



**Building Standards
Verification Annual
Performance Report**

2018-2019

Contents

1	Introduction to the verifier	3
2	Building Standards Verification Service Information	4
3	Strategic Objectives	9
4	Key Performance Outcomes and Targets	9
5	Performance Data	11
6	Service Improvement and Partnership Working	15
7	Building Standards – Additional Data	18

Front cover image – St James Centre under construction

Version Control Information

Version	Date	Comments	Date for next review
V1.0	30 July 2018	Q1 document prepared	1 October 18 for end October submission.
V2.0	31 October 2018	Q2 document prepared	3 January 19 for end January submission
V3.0	30 January 2019	Q3 document prepared	1 April 19 for end April submission
V4.0	30 April 2019	Q4 document prepared	New Annual Performance Report to be prepared for 31 July 19

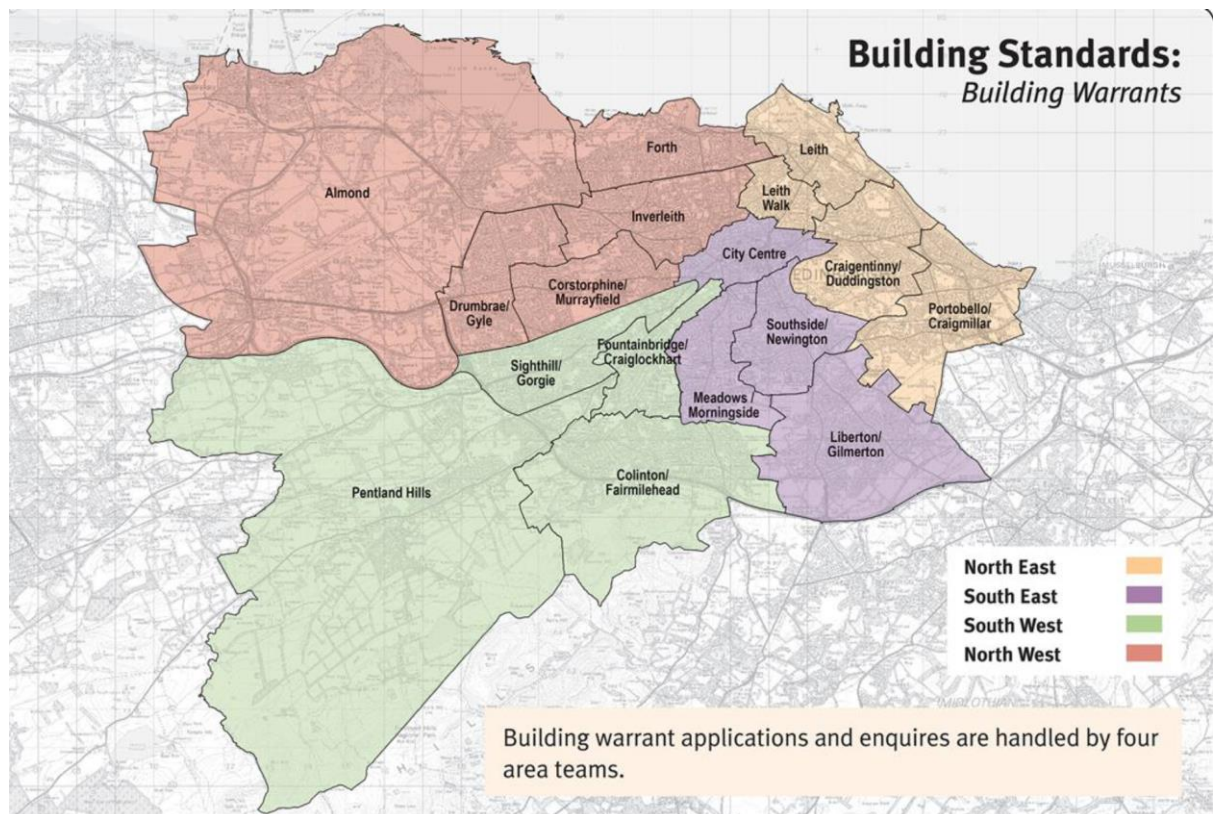
1 Introduction to the verifier

The verification performance report is a strategic planning and management tool that provides information about the local authority building standards service, communicates the vision and strategy, and sets out performance against strategic goals and targets.

Building standards verifiers in Scotland are required to utilise the performance report to manage, monitor, review and develop strategies for their business, and should focus on the performance framework's core perspectives and cross-cutting themes.

Key facts about the Local Authority

The City of Edinburgh Council has an area of 262 km²



Map showing the extent of the Council's administrative boundary and our Building Standards Team areas.

Population and economy

The City of Edinburgh Council's area is home to 507,000 people.

