The Highland Council
Comhairle na Gàidhealtachd

Building Standards Verification Service

Balanced Scorecard

2015 - 16

Key contact:

Glenn Campbell
Building Standards Manager
Council Headquarters
Glenurquhart Road
Inverness
IV3 5NX
Tel: 01463 702561
e-mail: glenn.campbell@highland.gov.uk

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1.0 Introduction

The Balanced Scorecard

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 use 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 & Technical Processes

• Quality Customer Experience

• Operational & Financial Efficiency

1.1 The Highland Council - Geographical Area, Population & Employment
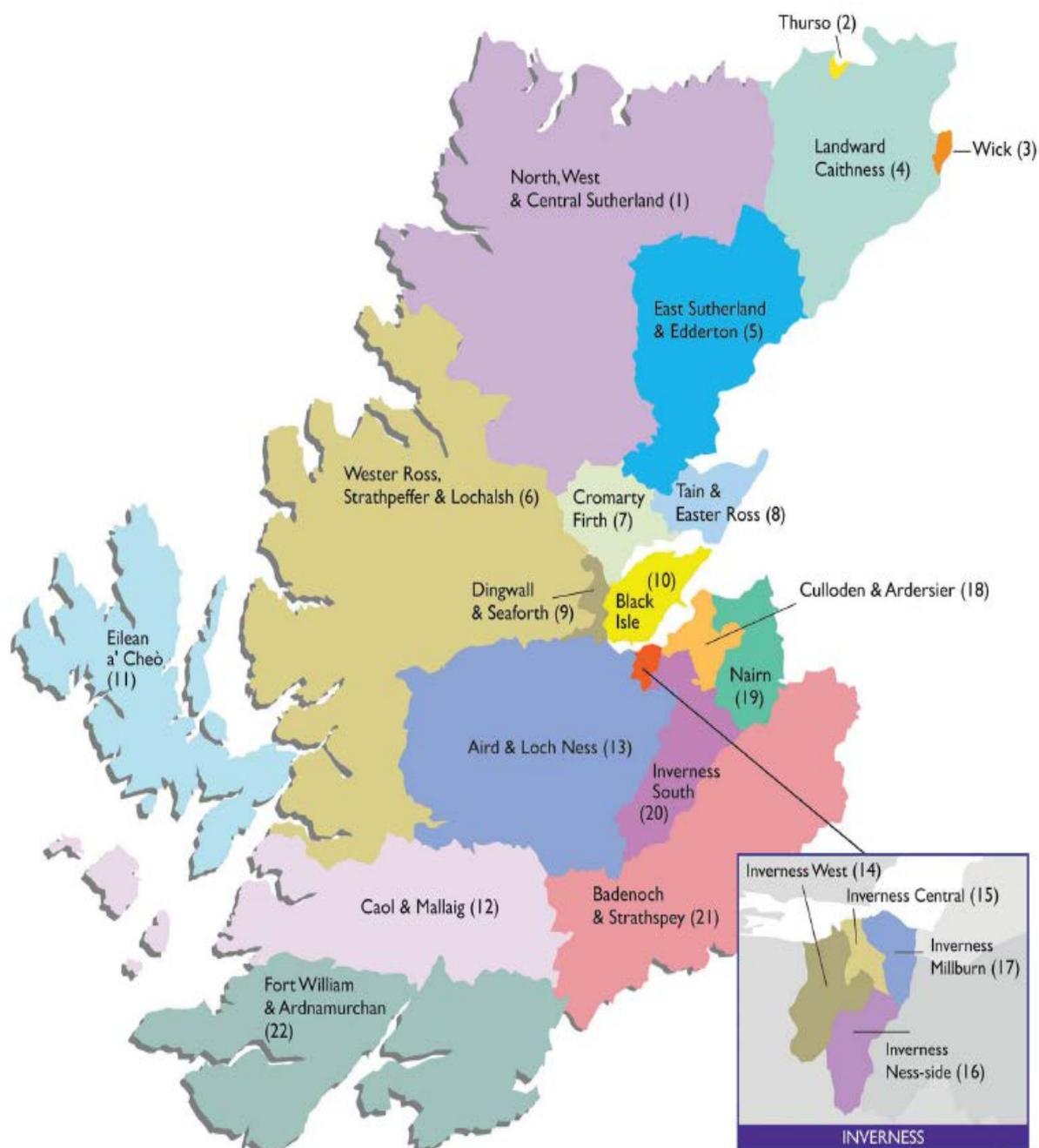
Geography and Statistics

The Highland Council serves a third of the land area of Scotland – including the most remote and sparsely populated parts of the UK - and it has the seventh highest population of the 32 authorities in Scotland. The total land area including all islands at low water is 26,484 square kilometres. This is 33% of Scotland and 11.4% of Great Britain. It is 10 times larger than Luxembourg, 20% larger than Wales, and nearly the size of Belgium.

