



**Building Standards  
Verification Annual  
Performance Report  
2021-2022**

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Front cover image – Old Town skyline, Edinburgh

## Version Control Information

Version	Date	Comments	Date for next review
1.0	19 April 22	Draft Document Created	
1.1	22 April 22	CW amendments added	
2.1	03 May 2022	CW amendments added	
2.2	11 May 2022	CW amended dates in tables	April 2023

## ***Introduction statement from the Scottish Government***

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.

## ***Section 1. Introduction to the Verifier***

Edinburgh is known throughout the world as a historic city and our nation's capital. Over recent decades it has built a reputation as a successful and prosperous city – regularly voted as one of the best cities in the world to live in, it attracts more visitors than any UK city outside London and sits in the top 3 cities in the UK for attracting inward investment.

### **Population and economy**

The City of Edinburgh Council's area is home to an estimated 548,000 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 South 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 2021 Edinburgh's population grew by 14% against a population increase in Scotland during the same period of 5%. This growth is expected to continue with a projected population of 586,566 by 2043.

Key employment sectors include health; financial and insurance; education; retail; professional, scientific and technical; and accommodation and food services.

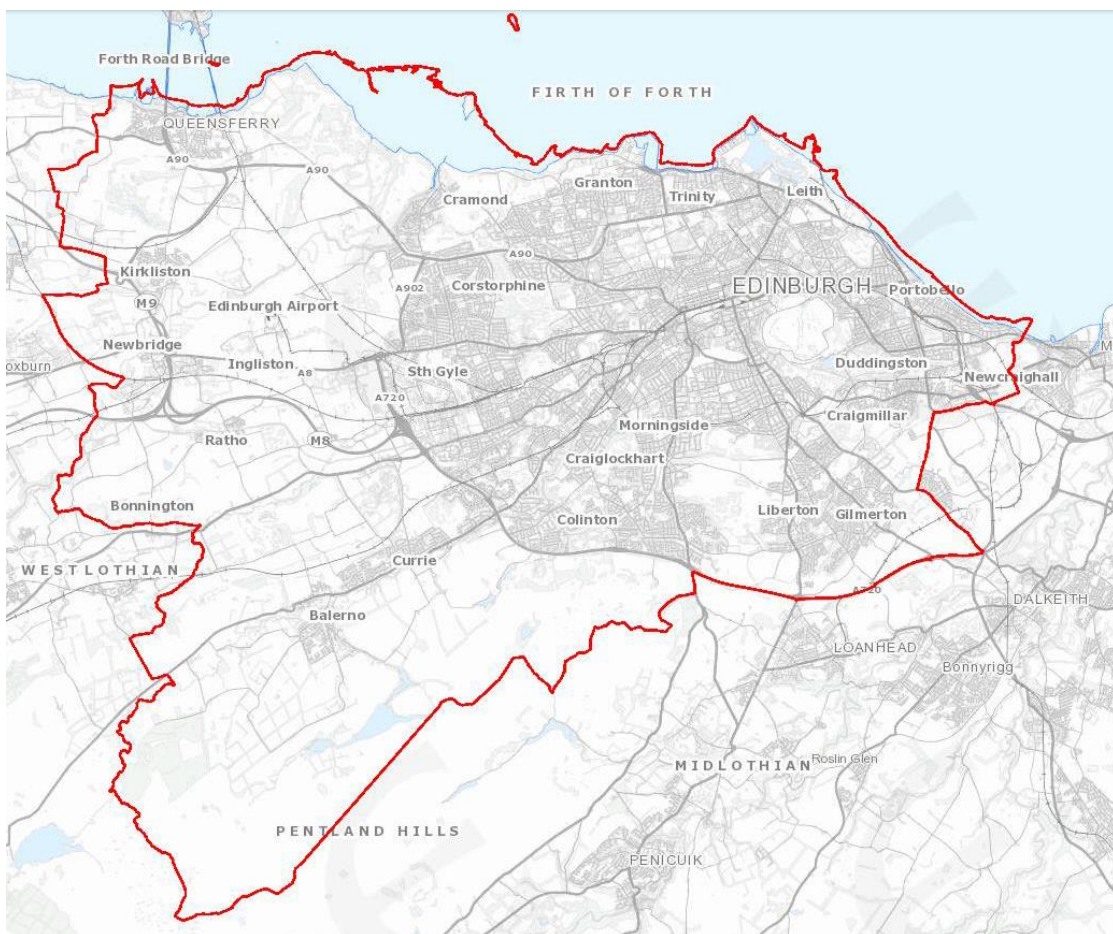
The Council is: -

- A transparent Council that works for all, committed to delivering improved public services and empowering our citizens.
- A Council that is committed to listening to local people and working together with local communities
- A Council where co-operation, fairness, accountability, and responsibility really matter
- A Council that supports businesses and ensures Edinburgh continues to be a city that provides opportunities for employment, innovation, growth, and investment, and
- A Council that actively promotes and champions Edinburgh to the benefit of the city and its people.

Recent exciting and innovative pledges from the Council include:

- £1.3bn plans to transform Granton Waterfront.
- A drive towards the city operating on a "net-zero" carbon basis by 2030 – this is 15 years before Scotland's national net-zero target for 2045.
- Launch of our City Mobility Plan - this is a ten-year strategy that sets out proposals to transform the way people, goods and services travel around the city.
- A commitment to the introduction of 20 Minute Neighbourhoods to enable people to access the support they need in the place they live and work.

We have made significant progress in the last ten years, however more of the same is not an option. Now is the time for bolder, more transformational action.



Map showing the extent of the Council's administrative boundary.

## ***Section 2. Building Standards Service Verification Information***

### **2.1 Where to find Building Standards**

The Building Standards team along with colleagues in related Planning teams are all based on the ground floor of Waverley Court in East Market Street, Edinburgh. This building houses the majority of Council services.

