



BUILDING STANDARDS VERIFICATION SERVICE

Balanced Scorecard 2014 – 2015



ISO 9001
F5585342



INVESTOR IN PEOPLE



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

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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 2014-15.

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:-

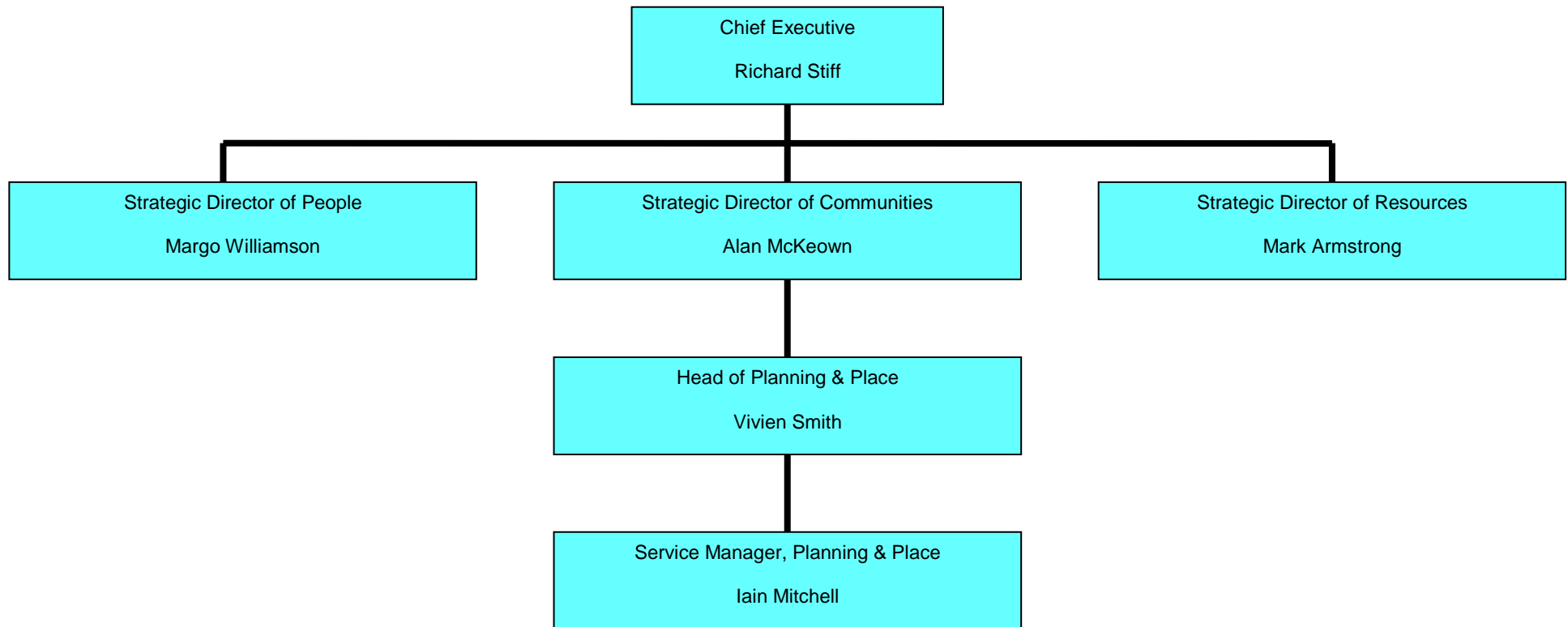
Burgh	Population
Arbroath	23,902
Forfar	14,048
Montrose	11,955
Brechin	7,481
Monifieth	8,366
Kirriemuir	6,085
Carnoustie	11,394
Rural	32,671

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.



As of 1 April Building Standards is now part of the Planning & Place Services within the Communities 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.

