions and co-ordinated team efforts.



Public Interest First

We are committed to meeting the needs of our stakeholders by providing high quality services carried out in the public interest. We work to ensure that our systems and processes are flexible, adaptable and innovative and are capable of responding continuously to the demands of our stakeholders.



Accountability

We promote a working environment in which each member of staff takes personal ownership of, and responsibility and accountability for, their actions, behaviours, decisions and results.



Commitment to Excellence

We foster an environment where every member of staff is encouraged to reach his or her personal potential and where everyone's contribution is recognised.

Living our values

As an organisation we are committed to giving effect to our values in the following manner:

- We create a positive environment, actively communicating with and listening to each other in a constructive manner
- We engage with each other in a consistent, honest and transparent manner
- We take responsibility, and are accountable, for our actions, behaviours, decisions and results
- We recognise and value each other's contributions

Guiding Principles

We will be guided by the following core principles:

- **Valuing our staff:** We will support our staff to be engaged, highly skilled and strong performers. We will do this through effective recruitment procedures and ongoing performance management. We will invest in their professional development and support diversity and work/life balance. We will operate an open communications policy and will consult our staff and managers regularly to ensure that we are continuing to meet our objectives.
- **Value for money:** We will optimise the efficiency and effectiveness of all of our resources. We will do this through management of our performance and by closely monitoring our costs. We will ensure that our work processes are optimised in line with best international practice.
- **Continuous Improvement:** We will continually strive to improve our performance, our processes and our use of technology. We will benchmark our organisation against comparable organisations and endeavour to be a world leader in the delivery of our services.

Working with our Stakeholders

While developing our previous Strategic Plan covering the period up to the end of 2019, we consulted with all our stakeholders in relation to the future strategic direction of our organisation, through our website. We also invited submissions directly from key external stakeholders including representative bodies and business groups, professional oversight organisations, central Government Departments and Offices, local authorities and other public bodies and the independent Valuation Tribunal.

We also consulted extensively with our staff through a series of workshops and with our managers through our internal Leadership Forum. We were assisted in these consultations by an external facilitator and we incorporated the outcomes into our strategic actions, which have been continued and extended in this document.

External Stakeholders



Our Operating Environment

As a public sector organisation, under the aegis of the Department of Housing, Planning and Local Government, there are many factors which impact on our work and which have influenced this Strategic Plan. Firstly, the Valuation Office must operate within its statutory mandate and governing legislation, as set out in the Valuation Acts 2001 to 2015 and other legislation, and in accordance with the framework set out in the Code of Conduct for the Governance of State Bodies and prevailing Public Financial Procedures. Secondly, the Office must be cognisant of the role it plays in meeting the expectations of its stakeholders in a flexible and effective manner.

Recovery in the Irish economy is reflected in increased levels of activity in the commercial and industrial property market and, in this Strategic Plan, we are responding to the challenges arising from this. Revenue from commercial rates is a major element of funding of local government services, averaging some 37% of all income across the thirty one councils. We acknowledge this and we are improving our processes to provide a more comprehensive and timely service in this regard. We are currently conducting a national revaluation programme, the first of its kind since the mid-nineteenth century. The objective of this programme is to bring greater transparency, uniformity and fairness to the rating system in Ireland.

The *Valuation Office ICT Strategy 2017-2020* is aligned with the *Public Service ICT Strategy* objectives of delivering better outcomes and efficiency through innovation and excellence in ICT. We strive to ensure that we adhere to the five Public Sector ICT strategic objectives of *Build to Share*, *Digital First*, *Data as an Enabler*, *Improved Governance* and *Increased Capability*. Within this context we will continue to leverage advancements in new and emerging technologies to improve the quality, timeliness and delivery of our services.

The *Civil Service Renewal Programme* is an important initiative for our organisation. It is focussed on driving practical change across the Civil Service in four areas: Managing the Civil Service as a single, unified organisation; Maximising the performance and potential of all Civil Service employees and organisations; Changing our culture, structure and processes so that we become more agile, flexible and responsive; and continuously learning and improving by being more open to external ideas, challenge and debate.



Under the Renewal programme, the Department of Public Expenditure and Reform (DPER) carried out an Employee Engagement Survey in 2015, the results of which provided valuable insights into the opinions and attitudes of staff. A further survey was conducted in 2017, the specific results of which are now awaited for our organisation. We are committed to addressing the issues raised in these surveys and in our own internal staff climate survey during the period of this Strategic Plan.