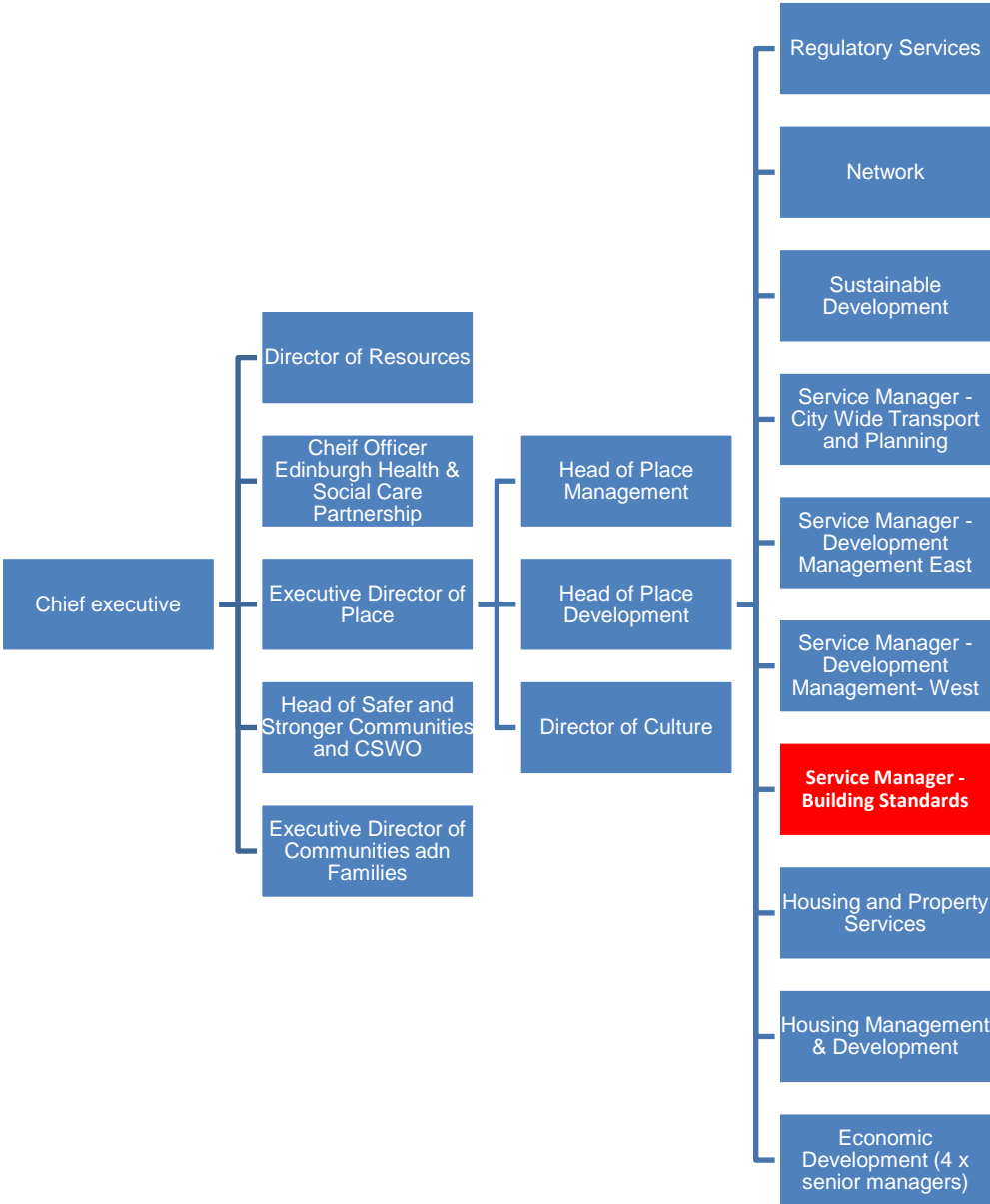
The Council area includes the City of Edinburgh which contains most of the population, as well as a large rural hinterland. Within the rural area are the towns and villages of Queensferry, Kirkliston, Newbridge and Ratho. Edinburgh has a rich built heritage with conservation areas covering much of the city. There are two World Heritage Sites: the Old and New Towns of Edinburgh and the Forth Bridge. It is a continuously growing, densely populated city with many flatted residential properties and has a vibrant economy with a mix of employment sectors.

Between 2006 to 2016 Edinburgh’s population grew by 12% against a population increase in Scotland during the same period of 5.2%. This growth is expected to continue with a projected population of 619,000 by 2037.

Edinburgh’s economy is robust with 75% of the population (aged 16-64) economically active. Key employment sectors include health; financial and insurance; education; retail; professional, scientific and technical; and accommodation and food services.

