

# Argyll and Bute Council

## Building Standards Balanced Scorecard

Cairt-mheasaidh Chothromaichte  
airson Ìrean-riaghlaidh Togail

**2012-2013**



Argyll and Bute Council  
Comhairle Earra-Ghàidheal agus Bhòid  
[argyll-bute.gov.uk](http://argyll-bute.gov.uk)



**Building Standards**  
Planning & Regulatory Services

**Balanced Scorecard 2012-2013**

**September 2012**

Key Contact:

**Martin Matheson**

Building Standards Manager

Planning and Regulatory Services

Development and Infrastructure Services

Blairvadach

Shandon

Helensburgh

G84 8ND

Tel: 01436 658872

[martin.matheson@argyll-bute.gov.uk](mailto:martin.matheson@argyll-bute.gov.uk)

[www.argyll-bute.gov.uk](http://www.argyll-bute.gov.uk)

© 2012 Argyll and Bute Council

Contents Page

**1.0 - Introduction ..... 3**

**2.0 - Building Standards Verification Service Information ..... 13**

**3.0 - Strategic Objectives..... 19**

**4.0 - Key Performance Outcomes .....27**

**5.0 - Building Standards Additional Data (Local Authority Annual Return) .....32**

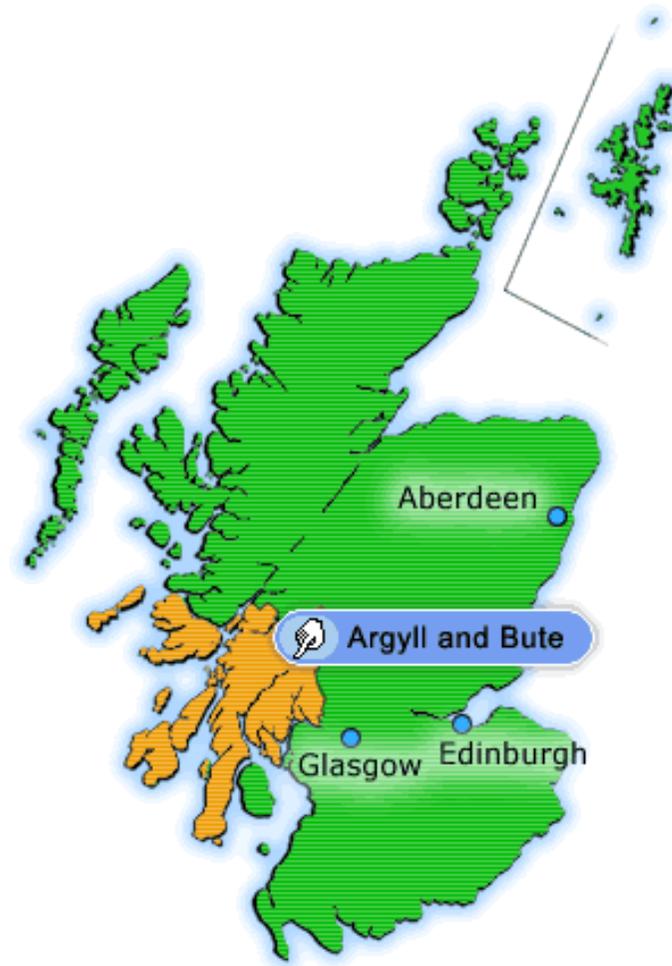
**Annex – Key Performance Outcomes 9 (Continuous Improvement Plan).....36**

## 1.0 - Introduction

The Building Standards Section is part of Planning and Regulatory Services within the Development and Infrastructure Services Directorate of Argyll and Bute Council.

[Argyll and Bute Council](#) area comprises a large mixed urban, rural and island communities. Created in April 1996 it was formed by combining the former Argyll and Bute District Council area and the Helensburgh and Lomond area of the former Dumbarton District Council to form the second largest geographical area of any Scottish Local Authority at 7,000 square kilometres and third sparsest population density of the 32 Scottish local authorities, with an average density of just 0.13 persons per hectare. From Helensburgh west to the Atlantic islands of Tiree and Coll, and from the Mull of Kintyre north to the edge of Glencoe. Argyll and Bute is an area of contrast and diversity with 6 main towns, 48 small towns and villages, and 151 minor settlements across the mainland and 25 inhabited islands.

With a population of over 90,000 and covering a large dispersed geographical area particular service delivery arrangements have been formulated to meet the needs of the diverse communities we serve. Fifty-five per cent of Argyll and Bute's population live in settlements smaller than



3,000 people, or out with settlements altogether, of which seventeen per cent live on Islands.

Because of the rural nature of the area, the pattern of employment in Argyll and Bute is different to the Scottish average.

The proportions of people working in the agriculture, forestry and fishing sectors and tourism-related activities are far higher than Scottish averages. Proportions of employment in tourism, hotels and restaurants are higher in the more rural areas than in the urban areas (table 1).

