

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

Professional Expertise and Technical Processes

Key actions from previous quarter (Q2 2015/16):	Relevant to KPO1-2 (from list):	Target completion date:	Status (from list):	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	On target	team managers implementing appropriate risk management procedures
2. Implement action plan covering processes such as drain testing and site inspections to improve efficiency	KPO1	31.3.2016	Behind schedule	drain testing no longer compulsory. Other inspections still being considered.
3. Undertake a lean review of building standards processes in November 2015 to improve ways of working	KPO1	31.12.2015	Completed	lean review completed and action plan being progressed
4. Post BSD returns via web platform	KPO1	31.3.2016	On target	returns completed
5. Put in place efficiencies in the BS process to improve performance	KPO1	31.3.2016	On target	changes to processes started including reduction in help desk to allow focus on warrant processing
6. Embed risk assessment methodology into normal working practices for reasonable enquiry	KPO2	31.3.2016	On target	site inspections carried out on basis on reasonable enquiry
7. Produce a Continuous Improvement Plan based on the template, outlining plans in place to meet the KPO targets.	KPO1	31.3.2016	On target	now being completed
8. Provide training on new legislation introduced on 1 October 2015	KPO1	31.3.2016	Completed	staff training carried out by team manager
9. Support building surveyors in attending courses to aid their CPD	KPO1	31.3.2016	On target	various courses attended - fire safety, energy efficiency, 0 carbon homes, CDM, waterproofing
10. Provide training aimed at ensuring consistency in the preparation of CCNPs	KPO2	31.3.2016	Behind schedule	targeted for 4th quarter
11. Benchmarking with SESBC – The South East Scotland Building Standards Consortium Group; LABSS – Local Authority Building Standards Scotland Organisation and UK Core Cities Group	KPO2	31.3.2016	On target	meetings attended
12. Giving Structural Engineering Support – To Midlothian Council. And Fire Engineering Support – To East Lothian, Midlothian, Scottish Borders, Fife and Orkney Islands Councils	KPO1	31.3.2016	On target	service provided
13. Take a lead role on the national E-Building Standards project	KPO1	31.3.2016	On target	Muir Somerville has a lead role in this and the Head of service is on the project board
14. BS team managers to meet regularly as a technical forum to resolve technical questions	KPO2	31.3.2016	On target	meetings held every 2 weeks
15. Consider succession planning as part of further service restructuring	KPO1	31.3.2016	On target	this will be considered when new structure is in place
16. Change our customer contact channels to allow a greater focus on warrant and completion certificate processing	KPO1	31.3.2016	Completed	new system introduced on 14 December 2015

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.)

Performance has been poor in this quarter as the number of warrant applications has increased. The focus has been on looking at our customer contacts so that we can reduce these and let the surveyors get on with application processing. The customer engagement strategy and a revised help desk are being implemented. The lean review has started to strip out tasks that add little value to the process and this will lead to efficiencies and improved performance.

Key actions planned for next three quarters:	Relevant to KPO1-2 (from list):	Target completion date:	Priority level (from list):	Proposed outcomes:
1. implement the lean review of building standards processes to improve ways of working	KPO1	31.12.2015	High	review of processes to make them more efficient and thus improve performance
2. Embed risk assessment methodology into normal working practices for reasonable enquiry	KPO2	31.3.2016	Medium	to ensure best use of resources
3. Provide training on new legislation introduced on 1 October 2015	KPO2	31.3.2016	Medium	to ensure surveyors are fully aware of new regulations and can fully implement them
4. 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
5. Assess effectiveness of 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)):

Quality Customer Experience

Key actions from previous quarter (Q2 2015/16):	Relevant to KPO3-5 (from list):	Target completion date:	Status (from list):	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	On target	new customer engagement system implemented on 14 December with support staff triaging building standards calls
2. Review of the building standards help desk to reduce direct contact but still provide a service.	KPO4	ongoing	Completed	new help desk service started.

3. Publish data on performance against national KPOs within the national customer charter on an annual basis	KPO4	quarterly	Behind schedule	this will be done when the charter is updated
4. Maintain Customer Service Excellence accreditation	KPO5	annually	Completed	accreditation received November 2015
5. Review the National charter to ensure it is up-to-date	KPO4	31.3.2016	On target	
6. Inform customers about the new customer service charter	KPO5	31.3.2016	On target	this will be done when the strategy is being implemented
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	On target	current charter is online
8. Implementation of customer engagement strategy	KPO3	31.3.2016	Completed	strategy in implementation phase
9. Prepare a communication plan to let customer know about out strategy and the implementation of channel shift	KPO3	31.3.2016	Completed	communication plan being implemented
10. Take forward actions from meeting with ECAN	KPO5	31.3.2016	On target	this forms part of the lean review
11. Provide BSD with information required for national surveys		31.3.2016	Completed	
12. Create a system of customer surveys to get feedback on customer satisfaction	KPO5	31.3.2016	Not started	
13. Create customer focus groups for feedback	KPO5	31.3.2016	On target	
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	Completed	implemented 14 December 2015
15. Ensure the requirements of the customer 'escape route' are detailed in the customer charter	KPO4	31.3.2016	Completed	these are in the charter
16. Continued external accreditation	KPO5	31.3.2016	On target	ISO 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.)

The new Customer Engagement Strategy has been approved and is being implemented. It 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	31.5.2016	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. Assessment of changes to the building standards help desk to reduce direct contact but still provide a service	KPO4	31.3.2016	High	to improve efficiency and reduce unnecessary contact
3. Review the National charter to ensure it is up-to-date	KPO4	31.3.2016	Medium	to show we have good customer standards
4. Implement the communication plan to let customer know about out strategy and the implementation of channel shift	KPO3	ongoing	High	to show we engage with customers and inform them of what is happening
5. Create a system of customer surveys to get feedback on customer satisfaction	KPO5	31.3.2016	Medium	to show customers we are listening

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

Operational and Financial Efficiency				
Key actions from previous quarter (Q2 2015/16):	Relevant to KPO6-9 (from list):	Target completion date:	Status (from list):	Outcomes:
1. Keep team structures under	KPO9	ongoing	On target	discussion started on new structures
2. Ensure that time recording	KPO6	31.3.2016	Completed	systems in place
3. Continue to report verification	KPO6	31.3.2016	Completed	systems in place
4. Prepare for E-Building Standards	KPO8	ongoing	On target	preparations ongoing
5. Keep the budget under review	KPO6	31.3.2016	Completed	systems in place
6. Continue to embed the staff	KPO9	31.3.2016	On target	staff engagement strategy in place

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 income not being ring fenced for Building Standards. the staff engagement strategy is bedding down well and staff feel more engaged but further change is causing concerns.

Key actions planned for next three quarters:	Relevant to KPO6-9 (from list):	Target completion date:	Priority level (from list):	Proposed outcomes:
1. Prepare for E-Building Standards including an assessment of technical requirements	KPO8	ongoing	High	to ensure the benefits of E- BS are realised
2. Continue to embed the staff engagement strategy	KPO9	ongoing	Medium	to ensure staff feel motivated and engaged

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