The length of coastline including islands at low water is 4,905 kilometres, 21% of the Scottish total, and excluding islands is 1,900 kilometres (49% of Scotland). Argyll and Bute has the next longest coastline with 3,723 kilometres, then Western Isles with 3,716 kilometres.

Click image to enlarge (image opens in a new window)

Multi-Member Wards
Uàrdan Ioma-Bhall

Thurso (2)

Wick (3)

Landward Caithness (4)

North, West & Central Sutherland (1)

East Sutherland & Edderton (5)

Wester Ross, Strathpeffer & Lochalsh (6)

Cromarty Firth (7)

Tain & Easter Ross (8)

Dingwall & Seaforth (9)

(10) Black Isle

Culloden & Ardersier (18)

Eilean a' Cheò (11)

Nairn (19)

Aird & Loch Ness (13)

Inverness South (20)

Caol & Mallaig (12)

Badenoch & Strathspey (21)

Inverness West (14)

Inverness Central (15)

Inverness Millburn (17)

Inverness Ness-side (16)

Fort William & Ardnamurchan (22)

INVERNESS

The Highland Council area has 22 wards each served by 3 or 4 councilors, depending on ward population. Each ward has regular ward forum meetings where the public are encouraged to attend and participate in the development of their areas and improve service delivery.

1.3 **The Strategic Organisational Structure of the Council: -**

Executive Leadership Team
Sgioba Ceannardais Ghnìomhaich

Steve Barron,

Chief Executive

Telephone: 01463 702837
Fax: 01463 702830
Email: steve.barron@highland.gov.uk

Bill Alexander,

Director of Care and Learning

Telephone: 01463 702860
Fax: 01463 702855
Email: bill.alexander@highland.gov.uk

Michelle Morris,

Depute Chief Executive and
Director of Corporate Development
Telephone: 01463 702845
Fax: 01463 702182
Email: michelle.morris@highland.gov.uk

Hugh Fraser,

Director of Education, Culture & Sport

Telephone: 01463 702801
Fax: 01463 711177
Email: hugh.fraser@highland.gov.uk

Carron McDiarmid

Head of Policy & Reform

Telephone: 01463 702852
Fax: 01463 702830
Email: carron.mcdiarmid@highland.gov.uk

Derek Yule,

Director of Finance

Telephone: 01463 702301
Fax: 01463 702310
Email: derek.yule@highland.gov.uk

Stuart Black,

Director of Development &
Infrastructure
Telephone: 01463 702251
Fax: 01463 702298
Email: stuart.black@highland.gov.uk

William Gilfillan,

Director of Community Services

Telephone: 01463 252920
Fax: 01463 702606
Email: william.gilfillan@highland.gov.uk

2.0 Building Standards Verification Service Information

Public Interest Statement

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 meet 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

The Highland Council Building Standards Service is delivered by the Development and Infrastructure Service which has its base at Council Headquarters, Glenurquhart Road, Inverness. The Director of Development and Infrastructure, The Head of Planning and Building Standards and The Building Standards Manager are based at this location.

