BUILDING STANDARDS VERIFICATION
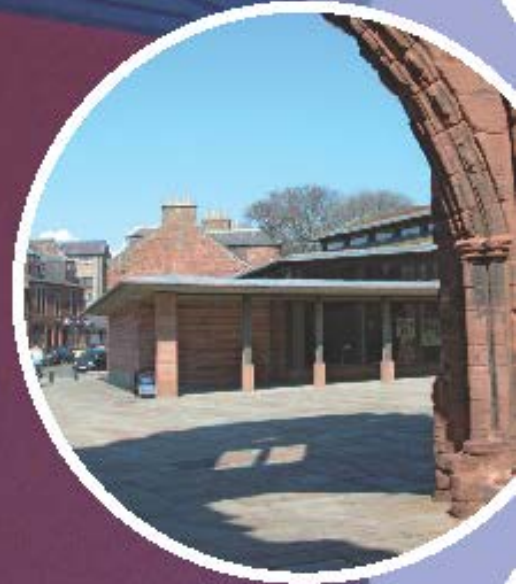
Annual Performance Report
2017/18

ISO 9001
FS585342

AMENDMENT RECORD

Date	Issue No	Details of Change/s
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
05/02/2018	14	Changes to Continuous Improvement Plan

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1. Introduction

"The Annual Performance Report 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 Performance Report to manage, monitor, review and develop strategies for their business and should focus on the performance framework's core perspectives and cross cutting themes.

This document is the Annual Performance Report for the Building Standards Service of Angus Council for the year 2017-18.

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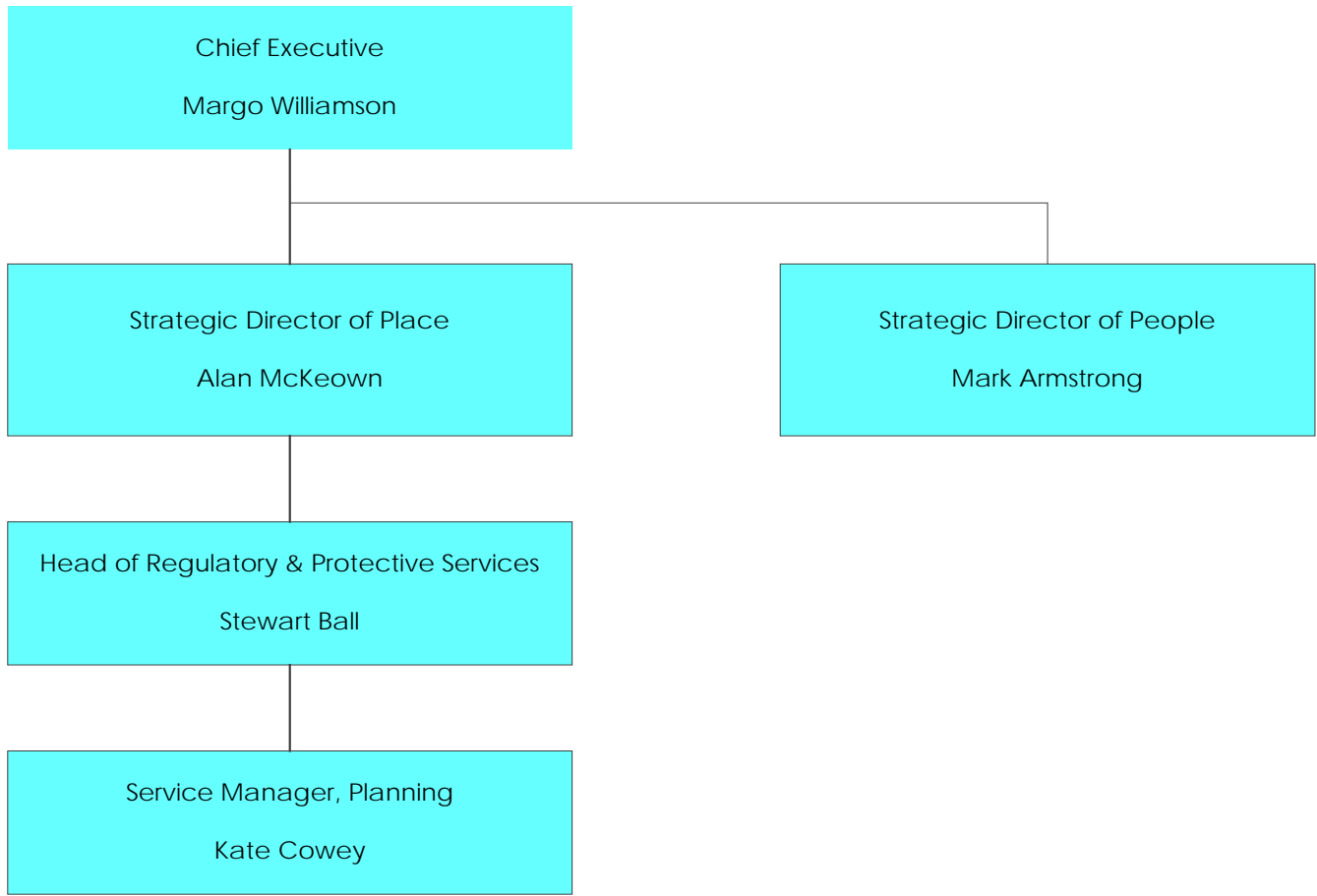
Burgh	Population
Arbroath	23,902
Forfar	14,048
Montrose	11,955
Brechin	7,481
Monifieth	8,366
Kirriemuir	6,085
Carnoustie	11,394
Rural	32,671

