



# BUILDING STANDARDS VERIFICATION SERVICE

Balanced Scorecard 2016 – 2017



ISO 9001  
F5585342



INVESTOR IN PEOPLE



CUSTOMER  
SERVICE  
EXCELLENCE



## AMENDMENT RECORD

| <b>Date</b> | <b>Issue No</b> | <b>Details of Change/s</b>  |
|-------------|-----------------|---|
| 14/04/2014  | 1               |   |
| 27/06/2014  | 2               |   |
| 14/10/2014  | 3               | Changes to Continuous Improvement Plan                                    |
| 17/04/2015  | 4               | Changes to Continuous Improvement Plan                                    |
| 23/07/2015  | 5               | Changes to Continuous Improvement Plan                                    |
| 15/10/2016  | 6               | Changes to Continuous Improvement Plan                                    |
| 01/02/2016  | 7               | Changes to Continuous Improvement Plan                                    |
| 22/04/2016  | 8               | Changes to Continuous Improvement Plan and Balanced Scorecard 2016 – 2017 |
| 03/08/2016  | 9               | Changes to Continuous Improvement Plan                                    |
| 19/10/2016  | 10              | Changes to Continuous Improvement Plan                                    |
| 13/01/2017  | 11              | Changes to Continuous Improvement Plan                                    |
| 12/04/2017  | 12              | Changes to Continuous Improvement Plan                                    |
| 05/10/2017  | 13              | Changes to Continuous Improvement Plan                                    |

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# 1. Introduction

“The balanced scorecard is a strategic planning and management tool that is used in business organisations to align business activities to the vision and strategy of the organisation, improve internal and external communications, and monitor performance against strategic goals.”

Building Standards Verifiers in Scotland are required to utilise the Balanced Scorecard as a means to manage, monitor, review and develop strategies for their business with a focus on the three core perspectives listed below and the public interest and continuous improvement cross-cutting themes:-

- Professional Expertise and Technical Processes
- Quality Customer Experience
- Operational and Financial Efficiency

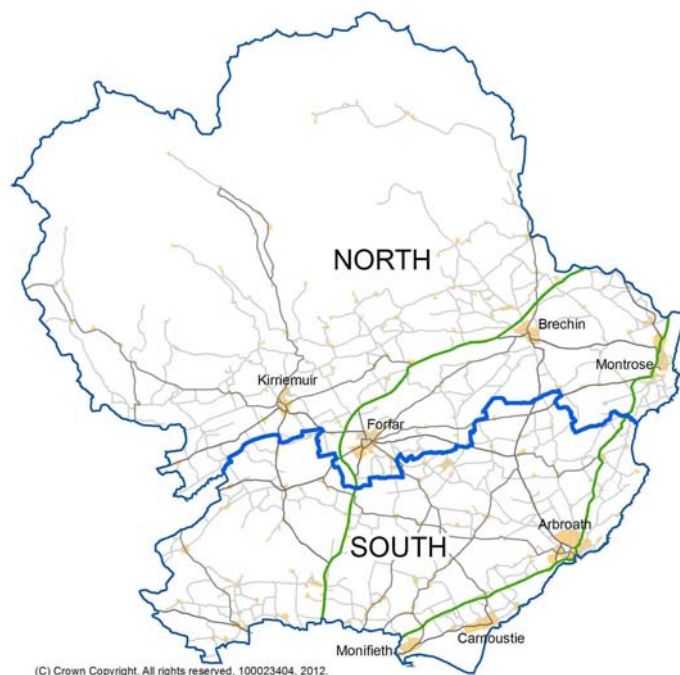
This document is the Balanced Scorecard for the Building Standards Service of Angus Council for the year 2016-17.