We have also incorporated the principles of the new *Our Public Service 2020* reform plan, launched in December 2017. This plan sets out the framework for driving development and innovation to deliver better outcomes for the public and building a responsive and agile public service over the period 2018-2020 and beyond.

Initiatives developed under the *Civil Service Renewal Programme* for people management and development, as outlined in the *People Strategy for the Civil Service*, will influence the evolution of our People Strategy during the lifetime of this Plan. That strategy will give effect to the objective that all staff are given opportunities to reach their potential and operate at the highest levels of performance in the Valuation Office. In keeping with the priorities of the *People Strategy for the Civil Service*, we aim to be an employer of choice, building and retaining our workforce and supporting and valuing managers as developers of our staff.

The Government is proceeding with the merger of the Valuation Office, Property Registration Authority and Ordnance Survey Ireland. The new organisation arising from the merger will be known as Tailte Éireann and draft legislation to establish the new body is currently under preparation.



Strategic Priorities

We will deliver on the following strategic priorities during the course of this plan:



Meet the needs of our stakeholders



Build organisational capability



Optimise Operational Effectiveness



Maintain appropriate Corporate Governance and Accountability arrangements



Prepare for the establishment of Tailte Éireann

Priority 1: Meet the needs of our stakeholders

In conducting our business, we interact with a wide range of customers and stakeholders, including ratepayers and local authorities. We also engage on a regular basis with other members of the public, with professional agents acting on behalf of ratepayers or other clients, representative business organisations, genealogical researchers and staff of other Government Departments and Offices and the independent Valuation Tribunal.

Our objective is to meet the needs of those stakeholders by delivering an excellent service in a timely, efficient and effective manner, using the most appropriate technologies and methodologies in line with best international practice.

Throughout the implementation of the Strategic Plan, we will endeavour to communicate our progress to stakeholders on a regular basis, using a combination of direct communications and information sharing on our website.

In meeting the needs of our stakeholders, we undertake two major statutory valuation functions – revaluation and revision – and we also undertake a range of non-statutory services on behalf of public sector clients and the wider community.

What we will do
to achieve this priority



Priority 1: Meet the needs of our stakeholders



We will advance the National Revaluation and Revision Programmes

Revaluation By end 2018

- Under the Reval2019 phase of the programme, we will advance the revaluation in counties Cavan, Louth, Meath, Monaghan, Tipperary, Wexford and Wicklow. We will also advance the second revaluation of Fingal County Council.
- We will deliver the revaluation of county Laois using an *Occupier Assisted Valuation* approach, incorporating elements of self-assessment.
- We will complete the digitisation of existing scanned records used as part of the revaluation process.
- We will implement further efficiencies in Revaluation processes and procedures, in line with best international practice.
- We will arrange an independent review of the Reval 2017 programme, to include both the pilot revaluation of Carlow and Kilkenny, which was conducted by an external company, and the revaluation of all other counties, which were concluded in-house
- We will complete the global valuation of one public utility undertaking.
- We will extend online access to our revaluation records.
- We will agree a Data Sharing Protocol with each Local Authority.

Revaluation 2019-2020

- We will complete the revaluation of counties Cavan, Louth, Meath, Monaghan, Tipperary, Wexford and Wicklow. We will also complete the second revaluation of Fingal County Council. This Reval2019 phase of the national programme will result in the revaluation of approximately 30,000 properties.
- We will arrange an independent review of the pilot Occupier Assisted Valuation project.
- During 2019, we will conduct a global valuation of two public utility undertakings and a further seven undertakings during 2020.
- We will continue to improve our processes to bring about optimum efficiencies in revaluation practices and procedures, in line with best international practice.
- We will sign statutory valuation orders for the revaluation of the remaining eight local authority areas. This final phase of the National Revaluation Programme, known as Reval2021 will be commenced under this Strategic Plan and be completed beyond the scope of this plan.
- We will complete the second revaluation of the Dun Laoghaire –Rathdown County Council area.