Map of Angus

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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 of the Council as it affects the Building Standards team.

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                    ┌─────────────────────────┐
                    │     Chief Executive     │
                    │                         │
                    │    Margo Williamson     │     5
                    └─────────────────────────┘
                         │                  │
        ┌────────────────────────┐   ┌────────────────────────────┐
        │ Strategic Director of  │   │ Strategic Director of      │
        │        Place           │   │        People              │
        │                        │   │                            │
        │     Alan McKeown       │   │     Mark Armstrong         │
        └────────────────────────┘   └────────────────────────────┘
                    │
        ┌────────────────────────────────────┐
        │ Head of Regulatory & Protective    │
        │            Services                │
        │                                    │
        │          Stewart Ball              │
        └────────────────────────────────────┘
                    │
        ┌────────────────────────┐
        │ Service Manager,       │
        │      Planning          │
        │                        │
        │      Kate Cowey        │
        └────────────────────────┘
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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.
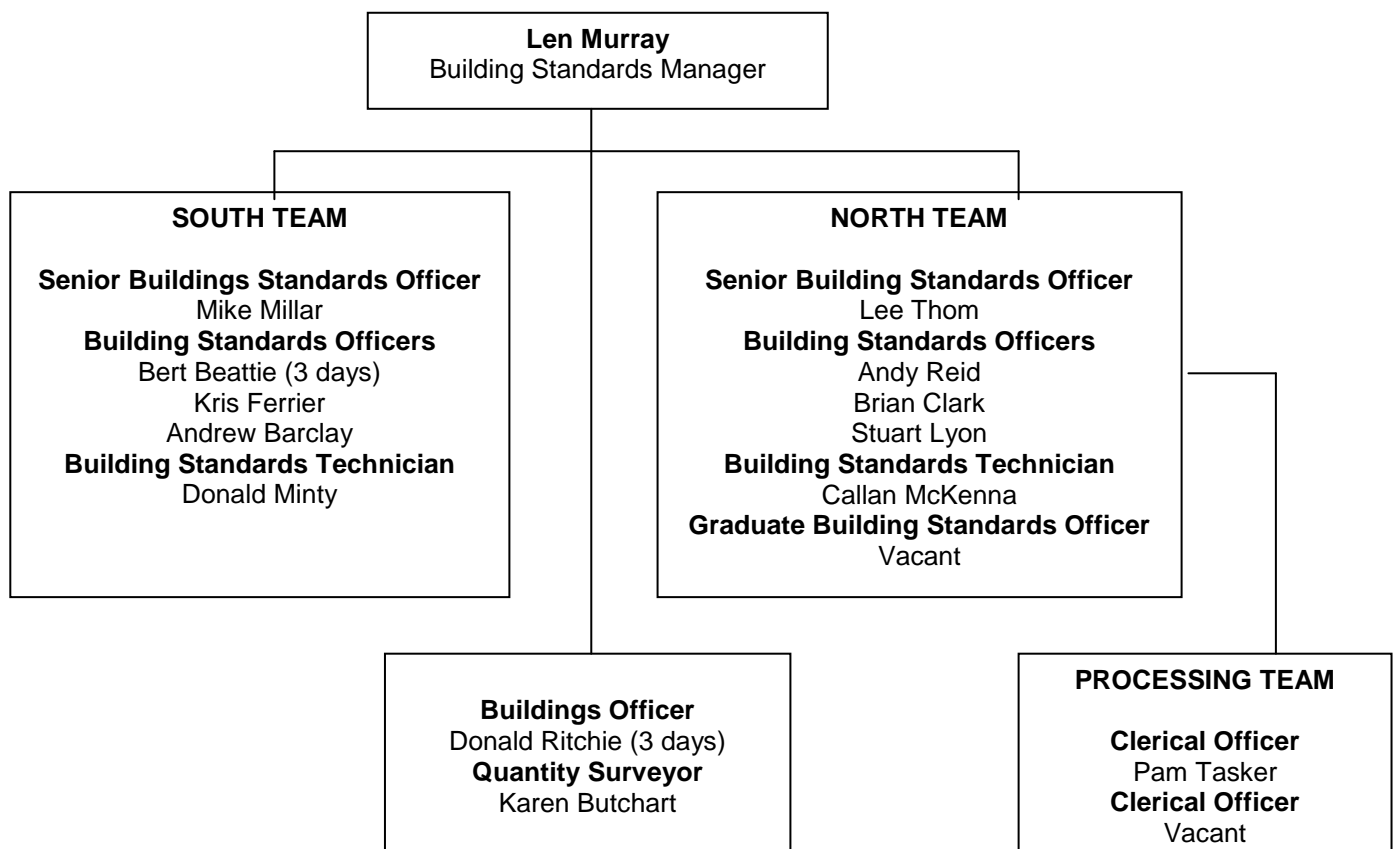
Verifiers, appointed by Scottish Ministers are responsible for the independent checking of applications for Building Warrants to construct or demolish buildings, to provide services, fittings or equipment in buildings, or for conversions."