High level organisational structure

The Council’s Building Standards service is located within the wider Place Development service of the Directorate of Place. Other services within Place Development are Planning, Transport, Licensing, and Economic Development. These support a wide range of services to local communities as well as the development industry.



2 Building Standards Verification Service Information

The Building Standards service in the City is one of the largest Building Standards services in the UK in relation to both the number of building warrant applications processed each year and the fee income received. During the financial year 2017/18, the service received 5029 building warrant applications, covering building construction work with an estimated value of just over £1 billion which generated approximately £3.57 million in fees.

The verification services and functions carried out include:

- Verification of Building Warrants under the Building (Scotland) Act 2003.
- Enforcement in relation to Building Standards matters under the Building (Scotland) Act 2003.
- Consultee to applications in relation to Houses in Multiple Occupation and Liquor Licensing.
- Provide preliminary advice on the procedures to be followed to obtain building warrant approval, in advance of a formal application;
- Maintaining a public records register of building warrants, completion certificates and energy performance certificates.
- Work with the Scottish Government's Building Standards Division, to meet the fundamental over arching principles of driving forward the future of building standard throughout Scotland.

Organisational Information

The chart on the following page shows the structure of the building standards service. The Building Standards Service Manager reports to the Head of Place Development. The service manager is responsible for the four Building Standards teams. Some of the staff from these teams currently sit within the Virtual Team. This is a plan reporting team that currently processes applications below £79,000 in value. The value of applications that the team deals with was raised to this figure in February 2019. In addition to the area teams, a programme management team is being developed. The programme manager, senior building standards surveyor and project support officer report to the Building Standards Senior Manager. The tables and charts show the number of staff within the Edinburgh verification service.

A mobile working scheme for staff is also operated by the section whereby a proportion of the technical staff for 2 days each week operate from one of the satellite offices located in different areas of the City when carrying out their site inspection work.

Senior Management with Council	Number of posts (FTE at 31 October 18)	Vacancies (not included in numbers of posts)
Chief Executive	1	
Executive Director of Place (Tier 1)	1	
Head of Place Development (Tier 2)	1	

Building Standards Full Time Equivalent Posts	Number of posts (FTE at 31 March 19)	Vacancies (not included in numbers of posts)
Building Standards Service Manager (Tier 3)	1	
Programme Manager	1	
Team Managers	4	
Senior Building Standards Surveyors	9.6	0.9
Senior Structural Engineers	1.5	
Building Standards Surveyors	17	1.5
Structural Engineers	0.6	
Assistant Building Standards Surveyors	9	
Apprentice Building Standards Surveyors	3	
Business Support Officer	1	
Business Support Services	3	
Total employees (FTE within service area)	50.7	
Transactions Team Manager (FTE)	1	
Transactions staff (FTE)	6	

Staff age Profile within service area	Number of posts
Under 30	11
30 – 39	11
40 – 49	7
50 and over	26

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.

How to find us

Building Standards is located in the Council's headquarters at Waverley Court:

Building Standards
The City of Edinburgh Council
Waverley Court
4 East Market Street
Edinburgh
EH8 8BG

Telephone: 0131 200 2000

www.edinburgh.gov.uk/buildingstandards

3 Strategic Objectives

Overarching Goal and Vision of the Service

The [Council's Business Plan 2017 - 2022](#) sets out that it is committed to improving our services and our amenities in ways that meet the needs of our citizens and communities. The role of Building Standards within this business plan is to:

- assist economic growth;
- support the housing programme;
- help ensure our built environment is protected and enhanced;
- ensure value for money while meeting the needs of our citizens; and,
- deliver excellent customer service.

Vision

Within the next three years, our aspiration of the service is to be one of the top performing Building Standards Verifiers in Scotland. We will build a reputation as a great organisation to do business with and to work for.

Departmental issues to be addressed in the coming year

In its audit of November 2017, the Scottish Government identified a range of areas for improvement. These included,

- Leadership and Management;
- Performance;
- Culture of Continuous Improvement; and,
- Customer.

The findings of that audit were confirmed by the Council's Internal Audit team which highlighted a number of similar improvement recommendations.

Specific objectives were developed as part of the Building Standards Improvement Plan 2018-2021 which was agreed with the Scottish Government.

The key strategic objectives for the coming year

We will implement a range of measures to improve leadership within the service. These include, the development of a shared vision, a people plan and a framework for governance for the improvement programme, as well as a communication plan for employees and the service.

We will improve management within the service by ensuring managers are clear about priorities and that management systems are used to improve performance. Employees will be empowered to realise their potential. We will ensure vacant posts are filled and employees are recruited / resource put in place to deliver the improvement programme.