The operational activity of the service is decentralised to 7 area offices which operate under a building standards management team. Area offices are located in the following towns and city: -

- Wick – serving Caithness
- Golspie – serving Sutherland and Easter Ross
- Dingwall – serving Ross-shire
- Inverness – serving Inverness City, south, west, Ness-side, Culloden and Ardersier and Nairn
- Portree – serving Eilean A' Cheo (Skye) and Lochalsh
- Fort William – serving Lochaber
- Kingussie – serving Badenoch & Strathspey

The Building Standards team is led by the Head of Planning and Building Standards. The Building Standards Manager is responsible for protecting the public interest by delivering a professional Building Standards and Verification service to the Highland community through managing and directing the operational teams of building standards staff in the network of area offices Highland-wide. The manager in turn is supported by three Building Standards Team Leaders who each have a responsibility for: -

- Verification – Warrant Approvals;
- Verification – Reasonable Inquiry and;
- Non Verification eg, Enforcement, Licensing, Defective and Dangerous Buildings etc

Day to day management of the area offices is the responsibility of a Principal Building Standards Surveyor. The Principal has delegated authority and responsibility for: -

- Risk assessments and allocating workloads
- Monitoring performance and staff development against a Competency Framework
- Dealing with minor personnel issues
- Absence management and
- Dealing with all building standards operations including taking enforcement action where unauthorised building operations are being carried out or where defective or dangerous building incidents occur.

The Building Standards primary function is to protect the Public Interest by ensuring buildings meet the minimum requirements as laid down by the Building (Scotland) Act 2003 and supporting regulations and functional standards.

Performance

Performance is measured through nine Key Performance Outcomes (KPO's) contained within the new performance framework. Performance outcomes are reported quarterly to the Scottish Government Building Standards Division (BSD) for analysis and publication.

In addition to the above, the service continues to measure performance against internal Key Performance Indicators (KPIs). Performance across all 6 internal Key Performance Indicators (KPIs) for 2014/15 continues to average at 94%. Improving performance is a key target for the team, it is pleasing to report that this improvement meets our target for a year on year improvement in performance.

- There was 3116 building warrant applications received last year which is a 6.5% increase over the number in 2013/14.
- The number of applications determined last year was 2663. This indicates a small (2%) fall when compared to 2013/14 numbers.
- The number of Completion Certificates accepted last year was 2767. This represents a 13% increase from the previous year.
- The value of warrantable work submitted for approval last year totalled £324m. This represents a 5% increase in value when compared to 2013/14. A valuable and significant contributor to the Highland economy.
- Building Warrant fee income increased by 6% to £2,027,317 when compared to 2013/14.

Team Structure

The building standards team comprises a full complement of 27 as below:

- 1 Building Standards Manager
- 3 Team Leaders
- 8 Principal Building Standards Surveyors
- 13 Building Standards Surveyors
- 1 Building Standards Trainee
- 1 Building Standards Inspector

The team is committed to Succession Management and will wherever possible appoint young recently qualified surveyors to developing our own professional surveying team.