The Building Standards Service for Angus Council is based in Angus House, Orchardbank Business Park, 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

Len Murray
Building Standards Manager

SOUTH TEAM

Senior Buildings Standards Officer
Mike Millar
Building Standards Officers
Bert Beattie (3 days)
Kris Ferrier
Andrew Barclay
Building Standards Technician
Donald Minty

NORTH TEAM

Senior Building Standards Officer
Lee Thom
Building Standards Officers
Andy Reid
Brian Clark
Stuart Lyon
Building Standards Technician
Callan McKenna
Graduate Building Standards Officer
Vacant

Buildings Officer
Donald Ritchie (3 days)
Quantity Surveyor
Karen Butchart

PROCESSING TEAM

Clerical Officer
Pam Tasker
Clerical Officer
Vacant

	Tier 1	Tier 2	Tier 3	Tier 4
Management Structure of Council in respect of Building Standards	1 (Chief Executive)	2 (Strategic Director)	1 (Head of Service)	1 (Service Leader)

		Building Standards Verification Service	Other
Manager	No. Posts	1	
	Vacant		
Main Grade Posts	No. Posts	8	
	Vacant		
Technician	No. Posts	2	
	Vacant	1	1 Graduate Post Vacant
Office Support/Clerical	No. Posts	2	
	Vacant	1	
TOTAL		**14**	

Staff Age Profile	Number
Under 30	2
30 – 39	3
40 – 49	2
50 and over	5

3. Strategic Objectives

3.1   The Building Standards service is a consistently high performing and achieving one, accredited to both CSE and ISO 9001 2015 standards. It can be best described by the following acronym:

Best Value
Req**U**irements Met
Improve
Exce**L**lent Customer Service
Deliver Quality

3.2   In these times of change within Government, both nationally and locally there will be a number of issues that will require consideration and addressing in 2018/19.

- As Councils are required to make significant financial savings for various reasons, the Council's work in respect of Management, Business Support and Professional/Technical staffing reviews will impact on the service and potentially its performance. This will require to be managed and measures adopted to ensure that the high level of service previously provided is maintained.

- The introduction of the eDevelopment Portal by the Scottish Government and our ambition to deliver our service end to end digitally has impacted on our performance in 2017/18. This relatively short term reduction in performance is outweighed by our ambition to be a digital service provider which benefits both the Council and our customers.

