

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

Professional Expertise and Technical Processes

Key actions from previous quarter (Q4 2014/15):	Relevant to KPO1-2 (from list):	Target completion date:	Status (from list):	Outcomes:
1. provide data and contextual reporting	KPO1	30.4.2015	Completed	Full information provided for KPO returns
2. Maintain and review protocols for dealing with work	KPO1	30.4.2015	Behind schedule	protocols are in place but not being reviewed
3. Maintain and operate performance management systems	KPO1	ongoing	Completed	monthly performance reports, performance reviews systems and measurable targets are all in place
4. Carry out adequate BS training, staff development and CPD	KPO1	ongoing	Behind schedule	some training has taken place but not enough to meet targets
5. Carry out benchmarking, shared services and partnership work	KPO1	31.3.2016	Completed	CEC BS has played an active part in LABSS and other partnerships

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.)

Following the restructuring of the Planning and Building Standards Service in October 2014, it has taken time for the changes to bed down. Coupled with an increase in warrant numbers, achievement of KPO targets has been difficult. A number of actions are planned but not yet in place such as the lean review which will look at our processes and seek to improve efficiency. Returns are now being posted on the web platform and the customer engagement strategy which seeks to move our customers online as much as possible, has been approved for consultation. Training opportunities have been limited this quarter.

Key actions planned for next three quarters:	Relevant to KPO1-2 (from list):	Target completion date:	Priority level (from list):	Proposed outcomes:
1. Embed risk management procedures to ensure applications are allocated to staff who are suitable qualified and experienced to deal with it. Review on an annual basis	KPO1	31.3.2016	Medium	To ensure that our risk assessment methodology and verification procedures, which inform our working practices and protocols, remain fit for purpose.
2. Implement action plan covering processes such as drain testing and site inspections to improve efficiency	KPO1	31.3.2016	Medium	Allow us to allocate proportionate resources to improve efficiency
3. Undertake a lean review of building standards processes in November 2015 to improve ways of working	KPO1	31.12.2015	High	review of processes to make them more efficient and thus improve performance
4. Post BSD returns via web platform	KPO1	31.3.2016	High	KPO Date Returns submitted on time via web portal
5. Put in place efficiencies in the BS process to improve performance	KPO1	31.3.2016	High	agree new processes to increase efficiency
6. Embed risk assessment methodology into normal working practices for reasonable enquiry	KPO2	31.3.2016	Medium	to ensure best use of resources
7. Produce a Continuous Improvement Plan based on the template, outlining plans in place to meet the KPO targets.	KPO1	31.3.2016	High	aim is to set out how we can embed continuous improvement in the work we do.
8. Provide training on new legislation introduced on 1 October 2015	KPO1	31.3.2016	High	to ensure surveyors are fully aware of new regulations and can fully implement them
9. Support building surveyors in attending courses to aid their CPD	KPO1	31.3.2016	Medium	to ensure surveyors have full skills and knowledge to assess applications and deliver on performance
10. Provide training aimed at ensuring consistency in the preparation of CCNPs	KPO2	31.3.2016	Medium	to ensure surveyors assess consistently
11. Benchmarking with SESBC – The South East Scotland Building Standards Consortium Group; LABSS – Local Authority Building Standards Scotland Organisation and UK Case Cities Group	KPO2	31.3.2016	Medium	shared learning with our benchmarking partners
12. Giving Structural Engineering Support – To Midlothian Council. And Fire Engineering Support – To East Lothian, Midlothian, Scottish Borders, Fife and Orkney Islands Council's	KPO1	31.3.2016	Medium	sharing resources to ensure other authorities have access to technical support.
13. Take a lead role on the national E-Building Standards project	KPO1	31.3.2016	High	to ensure the benefits of E- BS are realised
14. • BS team managers to meet regularly as a technical forum to resolve technical questions	KPO2	31.3.2016	Medium	to ensure consistency in practice
15. Consider succession planning as part of further service restructuring	KPO1	31.3.2016	Medium	to ensure the future service is adequately resourced
16. Change our customer contact channels to allow a greater focus on warrant and completion certificate processing	KPO1	31.3.2016	High	to improve efficiency and reduce unnecessary contact

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

Key actions have been reviewed as the new Balanced Scorecard for 2015/16 starts largely afresh

Quality Customer Experience

Key actions from previous quarter (Q4 2014/15):	Relevant to KPO3-5 (from list):	Target completion date:	Status (from list):	Outcomes:
1. Data and contextual reporting	KPO3	30.4.2015	Completed	Full information provided for KPO returns
2. keep website detail up-to-date	KPO4	quarterly	Completed	checking completed
3. Update National Charter	KPO5	30.4.2015	Not started	
4. Customer Improvement Plan	KPO5	ongoing	On target	customer engagement strategy approved for consultation
5. Customer data to BSD for surveys	KPO5	ongoing	Completed	email details provided
6. Customer Communication Strategies	KPO4	ongoing	On target	engagement strategy approved for consultation. Meeting with ECAN
7. Accessibility of service	KPO4	ongoing	On target	customer engagement strategy approved for consultation and includes access to the help desk and pre-application advice
8. External accreditations	KPO5	ongoing	Completed	BSISO9001 and CSE achieved

