The Highland Council	Agenda Item	**8**
Planning, Development and Infrastructure Committee **19 August 2015**	Report No	**PDI/ 46/15**

Building Standards Balanced Scorecard and Continuous Improvement Plan 2015/16

Report by Director of Development and Infrastructure

Summary

This report advises Members of, and seeks their approval for, the Building Standards Balanced Scorecard and Continuous Improvement Plan for 2015/16. In addition, approval is sought for the continued quarterly submission of a suite of Key Performance Outcomes (KPOs) to Scottish Government on the Verification process. Members are asked to approve the submission of these documents to Scottish Government.

1.   Introduction

1.1   Verification is that part of Building Standards service that specifically deals with building warrants, the inspection of buildings for the purpose of reasonable inquiry and the issuing of completion certificates when compliance with the Building (Scotland) Regulations 2004, as amended is proven.

2.   **Balanced Scorecard and Continuous Improvement Plan**

2.1   The Balanced Scorecard is a strategic planning and management tool that is used to align business activities to the vision and strategy of the organisation, improve internal and external communications, and monitor performance against strategic goals. The scorecard no longer requires to be submitted annually to Scottish Government but must be published on the Council's web pages.

2.2   A copy of the Balanced Scorecard 2015/16 is also available <u>here</u> .

2.3   The Continuous Improvement Plan lists the issues to be addressed in the coming year against target dates and is regularly reviewed. It measures against three core perspectives:

- Professional Expertise;
- Customer Experience; and
- Financial Governance.

2.4   The Improvement Plan is a dynamic working document that is in two parts:

- a Detailed Improvement Plan, that is the property of the verifier and forms a wider programme of actions for the forthcoming year; and

- the Continuous Improvement Plan – Summary. This plan supports the detailed one but lists higher level actions. This version requires to be submitted to Scottish Government at the end of each quarterly reporting period.

2.4 A copy of the Continuous Improvement Plan – Summary for Q1 2015/16 is appended to this report for Member information and approval.

2.5 A copy of the Key Performance Outcomes; 1, 2, 3, and 6 for Quarter 1 2015/16 is appended to this report for Member information

2.6 The nine KPOs are listed below:

Professional Expertise & Technical Processes	
KPO1	Year-on-year reduction in the average time taken to grant a building warrant
KPO2	Increased quality of assessment and compliance during the construction processes
Quality Customer Experience	
KPO3	Commitment to meeting customer expectations
KPO4	Adherence to service commitments of a National Customer Charter
KPO5	Improvement of the customer experience
Operational & Financial Efficiency	
KPO6	Financial governance
KOP7	Improved partnership working underpinned by engagement with a National Forum
KPO8	Development of and adherence to objectives outlined in balanced scorecard
KPO9	Commitment to continuous improvement

3. Implications

3.1 There are no direct resources, legal, equalities, climate change/Carbon Clever, risk, Gaelic or rural implications arising from the report.

Recommendation

Committee is asked to agree the Balanced Scorecard for 2015/16, and Continuous Improvement Plan – Summary for Quarter 1 for 2015/16

Designation: Director of Development and Infrastructure

Date: 28 July 2015

Author: Glenn Campbell, Building Standards Manager

Background Papers:

1 - Building Standards Verification Service, Balanced Scorecard 2015/16

2 - Continuous Improvement Plan – Summary (Quarter 1 - 2015/16)

3 – Summary of Quarter 1 2015/16 KPOs

HIGHLAND COUNCIL
CONTINUOUS IMPROVEMENT PLAN SUMMARY (PART 4 OF BALANCED SCORECARD) - Q1 2015/16

Professional Expertise and Technical Processes

Key actions from previous quarter (Q3 2014-15):	Relevant to KPO1-2 (from list):	Target completion date:	Status (from list):	Outcomes:
1 - Uniform, Enterprise, DMS, Service moves to a 'Hosted' service with IDOX .	KPO1		Completed	Transfer to a 'Hosted Environment' has been succeful and is complete with teething issues now almost all ironed out.
2 - Drafting of new Protocols and Policies to be ratified at PBSS meetings then published on Sharepoint	KPO1		Completed	Complete However, the work under this action is such that Protocols and Policies are continually being revised/updated - so this will be an on-going action
3 - Staff training on new 'Hosted' Uniform (IDOX) systems, then review the need for further training - as necessary	KPO1		Completed	Training complete. Transfer to new environment has been successful from a users viewpoint

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.)*

The transition to the hosted service is now completed. Bar one or two teething issues re; 'downtime' and the need for multiple passwords the transition has in the most part been smooth. Importantly, there has been no slippage in staff usage or confidence in the system and performance across all KPIs has been maintained at high levels.