- 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.

- Process enhancement of Document Management System to 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 : 2015 Quality Management.

3.3   An issue that will require to be addressed in 2018/19 will be to build upon the good work carried out to enhance the service that is now provided digitally end to end.

3.4   Late 2017 saw the retiral of the Quality Co-Ordinator from the Council's Place Directorate. He was influential in the Building Standards team gaining ISO 9001 : 2008 in 2012 and latterly making the transition to ISO 9001 : 2015. In 2016 his work as lead auditor and advisor was invaluable. His retiral has created an opportunity for his work to be brought within the Building Standards team. A member of the Building Standards team successfully achieved a lead auditor qualification through SQMC (Scottish Quality Management Centre). This qualification will assist the Building Standards team to continue to meet the full requirements of ISO 9001 : 2015.

3.5   Work in 2018/19 will continue to be carried out to enable the Building Standards team to fully meet the requirements of ISO 9001 : 2015.

Work in 2018/19 will continue to be carried out to meet the high standard of customer service as required by our CSE (Customer Service Excellence) accreditation. The Building Standards team currently hold 23 compliance pluses as of the 14th February 2018.

4. Key Performance Outcomes and Targets

The national verification performance framework is based on three core perspectives:

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

There are also three cross-cutting themes, comprising:-

- Public Interest;
- Continuous Improvement; and
- Partnership Working.

Summary of Key Performance Outcomes (KPOs)

Professional Expertise and Technical Processes	
KPO1	Minimise time taken to issue a first report or issue a Building Warrant or Amendment to Building Warrant
KPO2	Increase quality of compliance assessment during the construction processes
Quality Customer Experience	
KPO3	Commit to the Building Standards Customer Charter
KPO4	Understand and respond to the customer experience
Operational and Financial Efficiency	
KPO5	Maintain financial governance
KPO6	Commit to eBuilding Standards
KPO7	Commit to objectives outlined in the annual performance report

Summary of Key Performance Targets

KPO1 Targets	
1.1	95% of first reports (for Building Warrants and Amendments) issued within 20 days – all first reports (including BWs and Amendments issued without a first report
1.2	90% of Building Warrants and Amendments issued within 10 days from receipt of all satisfactory information – all Building Warrants and Amendments (not including BWs and Amendments issued without a first report)
KPO2 Targets	
	Targets to be developed as part of future review of KPO2
KPO3 Targets	
3.1	National customer charter is published prominently on the website and incorporates version control detailing reviews (reviewed at least quarterly
3.2	95% of BSD requests for information on a BSD 'Verifier Performance Reporting Service for Customers' case responded to by verifier within five days
KPO4 Targets	
4.1	Minimum overall average satisfaction rating of 7.5 out of 10
KPO5 Targets	
5.1	Building standards verification fee income to cover indicative verification service costs (staff costs plus 30%)
KPO6 Targets	
6.1	Details of eBuilding Standards to be published prominently on the verifier's website
6.2	75% of each key Building Warrant related process being done electronically: • Plan checking • Building Warrant or Amendments (and plans) being issued • Verification during construction • Completion Certificates being accepted
KPO7 Targets	
7.1	Annual performance report published prominently on website with version control (reviewed as least quarterly
7.2	Annual performance report to include performance data in line with KPOs and associated targets (annually covering previous year e.g. April 2016 – March 2017)

5. Performance Data

KPO	ANGUS COUNCIL	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	AVERAGE
1.1	95% of first reports(for BW's and Amends) issued within 20 working days (inc BW's and amends issued without a first report)	85.74%	98.44%	88.73%	97.58%	92.62%
1.2	90% of building warrants and amends issued within 10 days from receipt of all satisfactory information - all building warrants and amendments (not inc BW's and amends issued without a first report)	91.70%	96.10%	89.65%	90.74%	92.05%
3.1	National customer charter is published prominently on the website and incorporates version control detailing reviews(reviewed at least quarterly)	VIEW HERE Published prominently	VIEW HERE Published prominently	VIEW HERE Published prominently	VIEW HERE Published prominently	VIEW HERE Published prominently
3.2	95% of BSD requests for information on a BSD 'Verifier Performance Reporting Service for Customers' case responded to by verifier within 5 days	Zero cases	Zero cases	Zero cases	Zero cases	Zero cases
4.1	Minimum overall average satisfaction rating of 7.5 out of 10	8.1 out of 10 2017 results	8.1 out of 10 2017 results	8.1 out of 10 2017 results	8.1 out of 10 2017 results	8.1 out of 10 2017 results
5.1	Building standards verification fee income to cover indicative verification service costs (staff costs plus 30%)	116.86%	159.36%	101.55%	118.06%	123.96%
6.1	Details of E-Building Standards are published prominently on the verifiers website	VIEW HERE Published prominently	VIEW HERE Published prominently	VIEW HERE Published prominently	VIEW HERE Published prominently	VIEW HERE Published prominently