We will ensure compliance with the Scottish Government's Operating Framework for Building Standards verifiers. In doing so, we will prioritise providing a structured approach to the project management and the delivery of our actions, preparing business

cases for projects that have SMART objectives and create processes for monitoring our progress on improvements.

We will improve performance by reducing the time taken to process building warrant applications. In doing so we will evaluate the effectiveness of our plan reporting team and site inspection processes. We will implement a new quality assurance framework to meet the government's requirements and reduce variation in our processes and procedures.

We aim to transform our relationship with our customers by setting up a stakeholder panel to advise on the delivery of our Improvement Plan and on improving customer engagement. We will enhance our website and use complaints and feedback to help inform service improvements.

These strategic objectives are set out in our Improvement Plan 2018-2021 and the detailed objectives are included in Section 6 of this document.

4 Key Performance Outcomes and Targets

The national verification performance framework is based on three core perspectives:

- Professional Expertise and Technical Processes;
- Quality Customer Experience; and
- Operational and Financial Efficiency.

There are also three cross-cutting themes, comprising:

- Public Interest;
- Continuous Improvement; and
- Partnership Working.

Summary of Key Performance Outcomes (KPOs)

Professional Expertise and Technical Processes	
KPO1	Minimise time taken to issue a first report or issue a building warrant or amendment to building warrant.
KPO2	Increase quality of compliance assessment during the construction processes
Quality Customer Experience	
KPO3	Commit to the building standards customer charter
KPO4	Understand and respond to the customer experience
Operational and Financial Efficiency	
KPO5	Maintain financial governance
KPO6	Commit to eBuilding Standards
KPO7	Commit to objectives outlined in the annual performance report

Summary of Key Performance Targets

KPO1 Targets	
1.1	95% of first reports (for building warrants and amendments) issued within 20 days – all first reports (including BWs and amendments issued without a first report).
1.2	90% of building warrants and amendments issued within 10 days from receipt of all satisfactory information – all building warrants and amendments (not including BWs and amendments issued without a first report).
KPO2 Targets	
	Targets to be developed as part of future review of KPO2.
KPO3 Targets	
3.1	National customer charter is published prominently on the website and incorporates version control detailing reviews (reviewed at least quarterly).
3.2	95% of BSD requests for information on a BSD 'Verifier Performance Reporting Service for Customers' case responded to by verifier within 5 days.
KPO4 Targets	
4.1	Minimum overall average satisfaction rating of 7.5 out of 10.
KPO5 Targets	
5.1	Building standards verification fee income to cover indicative verification service costs (staff costs plus 30%).
KPO6 Targets	
6.1	Details of eBuilding Standards to be published prominently on the verifier's website.
6.2	75% of each key building warrant related process being done electronically <ul style="list-style-type: none"> • Plan checking • Building warrant or amendments (and plans) being issued • Verification during construction • Completion certificates being accepted
KPO7 Targets	
7.1	Annual performance report published prominently on website with version control (reviewed at least quarterly).
7.2	Annual performance report to include performance data in line with KPOs and associated targets (annually covering previous year e.g. April 2016 – March

5 Performance Data

KPO1 Targets - Minimise time taken to issue a first report or issue a building warrant or amendment to building warrant											
1.1	<table border="1"> <thead> <tr> <th>Quarter of year 2018/19</th> <th>% of 1st reports and grants of warrant with no 1st report within 20 day target</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>66%</td> </tr> <tr> <td>2</td> <td>72%</td> </tr> <tr> <td>3</td> <td>91%</td> </tr> <tr> <td>4</td> <td>98%</td> </tr> </tbody> </table> <p>The 98% of 1st reports meeting the 20 day target is our best performance for a quarter since we started recording first reports in 1998. The backlog of applications awaiting first reports for more than 20 days has reduced from 320 in July 2018 to zero now. With the measures we have put in place to monitor performance, we expect to continue at similarly high levels in the coming months.</p>	Quarter of year 2018/19	% of 1 st reports and grants of warrant with no 1 st report within 20 day target	1	66%	2	72%	3	91%	4	98%
Quarter of year 2018/19	% of 1 st reports and grants of warrant with no 1 st report within 20 day target										
1	66%										
2	72%										
3	91%										
4	98%										
2.1	<table border="1"> <thead> <tr> <th>Quarter of year 2018/19</th> <th>% of building warrants and amendments issued within 10 days</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>58%</td> </tr> <tr> <td>2</td> <td>62%</td> </tr> <tr> <td>3</td> <td>60%</td> </tr> <tr> <td>4</td> <td>73%</td> </tr> </tbody> </table> <p>The Council is working towards the target of 90% of building warrants and amendments issued within 10 days from receipt of all satisfactory information. To achieve this, since November, it has been a priority to reduce the backlog of applications that are awaiting assessment of revised plans. This backlog is defined as those applications where revised plans have been submitted and an assessment has not been carried out within 10 days. The backlog has been reduced significantly from 350 cases at the start of November to fewer than 20 cases by the end of Quarter 4 (March 2019).</p> <p>The priority for the next quarter is to ensure that the backlog remains at this low level. This will help ensure that the percentage of applications receiving building warrants within target timescales increases.</p>	Quarter of year 2018/19	% of building warrants and amendments issued within 10 days	1	58%	2	62%	3	60%	4	73%
Quarter of year 2018/19	% of building warrants and amendments issued within 10 days										
1	58%										
2	62%										
3	60%										
4	73%										
KPO3 Targets – Commit to the Building Standards Customer Charter											
3.1	The National Customer Charter is displayed prominently on the website. This document was reviewed in January 2019 to ensure it reflects current targets. Further review of this Charter										
3.2	All BSD requests for information on a BSD 'Verifier Performance Reporting Service for Customers' case area responded to by the Council within 5 days.										