## Angus Council

Angus Council located in the east coast of Scotland has a population of 115,978 with a geographical area of some 218,179 hectares. The developed area of the Council is some 2% of the 218,179 hectares with the Scottish average at 2.5%. There are seven main Burghs in the Council area, namely:-

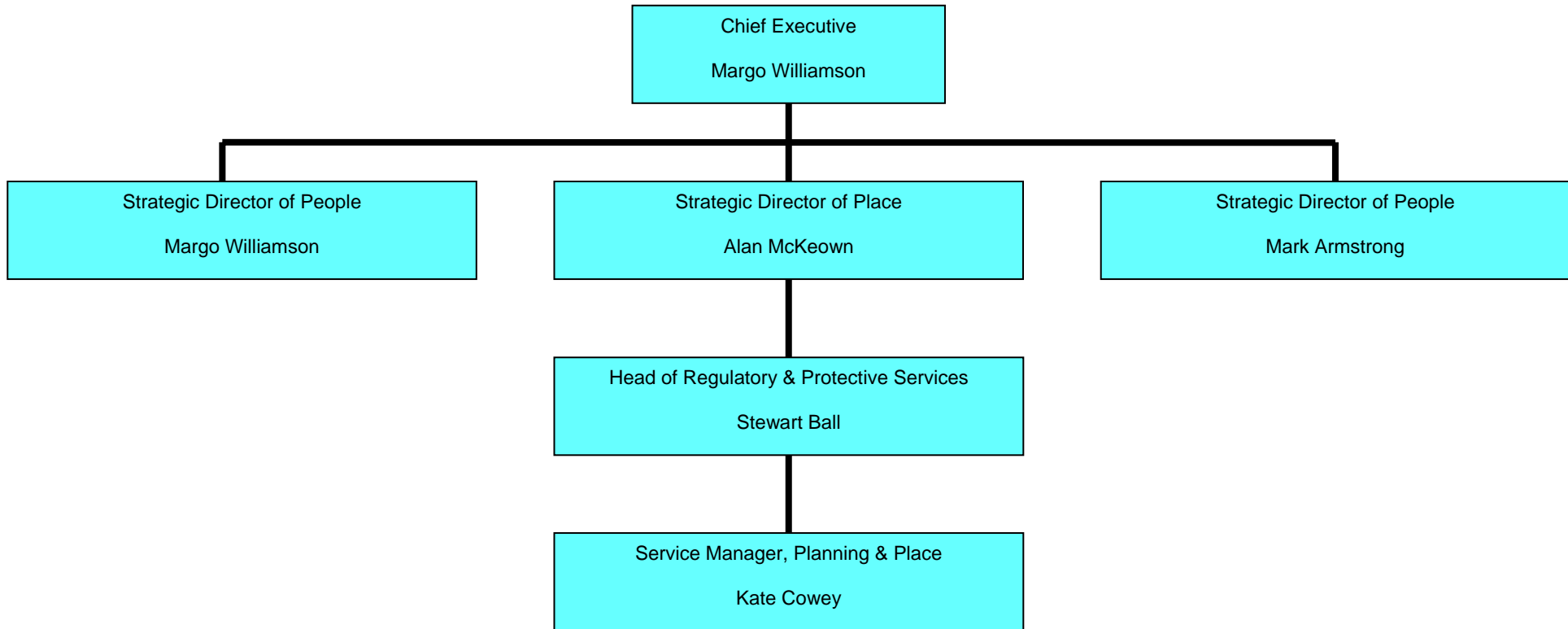
| Burgh      | Population |
|------------|------------|
| Arbroath   | 23,902     |
| Forfar     | 14,048     |
| Montrose   | 11,955     |
| Brechin    | 7,481      |
| Monifieth  | 8,366      |
| Kirriemuir | 6,085      |
| Carnoustie | 11,394     |
| Rural      | 32,671     |

Map of Angus



With approximately 73% of the population living within the Burghs, Angus Council has a large percentage of its population employed within primary industries such as farming, fishing, forestry and manufacturing with a low percentage employed within service industries.

Noted below is the new management structure as it affects the Building Standards team.



Building Standards is part of the Planning Service within the Place Directorate.

## 2. Building Standards Verification Service Information

“The purpose of the Building Standards system is to protect the public interest. The system sets out the essential standards that are required to be met when building work or conversion of a building takes place in order to meeting Building Regulations

The Building Standards System checks that proposed building work or conversion of a building meets standards; inspections are limited to a minimal necessary to ensure that legislation is not avoided. The control of work on site is not down to the system but is a matter for contracts and arrangements in place between a builder and client.