2.1: - Building Standards Organisational Structure
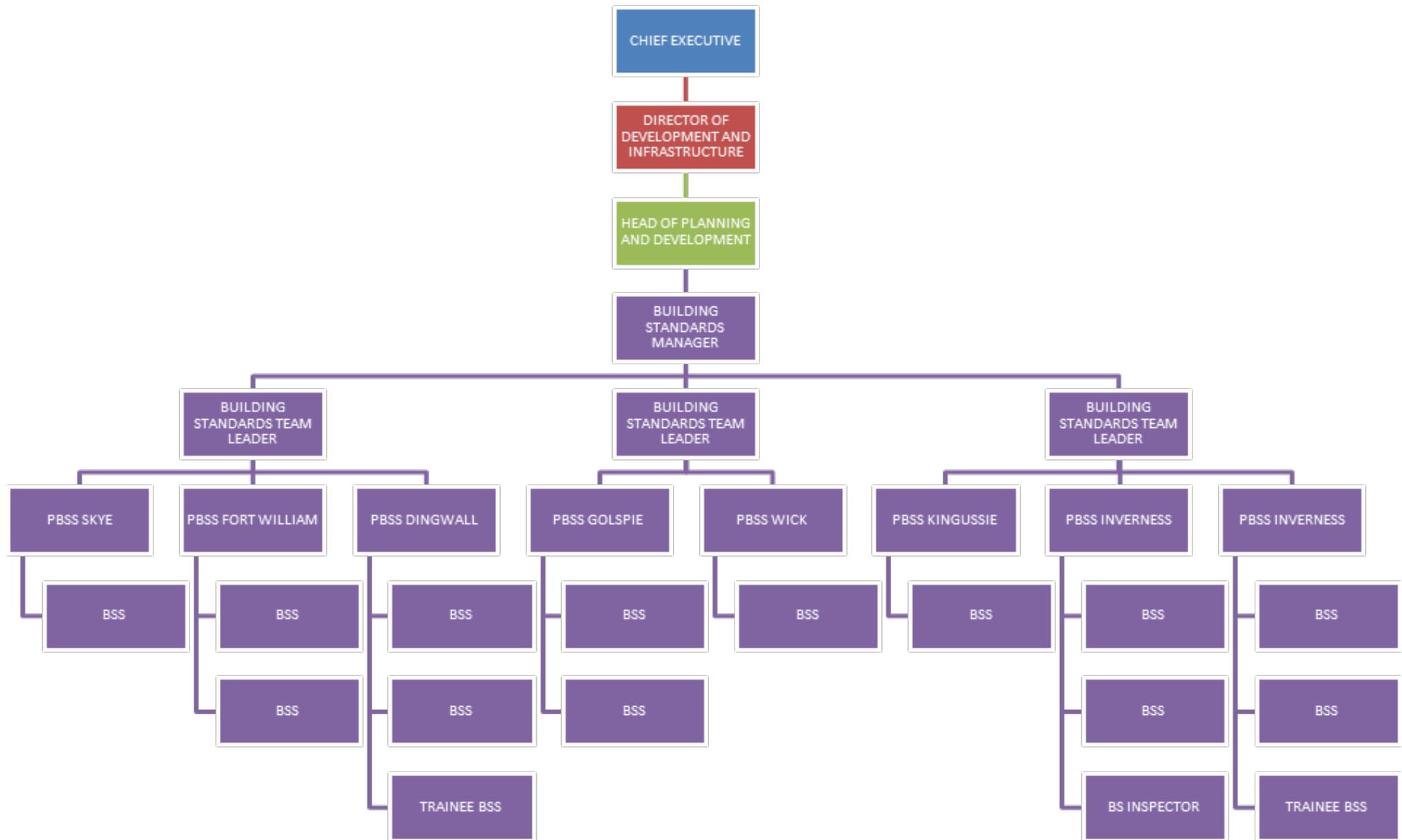
3.0 Strategic Objectives

3.1 The vision of the Development and Infrastructure Service: -

To Create a Thriving and Sustainable Future for the Highlands

And this will be achieved by our Mission Statement: -

By delivering sustainable economic growth, empowering communities, and enhancing the built and natural environment.

The Council's values and principles, below, will be achieved by its staff.