KPO4 Targets - Understand and respond to the customer experience

4.1

The overall satisfaction with the Building Standards service from the 2018 annual nation survey conducted by the Building Standards Division in Q3 2017/18 was 4.3. This was a slight improvement on the previous year where the rating was 4.1

Key issues arising from our customers are:

- Communications;
- Timescales; and,
- Consistency

There are several measures underway to address these:

To improve communications, we have established a Building Standards Stakeholder Panel made up of a range of customers. This meets to advise and hold the service to account on the delivery of its improvement plan. In December, we issued a newsletter to over 1500 customers, and our Councillors. It set out progress we are making on improvements and provided information to assist customer in progressing applications more quickly. We are continuing to issued newsletters with the latest being issued in April 2019.

There have been major improvements in performance set out in KPO1 above. There is a continued drive to improve performance where possible and to maintain high levels where these exist (for example in the issuing of first reports).

A number of measures have been developed to ensure consistency, including a suite of new procedures for the whole building warrant process, training for staff and template checklists for smaller applications such as conservatories. A quality assurance process has also been developed to ensure that procedures are followed and kept up-to-date.

KPO5 Targets - Maintain financial governance

5.1

	Quarter 1	Q2	Q3	Q4
Fee income	£973,462	£988,039	£949,985	£976,340
Expenditure	£544,599	£591,931	£705,885	£937,016
Staffing costs:	£501,031	£502,286	£552,297	£574,483
Non staff costs:	£33,126	£28,625	£16,482	£201,899
Other investment:	£53,508	£61,020	137,105	£160,634

Building standards verification fee income is to cover indicative verification service costs (staff costs plus 30%).

While overall, staff costs plus 30% are below the annual income, there is considerable investment in the service. Other costs include sums for shared services whereby plans are assessed by partner local authorities as well sums for the investment in the new IT system.

KPO6 Targets - Commit to eBuilding Standards	
6.1	<p>Full details of the Building Standards Service in Edinburgh is available on the Council website at www.edinburgh.gov.uk/buildingstandards</p> <p>This includes a link to the e.Building Standards website.</p>
6.2	<p>Plan checking of both building warrants and amendments are in excess of the 75% target and over 84% were processed electronically during quarter 2 of 2018/19.</p> <p>A comprehensive update of the case management and document management systems was delivered successfully in December 2018. This was a major investment involving the upgrade of associated software and hardware.</p> <p>Mobile technology is being piloted for on-site work including inspections with Microsoft Surface computers being trialled.</p> <p>Completion certificates are submitted online and processed electronically in many cases.</p>
KPO7 Targets - Commit to objectives outlined in the annual performance report	
7.1	<p>The annual verification performance report for 2018-19 is on the Council website at: http://www.edinburgh.gov.uk/info/20212/property_planning_and_housing/587/building_standards_customer_service_charter</p>
7.2	<p>The annual verification performance report for 2019/19 includes performance data.</p>

Professional Expertise and Technical Processes

- Protocols for dealing with work – During spring 2018, an overhaul of procedural documentation was carried out with a new structure put in place for the procedures. These were then prepared and signed off by management before being used by staff. Quality assurance checks are being rolled out. Risk management procedures are used to ensure applications are allocated to staff who are suitably qualified and experienced to deal with them. In addition, 5% of building warrants are checked by senior surveyors to ensure consistency.
- Performance management systems - The Council has a detailed performance reporting system based on Microsoft Access. This has been augmented during 2017/18 and will continue to be updated. Monthly reporting to the Planning and Building Standards Leadership Team allows an assessment of how individual teams are performing in relation to targets set in the National Customer Charter. Targets are also set through annual performance conversations. Regular meetings are held between team managers and senior managers to discuss performance and an improvement plan is in place to remedy current problems.
- Training and development/CPD - Training needs are identified at annual performance conversations. The service aims to provide 36 hours of training per year per member of staff. In addition to this, other centralised training will be given which concentrates

on health and safety requirements and changes to legislation. This helps to meet RICS professional training requirements.