### **2.2 Overall roles and responsibilities of Building Standards**

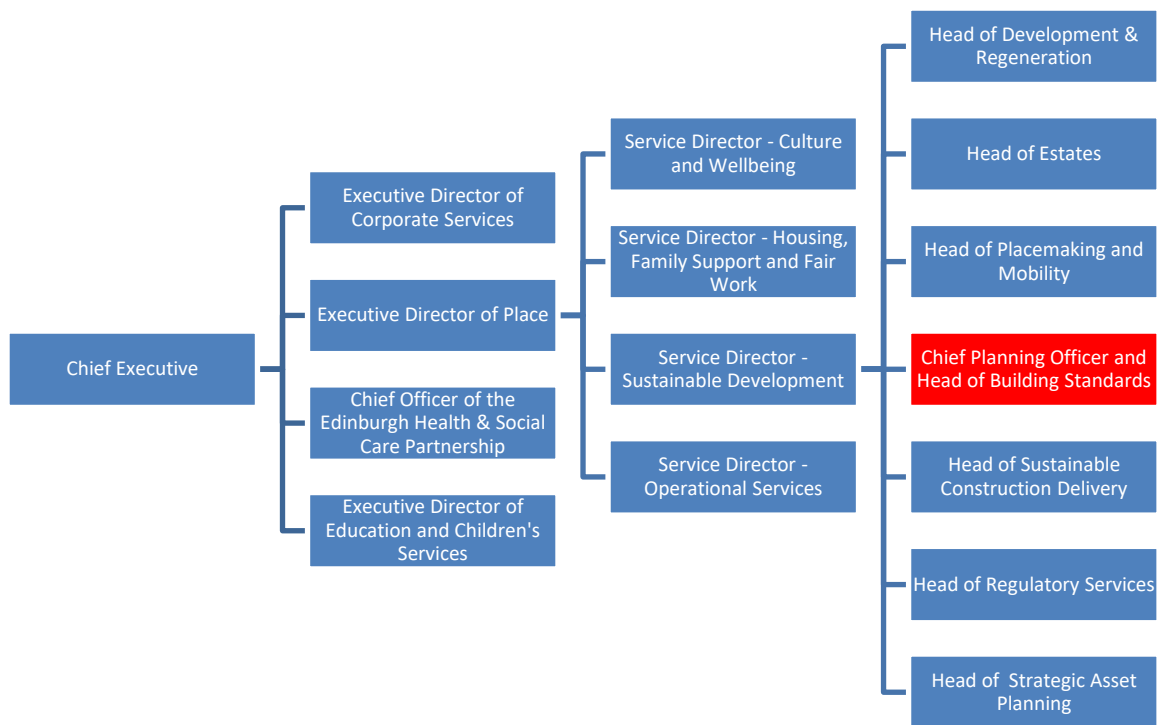
The Building Standards service has a major role to play in the contribution of the overall Council commitments. The city is one of the largest Building Standards services in the UK in relation to both the number of building warrant applications processed each year and the fee income received. During the financial year 2021/22, the service received 5558 building warrant and associated applications, covering building construction work with an estimated value of £1.2 billion which generated approximately £4.4 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 record register of building warrants, completion certificates and energy performance certificates.
- Work with the Scottish Government's Building Standards Division, to meet the fundamental overarching principles of driving forward the future of building standard throughout Scotland.

The Council's Building Standards service is located within the wider Sustainable Development service (part of the Place Directorate). Other services within Sustainable Development include Planning, Transport, Licensing, Housing, Business Growth/Inclusion and Housing Repairs. These support a wide range of services to local communities as well as the development industry.

Sustainable Development covers several of the Council's regulatory functions including enforcement, licensing, environmental health, social housing and economic growth. The natural synergies across the directorate provide opportunities for collaboration, multi-disciplinary teams and a high-level, consistent approach across delivery.



Senior Management with Council	Number of posts (FTE at 31 October 21)	Vacancies (not included in numbers of posts)
Chief Executive	1	
Executive Director of Place (Tier 1)	1	
Head of Sustainable Development (Tier 2)	1	

## **2.3 Building Standards Organisational Structure**

The Building Standards Service chart on the following page sets out the revised structure of the Building Standards service. The Head of Building Standards reports to the Service Director of Sustainable Development.

One of our commitments to our employees was to ensure that once improved performance was back to meeting the Scottish Government targets and being sustained, we would look at introducing a revised structure. The revised structure including a temporary role of Operations Manager for the Service was implemented in February 2020. One of the aims of this change was a shift in the management levels within the Service. The appointment of the Operations Manager was made permanent in April 2022. This has allowed the Service Manager to keep oversight of Building Standards and have an increased focus on the management of the Planning Service.

It was important that we engaged and listened to our employees in shaping the final structure. A series of employee engagement sessions were undertaken over a 10-week period and feedback helped shape the transition into 4 key teams:

- Site Inspection/Compliance
- Plan Reporting (all applications up to £250k)
- Majors (all applications £250k and above and multi-plot housing sites)
- Improvement Team

The indications continue to show that the change is proving to be successful. There are weekly reviews with the Management Team and subsequent reviews with the Team Managers and their new teams.

The Improvement Team has become a permanent feature within the service (using resource from the current budget envelope). Ensuring improvements are sustained and continuous improvement is embedded, are a priority. The Improvement Team share tools/techniques with colleagues across the Planning Service and other areas within the Place directorate.

### **Transactions Team**

The efficient and effective delivery of the building standards service relies heavily on input from the Council's Transactions team. Whilst the line management responsibilities for this team sit out with the direct control of Building Standards management, the team are included in all team briefings, training and improvement initiatives.

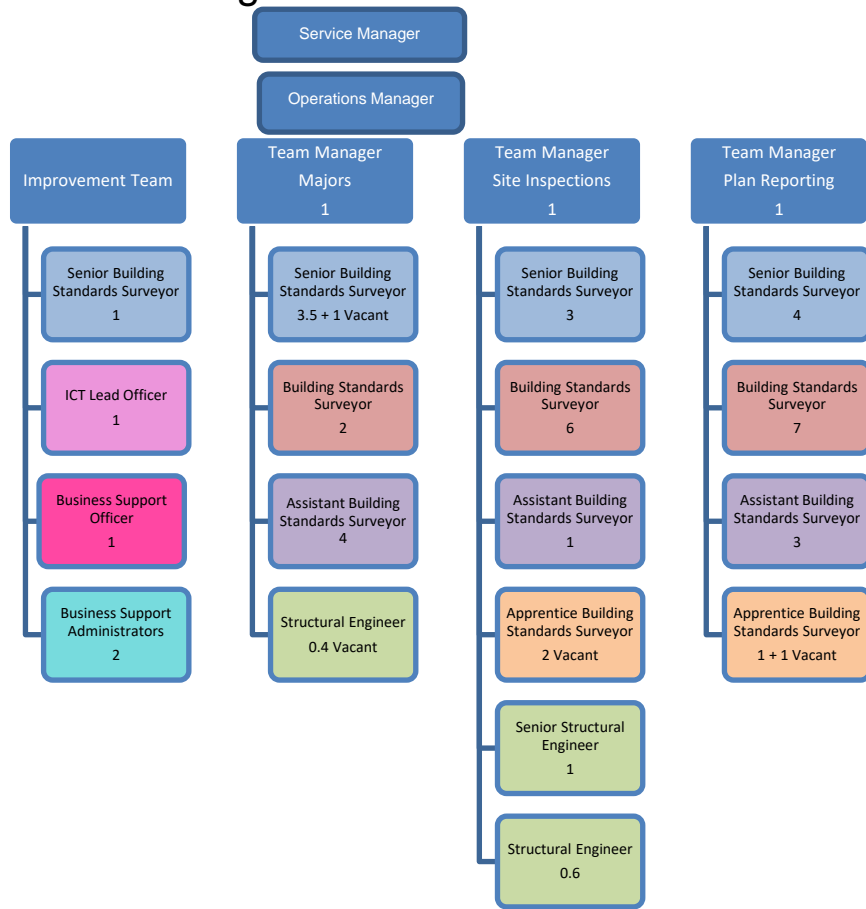
<b>Building Standards Full Time Equivalent Posts</b>	<b>Number of posts (FTE at 31 March 22)</b>	<b>Vacancies (not included in numbers of posts)</b>
Head of Building Standards (Tier 3)	1	
Operations Manager	1	
Team Managers	3	
Senior Building Standards Surveyors	11.5	1
Senior Structural Engineers	1	
Building Standards Surveyors	15	
Structural Engineers	0.6	0.4
Assistant Building Standards Surveyors	8	
Apprentice Building Standards Surveyors	1	3
ICT Lead Officer	1	
Business Support Officer	1	
Business Support Administrators	2	
<b>Total employees (FTE within service area)</b>	<b>46.1</b>	<b>4.4</b>
Transactions Team Manager (FTE)	1	
Transactions staff (FTE)	6	