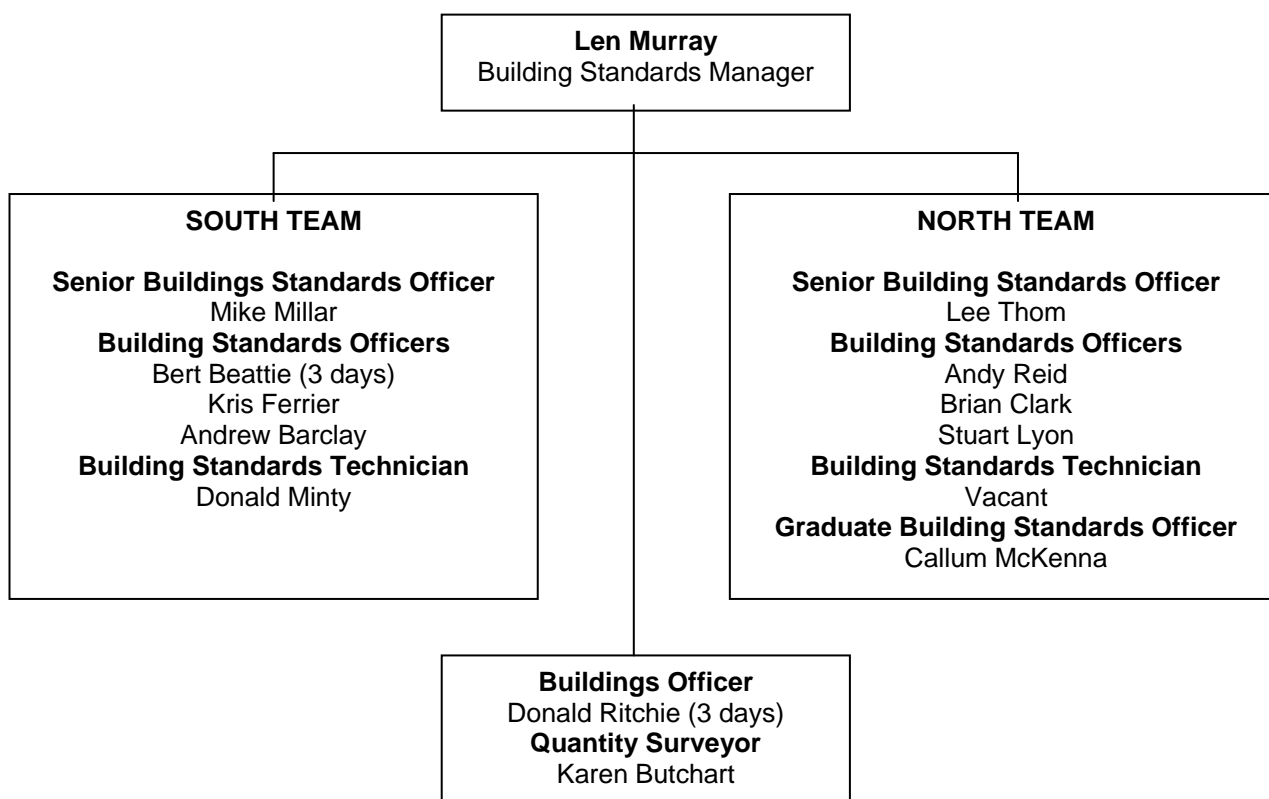
Verifiers, appointed by Scottish Ministers are responsible for the independent checking of applications for Building Warrants to construct or demolish buildings, to provide services, fittings or equipment in buildings, or for conversions.”

The Building Standards Service is based in County Buildings, Market Street, Forfar.

The service is responsible for the following:-

- Verification of Building Warrants under the Building (Scotland) Act 2003.
- Enforcement in relation to Building Standard matters under Building (Scotland) Act 2003.
- Improvement/Repair Grant service under Housing (Scotland) Act 2006.
- Raised structure consents under the Civic Government (Scotland) Act 1982.
- Consultee to applications in relation to Houses in Multiple Occupation & Liquor Licensing.