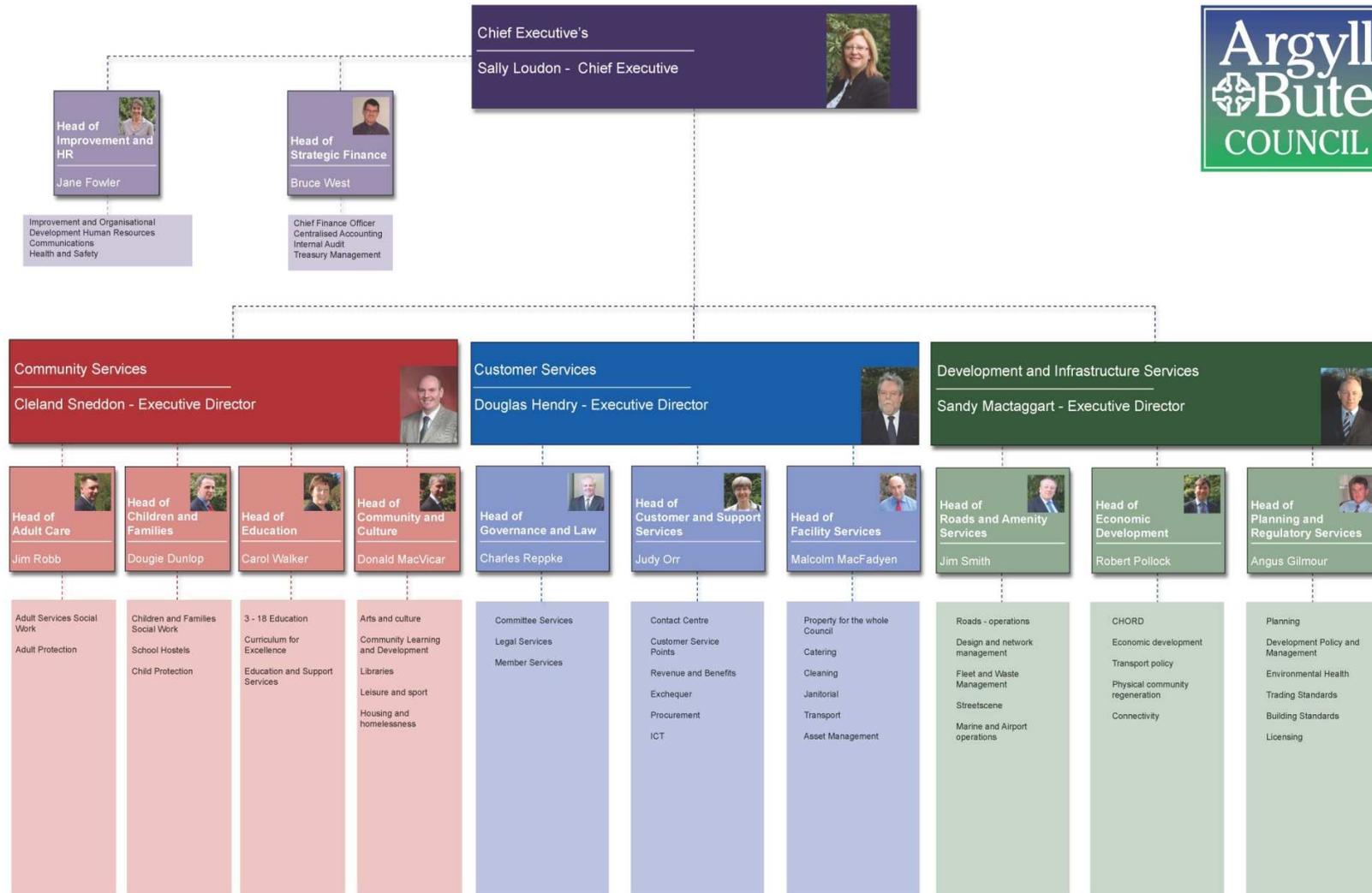
**Table 1 - Employment by industry (2011)**

	Argyll and Bute % aged 16-64 in employment in...	Scotland % aged 16-64 in employment in...
Agriculture and fishing	4.8%	1.7%
Energy and water	2.7	3.3%
Manufacturing	5.3%	8.1%
Construction	8.7%	7.5%
Distribution, hotels and restaurants	19.7%	19.3%
Transport and communications	5.8%	7.2%
Banking, finance and insurance	11.6%	15.2%
Public administration, education and health	36.6%	31.4%
Other services	5.2%	5.9%

(Source: Annual Population Survey 2011, NOMIS 2012)

Argyll and Bute's economy has a high dependency on industries, such as public sector, construction, tourism, agriculture, forestry and fishing, which are facing considerable economic and environmental challenges.

The [Building Standards Service](#) sits within the Development and Infrastructure Services Directorate. The chart below indicates the current arrangement.



The balanced scorecard is a strategic planning and management tool that is used in business organisations to align business activities to the vision and strategy of the organisation, improve internal and external communications, and monitor performance against strategic goals.

Building standards verifiers in Scotland are required to utilise the balanced scorecard as a means to manage, monitor, review and develop strategies for their business with a focus on the three core perspectives listed below and the public interest and continuous improvement cross-cutting themes:

Professional Expertise & Technical Processes

Quality Customer Experience

Operational & Financial Efficiency

### Performance

Argyll and Bute Building Standards has a strong commitment to managing performance and this is clearly demonstrated with the publication of the Building Standards Balanced Scorecard that is submitted annually to the Scottish Government and which forms the basis of our Service and team plans with regular audit and reviews such as Public Sector Improvement Framework (PSIF) (completed in 2010 and 2012). The link to the Single Outcome Agreement and Key Performance Outcomes contained in Pyramid (Argyll and Bute Council's performance management system) are also included within business objectives and monitored on a quarterly basis.