<b>Staff age Profile within service area</b>	<b>Number of posts</b>
Under 30	12
30 – 39	10
40 – 49	9
50 and over	16

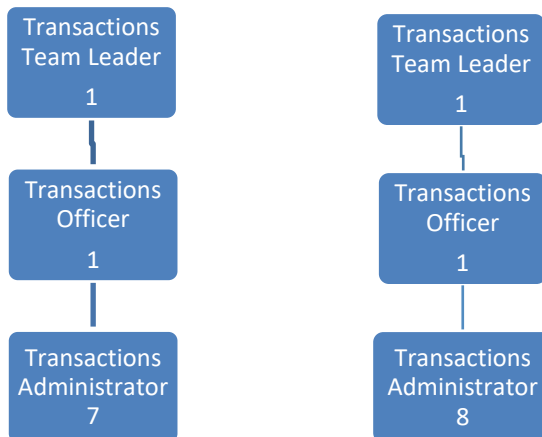
It is evident from the table above that our age profile is changing. It is more resilient and our succession planning for a more sustainable service is developing well. Nearly 50% of our staff are below the age of 40 and 67% of staff are under the age of 50. This is in contrast to many other service areas across the local authority. We have worked hard over the last few years to adjust this profile, bringing in and training new staff, with most having no previous experience in building standards.



# Building Standards Structure



## Transactions Team



## **Public Interest Statement**

### **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 529 3550

[www.edinburgh.gov.uk/buildingstandards](http://www.edinburgh.gov.uk/buildingstandards)

## **Section 3. Strategic Objectives**

### **3.1 City of Edinburgh Council Strategic Goals**

The goals and vision for the Council, the Service and ultimately Building Standards are set out in the Council's Business Plan – Our Future Council – Our Future City. It gives a commitment to improve services, enhance quality of life for citizens and make best use of public resources. We spent most of 2021 facing up to enormous challenges that none of us could ever have predicted. The global pandemic brought immense change and a great deal of uncertainty. It also shone a light on the health of our people and planet as well as underlining the need to protect and support the most vulnerable in society.

Our focus throughout has been on keeping essential public services running and delivering support to those who need it the most. We want to hold onto the many positives to have come out of our collective response to this crisis: kindness and community spirit, collaboration, new ideas and smarter, more sustainable ways of working and living. We have also held onto our aspirations as a capital. We will continue to support our residents to get the most out of living in Edinburgh.

Our residents have told us that they want Edinburgh to become a sustainable, fair, and thriving city. Now, more than ever, we must stay true to our commitments. We must build on our success as a capital city with such a high quality of life to end poverty, to become a net zero city by 2030 and to improve the wellbeing of our residents across the whole city. These are ambitious aims and to meet them we need to do more than simply strive to return Edinburgh to where it was before the pandemic. We must take on board the lessons we have learned and build back better.

Our priorities in relation to both Covid-19 and the financial pressures on our budget, mean we need to look again at how we deliver services. Over the coming years we will continue to focus on our three priorities:

- ending poverty and preventing adverse outcomes such as homelessness and unemployment
- becoming a sustainable and net zero city
- making sure wellbeing and equalities are enhanced for all.

These will be aligned with the priorities set out in the Edinburgh Partnership Community Plan which were developed based on feedback from communities. The priorities, shared by all members of the Edinburgh Partnership, are that all citizens have:

- enough money to live on
- opportunities to work, learning and training
- a good place to live.

### 3.2 The Vision of the Service

#### Vision

**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.**

We strive to improve our service to:

- Deliver an excellent Verification service that fulfils the requirements of Scottish Government Ministers as set out in the Operating Framework,
- Be customer focused, taking account of customers' needs, and deliver best practice in terms of consistency of interpretation and predictability of service,
- Deliver high levels of performance in terms of meeting the targets set in the Building Standards Performance Framework,
- Review service delivery practices as required to address any issues identified through national customer surveys, and
- Deliver targeted, cost effective, value for money services that meet operational needs and customer demand.

### 3.3 Building Standards Strategic Objectives

For the forthcoming year the primary objectives for Building Standards are: -

- To continue to deliver timeous and consistent service to our customers.
- To maintain our current levels of performance.
- To undertake a series of customer service improvements.
- To ensure the health, safety and wellbeing of our employees.

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 compliance and resilience across the construction industry,
- Ensure value for money while meeting the needs of our citizens; and,
- Deliver excellent customer service.

### 3.4 Delivering Building Standards services as restrictions are lifted

Like so many facing this tragic global pandemic, the Council has responded to the crisis by ensuring critical services are prioritised and delivered across the city. This has allowed new operating models to be tested and rolled out.

## **Operational plans during this period**

We have managed to maintain business as usual during these unprecedented times and learned some valuable lessons. We have had to make some adjustments to the service, alongside promoting the submission of applications through the eBuilding Standards Portal.

- We are continuing to promote the use of payments via the eBuilding Standards Portal. Alternatively, payments can be made via our new on-line payment method, which is advertised on our website. This has ensured payments can be made despite the usual service of phone and in office credit / debit card payments having closed as a result of Coronavirus guidance measures.
- The use of alternative methods of compliance and remote video inspections have proven that we can still successfully achieve reasonable enquiry with the added benefit of reducing our carbon footprint by cutting down our travel around the city. We will continue to explore ways to improve this and measure how successful this has been.
- We will continue to follow the guidance that has been provided from Scottish Government relating to all the matters associated with processing building warrants and/or exemptions that are in place until the end of September 2022.
- Warrants which reach the “deemed refusal” date during the current period will be granted an extension if desired to assist in facilitating an approval.
- Develop the understanding of the CAS with colleagues across the council to ensure we achieve maximum benefit from the information gathered.

## **Staff Wellbeing**

During this time, the wellbeing of all our staff is a priority for our Service. Regular contact using video technology for team meetings and regular 1-1 telephone calls with all staff, helps to identify those who may find they are struggling with the new operating environment. Additionally, equipment has been distributed to staff to aid home working where this has been requested. Some staff have already adopted a hybrid working pattern where it was felt necessary.

## **ICT**

The significant investment made by the service in ICT and the introduction of Surface Pro technology to all staff, has enabled the Service to continue to deliver excellent performance during these unprecedented times. The technology has positioned the service very well in response to the global pandemic and will allow us to develop hybrid working patterns for the majority of the staff.