The Highland Council's ORGANISATIONAL VALUES

LISTENING means that you:
Consult and pay attention to others; respond; are self-aware and reflect on your impact on others.
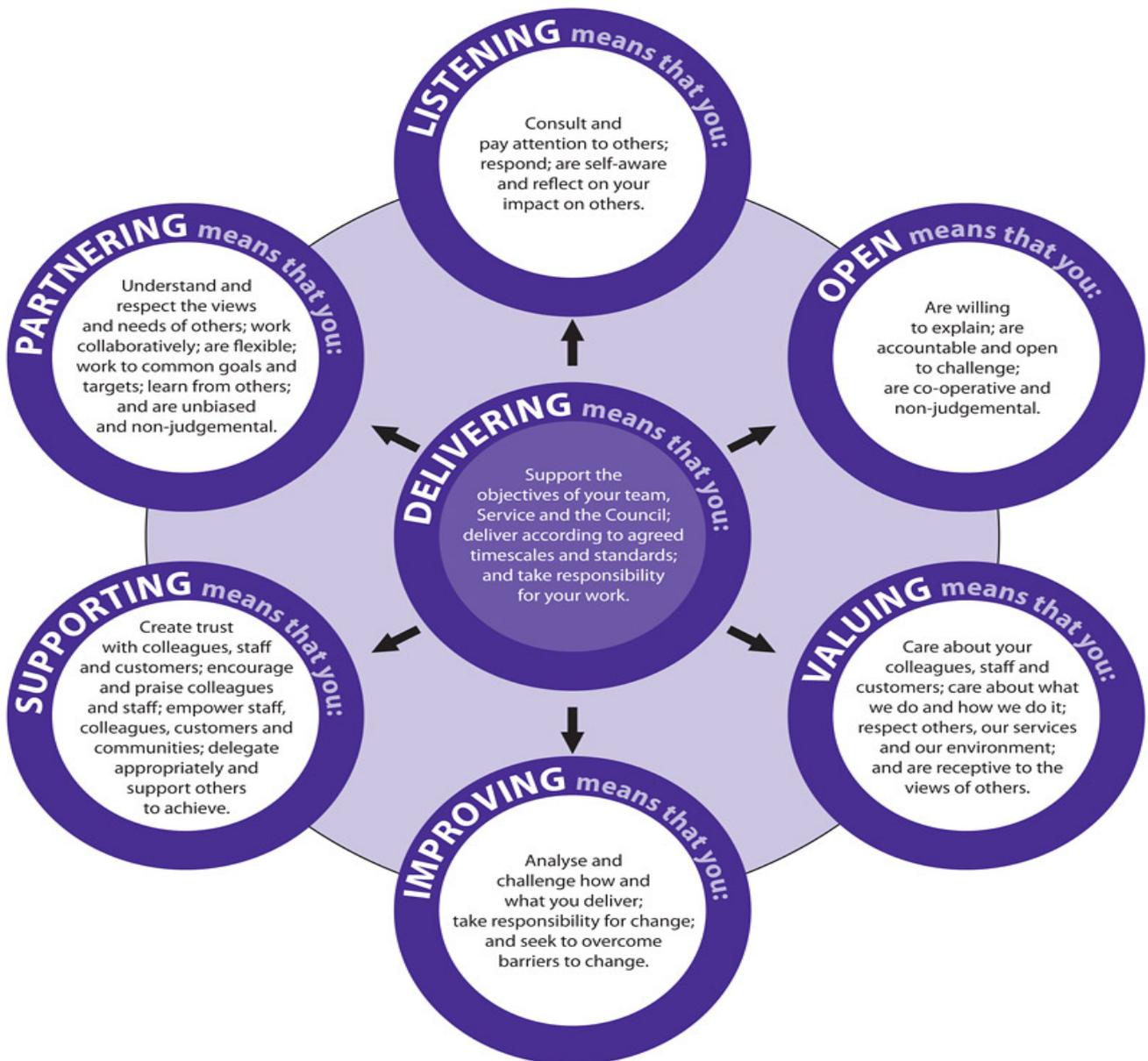
OPEN means that you:
Are willing to explain; are accountable and open to challenge; are co-operative and non-judgemental.

PARTNERING means that you:
Understand and respect the views and needs of others; work collaboratively; are flexible; work to common goals and targets; learn from others; and are unbiased and non-judgemental.

DELIVERING means that you:
Support the objectives of your team, Service and the Council; deliver according to agreed timescales and standards; and take responsibility for your work.

VALUING means that you:
Care about your colleagues, staff and customers; care about what we do and how we do it; respect others, our services and our environment; and are receptive to the views of others.

SUPPORTING means that you:
Create trust with colleagues, staff and customers; encourage and praise colleagues and staff; empower staff, colleagues, customers and communities; delegate appropriately and support others to achieve.

IMPROVING means that you:
Analyse and challenge how and what you deliver; take responsibility for change; and seek to overcome barriers to change.

3.2   Departmental issues to be addressed in the coming year are : -

- The Building Standards Service is moving to eDevelopment in the Spring/Summer of 2016. This move, which will incorporate eBuilding Standards for the first time, is essential work and is currently being undertaken by the eDevelopment Project Manager to ensure the service is prepared and in a state of readiness for the switchover. It is essential for business continuity and customer confidence in the service that this transition is seamless and works to everyone's expectations. This project is the biggest and most critical one for the whole BS team in the next 16 months
- We will continue to work closely with Scottish Government for ensuring e-Development (e-building standards) implementation in 2016
- Provide a Mobile Working platforms linked with move to e-Development building and use of IDOX system
- Working together as one single unified Building Standards team
- Annual and six monthly reviews of the teams Employee Review & Development Plans (ERDP).
- Review protocols, procedures and policies in line with the team's commitment to continuous improvement
- Manage a major applications team who will target large, complex and repetitive application types to offer the customer a 'one stop shop'. This includes work within 'Enterprise Zones'
- Review team organisational structure, staff responsibilities and future vacancies against increasing budget pressures/savings
- Additional demands on resources associated with the new 'reasonable inquiry' procedures have still to be smoothed out
- Implement new procedures to improve the time taken to process a building warrant application for driving down KPO1
- Customer Engagement through Focus Groups; surgeries and dissemination events will see e-Development become a priority to our customers