The Building Standards Service has consistently performed well, meeting or exceeding targets for performance over which it has control. This has been achieved despite a reduction in available budgets and a continued need for significant change instigated through the Scottish Government's Building Standards Performance Improvement agenda and through the Council's own Process for Change agenda.

The on-going economic downturn and consequential reduction in both private and public finance is a further challenge the service continues to face. The compelling need to retain a core of skilled and competent workforce with sufficient capability to embrace new working practices and increased workloads is also recognised.

The Building Standards service has invested heavily in recent years, in its processes, systems and technical equipment in an effort to deliver greater efficiency, transparency, speed and consistency in decision making together with better outcomes on the ground. This investment continues with initiatives such as e-building standards, the creation of a virtual team, the introduction of agile and flexible working practices and the introduction of a comprehensive electronic document management system.

This investment coupled with better and more targeted training for staff, the embedding of performance management in the ethos of the service, in line with council expectations, and a continuous review and audit programme has helped raise performance levels and

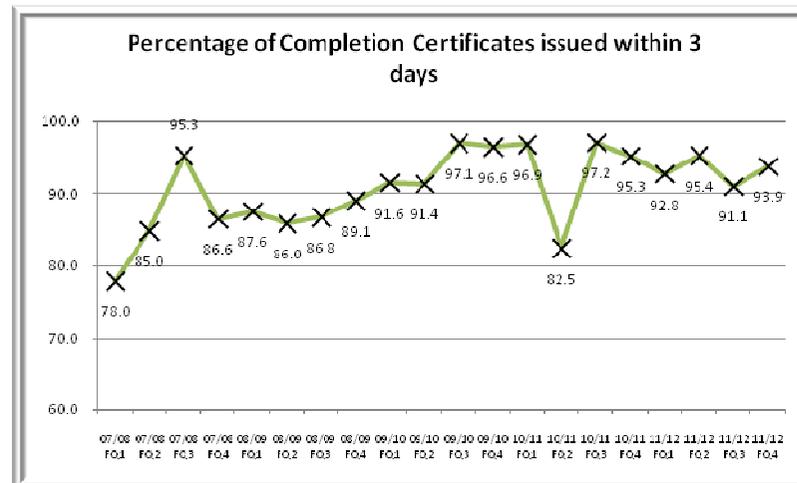
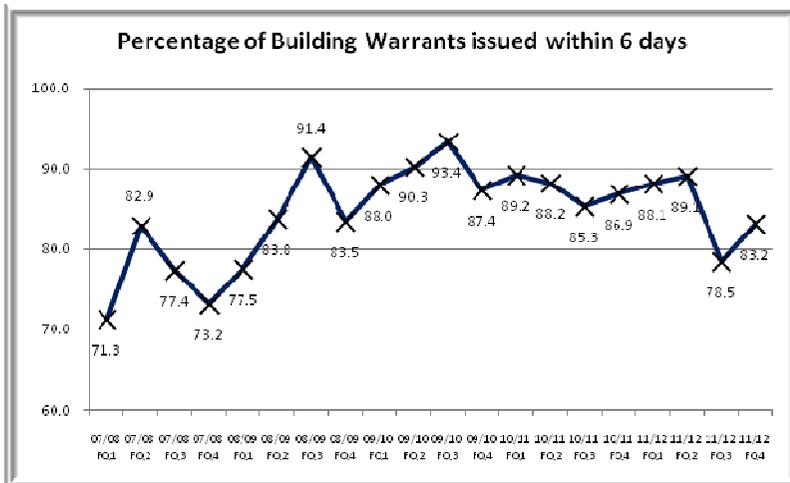
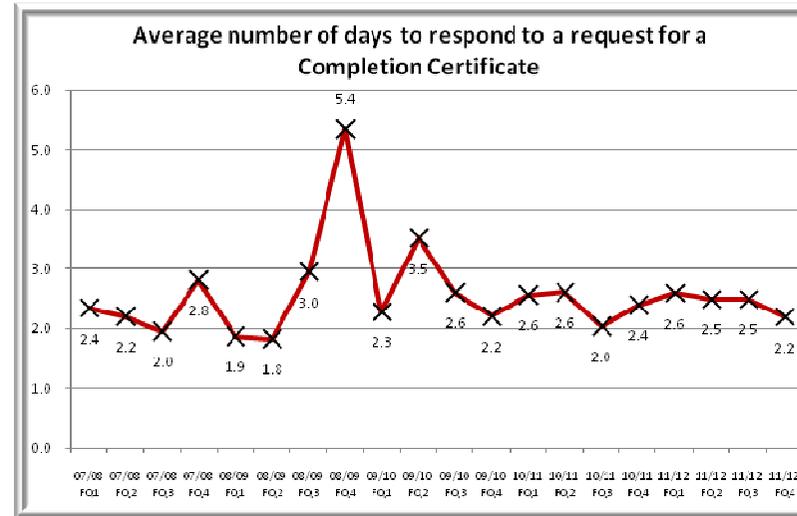
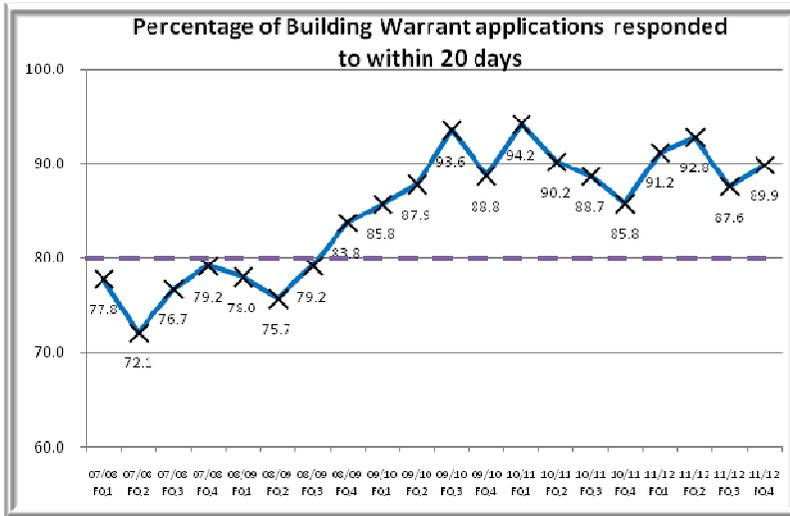
driven down costs by 21% as a result of the 2011 Planning Services Service Review. The Building Standards Service is also aware that the journey of improvement it has embarked on needs to continue as National KPO's are introduced from October, budget pressures intensify and further savings are required to meet available budgets.