## **Customer engagement**

Prior to the pandemic, customer engagement remained a priority area for the service. As we look to continue to support the economic recovery, the engagement with our

customers is even more critical. A programme of calls to our major developers and agents allowed us to keep a focus on how we could best assist them during this period. As restrictions are lifted, we will continue and expand our customer engagement programme as well as utilising the immediate feedback from the new National Customer Survey. This ongoing dialogue also helps the service look at the pipeline of work and continue to build on strengthening relationships.

## Section 4. Key Performance Outcomes and Targets

### 4.1 Introduction

Continuous improvement is recognised as key in ‘raising the bar’ for quality, compliance, consistency, and predictability of verification activities. This principle was at the core of the introduction of a best value Balanced Scorecard for verifiers in 2005. This approach was assessed by the Scottish Government when the appointment of verifiers was reviewed in 2011. As a result, a Building Standards Performance Framework (BSPF) which set out 9 Key Performance Outcomes (KPO’s) that Verifiers were required to achieve was introduced. In 2017, following a further Scottish Government review, the framework was updated to bring it more in line with current practice and to reduce the KPOs in number from 9 down to 7.

The verifier is required to complete and submit performance reports quarterly to the Scottish Government. 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.

### 4.2 Summary of Key Performance Outcomes (KPOs)

The table below sets out the current list of KPO’s for which targets are set by the Scottish Government. In Section 5 more detailed information on these KPO’s is provided to explain the targets that have been set.

<b>Professional Expertise and Technical Processes</b>	
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
<b>Quality Customer Experience</b>	
KPO3	Commit to the building standards customer charter
KPO4	Understand and respond to the customer experience
<b>Operational and Financial Efficiency</b>	
KPO5	Maintain financial governance
KPO6	Commit to eBuilding Standards
KPO7	Commit to objectives outlined in the annual performance report

### 4.3 Summary of Key Performance Targets

The table below summarises the 7 KPO's including, where appropriate, the targets against which verifiers are assessed by the Scottish Government. It is of note that not all the Outcomes necessarily relate to performance e.g. KPO6.1

<b>KPO1 Targets</b>	
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).
<b>KPO2 Targets</b>	
	Targets to be developed as part of future review of KPO2.
<b>KPO3 Targets</b>	
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.
<b>KPO4 Targets</b>	
4.1	Minimum overall average satisfaction rating of 7.5 out of 10.
<b>KPO5 Targets</b>	
5.1	Building standards verification fee income to cover indicative verification service costs (staff costs plus 30%).
<b>KPO6 Targets</b>	
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"> <li>• Plan checking</li> <li>• Building warrant or amendments (and plans) being issued</li> <li>• Verification during construction</li> <li>• Completion certificates being accepted</li> </ul>
<b>KPO7 Targets</b>	
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 2021 – March 2022).



## Section 5. Key Performance Outcome Data

<b>KPO1 Targets - Minimise time taken to issue a first report or issue a building warrant or amendment to building warrant</b>											
1.1	<table border="1"> <thead> <tr> <th>Quarter of year 2021/22</th> <th>% of 1<sup>st</sup> reports and grants of warrant with no 1<sup>st</sup> report within 20 day target</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>95%</td> </tr> <tr> <td>2</td> <td>92%</td> </tr> <tr> <td>3</td> <td>94%</td> </tr> <tr> <td>4</td> <td>93%</td> </tr> </tbody> </table> <p>We have increased the use of Customer Service Agreements to help in the processing of applications as efficiently as possible whilst meeting customers' expectations. This has, in part, led to what appears to be a small reduction in our performance compared to last year. This performance is also against a backdrop of an unprecedented turnover of staff, due primarily to retirements. Please refer to the age profile data in previous pages.</p>	Quarter of year 2021/22	% of 1 <sup>st</sup> reports and grants of warrant with no 1 <sup>st</sup> report within 20 day target	1	95%	2	92%	3	94%	4	93%
Quarter of year 2021/22	% of 1 <sup>st</sup> reports and grants of warrant with no 1 <sup>st</sup> report within 20 day target										
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2.1	<table border="1"> <thead> <tr> <th>Quarter of year 2021/22</th> <th>% of building warrants and amendments issued within 10 days</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>94%</td> </tr> <tr> <td>2</td> <td>90%</td> </tr> <tr> <td>3</td> <td>93%</td> </tr> <tr> <td>4</td> <td>95%</td> </tr> </tbody> </table> <p>The figures show that we met one of our priorities for the year by keeping this figure as high as possible and consistently meeting/exceeding the national KPO target.</p> <p>The priority for the next year is to ensure that the figures remain at this high level as we replace the lost experience of the retired members of staff and train our newer members of staff.</p>	Quarter of year 2021/22	% of building warrants and amendments issued within 10 days	1	94%	2	90%	3	93%	4	95%
Quarter of year 2021/22	% of building warrants and amendments issued within 10 days										
1	94%										
2	90%										
3	93%										
4	95%										
<b>KPO3 Targets – Commit to the Building Standards Customer Charter</b>											
3.1	The National Customer Charter is displayed prominently on the website. This document was reviewed in late 2021 to ensure it reflects current targets. A further review of this Charter will take place during 2022.										
3.2	All BSD requests for information on a BSD 'Verifier Performance Reporting Service for Customers' cases are 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 2021 annual nation survey conducted by the Building Standards Division in Q3 2020/21 was 5.5. This was a decrease from the previous year, where the rating was 6.2.

Key issues arising from our customers are:

- Communications; and
- Consistency

There are several measures underway to address these, examples include:

- Staff sharing their knowledge and experiences of what good communication looks like through workshops
- We issue a regular newsletter to over 1500 customers, and our Councillors. It sets out progress we are making on improvements and provides information to assist customers in understanding all our roles and responsibilities
- Promotion of the Scottish Government's guidance on how to make a good building warrant application
- Single point of contact for each of our new workstreams.
- Encouraging customers to use the generic email addresses for our workstreams that are provided in our communications rather than using individual's email addresses
- A follow up series of report writing workshops for all surveyors and updating our standard checklists for surveyors to improve consistency.

The introduction of our new workstreams has provided a greater degree of consistency throughout all tasks but there is still much to be done. Additionally, a number of measures have now been embedded which will further aid consistency throughout the Section. These include regular reviews and updates of our procedures, training and mentoring for staff and template checklists for smaller applications such as conservatories and extensions.