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.)				
Work is progressing well on the new Customer Engagement Strategy which seeks to implement channel shift in Planning and Building Standards in line with the Council's overarching Transformational Change programme. Key actions include improved website, improved phone service, focused advice for those that need it, improved speed of application processing as customers self serve for information.				
Key actions planned for next three quarters:	Relevant to KPO3-5 (from list):	Target completion date:	Priority level (from list):	Proposed outcomes:
1. Implementation of channel shift as part of the customer engagement strategy to encourage customers to self serve on the council website	KPO3	ongoing	High	Implement channel shift in Planning and Building Standards in line with the Council's overarching Transformational Change programme. Key actions include improved website, improved phone service, focused advice for those that need it, improved speed of application processing as customers self serve for information.
2. Review of the building standards help desk to reduce direct contact but still provide a service.	KPO4	ongoing	High	to improve efficiency and reduce unnecessary contact
3. Publish data on performance against national KPOs within the national customer charter on an annual basis	KPO4	quarterly	High	to ensure we meet verifier standards
4. Maintain Customer Service Excellence accreditation	KPO5	annually	Low	to show we have good customer standards
5. Review the National charter to ensure it is up-to-date	KPO4	31.3.2016	Medium	to show we have good customer standards
6. Inform customers about the new customer service charter	KPO5	31.3.2016	Medium	to show we engage with customers and inform them of what is happening
7. Ensure the national customer charter is published on verifier's website and is clearly accessible for customers online and in printed form	KPO4	31.3.2016	Medium	to show we engage with customers and inform them of what is happening
8. Implementation of customer engagement strategy	KPO3	31.3.2016	High	to improve efficiency and reduce unnecessary contact
9. Prepare a communication plan to let customer know about out strategy and the implementation of channel shift	KPO3	31.3.2016	High	to show we engage with customers and inform them of what is happening
10. Take forward actions from meeting with ECAN	KPO5	31.3.2016	Medium	to show customers we are listening
11. Provide BSD with information required for national surveys		31.3.2016	Medium	to ensure surveys go out to as many agents as possible
12. Create a system of customer surveys to get feedback on customer satisfaction	KPO5	31.3.2016	Medium	to show customers we are listening
13. Create customer focus groups for feedback	KPO5	31.3.2016	Low	to show customers we are listening
14. Implement a revised help desk service with more focus on customer using online systems to self serve in line with the customer engagement strategy.	KPO3	31.3.2016	High	to improve efficiency and reduce unnecessary contact
15. Ensure the requirements of the customer 'escape route' are detailed in the customer charter	KPO4	31.3.2016	Medium	to show we engage with customers and inform them of what is happening
16. Continued external accreditation	KPO5	31.3.2016	High	to show we have the highest customer standards
Commentary (optional): (This could look at longer term priorities (one to three years)):				

Operational and Financial Efficiency				
Key actions from previous quarter (Q4 2014/15):	Relevant to KPO6-9 (from list):	Target completion date:	Status (from list):	Outcomes:
1. Data and contextual reporting	KPO6	31.3.2015	Completed	information provided
2. team structures review	KPO6	31.10.2014	Completed	new structure in place
3.IT systems in place	KPO6	31.3.2015	Completed	all systems in place
4. internal communication	KPO9	31.3.2015	Completed	series of internal meetings are in place
5 etc.				
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.)				
Building warrant fee income has exceeded previous recent years. All systems are in place for financial and operational efficiency but this is not being achieved because of the rise in application numbers and fee incomenot being ring fenced for Building Standards.				
Key actions planned for next three quarters:	Relevant to KPO6-9 (from list):	Target completion date:	Priority level (from list):	Proposed outcomes:
1. Keep team structures under review in the context of the wider council restructuring and the new Planning and Transport Service	KPO9	31.5.2016	Medium	to ensure our structures are fit for purpose and working well
2. Ensure that time recording systems identify the percentage of time spent on verification activity, and thus enable direct staff costs required to run the verification system to be calculated.	KPO6	31.3.2016	Medium	to be able to monitor the cost of the service we provide
3. Continue to report verification income to BSD	KPO6	31.3.2016	High	required by BSD
4. Prepare for E-Building Standards including an assessment of technical requirements	KPO8	ongoing	High	to ensure we are ready for new E-BS Portal
5. Keep the budget under review	KPO6	31.3.2016	Medium	to ensure we have the resources to provide a good service
6. Continue to embed the staff engagement strategy	KPO9	ongoing	Medium	to ensure that staff are motivated to do a good job.
Commentary (optional): (This could look at longer term priorities (one to three years)):				