Key actions planned for next quarter:	Relevant to KPO1-2 (from list):	Target completion date:	Priority level (from list):	Proposed outcomes:
1 - Carry out RI processes review	KPO2	16/07/2015	Medium	The Customer and staff embrace RI
2 - Investigate and test Mobile Solutions to fully utilise the Uniform (IDOX) systems	KPO2	Benchmark 30/04/2015 Engage supplier 01/10/2015	High	To allow mobile devices for on site inspection and updating of database
3 - E-building standards: - Project Manager, Project Board and Project Team created to drive forward THC commitment to providing an eBS service	KPO1	Appointments12/05/2015 Implementation 01/06/2016 Project close 01/12/2016	High	To provide a successful eBuilding Standards service
4 - Annual Health Surveillance of the BS team	KPO2	July/Aug 2015	High	Ensure the continued good health of the team, or monitor specific health issues of an individual
4 - Review performance to drive down overall time taken to grant BW	KPO1	01-Jun-15	High	Reduce over time from application submission to warrant granted

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

1. The eDevelopment Project Manager (ePlanning & eBuilding Standards) is now in post. A Project Board and Project Team are in place. Work on eDevelopment is now under way with representatives from the Project Team attending recent Scottish Government Workshops working towards the launch of eBuilding Standards in June 2016.
2. Work is under way in reviewing methods of reducing the time taken to grant a building warrant and in particular the element involving architect/agent input/response.

Quality Customer Experience					
Key actions from previous quarter (Q3 2014-15):	**Relevant to KPO3-5 (from list):**	**Target completion date:**	**Status (from list):**	**Outcomes:**	
1 - Implement changes based on customer feedback	KPO5	29/06/2015	Completed	Understand our customer's needs. This is an action where continued year round monitoring of customer's comments are measured and responded to	
2 - Develop Target Focus Groups and Clinics/workshops	KPO5	18/06/2015	Completed	The work of the Focus Groups will in the next round of meetings be concentrating on issues/concerns the customer has with eBuilding Standards. Customer feedback on the Pilot project programmed for Sep, will be crucial to the success of eBuilding Standards	
3 - Measure and review performance to first response target	KPO3	11/05/2015 15/06/2015 13/07/2015	On target	Maintain excellent performance across all 6 internal KPIs.	

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.)*

1. Engagement with the customer by every means possible is critical to developing good relationships. Some slippage in offering Focus Groups meetings to our customer groups occured during Q4. However, this work was completed during Q1 2015/16. The next round of meeting dates are programmed for Aug, Sep and continuing monthly or 6 weekly during the period of the eDevelopment Project.
2.Maintaining excellent performance is critical for ensuring good customer relationships and for the morale of the team

Key actions planned for next quarter:	**Relevant to KPO3-5 (from list):**	**Target completion date:**	**Priority level (from list):**	**Proposed outcomes:**	
1. Host eDevelopment Briefings/workshops with customers and provide feedback on Pilot Project	KPO5	28/7/15 7/08/15 3/9/15	High	The delivery and successful transition from a paper based Building Warrant assessment process to an electronic one is critical for the success of eDevelopment (eBuilding Standards) and one the BS team has grasped to ensure its success. The continued partnership working with customers/agents is also fundamental to its success. Regular Focus Group sessions and pilots are programmed to ensure eDevelopement is a success.	
2. Carry out customer reviews - (Survey Monkey)	KPO5	13/07/2015 10/08/2015 13/09/2015	High	On going action carried out monthly by the Service's Customer Relations Officer	
3. Measure and review performance to first response target	KPO3	16/07/15 28/08/15 9/09/15	High	Maintain performance.	
4. Maintain and develop links with members of Highlands and Islands Consortium and LABSS	KPO4	Ongoing	Medium	Maintain consistency of approach within the consortium. Meetings are via VC.	