- Benchmarking - Benchmarking of the service is carried on a regular basis with other partner councils in the LABSS consortia. In addition, the service has met with Glasgow City Council, South Lanarkshire Council, Fife Council and Angus Council to benchmark the Council's work.
- Shared Services - Currently CEC Building Standards provides structural engineering to another local authority (Midlothian) and another local authority (Argyll and Bute Council) is being used to assist with the Building Standards verification service in Edinburgh.
- Succession planning – the age profile is changing with a mix of ages throughout the service. A People Plan has been put in place and part of this considers succession planning for the Service.

Quality Customer Experience

- Customer communication strategies – A communications plan has been put in place for 2018/19. This covers a range of customers, including applicants and agents, the public and councillors. It sets out existing and new methods for communicating with them. The communications plan will be aligned with customer strategy which is due to be developed in quarter two 2018/19.
- Charter – the National Customer Charter was approved in May 2016 and published on the Council website. This document links to the Planning and Building Standards Customer Service Charter which clearly sets out the level of service the Council will provide for the Building Standards service in Edinburgh. Both charters are available from the Council's [website](#). It is kept up-to-date via reviews.
- Customer feedback - The service is fully involved in national surveys and is also committed to local surveys to get customer feedback. In addition, complaints are monitored and lessons learned are used to make changes to the service. In June 2017, the service held a customer forum which has helped to inform actions for 2017/18. Key actions going forward are the development of a Customer Strategy. This will be used to help deliver improvements for customer in relations to communications and performance and to continue to develop information and engagement which helps agents improve the quality of submissions so that their applications can be assessed more quickly. The service has also established a Stakeholder Panel to advise it and hold it to account on the delivery of its improvement programme.
- Customer Advice – pre-submission advice is available through the help desk surveyor or by writing/emailing the service. For smaller developments, the enquirer is asked to look at the information on the Council website. The email, phone and face to face service is available from 9am to 1pm every weekday.

Operational and Financial Efficiency

- Team Structures – the Building Standards teams are based on four area based teams. This method of working is being reviewed over summer/winter 2018. Arising from this review will be recommendations on how new ways of working should be rolled out for the service as a whole. It is anticipated that this may have impacts on the existing area based model. There is potential that certain teams may have a greater site inspection or plan reporting emphasis.

- Financial Monitoring - Monthly monitoring of fee income is undertaken and verification costs are reported on a quarterly basis to the BSD and verification income reported on a quarterly basis to the BSD.
- IT Systems - The BS service uses the Uniform, IDOX GMS, AutoVue and workflow systems. The introduction of e.Building Standards has led to a number of issues that have affected performance. An upgrade of the software systems has been delivered in November 2018. This was a major investment in the service.
- Digital Services – a full range of digital services including online applications and website information is available.
- Finance Systems - the Building Standards service adheres to the Council's financial policies and budgets and spending is kept under review.
- Internal communication strategies – team briefs and regular team meetings are held to ensure staff are fully up-to-date with work matters.

6 Service Improvement and Partnership Working

Continuous Improvement Actions for last year - 2017-18

The following table sets out progress on the continuous improvement actions that were set for the previous 12 months (2017/18). In the previous 12 months (2017/2018) we did:

No.	Continuous Improvement Action for 2017-18	Time- scale	Status										
1	Turn around times												
1.1	<p>Improve the consistency and level of turn around times for issuing first reports</p> <p>Given the underperformance of the service in early 2017, step by step improvement is intended throughout the course of the year 2017/18. Quarterly targets have therefore been established as follows:</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>% of 1st reports within 20 days</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>50 – 65%</td> </tr> <tr> <td>2</td> <td>55 – 70%</td> </tr> <tr> <td>3</td> <td>60 – 80%</td> </tr> <tr> <td>4</td> <td>65 – 90%</td> </tr> </tbody> </table> <p>The intention is that within quarter 4, the final 2 months will achieve the national target of 95%.</p>	Quarter	% of 1st reports within 20 days	1	50 – 65%	2	55 – 70%	3	60 – 80%	4	65 – 90%	Ongoing with quarterly reporting	Ongoing: Significant progress was made during 2017/18 on improving performance. In quarter 4 turn around times for first reports was 71%.
Quarter	% of 1st reports within 20 days												
1	50 – 65%												
2	55 – 70%												
3	60 – 80%												
4	65 – 90%												
1.2	<p>Improve the consistency and level of turn around times for issuing follow up reports</p> <p>This target relates directly to better turn-around time for issuing building warrants, since where this is achieved there will be a consequential improvement in turn-around time for follow up reports. (See 1.3 below)</p>	Ongoing with quarterly reporting	Ongoing: Due to the link between assessing revised plans and the timescale for granting warrants once satisfactory information has been received, turn around times for issuing follow up reports was improved during 2017/18. (See 1.3 below.)										