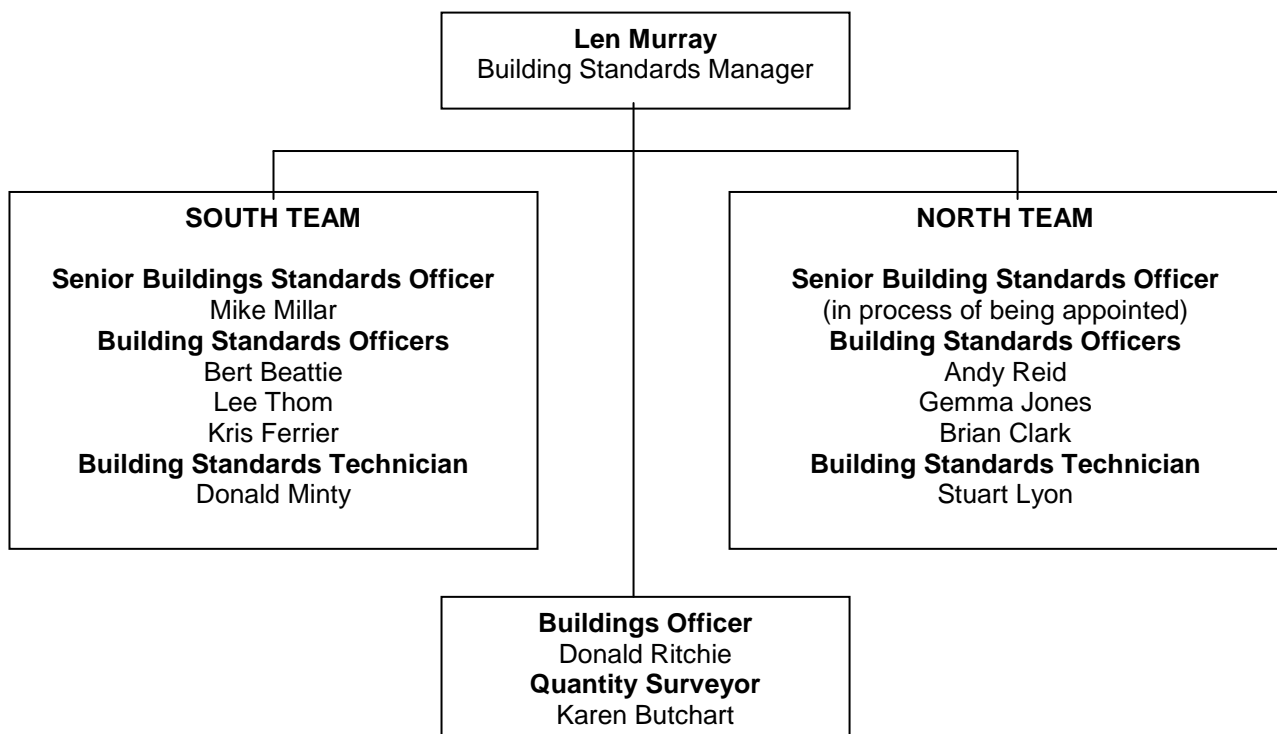
Verifiers, appointed by Scottish Ministers are responsible for the independent checking of applications for Building Warrants to construct or demolish buildings, to provide services, fittings or equipment in buildings, or for conversions.”

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 Communities Department 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

BEST VALUE
REQUIREMENTS MET



IMPROVE
EXCELLENT CUSTOMER SERVICE

DELIVER QUALITY



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3. Strategic Objectives

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

Best Value
ReqUirements Met
Improve
ExceLlent Customer Service
Deliver 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.
- This financial year will see some changes to staffing, which at the time of writing, are being dealt with through normal recruitment procedures. A new Senior Building Standards Officer is in the process of being appointed.
- 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.
- The implementation of new and additional duties in respect of the "reasonable inquiry" agenda.
- Collection and analysis of additional data to permit the completion of the relevant sections to the new Performance Management framework.
- 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.
- The first national Customer Survey in respect of Building Standards will be promoted.
- Progress enhancement of Document Management System.
- Progress electronic submission of Building Warrant Applications.
- 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 There are a number of key strategic objectives for Building Standards in the financial year 2014-15. Strategic objectives linked to the new Key Performance Outputs forming part of the new Performance Management Framework can be found in our Continuous Improvement Plan (KPO's) (See Appendix 1). Objectives that fall outside the new KPO's are noted separately.

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 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 (eight in total) directly involved in the verification service holding chartered membership of the 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.

In financial year 2013/14 the Building Standards section of the Council was asked to lead an exercise on where shared services between the three authorities, namely Angus Council, Dundee City Council and Perth & Kinross Council could deliver savings and enhanced service delivery. This exercise was completed in the autumn of 2013 and was reported to the three Councils. The exercise carried out determined that there was little benefit in sharing services.

A limited amount of joint training has also been undertaken by the Consortium.

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.

Following an extensive exercise of staff interviews in 2013 the Communities Directorate were notified that they continued to meet the IIP standard.