Taking a holistic approach to service delivery the service remains fully committed to providing excellent customer service, delivering a high performance service as required by the Scottish Government and maximising value for money.

Building Standards aims to provide a customer focussed service, meeting customer and stakeholder expectations identified through the use of user groups, the web, customer feedback forms and an annual customer satisfaction survey. Complaints and other enquiries are also recorded and analysed to ensure that service improvements can be made where appropriate.

During financial year 2011/12, Building Warrant applications (including amendment of Building Warrants) totalling 1,530 at an estimated value of £71million were lodged with Argyll and Bute Council. This is approximately a 13% increase in applications received in 2010/11; however, the estimated value of works has decreased by 12.5% from £88million in 2010/11.

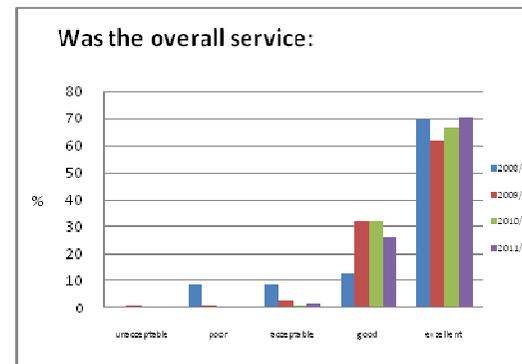
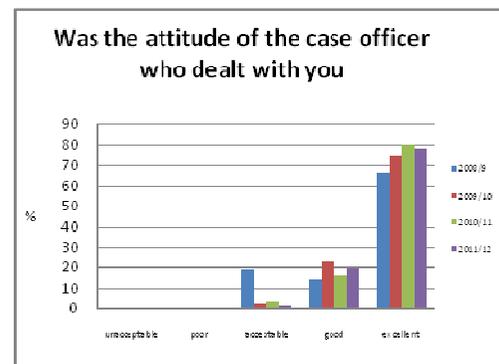
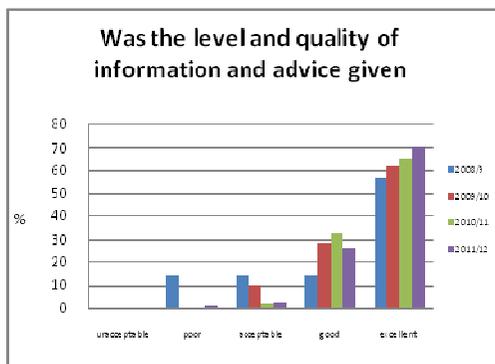
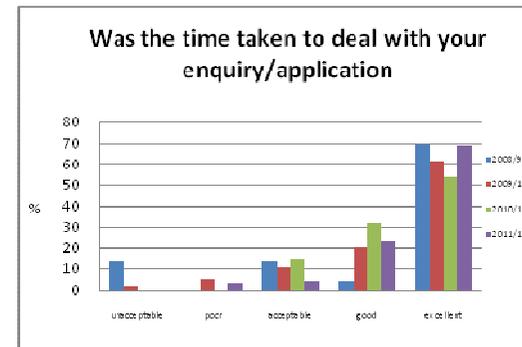
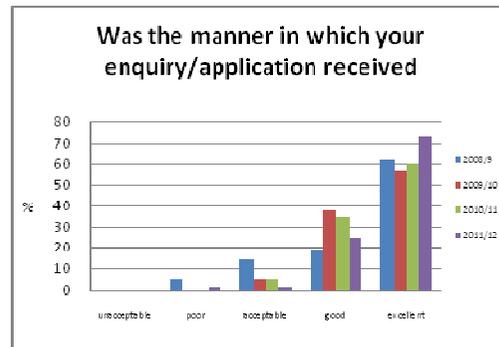
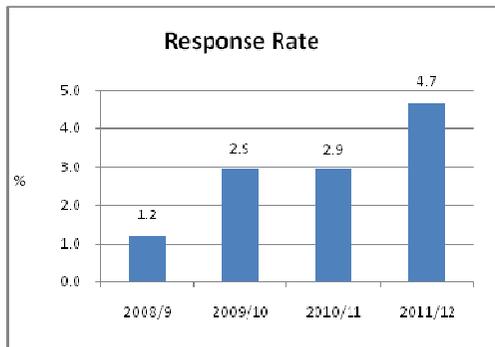
Argyll & Bute Council Building Standards Performance Statistics	April 11 – March 12		Trend against 2010/11
	target	Actual	+ / -
The percentage of requests for a building warrant responded to within 20 days.	80%	89.9%	+
The average time taken to respond to a request for a completion certificate.	3 days	2.2 days	+
The percentage of building warrants issued (or otherwise determined) within six days.	80%	83.2%	-
The percentage of completion certificates issued/accepted (or otherwise determined) within three days.	80%	93.9%	-