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

1. The biggest challenge for the BS team and the continued good relationships with customers and agents Highlandwide will be the implementation of eDevelopment in the summer of 2016. The customer/agents at recent Focus Group meetings are eager to assist and participate in Pilots. A great deal of preparatory work is currently being undertaken by the eDevelopement Project Manager and this includes meeting a discussing issues with the customers and agents.
2. The Service will continue to meet our customers via Focus Group meetings and engage and discuss issues that effect the customer either by non-performance of surveyors or where improvements may be possible. We will also review Survey Monkey questionnaires and implement changes.
3. Performance (internal KPIs) is reviewed monthly by BS management team and at the 6 weekly Principal Building Standards Surveyors meetings. KPI outcomes are also reported quarterly to senior management
4. Performance targets are reviewed annually to ensure these are challenging

Operational and Financial Efficiency

Key actions from previous quarter (Q3 2014-15):	Relevant to KPO6-9 (from list):	Target completion date:	Status (from list):	Outcomes:
1 - Cultivate relationships with Developers and the business community	KPO8		Completed	Regular meetings with developers and business community taking place to discuss ways forward in streamlining application process and SLA's.
2 - Create Project Team to work in being prepared for e-building standards	KPO6		Completed	Project team appointed.
3 - Participate and contribute to the national Uniform Working Group	KPO7		Completed	Complete in quarter and continued attandance planned.
3 - Develop procedure for scanning and archiving applications following moving to a 'Hosted Service'	KPO9	June 2015 Sep 2015	Completed	Completed during quarter

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.)*

1. Regular meetings with business community and main developers are appreciated by them and we get good feedback as a result.
2. e-BS project started and good progress to date.
3. Members of the BS and also shared business support teams are involved in the national group meetings and helping to address common problems with the systems.

Key actions planned for next quarter:	Relevant to KPO6-9 (from list):	Target completion date:	Priority level (from list):	Proposed outcomes:
1. eDevelopment: - Project Manager, Project Board and Project Team created to drive forward THC commitment to providing an eBS service	KPO9	Jun-16	High	A successful and smooth transition from a paper-based system to an electronic one that brings benefits to the Council and also the customer.
2. Travel and subsistence costs will be monitored with a view to reducing the annual costs. These costs will be monitored by the BSMT and PBSSs at their regular meetings.	KPO6	Jun-16	High	Reduce staff stravel costs in line with corporate policy

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

1. eDevelopment is the single biggest challenge facing the BS team and the reputation of Highland Council during 2015/16 leading up to the launch of eDevelopment in the summer of 2016. The success of the transition from a paper-based Building Warrant and Reasonable Inquiry processess to an electronic one is critical. The transition will also make significant saving to budget available to the Council.
2. The Council reduces by a % the annual travel and subscription budgets from each Council Service. For Building Standards this is particularly severe as travel costs need to be balanced against the need to meet the statutory requirement for meeting Reasonable Inquiry whilst ensuring annual savings for the Council

KEY PERFORMANCE OUTCOMES Q1 2015-16

OVERVIEW TOTALS OF BWs, CCs, CERTIFICATION AND ENFORCEMENT		
Building Warrants		
applications	Total no. of all BW applications (including "late" applications)	834
applications	"Late" BW applications (as included above)	53
applications	"Staged" BW applications (as included above)	29
decisions	No. of BW approved	730
decisions	No. of BW refused	11
amendments - applications	No. of amendment to BW applications	157
amendments - applications	Amendments to "staged" BW applications (as included above)	1
BW amendments - decisions	No. of amendment to BW applications approved	155
BW amendments - decisions	No. of amendment to BW applications approved	1
Comments	The numbers of BW applications and applications for amendment to warrant are comparable with the previous quarter. However, the number of BWs approved during this quarter is 9% (64apps) more than last quarter.	
Completion Certificates		
submissions	Total no. of CC submissions (including CCs where no BW was obtained)	816
submissions	Total no. of CC submissions where no BW was obtained (as included above)	22
decisions	No. of CC accepted	731
decisions	No. of BW rejected	25
Comments	The number of Completion Certificates submitted has dropped slightly when compared to last year - 4%. However the number of ccs accepted has increased by 12%.	
Certification		
Design scheme (building structures)	No. of certificates of design provided	268
Design scheme (energy - domestic)	No. of certificates of design provided	6
Design scheme (energy - non-domestic)	No. of certificates of design provided	0

Construction scheme (electrical installations)	No. of certificates of construction provided	21
Construction scheme (drainage, heating and plumbing)	No. of certificates of construction provided	1
Comments	There has been a significant drop in the number of Certs of Design submitted in support of applications this quarter when compared to last year - 33%.	