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.

Consent sought and received to appoint a new Senior Buildings Standards Officer. This post will be filled from within by a fully qualified Chartered Surveyor demonstrating that the resources used in training staff have been successful.

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.

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 2013/14 92.3% of our customers were either very satisfied or satisfied with our service. The target set is 90%.

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 3. 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 six 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 & Transport Division 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.

Extensive resources have been used to backscan all files back to 1993 in order to ensure our electronic records are complete. This investment will ultimately result in our obligations in respect of Part II of the statutory register being provided 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.

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 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 2013 to 31 March 2014

Summary Report

KPO 1 : Time to Get a Building Warrant

No. of Building Warrants Granted	Total No. of Working Days	Average Time
820	32,428	40 Days

KPO 2 : Compliance During Construction

Number of “Accepted” Completion Certificates (for Building Warrant Applications) Submitted	Number of CCNP’s for “Accepted” Completion Certificates	CCNP’s Fully Achieved	
		Number	%
248	219	114	52

KPO 3 : Meeting Customer Expectation (including Customer Agreement)

Number of 1 st Reports Issued	1 st Reports Issued within Agreed Target		1 st Reports Issued between the Agreed Target and the Backstop Period		1 st Report Issued after the Backstop Period and Within the Statutory Three Month Period	
	Number	%	Number	%	Number	%
103	100	100	0	0	0	0

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

Number of 1 st Reports Issued	1 st Reports Issued within Agreed Target		1 st Reports Issued between the Agreed Target and the Backstop Period		1 st Report Issued after the Backstop Period and Within the Statutory Three Month Period	
	Number	%	Number	%	Number	%
841	786	93	55	7	0	0

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Building Standards Balanced Scorecard 2014 / 2015 Continuous Improvement Plan

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

Professional Expertise and Technical Processes

Key actions from previous quarter (Q1/2 2014/2015):	Relevant to KPO1-2 (from list):	Target completion date:	Status (from list):	Outcomes:
Following suggestion from agent prepare generic list of 20 items which if fully addressed by agents will assist in reduction of Building Warrant approval	KPO1	Jun-14	Completed	Help reduce time taken to issue Building Warrants
Adopt two 'in days' for staff to ensure plan assessments are carried out timeously and within KPO target times	KPO1	Jun-14	Completed	Try and maintain maintenance targets
Develop with Dundee City and Perth & Kinross standardised completion checklist for use on site	KPO2	Sep-14	Completed	Enhanced consortium working. Create consistency with regards completion inspections

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Quality Customer Experience				
Key actions from previous quarter (Q1/2 2014/2015):	Relevant to KPO3-5 (from list):	Target completion date:	Status (from list):	Outcomes:
Participate and encourage customer engagement with national customer survey. Range of actions taken	KPO5	Jun-14	Completed	Develop greater understanding of customer views at a national level
Key actions planned for next three 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	Dec-14	Medium	Develop understanding of knowledge of customer satisfaction rates
Develop new and enhanced range of performance indicators to reflect KPOs	KPO3	Dec-14	Medium	Align local performance indicators with nation KPOs
Develop with Dundee City and Perth & Kinross Council standardised customer charter	KPO3	Dec-14	Medium	
Identify and benchmark with private sector holder(s) of Customer Service Excellence (CSE)	KPO3	Dec-14	Medium	Widen knowledge and experience of customer service in the private sector
Submit and retain Customer Service Excellence (CSE) award for the service	KPO3	Mar-15	High	Maintain high levels of customer service and satisfaction

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Operational and Financial Efficiency

Key actions from previous quarter (Q1/2 2014/2015):	Relevant to KPO6-9 (from list):	Target completion date:	Status (from list):	Outcomes:
Provide and install new laptops for all Building Standards staff	KPO3	Jun-14	Completed	Operational efficiency
Continue to monitor all budgets	KPO6	Quarterly	High	Financial efficiency
Continue to monitor all performance in respect of Building Warrants and Completion Certificates	KPO1, KP02 and KPO3		High	Operational efficiency and customer service
Key actions planned for next three quarters:	Relevant to KPO6-9 (from list):	Target completion date:	Priority level (from list):	Proposed outcomes:
Attend national forum meetings	KPO7	As arranged	Low	Adopt requirements/improvements arrived at
Participate in work of Tayside Building Standards Consortium	KPO3	Minimum of three meetings per year	Medium	Strive to be consistent

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CONTINUOUS IMPROVEMENT PLAN - DETAILED (RETAINED AT LOCAL AUTHORITY LEVEL)

SECTION 1: Professional Expertise and Technical Processes

Coverage of continuous improvement relating to: Appropriate levels of competent plan assessment; quality and consistency of compliance assessment; streamlined and transparent technical processes; effective performance management; commitment to training and development; partnership working.