Our 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		<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
	<b>Fee income</b>	£1,063,016	£1,206,959	£1,126,335	£1,006,795
	<b>Expenditure</b>	£670,655	£657,842	£654,364	£676,364
	Staffing costs:	£592,628	£579,986	£573,158	£595,158
	Non staff costs:	£26,761	£21,832	£55,476	£55,476
	Other investment:	£3,691	£36,204	£37,371	£16,204
<p>Building standards verification fee income is to cover indicative verification service costs (staff costs plus 30%).</p> <p>The service continues to generate sufficient income overall, to cover staff costs plus 30%.</p>					

### KPO6 Targets - Commit to eBuilding Standards

6.1	<p>Full details of the Building Standards Service in Edinburgh are available on the Council website at <a href="http://www.edinburgh.gov.uk/buildingstandards">www.edinburgh.gov.uk/buildingstandards</a></p> <p>This includes a link to the eBuilding Standards website.</p>
6.2	<p>Plan checking of both building warrants and amendments are in excess of the 75% target and over 98% were processed electronically during 2021/22.</p> <p>The major investment that we made in mobile technology with all members of staff receiving Microsoft Surface Pro computers, has allowed all staff to work from home and to carry out video site inspections during the Covid-19 pandemic.</p> <p>Completion certificates are submitted online and processed electronically in most cases.</p>

### KPO7 Targets - Commit to objectives outlined in the annual performance report

7.1	<p>The annual verification performance report for 2021-22 is on the Council website at: <a href="https://www.edinburgh.gov.uk/council-performance-reports/building-standards-performance/1">https://www.edinburgh.gov.uk/council-performance-reports/building-standards-performance/1</a></p>
7.2	<p>The annual verification performance report for 2021/22 includes performance data.</p>

## ***Professional Expertise and Technical Processes***

### **Protocols for dealing with work –**

- A fundamental review of our Procedures was undertaken in 2020. This is an ongoing area of activity to ensure we continually change and improve and that our procedures are amended to reflect these changes.
- All staff briefing sessions and workshops are held to discuss and test the procedures and to ensure that they are fully understood.
- We have a robust Quality Assurance Framework in place.
- We have a skills matrix that is used to ensure applications are allocated to staff who are suitably qualified and experienced to deal with them.
- In addition, a minimum of 5% of building warrants are checked by senior surveyors to ensure consistency.

### **Performance management systems –**

- At divisional level - Building Standards Senior Managers meet with colleagues across Sustainable Development weekly to discuss a range of current issues, with performance management being a standing monthly agenda item.
- At service level - we have a dedicated Improvement Team that develops an ongoing programme of improvement, including details of the work and performance targets of the Service.
- At team level - staff utilise the Enterprise workflow management system; this uses a traffic light system to prioritise workloads to ensure key outcomes are met.
- Weekly management teams have a structured agenda which includes service performance.
- Individually - staff have the opportunity to participate in monthly one to one sessions with the team leader so any performance issues can be discussed and addressed. They also take part in the Councils' Annual Performance Framework where individual discussions take place on "looking back" at performance in the last 6 months and "looking forward" for the next 6 months.
- The Enterprise Reporting Tool provides a clear view of workload allocation on every application. It is flexible and allows reallocation of work during periods of staff absence. 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 –**

The organisation recognises that staff are key to efficient and effective service delivery. On this basis we seek to ensure they receive regular training on all aspects of the role, be it procedural or technical.

- The start of the CAS has provided a challenge over the past year that we have still to fully overcome and conclude. We will work through this program to ensure maximum benefit can be achieved for all staff and the service.
- We hold monthly All Staff Team meetings which include training as a standing item on the agenda. This allows for those who have attended events to share knowledge with colleagues as well as identifying any training requirements.

- Formal training is provided internally to aid surveyors pursuing a professional membership (CABE/RICS/CIOB). A formal training partnership with the CIOB also provides surveyors a platform to pursue a professional membership to aid the individual and ensure the service has suitably qualified professionals.
- The service aims to provide 36 hours of training per year per member of staff.
- In addition to this, other centralised training is given which concentrates on health and safety requirements and changes to legislation. This helps to meet RICS professional training requirements.
- Staff are encouraged to attend meetings of LABSS to keep abreast of national issues affecting the Building Standards profession.
- Forums have been set up to discuss technical/procedural issues encountered by staff, the outcomes of which are adopted as best practice.

### **Benchmarking –**

We recognise the benefit of active participation in benchmarking and closer collaborative working. To this end we continue benchmarking with: -

- Southeast Scotland Consortium which comprises colleagues from Fife, Midlothian, East Lothian, West Lothian, Scottish Borders and ourselves. This is one of 7 consortia set up by LABSS. The consortia aims are: -
  - Developing best practice in the application of procedures.
  - Improving uniformity of interpretation and application of the technical standards.
  - Feeding into the work of the Local Authority Building Standards Scotland (LABSS).
- The Building Standards Division of the Scottish Government (BSD)
- The 32 Scottish Local Authorities through the work of Local Authority Building Standards Scotland (LABSS).
- The SOLACE group of authorities which share data to allow us to compare ourselves against a variety of similar authorities (with a mix of urban and large rural areas)

### **Shared Services –**

Currently CEC Building Standards provides structural engineering resource to another local authority (Midlothian) and conversations took place with East Lothian Council & West Lothian Council regarding similar engineer resource. We will pursue further discussions on this matter in the coming year. In the past, we collaborated with Argyle and Bute Council and Aberdeen Council on the processing of warrant applications.

### **Succession planning –**

- The age profile has changed significantly within the service, with a good mix of ages now throughout.
- Exploration of a number of flexible contracts is considered alongside our ongoing commitment to appoint Graduate Apprentices and Modern Apprentices.

## **Quality Customer Experience: -**

### **Customer communication strategies –**

A review of the feedback from our National Customer Survey (NCS) was carried out and revealed that communication is an issue. The information disclosed that the problem is not service wide and there are many examples of good communication and excellent customer service. Our updated strategy will:

- Focus and build on the examples of good communications and service provided by the majority of staff. Staff sharing their approach through workshops and setting out the aims and ambitions to improve the customer experience across the entire service.
- Use the more immediate feedback from the new NCS to identify problems and areas of improvement and react in a more timely manner.
- Re-establish our Annual Customer Forum in a face-to-face setting. This is a joint forum with colleagues in our Planning Service, which is widely attended, with the feedback being used to inform improvement plans.
- A customer newsletter continues to be issued and ongoing updates on blog and twitter will become more common practice.

### **Charter –**

- The National Customer Charter is updated annually and is 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.
- Alongside the joint Charter with Planning colleagues, our own separate Charter for Building Standards has been created.

### **Customer Engagement and feedback –**

- The service is fully involved in national surveys and has embraced the new NCS with the aim of avoiding survey fatigue and obtain meaningful customer feedback from more customers.
- Complaints are monitored and lessons learned are used to make changes to the service.
- 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 –**

General 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 and phone service are available from 9am to 1pm every weekday.

### **Accessibility of Service –**

As a customer focussed service, we aim to make the service as accessible as possible which we do through the following methods: -

- The customer contact centre is manned by staff who are specifically trained to deal with general enquiries at first point of contact. We have taken account of

responses to requests from the contact centre and will be updating our practices accordingly.

- We publicise, on our website generic e-mail addresses for our three workstreams to which enquiries can be sent. These are monitored daily to ensure there are no delays in responding.
- We are prepared to meet locally with agents to discuss proposed warrants, although more and more 'discussions' now take place through electronic means.