The services provided by the Place Directorate make a major contribution to the quality of life in Angus. In delivering these services the service seeks to implement the principles of sustainable development whilst ensuring that the health and safety of the population is maintained in respect of the built environment



# BUILDING STANDARDS

**B**EST VALUE  
**R**EQUIREMENTS MET  
**I**MPROVE  
**E**XCELLENT CUSTOMER SERVICE  
**D**ELIVER QUALITY



INVESTOR IN PEOPLE



### 3. Strategic Objectives

3.1 The vision of the Building Standards Service in Angus can be best described by the following acronym.

**B**est Value  
**ReqU**irements Met  
**I**mprove  
**ExceL**ent Customer Service  
**D**eliver Quality

3.2 In the coming financial year, there are and will be a number of issues that will require to be addressed. These are:-

- As the economy shows increasing signs of recovery and Building Warrant Application numbers pick up, there will be pressure on Building Standards to maintain performance across a range of performance measures.
- The requirements in respect of CCNP's continue to increase. Building Standards will continue to try and raise awareness of CCNP's through a range of measures.
- Building Standards will take the necessary steps to try and reduce the average time taken to issue a Building Warrant. Whilst all aspects of this procedure are not within the control of Building Standards, we will endeavour to try and reduce the time taken. This will be carried out by utilising a number of measures.
- Progress enhancement of Document Management System by continuing to destroy completed paper files with a view to have the statutory register held electronically.
- The electronic submission of Building Warrants came into being in August 2016, via the Scottish Government's on-line portal, in the summer of 2016. In the lead up to this various work streams were carried out and where appropriate these have been noted in the Continuous Improvement Plan.
- Continue to provide service in accordance with the requirements of Customer Service Excellence (CSE).
- Continue to provide service in accordance with requirements of ISO 9001 : 2008 Quality Management.

3.3 Make transition to ISO 9001 : 2015. Readiness survey to be completed, readiness assessment to be held in September 2016 and final assessment to take place in November 2016.



## 4. Key Performance Outcomes

### ***Professional Expertise of Technical Processes***

#### **Protocols for Dealing with Work**

Work in relation to Building Warrants, Late Building Warrants, Completion Certificates and Late Completion Certificates are the subject of extensive and detailed protocols. As the requirements of the new Performance Management gain momentum in respect of Construction Compliance Notification Plans the protocols will be suitably amended.

As part of our work to gain ISO 9001 : 2008 accreditation, all major procedures in relation to the above have been process mapped and amended, as appropriate.

#### **Performance Management Systems**

The performance of the Council as a whole is maintained via Covalent Performance Management System. Actions relating to Building Standards which are contained in the Divisional Operational Plan are updated on a quarterly basis.

#### **Training and Development (CPD)**

Angus Council holds the Investors in People standard. The Council as a whole were re-accredited in late 2014/early 2015 and continue to hold/meet the standard. The requirements of the standard are rigorously applied by the Building Standards section.

Actions such as yearly appraisals, training needs analysis, formulation of training plan, communication with staff are all carried out.

The service has committed significant resources to training over the last seven years which has resulted in excess of 70% of staff (seven in total) directly involved in the verification service holding chartered membership of the RICS. A member of staff gained full membership of the RICS this quarter. One other member of staff continues to work towards gaining membership of RICS.

In addition the service has an open approach to training/CPD with all staff encouraged to undertake training, whether it be recognised training on SBEM/SAP, fire risk assessments etc. Regular CPD sessions are held in conjunction with the monthly team meetings.

All training/CPD for staff is logged on their own page on the Intranet portal serving Building Standards. In addition staff who are members of the RICS are obliged to carry out a minimum of 20 hours appropriate CPD and staff are encouraged/supported in this requirement.

#### **Benchmarking/Shared Services/Partnership Working**

The Building Standards service of Angus Council is a member of the Tayside Building Standards Consortium and attends the regular meetings of same. There is a minimum of three meetings a year which discuss/agree various matters in relation to Building Standards. For a number of years now the Consortium has been the vehicle to deliver the peer review process in respect of a Council's own building work.

A limited amount of joint training has also been undertaken by the Consortium. This has consisted of training on BS 7671 (Electrical) and BS 9999 and we fully expect that this will increase in 2016/17.

Building Standards has been heavily involved in partnership working with our Legal, Housing and Fire Safety colleagues in respect of work in relation to migrant worker accommodation and houses in multiple occupation.

Building Standards in Angus were instrumental in setting up a benchmarking group for building standards bodies who hold CSE. This group meets approximately three times per year and has been joined by a construction company and social care provider. The members of the group who all hold CSE discuss issues in relation to customer service and highlight exemplar activities.