Customer Satisfaction

During 2011 Building Standards has adopted a variety of measures to enable it to gauge customer satisfaction including the issuing of Pre-Paid Customer Service Questionnaires with each Warrant Approval and Completion Certificate Acceptance, the holding of Annual User Forums and the issuing of an e-mailed and posted Annual Customer Satisfaction form to our regular users in December 2011.

The percentage of Customer Service Questionnaires returned is 4.7% of the total issued, however, it should be noted that all of our regular users have responded. It is gratifying to note that our customers that have responded have rated our overall service as **good or excellent**.



## 2.0 - Building Standards Verification Service Information

The Building Standards Section is part of [Planning and Regulatory Services](#) within the Development and Infrastructure Services Directorate has a role in each of these aims, values and priorities either directly or indirectly.

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 building conversion takes place in order to meet building regulations.

The building standards system checks that proposed building work 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.

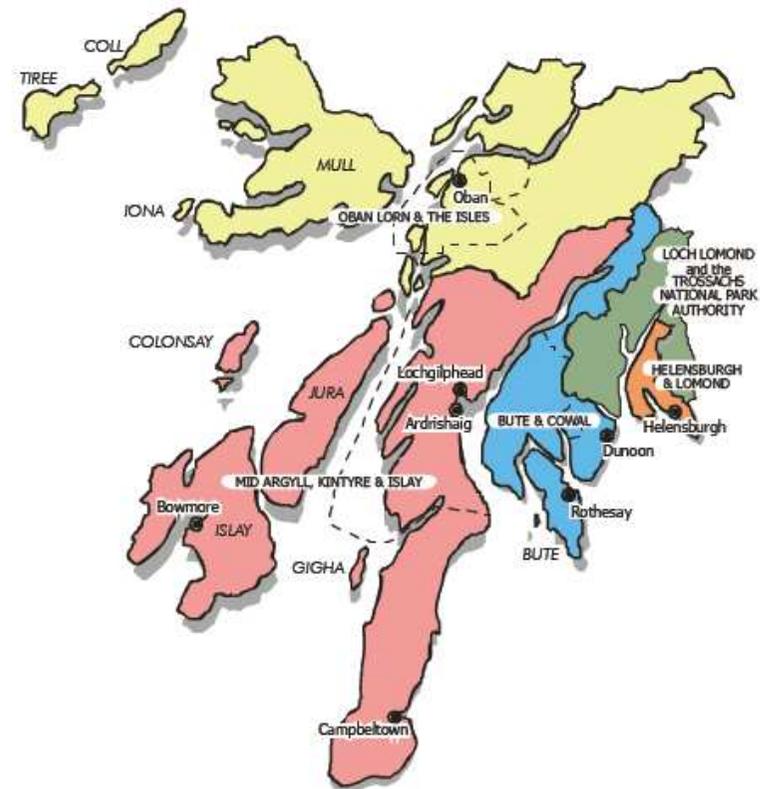
Verifiers, appointed by Scottish Ministers are responsible for the independent checking of applications for building warrants to construct or demolish buildings, to provide services, fittings or equipment in buildings, or for conversions.

This is primarily achieved through the processing of building warrant applications and the acceptance of completion certificates to verify compliance with the building standards regulations as required by the Building (Scotland) Act and associated legislation. This is further supported through the provision of inclusive access to services and information at local level, delivered within available resources and the application of “best value principles”.

The Building Standards Service provides a devolved service from four areas and two sub-area offices strategically located throughout Argyll and Bute.

These being:

- Bute and Cowal area office located in Dunoon town centre with a sub-area office located in Rothesay on the Isle of Bute
- Helensburgh and Lomond area office located in Shandon, near Helensburgh
- Mid Argyll, Kintyre and Islay area office located in Ardrishaig with a sub-area office located in Campbeltown at the south end of the Kintyre peninsula
- Oban, Lorn and the Isles area office located in Oban town centre



Area teams generally comprise a team leader, qualified and experienced surveyors, and assistant/trainee surveyors, with shared area administration support staff, from within Development and Infrastructure Services.

A Building Standards manager exercises advisory control and co-ordination again with shared administration resource and based within the Helensburgh and Lomond area office.