Priority 1: Meet the needs of our stakeholders

Revision By end 2018

- We will expand our Revision capacity to cope with increasing demands for our Revision services.
- By end of June 2018, we will agree measures with the relevant stakeholders to address the backlog of Revision applications which are on hand.
- We will commence the implementation of those measures in Q3 2018
- We will continue to implement efficiencies in Revision processes, procedures and technology in order to deliver the most effective service.
- We will agree a Data Sharing Protocol with each Local Authority

Revision 2019-2020

- By October 2019, we will have implemented agreed measures to clear the backlog of Revision applications on hand at 1st June 2019.
- We will agree measures with relevant Local Authorities to ensure timely listing of revision cases to allow for effective management and completion of revision caseload in Reval 2021 Counties.
- From January 2020, we will process all new valid Revision applications within six months, in line with new statutory obligations.
- We will continue to drive efficiencies in processes, procedures and technologies to deliver optimum Revision service levels.

Priority 1: Meet the needs of our stakeholders



We will endeavour to carry out an extended range of non-statutory valuation services

By end 2018

- We will improve our profile to further expand our State client base.
- We will put a formal Customer Relations Protocol in place with our State client base
- We will initiate a case management system for our non-statutory valuation services.

2019-2020

- We will expand our State client base
- We will review the services we provide and how we provide them under the *Property Asset Management Delivery Plan*
- We will carry out a customer engagement survey of our Public Sector client base
- We will implement a case management system for our non-statutory services
- We will transfer all cases to an electronic storage and management system.



Other Projects

By end 2018

- We will complete the necessary preparatory work for the transition of our financial and budgetary systems to the Financial Shared Services platform.
- We will continue the digitisation of our Archive Office books with a view to preserving the original records and increasing the online availability of the records to the public.
- We will scope out a project to digitise historic maps in line with our commitment to preserve archive records.

2019-2020

- We will transition our financial and budgetary systems to the Financial Shared Services platform.
- We will finalise the availability of our online services for all of our digitised archive records to the Public
- We will complete the project to digitise our historic maps in line with our commitment to preserve archive records.
- We will complete the digitisation of our Archive Office books with a view to preserving the original records and increasing the online availability of the records to the public.

Priority 2: Build Organisational Capability

Over the course of this Strategic Plan, we aim to be a consistently high-performing public sector organisation, equipped to deliver on our statutory mandate and business objectives. We recognise the need to support and invest in the development of our staff as individuals so that the experience of working in the Valuation Office is fulfilling and career enhancing. We will leverage the professional skills, experience and expertise of our staff to deliver this plan. We aim to be an employer of choice for those who wish to make a difference in the delivery of public services.

What we will do
to achieve this priority



Priority 2: Build Organisational Capability



Harness the potential and capabilities of staff and managers within the organisation

By end 2018

- We will foster a positive organisational culture in line with our Values, Behaviours and Guiding Principles.
- We will empower the Leadership Forum to lead the programme of change and to support the staff and the organisation to successfully implement this Strategic Plan.
- We will develop a formal People Strategy to cover the period of this Strategic Plan.
- We will conduct an internal staff climate survey to assess our progress and, in conjunction with the analysis of the results of the Civil Service Employee Engagement Survey 2017, develop an Action Plan to address any issues arising and prioritise this action plan as an agenda for the Leadership Forum.
- We will continue to invest in our staff towards achievement of appropriate qualifications and in undertaking other relevant educational and learning opportunities.
- We will continue to develop our management and leadership skills through targeted training and development initiatives.
- We will enhance our approach to Workforce Planning constantly assessing and adapting with a view to continuing to attract high-calibre candidates for our advertised positions.
- We will provide a comfortable and safe working environment for our staff and visitors.
- We will agree individual development plans for each member of staff through the PMDS process.
- We will continue to implement initiatives to support staff to reach their full potential. We will align the range of skills across our organisation with emerging requirements.

2019 - 2020

- We will continue to foster a positive organisational culture in line with our Values, Behaviours and Guiding Principles.
- We will reinforce the principles of Performance Management and Development, supporting and developing our managers in this endeavour
- We will complete our Action Plan addressing the issues raised in the internal Staff Climate Survey and the Civil Service Employee Engagement Surveys
- We will continually research and implement further staff well-being initiatives.
- We will continue to support balanced recruitment and career advancement measures in line with central Government policies and guidelines.

Priority 3: Optimise Operational Effectiveness

The successful realisation of our mission and the achievement of our objectives are dependent on having a highly motivated, experienced and skilled workforce. We recognise that a successful organisation is properly structured with a keen focus on high performance and we acknowledge the need to extend the range of skills within our organisation as we implement this plan.

We recognise that, in order to deliver outstanding service, we need to challenge established approaches to work at all levels and to make best practice common practice. We are in a phase of transition to a more modern organisation delivering a consistently high quality service.