1.3	<p>Improve the consistency and level of turn around times for issuing building warrants</p> <p>As with 1.1 above, step by step improvement is intended throughout the course of the year 2017/18. Quarterly targets have therefore been established as follows:</p> <table border="1" data-bbox="368 573 762 920"> <thead> <tr> <th data-bbox="368 573 496 779">Quarter</th> <th data-bbox="496 573 762 779">% of BWs and amendments issue within 10 days of satisfactory info being provided</th> </tr> </thead> <tbody> <tr> <td data-bbox="368 779 496 813">1</td> <td data-bbox="496 779 762 813">20 – 30%</td> </tr> <tr> <td data-bbox="368 813 496 846">2</td> <td data-bbox="496 813 762 846">25 – 35%</td> </tr> <tr> <td data-bbox="368 846 496 880">3</td> <td data-bbox="496 846 762 880">30 – 40%</td> </tr> <tr> <td data-bbox="368 880 496 920">4</td> <td data-bbox="496 880 762 920">40 – 50%</td> </tr> </tbody> </table> <p>While it is acknowledged that the quarter 4 target is below the national target of 90%, it is a significant improvement on the current performance</p>	Quarter	% of BWs and amendments issue within 10 days of satisfactory info being provided	1	20 – 30%	2	25 – 35%	3	30 – 40%	4	40 – 50%	Ongoing with quarterly reporting	Ongoing: The performance in Quarter 4 was 56%. This was above the target for the 2017-18 improvement plan.
Quarter	% of BWs and amendments issue within 10 days of satisfactory info being provided												
1	20 – 30%												
2	25 – 35%												
3	30 – 40%												
4	40 – 50%												
2 Level of customer satisfaction with the service													
2.1	Carry out a survey every 6 months, to monitor customer satisfaction with the service	Commence May 2017	Incomplete: A customer survey was conducted in autumn 2017. Feedback from this was similar to that from the national survey. Further survey is required.										
2.2	Carry out regular agent events (6 per year) with the aim of improving the quality of submissions in order that warrant applications can be progressed more quickly	Commence June 2017	Complete: 4 focus group sessions were held in quarter 3 2018 and published on the Council's website . A Planning and Building Standards customer event was held in June 2018. In addition, building standards presented a session on improving application submissions to the Edinburgh Chartered Architects' Network in Spring 2018.										

2.3	Instigate a post-warrant survey which would be issued to agents at the point when the warrant is granted.	Commence June 2017	Ongoing: A post warrant survey has been included on Building Warrant decision. A revised decision letter is being developed to allow the post warrant survey to feature more prominently and therefore increase the potential for greater customer feedback.
3	Investment of building warrant fee income into the service		
3.1	Increase the level of investment in the service by recruiting additional staff beyond the 2016 / 2017 established staff structure (this is in addition to ensuring the established staff structure is fully filled).	Ongoing – with staffing under recruitment at present	Complete: New staff have been brought into the service as a result of increasing fees. This has been ongoing throughout 2017/18.
3.2	Invest the increased fee (from July 2017) in the service with additional recruitment beyond that set out in 3.1 above.	If and when the fee increase happens.	Complete: Assessment has been done on the level of increased fee as it was achieved in Q2, 3 and 4 2017/18. Investment in the service for 2018/19 is higher.

3.3	Review the funding of the service in relation to staffing levels and fee income.	During the 2017/18 financial year	<p>Complete: Funding for the service continues to be monitored closely. Additional staff will be brought into the service during 2018/19.</p> <p>In addition, a major investment in the case and document management systems (Uniform and Idox) is underway and due for delivery in December. This investment will enable improved efficiency and turn around times in the processing of applications.</p> <p>The Building Standards Improvement Team have been appointed by the Council and will continue to work for the service throughout the year (2018/19).</p>
4	Quarterly reporting to Scottish Government		
4.1	Ensure quarterly reporting to Scottish Government is done on time	By end of the first quarter of 2017	Complete: This has been done for each quarter 2017/18.