Additionally the Council's Customer Service Centre incorporating "Golden Numbers" was established in 2007 as part of the corporate strategy to centralise the management of initial customer contacts to the council with Building Standards coming online in January 2012. Its purpose is to try to resolve customer's enquiries at first point of contact without having to pass the call to the back office. The Building Standards "Golden Number" is **01546 605518** with Customer Service Centre Advisers available from 9am to 5pm, Monday to Friday.



The customer services advisers who will answer the calls will:

- Answer any general building standards enquiries where possible
- Pass calls to appropriate officers where requested, or pass on messages by email
- Take payments for any building standards related fees
- Advise customers of the progress of a particular building standards application
- Deal with requests for building standards application forms
- Where a customer is seeking an appointment, advisers will pass on details of their requirements to the relevant officer to arrange a call back

In 2011 it dealt with 84,600 calls from customers to Golden Number and only transferred 16% of these to the back office. In addition the main Council Headquarters switchboard dealt with 48,000 calls.



Staffed Customer Service Centre Points have been established throughout Argyll and Bute with advisers available from 9am to 5pm, Monday to Friday and are located as follows:

[Rothesay Service Point](#), Mount Pleasant Road, Rothesay, PA20 9HQ

[Dunoon Service Point](#), Hill Street, Dunoon, PA23 7AP

[Islay Service Point](#), Jamieson Street, Bowmore, Isle of Islay, PA43 7HL

[Campbeltown Service Point](#), Burnet Building, St John Street, Campbeltown, PA28 6BJ

[Helensburgh Service Point](#), 45 West Princes Street, Helensburgh, G84 8BP

[Mull Service Point](#), Breadalbane Street, Tobermory, Isle of Mull, PA72 6NZ

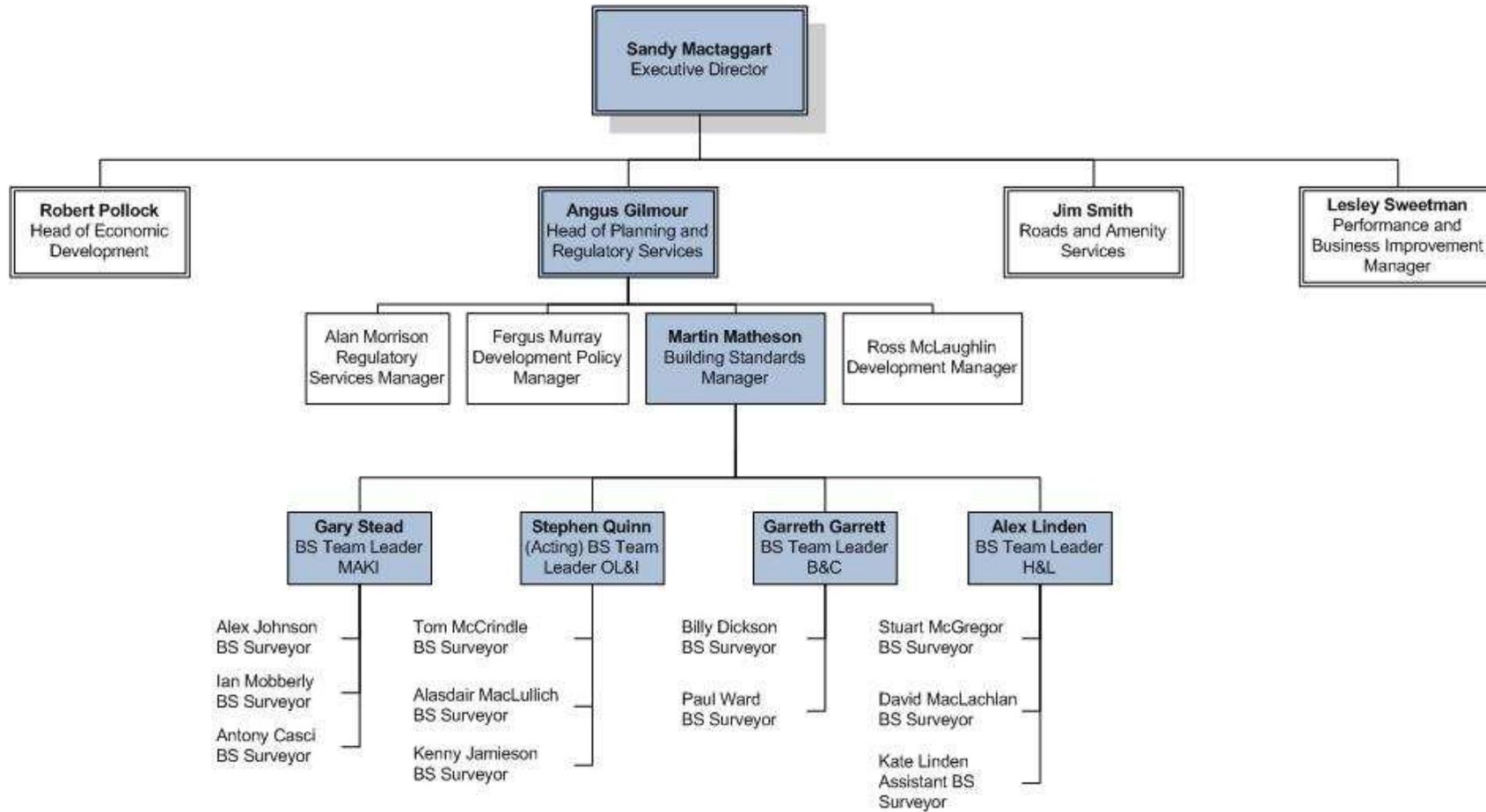
[Lochgilphead Service Point](#), Dalriada House, Lochgilphead, PA31 8ST