3.3   Key Strategic Objectives for the coming year are: -

- Working to achieve results with the Council's, A Programme for the Highland Council; "Working Together for the Highlands" found here across the nine priorities: -

> The economy
> Children and young people
> Caring communities
> Better infrastructure
> Better housing
> Empowering communities; and
> Strong and safe communities

- Deliver the Development and Infrastructure Service Plan
- Deliver the Councils Corporate Improvement Plan (CIP) initiatives eg Mobile and Flexible Working; Customer Migration; office rationalisation
- Working closely with our planning partners to support the Highland-wide, large scale employment growth opportunities ('Enterprise Zones') in the Cromarty Firth, Scrabster, Ardersier, Kishorn and, the UHI Campus development in Inverness
- Work with Scottish Government, Housing Associations and the private sector to help deliver 5000 new homes by 2017. This also includes 600 new Council houses and affordable homes
- Promote Communities of Practice for Public Service to our consortia partners and also within LABSS
- Embrace the Council's Agile Working Framework to all staff. Also, procure the technology to allow mobile and flexible working

4.0 Building Standards Additional Data

Building Standards – Additional Data (2014/15 Local Authority Annual Return)

1	Building Warrant (BW)	Number
1.1	No. of BW Applications (including "late" applications)	3116
1.2	No. of "late" BW applications (as included above)	258
1.3	No of 'staged' building warrant applications?	220
1.4	No. of BW approved	2663
1.5	No. of BW refused	28
1.6	No. of amendment to BW applications	590
1.7	No of amendments to 'staged ' applications?	18
1.8	No. of amendment to BW applications approved	576
1.9	No. of amendment to BW applications refused	3

Comments:

2	Completion Certificates (CC)	Number
2.1	No. of CC submissions (including those where no warrant was obtained)	3516
2.2	No of 'late' completion certificate submissions?	112
2.3	No. of CC submissions accepted	2767
2.4	No. of CC submissions rejected	88

Comments:

3	Fees	Number
3.1	Total value of works for amendment to warrant applications	£3,286,8735
3.2	Total value of works for CC submissions where no warrant was obtained	£3,434,406
3.3	**Total Value of Work**	£323,739,448
3.6	Total amendment to warrant fee income	£456,665
3.7	Total CC fee income where no warrant was obtained	£63,769
3.8	**Total Fee Income**	£2,027,317

Comments:

4	Costs	Number
4.1	Total expenditure on verification	£1,429,283

Comments:

5	Certification	Number
5.1	No of certificates of design (building structures) provided	1934
5.2	No of certificates of design (energy) domestic provided	84
5.3	No of certificates of design (energy) non-domestic provided	0
5.4	No of certificates of construction (electrical) provided	310
5.5	No of certificates of construction (drainage, heating and plumbing) provided	156

Comments:

6	EPCs	Number
6.1	No of copy EPCs received for domestic buildings under Standard 6.9	436
6.2	No of copy EPCs received for non-domestic buildings under Standard 6.9	58

Comments:

7	Statements of Sustainability	Number
7.1	No of copy Statements of Sustainability for domestic buildings under Standard 7.1 "Bronze"	483
7.2	No of copy Statements of Sustainability for domestic buildings under Standard 7.1 "Bronze +"	38
7.3	No of copy Statements of Sustainability for domestic buildings under Standard 7.1 "Silver"	2
7.4	No of copy Statements of Sustainability for domestic buildings under Standard 7.1 "Gold"	0
7.5	No of copy Statements of Sustainability for domestic buildings under Standard 7.1 "Platinum"	0
7.6	No of copy Statements of Sustainability for non-domestic buildings under Standard 7.1 "Bronze"	67
7.7	No of copy Statements of Sustainability for non-domestic buildings under Standard 7.1 "Bronze +"	2
7.8 *	No of copy Statements of Sustainability for non-domestic buildings under Standard 7.1 "Silver"*	N/A
7.9*	No of copy Statements of Sustainability for non-domestic buildings under Standard 7.1 "Gold"*	N/A
710*	No of copy Statements of Sustainability for non-domestic buildings under Standard 7.1 "Platinum"*	N/A
	*7.8 to 7.10: Higher levels for Silver, Gold and Platinum are not currently possible for non-domestic.	