We will establish challenging but achievable targets for our staff, monitor performance and address any shortcomings while supporting our staff to achieve the optimum outcome to deliver on our customers' expectations.

It is essential that we maintain our capacity to continue recruiting capable, motivated and skilled staff to support our organisation into the future.

The implementation of the Strategic Plan will be monitored on an ongoing basis at the Leadership Forum and reviewed by the Management Board on an annual basis. The Valuation Office business planning model has been designed to link the work of each functional unit and individual to the strategic priorities contained within this Strategic Plan.

The actions outlined in the business plans will be assigned to individual staff members and encompassed within the Performance Management and Development System (PMDS) which is used to manage staff performance and learning and development needs. This integrated approach will bring cohesion, accountability and purposeful direction to our work so that we can realise our Mission and work towards fulfilling our Vision.

What we will do
to achieve this priority



Priority 3: Optimise Operational Effectiveness



We will develop a culture of high performance

We will foster a high performance culture and are committed to continuous improvement. We will also encourage innovation, flexibility and collaboration across our teams.

By end 2018

- Each operational unit will produce and agree their individual Business Plan by mid December
- We will prepare an organisational business plan before year end to incorporate input from the operational unit business plans and the objectives of this Strategic Plan
- We will continue to develop a coaching and mentoring programme for new staff.
- Oversight and ongoing monitoring of the implementation of this Strategic Plan will be conducted through the Leadership Forum.
- We will implement the Learning Management System provided by OneLearning
- We will develop, communicate and implement an action plan for the Valuation Office in compliance with the new General Data Protection Regulation (GDPR) requirements
- We will examine the requirements for a comprehensive records management system across the organisation
- We will have begun to transform our data into Business Intelligent information, facilitating more informed decision making processes

2019 – 2020

- Each operational unit will produce and agree their individual Business Plan by mid December each year
- We will prepare an organisational business plan before year end incorporating input from the operational unit business plans and the objectives of this Strategic Plan
- We will expand our coaching and mentoring programme across the organisation
- We will develop a comprehensive set of Key Performance Indicators based on the Business Plan
- We will review the previous year's Business Plan by end February
- We will monitor the performance of individuals, operational units and the organisation against the agreed commitments
- Oversight and ongoing monitoring of the implementation of this Strategic Plan will be conducted through the Leadership Forum.
- We will put in place a comprehensive Records Management System across the organisation in accordance with prevailing Data Protection requirements
- We will further enhance the Business Intelligence capacity across the organisation

Priority 3: Optimise Operational Effectiveness



We will optimise our Information Systems

Data collection, processing and sharing are key principles in our drive to improve service delivery and stakeholder experience. We will continue to invest in gathering, processing, analysing and disseminating our data. We will also invest significant additional resources in the development of a new line of business system. This system, named AXIA, will replace the existing Valuation Office system and it will leverage the latest technologies and innovations available to accelerate and enhance the provision of our services.

By end 2018

- In line with the recommendations included within our *Valuation Office ICT Strategy 2017-2020* we will start preparing the specification for project AXIA which will replace the existing valuation system
- We will further enhance the use of *Geographic Information systems (GIS)* across our organisation
- We will invest further resources in the maintenance and renewal of our ICT enterprise architecture
- We will develop an Open Data portal and publish datasets in open, free and reusable formats in accordance with the *National Open Data Strategy 2017-2022*
- We will develop the use of Business Intelligence to enable us to inform our decision making processes
- We will develop and implement further cyber security policies in line with evolving requirements
- We will develop a formal project management framework and methodology for the ICT function
- We will implement an *IT Service Management (ITSM)* call management system

2019 - 2020

- We will continue to develop our ICT systems to further drive efficiencies in line with best international practice
- We will complete the procurement process for the new valuation service project (AXIA)
- We will advance the use of mobile field technology to increase efficiencies in line with best international practice
- We will complete the first phase of the AXIA implementation
- We will continue to enhance and expand our Open Data datasets
- We will further enhance the Business Intelligence capacity across the organisation
- We will review and update our Disaster recovery and Business Continuity processes and documentation
- We will develop metrics, Service Level Agreements and Key Performance Indicators for the delivery of ICT services
- We will continue to develop our ICT enterprise architecture

Priority 4: Governance and Accountability

Throughout the period of this plan, we are committed to the highest levels of governance and accountability in line with the prevailing standards and obligations arising from central Government requirements and guidelines and the political process.