### **Succession Planning**

As highlighted under the heading Training and Development (CPD) the Building Standards Service of Angus Council has invested considerable resources to ensure the Building Standards team are given the appropriate opportunities and training to allow them to become professionally qualified. Seven members of staff hold professional membership of RICS and there is a further three at various stages in the process.

The Council are currently running a suite of management training sessions under the banner "Transforming Angus" which the Building Standards Manager and Senior Building Standards Officer are participating in. This training includes extensive group sessions, 360 interviews with a range of staff and coaching on any identified areas for improvement.

Given this investment in training the staff of the Building Standards team are well placed to deal with any issues arising from succession planning.

### **Quality Customer Experience**

The Building Standards service of Angus Council holds the Customer Service Excellence standard. On being re-assessed in January 2016 our external assessor awarded us an additional three compliance pluses, which in the words of the assessor "is exceptional". The section now holds a total of 19 compliance pluses.

By holding this recognised external accreditation Building Standards in Angus provides a service which is:-

- accessible;
- knows and engages with its customers;
- of high quality;
- sets demanding standards in terms of performance and customer satisfaction.

The Building Standards service engages in a continuous customer survey which is continuously maintained and reported on quarterly. In financial year 2016/17 98% of our customers were either very satisfied or satisfied with our service. The target set is 90%.

The results of the second national customer survey show that the overall score for the Building Standards team being well above the national average.

It is the intention of Building Standards in Angus to participate in any national forum arranged and where appropriate, deal with any issues arising from same. Requirements of a national charter have been incorporated into our Local Charter.

### **External Accreditations**

As noted previously Angus Council holds the Investor in People standard.

Building Standards holds Customer Service Excellence and in November 2012 was assessed for ISO 9001 : 2008 which deals with quality management. The Building Standards Team were successful in meeting this demanding standard. By achieving and maintaining these external accreditations, the Council's Building Standards' team are committed to providing a service of the highest quality and standard.

## ***Operational and Financial Efficiency***

### **Team Structure**

The Building Standards team in Angus is, for operational reasons, split into two area teams as per the structure diagram on page 6. In addition a Buildings Officer deals with defective and dangerous buildings and a Quantity Surveyor deals with Improvement and Repair Grants.

A processing team of five serves Building Standards, Development Standards and Improvement Grants. This team deals with all processing matters in relation to building warrants, planning permissions and improvement grant approvals/payments.

In addition extensive staff resources are available to deal with all other admin duties and IT requirements.

### **IT Systems**

Building Standards in Angus, as indicated earlier is part of the wider Planning Service and has since 1998 used CAPS/IDox software system as its main operating system. Prior to that and from 1993 the Ludhouse software system was used.

Additional work is taking place to quality assure previous scanned files and which are still held in paper format with a view to ensuring that Parts I and II of the statutory register are held electronically.

### ***Time Recording System***

The time recording facility on Uniform is used to capture the time spent by staff on verification duties. This is used to provide our Finance Division with the necessary information to allow them to provide details on the costs of Building Standards staff involved in verification. Staff costs not directly involved in Building Standards, but providing a service to Building Standards whether it be management, administration, financial are calculated on a proportionate basis.

### ***Financial Monitoring/Governance***

All fees recovered are logged on Uniform and this permits fee income on a monthly basis to be monitored.

The income levels are reported to the regular Divisional Management team meetings and discussed at regular meetings with our Finance colleagues. Furthermore, matters in relation to revenue/capital budgets are monitored and discussed.

### ***Finance Systems***

All monies received in respect of building warrant fees are logged on Uniform and in addition are also recorded on the corporate financial system, Integra. This permits monies received and budgets to be monitored by our Finance colleagues. Monthly updates are given to us for information and action.

### ***Internal Communication Strategies***

Good internal communications are delivered in a number of ways.

At a corporate level the Council produces a regular newsletter, a weekly mini electronic newsletter and also communicates via the Council intranet.

Every three months there is a briefing by the Chief Executive with all managers from the Council attending. In addition managers' forums are held by the Executive Director responsible for the Communities Service.

At departmental/divisional/team level there are a number of meetings held to allow communications to be cascaded up and down the department/division/team. The Building Standards' team hold a minimum of 11 team meetings a year where, by and large, a set agenda meeting the standards set by ISO 9001 : 2008.is now followed.