[Oban Service Point](#), Municipal Building, Albany Street, Oban, PA34 4AW

[Tiree Service Point](#), The Business Centre, Crossapol, Isle of Tiree, PA77 6UP

[Colonsay Service Point](#), Scalasaig, Isle of Colonsay, PA61 7YW (open 9.30am - 12.30pm)

[Jura Service Point](#), Schoolhouse, Craighouse, Isle of Jura PA60 7XG (open 10am - 1pm)



### Building Standards Other Duties

Building Standards also has other responsibilities, which while not directly part of the verifier's functions, enhance the role by providing expertise on a variety of legislative functions and requirements, such as:

- Dangerous Structures

There are occasions when public safety may become jeopardised by the condition of buildings. If action is required to safeguard the occupants or general public, Building Standards will take whatever action is necessary to remove the danger by enforcing the requirements of the Building (Scotland) Act 2003. Building Standards responds to numerous reports of Dangerous Buildings every year.



- Unauthorised Works

Building Standards is responsible for enforcing the requirements of the Building (Scotland) Act 2003 on buildings constructed without warrant or in contravention of conditions of warrant, and buildings whose limited life has expired. Building Standards processed approximately 2,000 requests for 'letters of comfort'.



- Licensing

Building Standards advises the independent Licensing Board and Council's Licensing Committee on suitability of premises such as public houses, restaurants, cinemas, theatres, entertainment venues and other licences. Building Standards gives consideration to various areas including means of escape, emergency lighting, disabled access, occupant capacity and structural suitability.

- Pop Concerts and Other Public Events



Building Standards has a considerable input into major events outdoor venues, particularly in relation to crowd capacity, means of escape, raised structures, crowd control barriers and general safety matters. Such events include the annual Cowal Highland Gathering, Dunoon and numerous Folk Music Festivals throughout the area.

- Houses in Multiple Occupation  
Building Standards advises the Council's Licensing Committee on the suitability of premises for Houses of Multiple Occupation. The advice provided on conditions and standards is based on the Scottish Government's Guidance on HMO Standards with some local variations appropriate to Argyll.



- Document Searches  
Building Standards can provide information about properties where Building Warrants, Completion Certificates or 'Letters of Comfort' have been issued. Building Standards records date from 1964 and information can be viewed or copied with consent.

Currently non-verifier work accounts for approximately 19% of all officer time, however due to the continuing lack of property maintenance within the urban landscape there is an increasing trend towards additional officer time being occupied by responding to and dealing with dangerous/defective buildings or structures.

### 3.0 - Strategic Objectives

## Realising our potential together – our shared long term vision

Argyll and Bute Council is undergoing a significant period of change in order to build a positive future - focusing on shared best practice, past successes and forthcoming challenges. We have significantly improved our best value arrangements, increased our pace of change and improved our approach to corporate planning, strategic management and performance management.

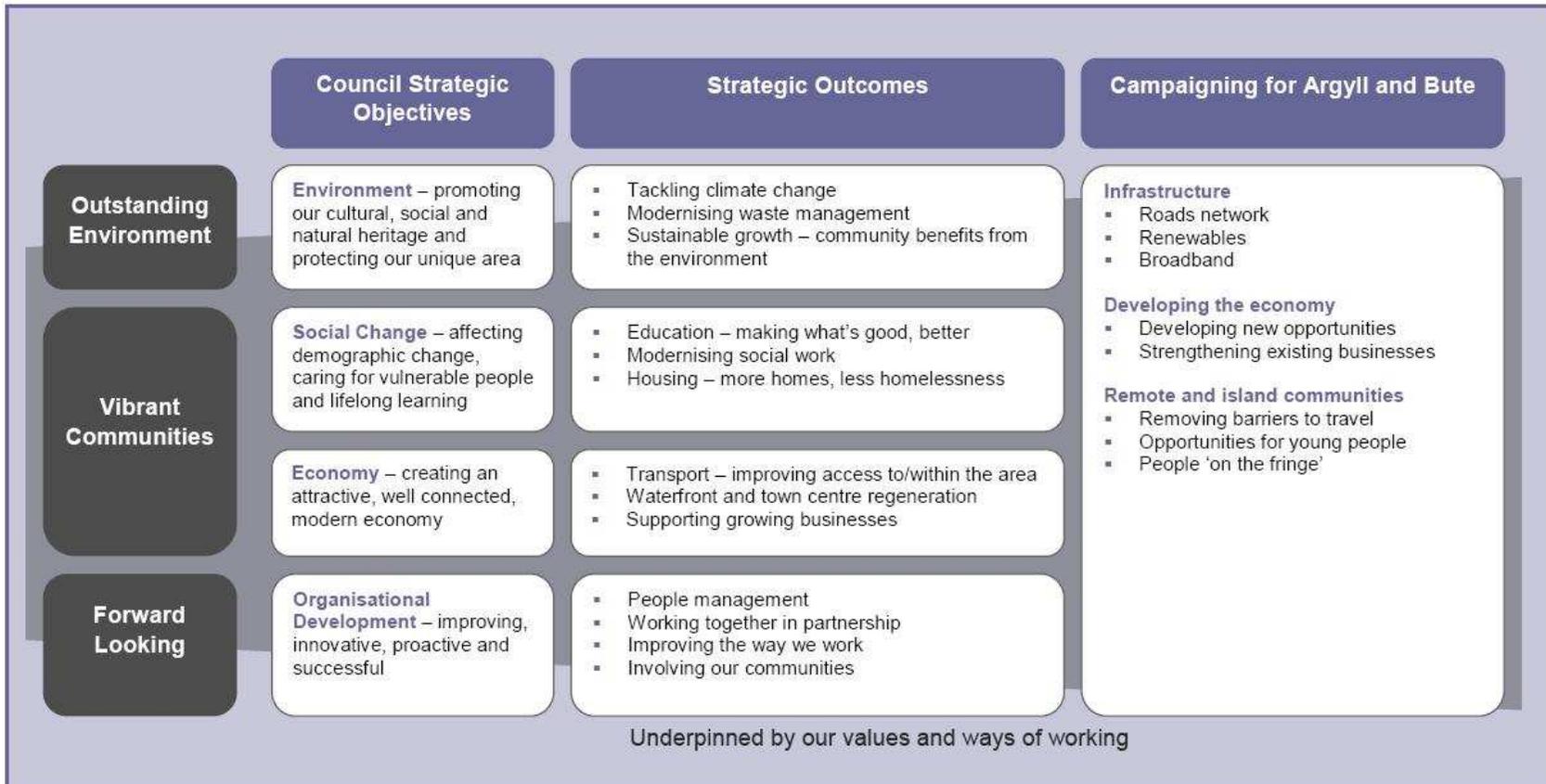
Our [Community Plan and Single Outcome Agreement](#) together with our [Corporate Plan](#) focuses on improving services on the ground by continually challenging ourselves and assessing our performance in line with the views of our customers, our communities and our partners.