Continuous Improvement Actions for this year – 2018-19

Our Building Standards Improvement Plan for 2018-2021 sets out objectives for the next 12 months and for the following two years. It includes information on where we are now as a service, the overall strategy for improvement, the improvement approach and measures for success. The following table is taken from the Improvement Plan. It sets out what we will do in the next 12 months. The objectives are accompanied by an action plan which sets out timescales for particular tasks that arise from the objectives. Therefore, in the next 12 months (2017/2018) we will –

Improvement Themes	Objective	Timescale
<p>Improve Leadership And Management:</p> <p>Leadership</p> <p>Management</p>	<p>We will value our employees as the people who know what works, what needs to be improved and who have the ability to suggest, implement and sustain improvements.</p> <p>We will prioritise our improvements for leadership to achieve the following this year:</p> <ul style="list-style-type: none"> • A shared vision for Building Standards Services. • People Plan that enables and motivates managers and employees to meet the needs of Building Standards Services and the Council within the context of a growing city. • A Framework for Governance that includes approving resources to deliver improvements, and that is overseen by the Council's Corporate Leadership Team and has the support of elected representatives • A Communication plan for informing and consulting with employees and key stakeholders every step of the way. • Embedding a leadership culture that supports management to deliver the service improvements <p>We will prioritise our improvements in management to achieve the following this year:</p> <ul style="list-style-type: none"> • Ensure all managers are clear about service priorities and are accountable for their delivery. • Embed agreed ways of working to ensure better consistency for our customers and employees and ensure that decisions are made efficiently and proportionate to the level of risk • Ensure management information is used to improve performance. • Ensure that employees are empowered to realise their maximum potential and that they are enabled to have the autonomy to do so. • Ensure vacant posts are filled and employees are recruited / resource put in place to deliver the improvement programme 	<p>By April 2019</p>

Improvement Themes	Objective	Timescale
<p>Improve Strategic Planning and create a culture of continuous Improvement:</p>	<p>We will ensure full compliance with the Scottish Government's Operating Framework for Building Standards Verifiers which sets out how the Council must operate the service.</p> <p>We will prioritise our plans this year to achieve the following:</p> <ul style="list-style-type: none"> • Provide a structured approach to project management and delivery of the Action Plan (Appendix 1). • Prepare business cases for the board for improvement projects that are specific, measurable, achievable, realistic and time bound. • A process for monitoring and reporting the effectiveness of this Improvement Plan and general performance, including the development of a "dashboard" • Form a cross service employee group that champions the continuous improvement model of planning, doing, checking and acting. 	<p>By April 2019</p>
<p>Improve response times to Building Warrant Applications:</p>	<p>Our aim is to improve turn-around times for the issuing of first reports on building warrant applications and improve the timescales for granting building warrants, meeting both national and Council targets for performance.</p> <p>We will prioritise our plans this year to:</p> <ul style="list-style-type: none"> • Evaluate effectiveness of 'Virtual' team to improve performance. • Complete process review for site inspections • Evaluate effectiveness of the revised the Construction Compliance Notification Plan (CCNP) list to reduce the number of low risk site inspections currently undertaken. • Implement a new Quality Assurance Framework to meet BSD standards and further reduce variation in our processes and procedures 	<p>By April 2019</p>

Improvement Themes	Objective	Timescale
<p>Improve Customer Engagement:</p>	<p>We aim to transform our reputation with our customers by delivering a step change of improvement in the relationship between the service and our customers.</p> <p>We will prioritise our plans this year to:</p> <ul style="list-style-type: none"> • Set up a stakeholder panel to advise the board on the improvement plan and its implementation. • improve customer engagement • use complaints and feedback to inform service improvements. • Improve our website <p>We will identify and work with key stakeholders, other council service areas and employees to develop a 3year Customer Strategy.</p>	<p>By April 2019</p>

7 Building Standards – Additional Data

In 2017/18, Building Standards performance was as follows:

Building warrants and amendments to building warrant	<ul style="list-style-type: none"> • 5027 building warrant applications received including amendment to warrants • 3901 decisions made on building warrant applications
Completion certificates	<ul style="list-style-type: none"> • 5347 completion certificates submitted • decisions made
Certification	<ul style="list-style-type: none"> • 2354 certificates of design submitted • 2867 certificates of construction submitted
Energy Performance Certificates (EPCs)	<ul style="list-style-type: none"> • 1078 copy certificates received (domestic) • 20 copy certificates received (non-domestic)
Statements of Sustainability	<ul style="list-style-type: none"> • 659 copy certificates received (domestic) • copy certificates received (non-domestic)
Enforcement	<ul style="list-style-type: none"> • 4 Notices served under sections 25 to 30 • 0 Cases referred to procurator fiscal • 0 Cases where LA has undertaken work