#### **Pre-Application Service –**

- We actively encourage pre-warrant application discussions for large or complex developments incorporating new or innovative design. We advise that this service can be undertaken at the designer's office, if coming to Waverly Court is inconvenient.
- Electronic pre-warrant discussions also take place on a regular non-formal basis for smaller development proposals.

#### **Customer Agreements –**

A customer agreement is provided for any application which falls within the service's Major Applications Team which has a construction cost of £250,000 or greater. With each customer agreement, the service endeavours to meet with applicants before the submission of an application or as soon as reasonably practicable after an application has been received. The intention of the customer agreement is to pre-empt any major technical matters applicable to the proposals and to also agree critical procedural elements (i.e., Staged Building Warrant structure).

#### **Customer Dissatisfaction (procedural or technical) –**

The technical standards are presented as guidance as opposed to the regulations which are mandatory. On occasion there can be differences in opinions over a technical or procedural matter, or a perceived lack of consistency with another verifier. To address this Local Authority Building Standards Scotland (LABSS) have in place a dispute resolution service. This can involve the verifier escalating the enquiry to LABSS who then seek a national view before publishing their interpretation. The Council has a robust complaints procedure for dealing with all forms of complaint.

### ***Operational and Financial Efficiency: -***

#### **Team Structures –**

The Building Standards teams are based on a workstream structure as set out on page 9.

#### **Financial Monitoring –**

Monthly monitoring of fee income is undertaken, and verification costs and income are reported on a quarterly basis to the BSD.

We have monthly meetings taking place with finance across the Planning & Building Standards service as well as quarterly meetings with the wider Place Directorate, these are supported with regular financial monitoring meetings with the Senior Accountants (allocated to BS) and the BS Management team.

#### **IT Systems –**

We use the Uniform system linked to the IDOX document management system. This in turn links in to the Scottish Government eDevelopment Portal which permits customers to lodge applications electronically. Since 2018, there has been significant investment in

the ICT technology that underpins service delivery, including the roll out of Surface Pro devices to all members of staff. The recent essential switch to homeworking by all staff has been made possible by this ICT investment. We have recently reached agreement with our ICT Partners to have direct contractual arrangements with Idox solutions to host our data directly on the Cloud. This will provide significant improvements in productivity, stability, capacity, and costs.

**Digital Services –**

A full range of digital services including online applications and website information is available. We are seeking to continually look at a channel shift and increase the levels of business conducted electronically. We have invested in the appointment of an ICT Lead officer who is dedicated to align our improvement programme with digital opportunities.

**Finance Systems –**

The Building Standards service adheres to the Council's financial policies and budgets and spending is kept under review. At a team level, all monies received in respect of building warrant fees are logged. This permits money received and budgets to be monitored by our finance colleagues.

**Internal communication strategies –**

The Council recognises the importance of having clear lines of communications to ensure staff are kept motivated and feel involved. There are regular corporate updates, including a blog from the Chief Executive. Our internal intranet (the ORB) provides excellent updates on all news, vacancies, wellbeing, and self-service. The Building Standard service hold regular team briefs and team meetings which are very interactive and encourage participation of staff across the service.



## Section 6. Service Improvement and Partnership Working

The Building Standards service has made significant improvement since the audit of November 2017, where the Scottish Government identified a range of areas for improvement. These included: -

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

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

The Service reports to the Building Standards Division, annually on key deliverables achieved, and key objectives planned for next year.

### *Continuous Improvement Actions delivered 2021/22: -*

The Service has delivered significant improvements over the past 12 months: -

Improvement Theme	Objective	Timescale / Rating	Evidence
<b>Leadership and Management</b>	<p><b>Workforce profile</b></p> <p>✓ The workforce profile is a key factor in sustaining our performance and ensuring a balance of experience and attracting new talent to the service. During the course of the next year, it will be reviewed regularly. It will also recognise the recent work undertaken at national</p>	<b>Ongoing</b>	<p>There have been several changes to our workforce over the past year with some surveyors retiring, a number of surveyors being promoted &amp; seven new permanent members of staff within both the technical and admin functions.</p> <p>We are presently compiling a business case to recruit additional Apprentice and Assistant Surveyors.</p>

Improvement Theme	Objective	Timescale / Rating	Evidence
	level with BSD on the workforce planning strand of improvements.		
	<b>Stress Risk Survey/Workshop</b> ✓ A Stress Survey will be carried out for all staff with a follow-up workshop to drill down and focus on key findings. Regular pulse checks on staff wellbeing will be carried out throughout the year.	<b>Complete</b>	The yearly staff survey was carried out with the main themes discussed with managers/staff in regular team and 1 to 1 meetings.
	<b>Future Service Delivery Model - Business Support</b> ✓ To bring a balance to the support for the overall BS Team, a business case will be considered for roles within the service. Job profiles and adverts will be developed for a Lead ICT Officer, Project Officer and Admin Support roles. These roles are funded from the current budget envelope and are critical to ensure ongoing sustainment of the improvement programme.	<b>Complete</b>	The business case for these roles was approved by senior management and permanent appointments were made to all posts in early 2022.
	<b>Staff Training</b> ✓ Staff to be trained on all updated procedures and legislation.	<b>Complete</b>	Ongoing training sessions have taken place with all staff and a training register maintained.

Improvement Theme	Objective	Timescale / Rating	Evidence
	<p><b>Future Service Delivery Model – Review</b></p> <p>✓ It is important to ensure the new model of operation is efficient and effective. Ongoing review will take place during 2021/2022 to ensure against a backdrop of the Covid-19 Pandemic and wider Council pressures, the model is not only affordable but flexible and offers a collaborative approach with key internal services.</p>	<b>Complete</b>	The model was reviewed regularly throughout the year with resource redistributed where and when required to meet peaks in workload.
<b>Performance and Continuous Improvement</b>	<p><b>Internal Audit – Follow up</b></p> <p>✓ In order to reassure Internal Audit that actions are being sustained a follow up internal audit will be conducted later in 2021. There has been an excellent working relationship with colleagues in Audit and we engage them on a number of occasions to test our procedures.</p>	<b>Delayed</b>	Due to other pressures placed upon the Internal Audit team this did not take place but it is hoped that this will proceed in 2022.
	<p><b>Performance</b></p> <p>✓ Sustain performance - above 95% of warrants</p>	<b>Ongoing</b>	Performance remained high despite the difficulties of operating within the Covid Pandemic. 94% of warrants were issued first reports within 20 day target and 93% of warrants were granted within 10 days of receiving

Improvement Theme	Objective	Timescale / Rating	Evidence
	being issued first reports within 20 day target and 90% of warrants being granted within 10 days of receiving satisfactory info.		satisfactory info.
	<b>Performance</b> ✓ Improve response times for progressing completion certificates and ensure compliance with completion certificate processes.	<b>Ongoing</b>	The Procedures around Completion Certificates have only recently been reviewed/implemented. Progress will be monitored over the coming year in relation to response times and procedure compliance.
	<b>Performance</b> ✓ Error reports to be produced detailing data input errors within Uniform.	<b>Ongoing</b>	A number of error reports have already been introduced. Further reports will be established as new Enterprise tasks are launched.
	<b>Performance</b> ✓ The refusal process for Historic building warrants to be completed.	<b>Complete</b>	We have now completed the cleanse of our data base to refuse historic building warrants.
	<b>Performance</b> ✓ Explore the merging and automatic send/save of Standard letters within the Uniform system.	<b>Complete</b>	Relevant letters within Uniform have now been merged and automatically send/save – this save time, promotes consistency and ensures records are always accurate.
	<b>Procedures</b> ✓ Carryout a review of the processes and Procedures within the Site Inspection workstream.	<b>Complete</b>	The review was carried out in July 21. A number of outcomes were implemented including directing all additional information submissions via the eBS Portal, updates to standard letters, standard email responses, review of all Completion Certificate related Procedures, website updates, explanatory newsletters to customers and training/mentoring for less experienced surveyors.