A Building Standards portal attached to the Divisional Portal is a key to good communication and the sharing of information. It now serves as the focal point for all procedures and quality matters in relation to Building Standards. It continues to be enhanced on a regular basis.

**Key Performance Outcomes – 1 April 2016 to 31 March 2017**

**Summary Report**

**KPO 1 : Time to Get a Building Warrant**

| <b>No. of Building Warrants Granted</b> | <b>Total No. of Working Days</b> | <b>Average Time</b> |
|---|----------------------------------|---------------------|
| 882                                     | 50,370                           | 57                  |

**KPO 2 : Compliance During Construction**

| <b>Number of “Accepted” Completion Certificates (for Building Warrant Applications) Submitted</b> | <b>Number of CCNP’s for “Accepted” Completion Certificates</b> | <b>CCNP’s Fully Achieved</b> |          |
|---|--|------------------------------|----------|
|   |  | <b>Number</b>                | <b>%</b> |
| 658   | 634  | 323                          | 51       |

**KPO 3 : Meeting Customer Expectation (including Customer Agreement)**

| Number of 1 <sup>st</sup> Reports Issued | 1 <sup>st</sup> Reports Issued within Agreed Target |     | 1 <sup>st</sup> Reports Issued between the Agreed Target and the Backstop Period |    | 1 <sup>st</sup> Report Issued after the Backstop Period and Within the Statutory Three Month Period |   |
|--|---|-----|--|----|---|---|
|  | Number  | %   | Number   | %  | Number  | % |
| 77                                       | 72  | 94% | 5  | 6% | 0   | 0 |

**KPO 3 : Meeting Customer Expectation (Not including Customer Agreement)**

| Number of 1 <sup>st</sup> Reports Issued | 1 <sup>st</sup> Reports Issued within Agreed Target |     | 1 <sup>st</sup> Reports Issued between the Agreed Target and the Backstop Period |     | 1 <sup>st</sup> Report Issued after the Backstop Period and Within the Statutory Three Month Period |   |
|--|---|-----|--|-----|---|---|
|  | Number  | %   | Number   | %   | Number  | % |
| 849                                      | 753   | 89% | 96   | 11% | 0   | 0 |

# **Angus Council**

## **Building Standards Balanced Scorecard 2016/2017 Continuous Improvement Plan 2016 / 2017**

|                          |               |                |
|--------------------------|---------------|----------------|
| <b>LOCAL AUTHORITY:</b>  | ANGUS COUNCIL |                |
| <b>REPORTING PERIOD:</b> | QUARTER 4     | YEAR 2016/2017 |

**CONTINUOUS IMPROVEMENT PLAN - SUMMARY (PART 4 OF BALANCED SCORECARD)**

| Professional Expertise and Technical Processes  |                                 |                         |                     |   |
|---|---------------------------------|-------------------------|---------------------|---|
| Key actions from previous quarter (Q2 2016/17):   | Relevant to KPO1-2 (from list): | Target completion date: | Status (from list): | Outcomes:   |
|   | KPO1                            | Sep-16                  | Complete            | Ensure introduction of E-Building Standards is successful |
|   | KPO1                            | Sep-16                  | Complete            | Ensure introduction of E-Building Standards is successful |
| Carry out on-going and appropriate staff training to allow introduction of E-Building Standards | KPO1                            | Sep-16                  | Complete            | Ensure introduction of E-Building Standards is successful |
| Carry out on-going and appropriate testing to allow introduction of E-Building Standards        | KPO1                            | Sep-16                  | Complete            | Ensure introduction of E-Building Standards is successful |
| Further meeting held with Agents to highlight introduction of E-Building Standards              | KPO1                            | Sep-16                  | Complete            | Ensure introduction of E-Building Standards is successful |
| Investigate purchase of IDOX Mobile App   | KPO1                            | Sep-16                  | Complete            | Ensure introduction of E-Building Standards is successful |