Our core functions are set out in and circumscribed by legislation, principally the Valuation Acts 2001 to 2015. We are committed to carrying out our work in accordance with this and other relevant legislation and by reference to the wider legal context within which we operate.

What we will do
to achieve this priority



Priority 4: Governance and Accountability

2018 - 2020

- In partnership with the Department of Housing, Planning and Local Government, we will ensure that our governance arrangements continue to operate in line with central Government standards, including the *Code of Practice for the Governance of State Bodies*.
- During 2018, we will review and publish our Corporate Governance Framework.
- We will obtain and maintain compliance with prevailing Data Protection requirements, including those arising from the implementation of the General Data Protection Regulation (GDPR)
- We will continue to implement an effective annual Business Planning process based on appropriate key performance indicators.
- Oversight and ongoing monitoring of the implementation of this Strategic Plan will be conducted through the Leadership Forum.
- We will continue to assist the Department of Housing, Planning and Local Government in carrying out its business
- We will provide an efficient service to members of the Oireachtas and other elected representatives who make enquiries of the Office
- We will assist Oireachtas Committees in carrying out their functions
- We will adhere to the financial policies and practices mandated by the Government and the Department of Public Expenditure and Reform
- We will publish an Annual Report detailing our progress in implementing this Strategic Plan
- We will maintain appropriate risk management policies and structures under the guidance of our Audit and Risk Committee.
- We will undertake a formal annual review of progress in implementing this Strategic Plan through the Management Board.

Priority 5: Prepare for the establishment of Tailte Éireann

As part of a programme of rationalisation of State bodies, the Government is proceeding with a merger of the Valuation Office, the Property Registration Authority (PRA) and Ordnance Survey Ireland (OSi). The new organisation arising from the merger, known as Tailte Éireann, will have responsibility for:

- The State property valuation service
- The State property registration system
- The State mapping and surveying infrastructure
- The development and maintenance of State geospatial information

The merger is a very significant development and requires primary legislation to establish the new entity. Publication of the *Tailte Éireann Bill*, which is currently being drafted, will represent the next major milestone on the road to completing the merger.

This plan sets out how we will work towards establishing Tailte Éireann, in partnership with our colleagues in the PRA and OSi, under the leadership of the Department of Housing, Planning and Local Government. A key objective is to ensure that the Valuation Office joins the new organisation well prepared and with appropriate capacity to meet the challenges and opportunities presented by the merger.

What we will do
to achieve this priority



Priority 5: Prepare for the establishment of Tailte Éireann

During 2018

- We will continue to play an active role in the various working groups established to advance the merger.
- We will provide the Department of Housing, Planning and Local Government and the Office of the Attorney General with any required assistance and support in drafting the Tailte Éireann Bill.
- We will contribute to the development of a protocol for non-pay terms and conditions for the staff of Tailte Éireann
- We will contribute to the development of appropriate organisational and financial structures for Tailte Éireann
- We will continue to implement common projects and initiatives in conjunction with PRA and OSi
- We will work to develop a common data model in association with PRA and OSi
- We will ensure that an effective communications strategy is in place to keep staff and other stakeholders well informed in relation to the establishment of Tailte Éireann
- We will brief the Valuation Tribunal in relation to all developments arising from the merger impacting on its work.

2019-2020

- We will provide the Minister and officials of the Department of Housing, Planning and Local Government with any support required to effect the passage of the Tailte Éireann Bill through the Oireachtas
- We will work to enhance services to the public using the combined resources of the merging partners.
- We will contribute to the development of a combined Workforce Plan for Tailte Éireann
- We will participate in the development and implementation of an effective public information programme on the merger.
- We will engage with relevant staff representative bodies throughout the process leading to the establishment of Tailte Éireann.
- We will continue to develop and implement a common data model in conjunction with PRA and OSi.
- We will ensure that the Valuation Tribunal is kept fully informed in relation to all developments arising from the merger.

Block 2, Irish Life Centre,
Abbey Street Lower, Dublin, D01E9X0

Tel: +353 1 817 1000

Fax: +353 1 817 1180

Web: www.valoff.ie

**All Rating queries/requests
for valuation reports etc.**

Email: valuationservices@valoff.ie

**Public Office-Archive Research/
Certified Extracts**

Email: info@valoff.ie

Public Office Opening Hours

Monday to Friday, excluding public holidays: 9.15am to 4.30pm