Energy Performance Certificates (EPCs)

Domestic	No. of copy certificates received	118
Non-domestic	No. of copy certificates received	4
Comments	No comment	

Statements of Sustainability

Domestic - Bronze	No. of copy certificates received	140
Domestic - Bronze Active	No. of copy certificates received	31
Domestic - Silver	No. of copy certificates received	0
Domestic - Silver Active	No. of copy certificates received	0
Domestic - Gold	No. of copy certificates received	0
Domestic - Platinum	No. of copy certificates received	0
Non-domestic - Bronze	No. of copy certificates received	0
Non-domestic - Bronze Active	No. of copy certificates received	3
Non-domestic - Silver	No. of copy certificates received	0
Non-domestic - Silver Active	No. of copy certificates received	0
Non-domestic - Gold	No. of copy certificates received	0
Comments	No comment	

Enforcement

Section 25 - compliance	No. of notices served	0
Section 26 - continuing requirement	No. of notices served	0
Section 27 - enforcement	No. of notices served	2

Section 28 - defective building	**No. of notices served**	1
Section 29 - dangerous building emergency action	**No. of copy certificates received**	6
Section 30 - dangerous building	**No. of notices served**	0
Procurator fiscal	**No. of enforcement cases referred**	0
Local authority undertaking work (in default)	**No. of cases where local authority have undertaken work**	3
Comments	The figures are comparable with last year and last quarter.	

KEY PERFORMANCE OUTCOMES Q1 2015-16

CATEGORY (by building type and value of work)	Total number of BWs granted	Average time per BW (Working Days)	Average time "by verifier" per BW (Working Days)	Number of CCNPs for "accepted" completion certificates	% of CCNPs fully achieved for "accepted" completion certificates	% of CCNPs fully achieved by "Relevant Person"	% of CCNPs fully achieved by "Verifier"	% of 1st reports within 20 days	% of 1st reports between 20 and 35 days	% of 1st reports between 35 days and 3 months	% of 1st reports within CA agreed target	% of 1st reports between CA agreed target and 3 months	Verification (staff only) costs	Verification fee income	% fee income against verification (staff) costs
SUMMARY OF KPO1, KPO2, KPO3, KPO6															
	KPO1			**KPO2**				**KPO3 without CA**			**KPO3 with CA**		**KPO 6**		
DOM - MULTIPLOT	23	114.13	0.00	212	99.53%	0.00%	0.00%	88.89%	11.11%	0.00%	100.00%	0.00%			
DOM - OTHER	106	94.79	0.00	54	100.00%	0.00%	0.00%	97.97%	2.03%	0.00%	0.00%	0.00%			
DOM - EXTENSION	148	78.23	0.00	47	100.00%	0.00%	0.00%	86.70%	12.77%	0.00%	0.00%	0.00%			
DOM - ALTERATION	157	42.30	0.00	43	95.35%	0.00%	0.00%	95.88%	4.12%	0.00%	0.00%	0.00%			
NDOM - RESIDENTIAL	0	0.00	0.00	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%			
NDOM - ASSEMBLY	0	0.00	0.00	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%			
NDOM - COMMERCIAL	0	0.00	0.00	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%			
NDOM - INDUSTRIAL	0	0.00	0.00	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%			
NDOM - STORAGE/AGR	0	0.00	0.00	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%			
DOMESTIC - ALL	434	71.18	0.00	356	99.16%	0.00%	0.00%	93.00%	6.82%	0.00%	100.00%	0.00%			
NON-DOMESTIC - ALL	0	0.00	0.00	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%			

Total	**434**	**71.18**	**0.00**	**356**	**99.16%**	**0.00%**	**0.00%**	**93.00%**	**6.82%**	**0.00%**	**100.00%**	**0.00%**	**£307,122.00**	**£457,755.00**	**149.05%**

0 - £10,000	122	40.11	0.00	37	94.59%	0.00%	0.00%	95.83%	3.65%	0.00%	100.00%	0.00%
£10,001 - £50,000	164	65.85	0.00	41	100.00%	0.00%	0.00%	91.53%	8.47%	0.00%	0.00%	0.00%
£50,001 - £250,000	104	92.00	0.00	61	100.00%	0.00%	0.00%	90.55%	9.45%	0.00%	0.00%	0.00%
£250,001 - £1,000,000	38	119.26	0.00	39	100.00%	0.00%	0.00%	95.12%	4.88%	0.00%	0.00%	0.00%
£1,000,001 and above	6	183.33	0.00	177	99.44%	0.00%	0.00%	87.50%	12.50%	0.00%	0.00%	0.00%