Improvement Theme	Objective	Timescale / Rating	Evidence
	<b>Procedures</b> ✓ Review and streamline the Procedure for dealing with Completion Certificates.	<b>Complete</b>	New Procedure for Rejecting Completion Certificates was implemented, and all other Procedures were completely re-drafted throughout the year. Staff were trained and the final Procedure was made live on 1 <sup>st</sup> April 22.
	<b>Procedures</b> ✓ Review the procedure of processing CCNBWO's.	<b>Complete</b>	The procedure for CCNBWO's has been completely re-written and all staff have been trained.
	<b>Procedures</b> ✓ Review and streamline the Procedure for dealing with Temporary Occupation Certificates.	<b>Complete</b>	Procedure was completely re-drafted. Staff were trained & the Procedure was made live on March 22.
	<b>Procedures</b> ✓ Develop a new procedure for checking warrant reports utilising Enterprise.	<b>Ongoing</b> (Completion Sept 22)	Whilst we have a workable solution in place, the upcoming updates to Uniform have introduced a Peer Review tab which we will investigate with a view to implementing in the coming year.
	<b>Procedures</b> ✓ New procedure introduced for the registering and processing of SER Forms.	<b>Complete</b>	This now allows a quicker and securer process for SER Forms.
	<b>Delivering Excellence</b> ✓ A series of "Delivering Excellence" sessions are planned to take an end to end approach to our business as usual activities. These provide a walkthrough of the current key processes, examined and challenged by teams and will provide improved processes for introduction.	<b>Ongoing</b> (Completion Dec 22)	Whilst the Site Inspection review was completed and the outcomes implemented, a similar process requires to be carried out with our Majors and Plan Reporting teams.

Improvement Theme	Objective	Timescale / Rating	Evidence
	<p><b>Self-Assessment</b></p> <p>✓ The Service will undertake a self-assessment approach to examine key areas across the business. The Assessment model will be based on the Public Sector Improvement Framework (PSIF).</p>	<b>Not Carried Out</b>	On further reflection it was felt that the combination of our own audit process and the oversight of the Councils Internal Audit team was sufficient to meet this goal.
	<p><b>Efficient/Effective working</b></p> <p>✓ We will continue to look at the use of ICT to drive forward efficiencies and streamline service.</p>	<b>Ongoing</b>	This is a continual process, as we look at updates to procedures/process, we try to introduce ICT solutions where possible. This has resulted in a greater use of our Enterprise system and greater automation within our Uniform system.
	<p><b>Efficient/Effective working</b></p> <p>✓ Develop the use of Uniform to produce the BSD Quarter and Annual Returns.</p>	<b>Complete</b>	This has now been successfully implemented to produce the data for our quarterly and annual returns.
	<p><b>Enforcement</b></p> <p>✓ Review current Procedures around Enforcement of Works without Warrant, Occupation without Completion, Dangerous and Defective Buildings.</p>	<b>Ongoing</b> (Completion Oct 22)	New Procedures are in place for initial registration/processing along with a number of new standard letters, however further work is required on the procedures and to move the whole process to be Enterprise based. Guidance will be taken from the work currently under way by the BSD.
<b>Customer Improvements</b>	<p><b>Customer Satisfaction on change activities</b></p> <p>✓ In order to test recent changes with our customers, we will continue to undertaking a series of</p>	<b>Ongoing</b>	A programme of outbound calls was undertaken in relation to recent changes within the service. Feedback/comments were gathered to help shape our future improvements. More work is required in this area to help improve our customer satisfaction levels.

Improvement Theme	Objective	Timescale / Rating	Evidence
	outbound calls to test customer satisfaction on a variety of service areas.		
	<b>National Customer Survey / Customer Engagement Plan</b> ✓ The results of the National Customer Survey have been released. The Service area will spend time comparing and analysing results and developing an action plan as part of the Customer Engagement Plan. Areas will include communications, engagement, consistency of service and complaints and satisfaction.	<b>Ongoing</b>	Whilst we have made improvements in our consistency of reports through all staff training/workshops and our customer engagement through regular newsletters and outbound calls, we still have work to do on our communication strategy which will be a focus for the coming year.
	<b>Review of Contact Centre call provision</b> ✓ A review to look at the incoming calls to the Corporate Call centre. Determining the Top 10 enquiries and call scripts etc. Revised scripts will be agreed. Call Centre Staff will be given access to Uniform to arrange call back tasks for BS staff.	<b>Complete</b>	Call scripts and contact details were reviewed, updated, and implemented. Due to security issues, access to Uniform was not possible for the Call Centre team. We will investigate the use of a new IVR system in the coming year.
	<b>Review of Website Content</b> ✓ A review to update the content of our website.	<b>Ongoing</b> (Completion Dec 22)	Initial work has been undertaken to improve the Website content with the addition of Frequently Asked Questions and improvements to the Contact Us page, however a deeper dive will be carried out

Improvement Theme	Objective	Timescale / Rating	Evidence
			during the coming year to ensure the content is even more relevant and user friendly.
	<b>Warrant Expiry</b> ✓ Introduce a new procedure to notify customers of warrants due to expire.	<b>Complete</b>	New procedure introduced to give customers a 3 month warning that their warrant is due to expire.
	<b>Working in partnership with our customers to design and implement our change activities</b> ✓ Engage customers, partners, and stakeholders to test change initiatives.	<b>Ongoing</b>	Due to Covid restrictions we were unable to run our Stakeholder panels, but it is hoped we can re-introduce these in the coming year.
	<b>Customer Insight / Satisfaction</b> ✓ Continue to develop insight on customer experiences, needs and preferences and make positive changes as a result of analysing these.	<b>Ongoing</b>	This is an ongoing process through customer feedback and is helping to shape our future improvements and communication strategy.



### **Continuous Improvement Actions planned for 2022/23: -**

The Service has a number of improvement actions planned for the year ahead.