Comments:

8	Enforcement	Number
8.1	No of section 25 notices issued	0
8.2	No of section 26 notices issued	0
8.3	No of section 27 notices issued	4
8.4	No of section 28 notices issued	6
8.5	No of instances where the local authority has taken action under Section 29	25
8.6	No of section 30 notices issued	2
8.7	No of enforcement cases reported to the Procurator Fiscal	0
8.8	No of cases from above where the local authority carried out work	5

Comments:

5.0 Risk Assessment

The risks associated with successful achievement of this scorecard have been assessed and the results shown in Appendix 1.

In summary:

Risk	Description	Risk Rating	Mitigating actions
BS01	Failure to provide a 'Value for Money' verification service	**C3**	Careful monitoring of verification costs against income and investigating new income streams
BS02	Move to an electronic Building Standards system	**D1**	Robust Project Team Approach with Governance in line with Prince2 principles
BS03	Inadequate Health and Safety Protocols	**C1**	Review risk assessments and provide suitable staff training
BS04	Cost recovery for statutory enforcement of dangerous and defective building incidents	**B3**	Ensure adequate budget is in place to carry out statutory duties and that mechanisms are available for recovery of costs
BS05	Measure and Review Performance	**C2**	Monthly monitoring and discussions with the team
BS06	Failure to adopt a succession management policy		Ensure staff are fully trained and equipped to "step up" when required

Appendix 1

Risk Assessments

CI Plan Id	Operational and Financial Efficiency – Key action planned for next three quarters - 8
Service Risk	Failure to provide a 'Value for Money' verification service
Risk Reference	BS01
Lead Officer	Director/Head of Service
Resource	Within service budget
Key Performance Result	Ensure the customer receives a value for money service
Risk Rating	C3

Enabling actions		Review Date
1.0	Monitor verification fee income against total fee income	Monthly/quarterly/ annually
1.2	Minimise expenditure	Monthly/quarterly/ annually
1.3	Monitor and review costs/m² indices against BCIS Guide	Annually

CI Plan Id	Professional Expertise & Technical Processes – Key action planned for next three quarters - 3
Service Risk	Move to eDevelopment (eBuilding Standards)
Risk Reference	BS02
Lead Officer	Head of Planning and Building Standards
Resource	Within service budget
Key Performance Result	Ensure a seamless transition
Risk Rating	D2

Enabling actions		Review Date
2.0	Provide IDOX with all available information on BS processes	As required
2.1	Provide staff with training and guidance on any changes on the new system	As required/ prior to going live
2.2	Have 'fall back plan', in the event of failure to meet change over target	Review monthly

CI Plan Id	Operational and Financial Efficiency – Key action planned for next three quarters - 9
Service Risk	Inadequate Health and Safety Risk Assessments
Risk Reference	BS03
Lead Officer	Director/Head of Service
Resource	Within service budget
Key Performance Result	Nil reporting to HSE
Risk Rating	C1

Enabling actions	Review Date

3.0	Ensure risk assessments completed in conjunction with the HS&W team for all work practices	Quarterly
3.1	Develop and implement lone working policies – a corporate objective	Immediately
3.2	Develop and implement policy on staff driving for work purposes	Immediately
3.3	Ensure all staff are fully kitted out with appropriate PPE	Quarterly
3.4	Review health and safety training for BS team	Annually

CI Plan Id	**Operational and Financial Efficiency – Key action planned for next three quarters - 7**
Service Risk	Cost Recovery for statutory enforcement of Dangerous and Defective Building incidents
Risk Reference	**BS04**
Lead Officer	BS Manager
Resource	Within service budget
Key Performance Result	100% cost recovery of expenditure for enforcement work
Risk Rating	**B3**

Enabling actions		Review Date
4.0	Monitor expenditure against budget with Business Support Manager	Monthly
4.1	Ensure all enforcement costs are allocated to correct Cost Centres	Monthly