### Professional Expertise and Technical Processes

| Key actions from previous quarter (Q2 2016/17):  | Relevant to KPO1-2 (from list): | Target completion date: | Status (from list): | Outcomes:  |
|--|---------------------------------|-------------------------|---------------------|--|
|  | KPO1                            | Sep-16                  | Complete            | Ensure introduction of E-Building Standards is successful                              |
| <b>Test various tablets/devices to allow site inspections to be carried out in an electronic manner</b>  | KPO1                            | Sep-16                  | Complete            | Ensure introduction of E-Building Standards is successful. Tablets orders January 2017 |
| <b>Prepare for and undertake assessment for transition to ISO 9001 : 2015</b>  | KPO1                            | Dec-16                  | Complete            | Successfully accredited to ISO 9001:2015   |
| <b>Continue to carry out lean review of processes and procedures associated with introduction of E-Building Standards</b>  | KPO1                            | Sep-16                  | Complete            | Ensure introduction of E-Building Standards is successful. Completed December 2016     |
| <b>Commentary:</b> <i>(This is an important requirement and should include a narrative summary of progress, as well as the context and rationale for any changes to current and planned actions.)</i>                              |                                 |                         |                     |  |
| <i>All aspects of work streams required for introduction of E-Building Standards have been completed with the exception of the action in relation to tablets and the lean exercise in respect of our processes and procedures.</i> |                                 |                         |                     |  |

**Quality Customer Experience**

| Key actions from previous quarter (Q4 2016/2017):                                | Relevant to KPO3-5 (from list): | Target completion date: | Status (from list): | Outcomes: |
|--|---------------------------------|-------------------------|---------------------|-----------|
| Continue to benchmark with other holders of CSE (both private and public bodies) | KPO3                            | Mar-17                  | Complete            | All       |
| Submit and retain Customer Service Excellence (CSE) award for the service        | KPO3                            | Mar-17                  | Complete            |           |
|  |                                 |                         |                     |           |
|  |                                 |                         |                     |           |

**Commentary:** *(This is an important requirement and should include a narrative summary of progress, as well as the context and rationale for any changes to current and planned actions.)*

### Quality Customer Experience

| Key actions planned for next four quarters:  | Relevant to KPO3-5 (from list): | Target completion date: | Priority level (from list): | Proposed outcomes:                               |
|--|---------------------------------|-------------------------|-----------------------------|--|
| Commence breaking down customer satisfaction rates as being very satisfied and satisfied | KPO3                            | Mar-17                  | High                        | Not progressed                                   |
| Develop new and enhanced range of performance indicators to reflect KPOs                 | KPO3                            | Mar-17                  | High                        | Not progressed. KPO's changed per re-appointment |
| Develop with Dundee City and Perth & Kinross Council standardised customer charter       | KPO3                            | Mar-17                  | High                        | Not progressed.                                  |
|  |                                 |                         |                             |  |
|  |                                 |                         |                             |  |

**Commentary (optional):** *(This could look at longer term priorities (one to three years)):*

**Operational and Financial Efficiency**

| <b>Key actions from previous quarter four (Q1 2016/2017):</b>  | <b>Relevant to KPO6-9 (from list):</b> | <b>Target completion date:</b> | <b>Status (from list):</b> | <b>Outcomes:</b>   |
|--|--|--------------------------------|----------------------------|--|
| <b>Investigate costs associated with purchase of tablet devices to permit site inspections to be carried out in an electronic format</b> | KPO6                                   | Jun-16                         | Completed                  | Deliver end to end electronic service delivery. Trials of devices being undertaken to deliver drawings in an electronic environment. |
| <b>Continue to monitor all budgets</b>   | KPO6                                   | Mar-17                         | Completed                  | Financial efficiency   |
| <b>Continue to monitor all performance in respect of Building Warrants and Completion Certificates</b>                                   | KPO6                                   | Mar-17                         | Completed                  | Robust Financial Management  |
| <b>Participate in work of Tayside Building Standards Consortium</b>  |  | Mar-17                         | Completed                  | Strive to be consistent  |

**Commentary:** *(This is an important requirement and should include a narrative summary of progress, as well as the context and rationale for any changes to current and planned actions.)*

**Operational and Financial Efficiency**

| Key actions planned for next four quarters: | Relevant to KPO6-9 (from list): | Target completion date: | Priority level (from list): | Proposed outcomes:   |
|---|---------------------------------|-------------------------|-----------------------------|--|
| Attend national forum meetings              | KPO6                            | As arranged             | High                        | Adopt requirements/improvements arrived at when Forum formed |
|   |                                 |                         |                             |  |
|   |                                 |                         |                             |  |
|   |                                 |                         |                             |  |

**Commentary (optional):** *(This could look at longer term priorities (one to three years)):*