Actions from previous quarter (Q1/2 2014):	Relevant to KPO1-2 (from list):	Target completion date(s):	Status (from list):	Owner (e.g. individual):	Reasons if behind schedule/not yet started:	Outcomes (progress, outputs and impact):
Following suggestion from agent prepare generic list of 20 items which if fully addressed by agents will assist in reduction of Building Warrant approval times	KPO1	Jun-14	Completed	Len Murray	Help reduce time taken to issue Building Warrants	
Adopt two 'in days' for staff to ensure plan assessments are carried out timeously and within KPO target times	KPO1	Jun-14	Completed	Len Murray	Try and maintain performance targets	
Develop with Dundee City and Perth & Kinross Councils standardised completion checklist for use on site	KPO2	Sep-14	Completed	Len Murray	Enhance consortium working. Create consistency with regards completion inspections	

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SECTION 2: Quality Customer Experience

Coverage of continuous improvement relating to: Providing high quality customer service; understanding and meeting customer needs; delivering clear and transparent communications; adhering to the national customer charter.

Actions from previous quarter (Q1/2 2014/2015):	Relevant to KPO3-5 (from list):	Target completion date(s):	Status (from list):	Owner (e.g. individual):	Reasons if behind schedule/not yet started:	Outcomes (progress, outputs and impact):
Participate and encourage customer engagement with national customer survey. Range of actions taken	KPO5	Jun-14	Completed	Len Murray	Develop greater understanding of customer views at a national level	
Identify and benchmark with private sector holder(s) of Customer Service Excellence (CSE)	KPO3	Dec-14	Completed	Len Murray	Maintain high levels of customer service and satisfaction	
Planned actions next three quarters:	Relevant to KPO3-5 (from list):	Target completion date(s):	Priority (from list):	Owner (e.g. individual):	Proposed outcomes:	
Commence breaking down customer satisfaction rates as being very satisfied and satisfied	KPO3	Dec-14	Medium	Tom McCann	Develop understanding and knowledge of customer satisfaction rates	
Develop new and enhanced range of performance indicators to reflect KPO's	KPO3	Dec-14	Medium	Len Murray	Align local performance indicators with national KPO's	
Develop with Dundee City and Perth & Kinross Councils standardised customer charter	KPO3	Dec-14	Medium	Len Murray		
Submit and retain Customer Service Excellence (CSE) award for the service	KPO3	Mar-15	High	Len Murray	Maintain high levels of customer service and satisfaction	

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SECTION 3: Operational and Financial Efficiency

Coverage of continuous improvement relating to: Efficient utilisation of funds and resources (including people); high levels of productivity; fit-for-purpose infrastructure (including IT); effective partnership working with key stakeholders.

Actions from previous quarter (Q1/2 2014/2015):	Relevant to KPO6-9 (from list):	Target completion date(s):	Status (from list):	Owner (e.g. individual):	Reasons if behind schedule/not yet started:	Outcomes (progress, outputs and impact):
Provide and install new laptops for all Building Standards staff	KPO3	Jun-14	Completed	Len Murray	Operational efficiency	
Planned actions next three quarters:	Relevant to KPO6-9 (from list):	Target completion date(s):	Priority (from list):	Owner (e.g. individual):	Proposed outcomes:	
Submit and retain ISO 9001:2008	KPO3	Dec-14	High	Mike Millar	Provide high quality service	
Continue to monitor all budgets	KPO6	Quarterly	High	Len Murray	Financial efficiency	
Continue to monitor all performance in respect of Building Warrants and Completion Certificates	KPO1, KP02 and KPO3	Weekly, monthly and yearly respectively	High	Len Murray	Operational efficiency and customer service	
Attend national forum meetings	KPO7	As arranged	Low	Len Murray	Adopt requirements/improvements arrived at	
Participate in work of Tayside Building Standards Consortium	KPO3	Minimum of three meetings per year	Medium	Len Murray	Stive to be consistent	