6.2	75% of each key building warrant related processes being done electronically (Plan checking; BW's and amends (and plans) issue; verification during construction; CC acceptance)	100% (4 of 4 done)	100% (4 of 4 done)	100% (4 of 4 done)	100% (4 of 4 done)	100% (4 of 4 done)
7.1	Annual performance report published prominently on website with version control (reviewed at least quarterly)	VIEW HERE Published prominently	VIEW HERE Published prominently	VIEW HERE Published prominently	VIEW HERE Published prominently	VIEW HERE Published prominently
7.2	Annual performance report to include performance data in line with KPO's and associated targets (annually covering previous year e.g. April 2016 - March 2017)	VIEW HERE Published prominently	VIEW HERE Published prominently	VIEW HERE Published prominently	VIEW HERE Published prominently	VIEW HERE Published prominently

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 Framework gain momentum in respect of Construction Compliance Notification Plans, the protocols will be suitably amended.

As part of our work to gain ISO 9001 : 2015 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 Pentana Performance Management System. Actions relating to Building Standards which are contained in the Divisional Operational Plan are updated on a quarterly basis. Various 'hit list' reports are used to assist the management of workload and weekly performance and we intend to invest in Enterprise to further enhance our management systems.

Training and Development (CPD)

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

The service has a track record in committing significant resources to training over a significant period of time 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 year. 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 and training requirements is a standing item on the monthly agenda..

All training/CPD for staff is logged on their own page on our Intranet portal serving Building Standards. We also log a skills audit which records mandatory training where required. In addition, staff who are members of the RICS are obliged to carry out and record 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. This also feeds into our support of the Local Authority Building Standards Scotland (LABSS) which in turn supports the Building Standards Division (BSD)

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 regularly and 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 two 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 Officers 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 team in Angus have held the CSE (Customer Service Excellence) standard since 2010. Presently the team hold 23 compliance pluses which in the words of our external assessor is exceptional.

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.

Customer Communication Strategies

The service engage with customers on various levels and are continually looking and adapting to new or more relevant ways of customer engagement such as:
- Agent Meetings
- National and local surveys
- Customer suggestions forms
- Customer Service Excellence(CSE) annual review meetings/reviews
- Targeted/direct consultations regarding specific issues/projects
- Newsletters/mail drops

Customer Feedback(national/local)/analysing and changes to system

The Building Standards service engages in a continuous customer survey which is continuously maintained and reported on quarterly. In financial year 2017/18 96.5% of our customers were either very satisfied or fairly satisfied with our service. The target set is 90%.

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

Accessibility of the Service

The Building Standards Team have continued to provide a walk-in Duty Officer service during all normal office hours while embracing the 'agile' environment that Angus Council have provided. We can be contacted also by phone, email, letter, If customers are unable to visit us we can arrange a site visit instead.

Customer Charter

The Customer Charted is published and reviewed regularly to ensure its ongoing suitability. It clearly sets out our commitments to the customer and the requirements of a national charter have been incorporated into our Local Charter.

Pre-Application Advice

Pre-application advice where relevant is welcomed and allows Building Warrants when submitted to be dealt with as efficiently as possible. Building Standards will also arrange joint meetings with other interested bodies such as Fire Scotland, Scottish Environment Protection Agency(SEPA), Development Management etc.

Customer Agreements

The Building Standards Team offer customer agreements where the standard 20 days is not appropriate such as our 'instant plan assessment service'. This example allows the assessing Officer/Technician to enter into an agreement to assess the application within a different timescale (i.e. 3 days, 1 week etc.)