CI Plan Id	**Quality Customer Experience – Key action planned for next three quarters - 6**
Service Risk	Measure and Review Performance - Action
Risk Reference	**BS05**
Lead Officer	BS Manager
Resource	Within service budget
Key Performance Result	Performance Targets Improved
Risk Rating	**C2**

Enabling actions		Review Date
5.0	Monitor Internal Key Performance Indicators	Monthly
5.1	Report KPIs	6 weekly/Quarterly

CI Plan Id	**Professional Expertise and Technical Processes – Key action planned for next three quarters - 6**
Service Risk	Failure to adopt a succession management policy
Risk Reference	**BS06**
Lead Officer	BS Manager
Resource	Within service budget
Key Performance Result	No drop in service through inexperienced/unqualified staff
Risk Rating	**C2**

Enabling actions		Review Date
6.0	Create and adopt a succession management policy	Immediately
6.1	Monitor plan development	Quarterly

Highland Council – Building Standards Service
Risk profile – June 2014

Likelihood:

A   Very high
B   High
C   Significant
D   Low
E   Very low
F   Almost impossible

Impact:

I   Catastrophic
II   Critical
III   Marginal
IV   Negligible

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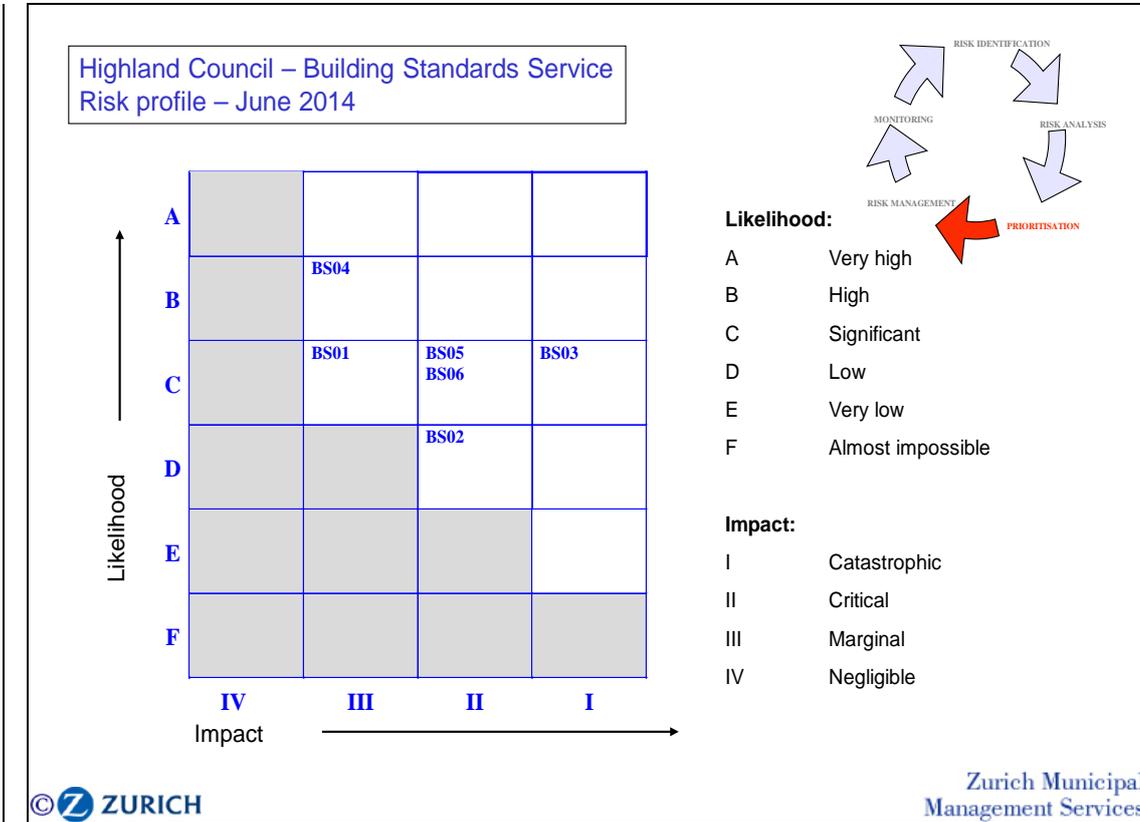
Glenn Campbell
Building Standards Manager
May 2015