<b>Improvement Theme</b>	<b>Objective</b>	<b>Timescale / Rating</b>	<b>Evidence</b>
<b>Leadership and Management</b>	<p><b>Workforce profile</b></p> <ul style="list-style-type: none"> <li>✓ The workforce profile is a key factor in sustaining our performance and ensuring a balance of experience and attracting new talent to the service. During the course of the next year, it will be reviewed regularly. It will also recognise the recent work undertaken at national level with BSD on the workforce planning strand of improvements.</li> </ul>	Ongoing	
	<p><b>Stress Risk Survey/Workshop</b></p> <ul style="list-style-type: none"> <li>✓ A Stress Survey will be carried out for all staff with a follow-up workshop to drill down and focus on key findings. Regular pulse checks on staff wellbeing will be carried out throughout the year.</li> </ul>	July 22	
	<p><b>Future Service Delivery Model – Review</b></p> <ul style="list-style-type: none"> <li>✓ It is important to ensure the new model of operation is efficient and effective. Ongoing review will take place during 2022/2023 to</li> </ul>	Ongoing	

Improvement Theme	Objective	Timescale / Rating	Evidence
	ensure the model is not only affordable but flexible and offers a collaborative approach with key internal services and wider Council pressures.		
<b>Performance and Continuous Improvement</b>	<b>Internal Audit – Follow up</b> ✓ In order to reassure Internal Audit that actions are being sustained a follow up internal audit will be conducted later in 2022. There has been an excellent working relationship with colleagues in Audit and we engage them on a number of occasions to test our procedures.	Nov 22	
	<b>Performance</b> ✓ Sustain performance - above 95% of warrants being issued first reports within 20 day target and 90% of warrants being granted within 10 days of receiving satisfactory info.	Ongoing	
	<b>Performance</b> ✓ Error reports to be produced detailing data input errors within Uniform.	Ongoing	

Improvement Theme	Objective	Timescale / Rating	Evidence
	<b>Performance</b> ✓ Rationalise all drop down menus and letters within Uniform.	Aug 22	
	<b>Performance</b> ✓ Improve response times for progressing completion certificates and ensure compliance with completion certificate processes.	Dec 22	
	<b>Delivering Excellence</b> ✓ A series of “Delivering Excellence” sessions are planned to take an end to end approach to our business as usual activities for our Majors and Plan Reporting teams. These provide a walkthrough of the current key processes, examined, and challenged by teams and will provide improved processes for introduction.	Mar 23	
	<b>Efficient/Effective working</b> ✓ We will continue to look at the use of ICT to drive forward efficiencies and streamline service.	Ongoing	
	<b>ICT</b> ✓ Migrate operating systems to Idox hosted Cloud.	Sept 22	

Improvement Theme	Objective	Timescale / Rating	Evidence
	<b>Procedures</b> ✓ Introduce a new procedure for processing Section 50 Licensing applications.	June 22	
	<b>Procedures</b> ✓ Review the procedures for our Property Inspection and Conformation of Completion services.	Oct 22	
	<b>Procedures</b> ✓ Develop a new procedure for checking warrant reports utilising the new Uniform Peer Review Tab.	Oct 22	
	<b>Enforcement</b> ✓ Review current Procedures around Enforcement of Works without Warrant, Occupation without Completion, Dangerous and Defective Buildings.	Nov 22	
<b>Customer Improvements</b>	<b>Customer Satisfaction on change activities</b> ✓ In order to test recent changes with our customers, we will continue undertaking a series of outbound calls to test customer satisfaction on a variety of service areas.	Ongoing	

Improvement Theme	Objective	Timescale / Rating	Evidence
	<p><b>National Customer Survey / Customer Engagement Plan</b></p> <ul style="list-style-type: none"> <li>✓ Following the publication and analysis of the National Customer Survey results, our focus this year will be to develop an effective customer communication strategy.</li> </ul>	Sept 22	
	<p><b>Review of Contact Centre call provision</b></p> <ul style="list-style-type: none"> <li>✓ We will review the use of an automated Interactive Voice Response (IVR) phone system to improve our customer journey.</li> </ul>	Aug 22	
	<p><b>Working in partnership with our customers to design and implement our change activities</b></p> <ul style="list-style-type: none"> <li>✓ Engage customers, partners, and stakeholders to test change initiatives.</li> <li>✓ Re-introduce our stakeholder panels.</li> </ul>	Ongoing	
	<p><b>Customer Insight / Satisfaction</b></p> <ul style="list-style-type: none"> <li>✓ Continue to develop insight on customer experiences, needs and preferences and make positive changes as a result of analysing these.</li> </ul>	Ongoing	

## *Partnership working*

Building Standards does not and cannot operate effectively and efficiently by working in isolation. The following are examples of how partnership working has driven collaboration and improved service delivery.

<i>Within the Council</i>	
Planning Services	Working collaboratively to encourage development within the city.
Legal Services	Consult and discuss matters of legislative interpretation with our solicitors and progress applications. Consultation on enforcement.
Licensing	Consultee for applications in relation to Houses in Multiple Occupation and Liquor Licensing.
Housing Services	Work with colleagues to ensure the delivery of the Council's commitment to social housing.
Economic Development/Inclusive Growth	Collaborative working on building warrants that have significant impact for inward investment, ensuring early engagement & efficient progression through the process.
<i>Outwith the Council</i>	
Southeast Scotland Consortium which comprises colleagues from Fife, Midlothian, East Lothian, West Lothian, Scottish Borders and ourselves	Identifying best practice; improving consistency in the application and interpretation of technical standards.
LABSS	Participate in consultations and attend meetings.
Scottish Fire and Rescue Service	Consultation as and when required on dangerous buildings and other specified applications.
Scottish Government	Participation in strategy forums, benchmarking and sharing of best practice.
Midlothian Council	Sharing resource with structural engineer.
NHS Lothian	Regular discussions and updates during the Covid-19 Pandemic.
BSD	Working with Scottish Government's externally appointed consultants to provide information as part of the on-going reviews of the Building Standards service.

## Section 7. Building Standards – Additional Data

In 2020/21, Building Standards performance was as follows:

Building warrants and amendments to building warrant	<ul style="list-style-type: none"> <li>• 5558 building warrant and associated applications received including amendment to warrants</li> <li>• 3379 decisions made on building warrant applications</li> </ul>
Completion certificates	<ul style="list-style-type: none"> <li>• 5858 completion certificates submitted</li> <li>• 6200 decisions made</li> </ul>
Certification	<ul style="list-style-type: none"> <li>• 1522 certificates of design submitted</li> <li>• 562 certificates of construction submitted</li> </ul>
Energy Performance Certificates (EPCs)	<ul style="list-style-type: none"> <li>• 1750 copy certificates received (domestic)</li> <li>• 50 copy certificates received (non-domestic)</li> </ul>
Statements of Sustainability	<ul style="list-style-type: none"> <li>• 1361 copy certificates received (domestic)</li> <li>• 23 copy certificates received (non-domestic)</li> </ul>
Enforcement	<ul style="list-style-type: none"> <li>• 1 Notices served under sections 25 to 30</li> <li>• 0 Cases referred to procurator fiscal</li> <li>• 1 Cases where LA has undertaken work</li> </ul>