Customer Dissatisfaction (procedural or technical)

Customers can make Complaints, Comments or Compliments and these procedures are detailed in our Local Customer Charter. Technical Decision disagreements can be escalated in house when requested or customers are referred to the LABSS Dispute Resolution Service.

Recognised External Accreditations

As noted previously the Building Standards team in Angus has held the CSE standard since 2010.

In 2012 it was successful in being accredited to ISO 9001 : 2008 making the successful transition to the 2015 standard in 2016 at the first time of asking.

In 2016 and 2017 the Building Standards team in Angus were awarded the outstanding team award by LABSS (Local Authority Building Standards in Scotland).

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 5. 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 two serves Building Standards. This team deals with all processing matters in relation to Building Warrants, Completion Certificates etc.

In addition extensive staff resources are available to deal with all other Business Support 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 the CAPS/IDox software system as its main operating system. Prior to that and from 1993 the Ludhouse software system was used.

Digital Services

As part of our ambitious work to deliver an end to end digital service we have invested a considerable sum of money to purchase electronic devices to enable Building Warrant files to be taken to site in an electronic format. This investment has allowed us to destroy all paper files (with the exception of a relatively small amount from 1998 – 2004 which have still to be quality assured for scanning purposes.

This has also led to a transformation as to how we receive, assess and approve building warrants which now fully digital provides efficiency savings to both ourselves and the customers.

This work and decision results in us holding Part II of the Statutory Register 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 pro-rata 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 on a monthly basis.

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 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 Place Directorate.

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 : 2015.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.

6. Service Improvements and Partnership Working

In the next 12 months 2018/19 we will do:

Number	Continuous Improvement Action	Status
1	Re-organise the structure of the Building Standards team to compensate for loss of one Senior Building Standards Officer.	
2	Replace vacant Graduate Building Standards Officer.	
3	Seek to re-write all Processing Processes and Procedures to ISO 9001 : 2015 standard. Processes and Procedures to reflect the E2E digital/electronic delivery of the Building Standards service.	
4	Enhance ability to work in an agile environment. Where appropriate and necessary, supply of appropriate hardware to staff for home working.	
5	Carry out all work including internal audit to ensure ISO 9001 : 2015 accreditation is achieved.	
6	Carry out all work to ensure our CSE registration is achieved and investigate modern methods of customer engagement	
7	Carry out a detailed analysis of the requirements of the Operating Framework (condition of our appointment) and prepare how we meet same.	

In the previous 12 months (2017/18) we worked with:

	Partners	Examples of Partnership Working
1	Tayside Building Standards Consortium	• Technical Issues • Benchmarking Meetings • Surveyors Meeting
2	Scottish Government	• eDevelopment – attendance at various Stakeholders Meetings • Arranged joint meeting in Forfar with Building Standards, Development Standards, Agents and Officials of Scottish Government to discuss matters in relation to eDevelopment Portal
3	LABSS	• Member of STAS • STAS Assessment • Participated/Respond to enquiries from Technical Working Group • Participated in Electrical Training
4	Customers	• Arranged a number of meetings with Agents to promote use of eDevelopment Portal • Offered 1 to 1 advice/help to customers on use of eDevelopment Portal
5	Other Local Authorities	• Participated in CSE Benchmarking Group • Hosted visit to Angus Council of Stirling Council, Building Standards

In the next 12 months (2018/19) what we will do:

	Partners	Examples of Partnership Working
1	Tayside Building Standards Consortium	• Attend and participate in Consortium Meeting • Arrange and attend further joint meetings of surveyors from the three Authorities • Participate, if appropriate, in any joint training arranged by Consortium Members • Joint working/consultation in respect of technical issues
2	Scottish Government	• Continue to attend eDevelopment Stakeholder meetings
3	LABSS	• Continue to attend regular meetings of LABSS • Participate in joint training events • Continue STAS Membership • Respond to technical enquiries from Technical Working Group
4	Customers	• Arrange agents meeting to further increase the usage of eDevelopment Portal • Arrange presentation/seminar in respect of new Building Regulations coming into force in 2019
5	Other Local Authorities	• Attend CSE Benchmarking meeting(s) with other Local Authorities in attendance • When requested, we will offer advice and assistance to Local Authorities who wish to become CSE or ISO 9001 : 2015 accredited

7. Building Standards – Additional Data