Our key priorities will cover education, the protection of vulnerable people, developing the economy, improving customer service, developing communities and protecting and enhancing the environment. In focusing on these priorities, we will offer Best Value services that are well matched to the needs of our customers. All of this however, will be done within the context of a tough economic climate – and one that will be shared by all public bodies in the coming years.

In 2012/2013 we aim to work with our partners in a more integrated way and to involve our stakeholders in further improving the way we work and the services we deliver.

Argyll and Bute has a promising future and with common purpose and productive partnerships, that future will be challenging, satisfying and prosperous. We will maximise the potential of our employees, our Council, our partnerships, our communities and Argyll and Bute as a whole in order to develop a bright and sustainable future and we will work closely with the Scottish Government to contribute to their vision for a more successful Scotland.

Working together with customers, communities and partners, we look forward to creating a better place to live, work and visit.



Building Standards aims to deliver local outcomes that have been identified in the [Community Plan and Single Outcome Agreement](#) and which form part of the Council's strategic objectives contained within its [Corporate Plan](#)

In terms of the environment the key local outcomes for the service are:-

CPP 5 - The places we live, work and visit are well planned, safer and successful, meeting the needs of our communities.

CPP 6 - We contribute to a sustainable environment.

CPP 7 - The full potential of our outstanding built and natural environment is realised through partnership working.

These local outcomes are linked to national outcomes:-

10. We live in well designed, sustainable places where people are able to access the amenities and services they need.

12. We value and enjoy our built and natural environment and protect it and enhance it for future generations.

14. We reduce the local and global environmental impact of our consumption and production.

The success measure in our Service Plan for these outcomes is:-

PRO4 - The health, safety, welfare and convenience of people in and around buildings is protected and improved.

This directly links to the new Scottish Government Building Standards Key Performance Outcomes 1 - 9 which are imbedded in our Performance Management System (Pyramid) and which form the basis of our team plans and monitoring procedures.

<b>BEST VALUE INITIATIVES RELATING TO BUILDING STANDARDS SERVICE DELIVERY IN ARGYLL AND BUTE</b>	
<b>Commitment and Leadership</b>	
1.	Departmental Management Team (quarterly), Service Management Team (quarterly), Building Standards Team Leader (quarterly), Building Standards (6 weekly) and Whole Team (bi-annual) meetings to discuss corporate, legislative and operational issues.
2.	Development and Infrastructure Services – Departmental Scorecard. The annual Departmental Scorecard outlines the objectives and priorities of the Development and Infrastructure Services department (including Planning and Regulatory Services) and sets standards and targets against which performance can be measured.
3.	Development and Infrastructure Services – Individual Section Scorecards. The annual Section Scorecards outline the objectives and priorities of the individual sections and feed into the Departmental Scorecard. Following on from the success of Building Standards Scorecard since 2006 it has now been adopted departmental wide.
4.	Planning and Regulatory Services – Service Plan. The annual Service Plan outlines the objectives and priorities of the Planning and Regulatory Service (including Building Standards) and sets standards and targets against which performance can be measured.
5.	Planning and Regulatory Services – Work Plan. Each of the Service’s five units produces an annual work plan of key tasks to be delivered as measured against performance standards and key milestones.
6.	Planning and Regulatory Services Handbook – guidance and advice on Planning and Regulatory Service functions – what services we provide, contact details / frequently asked questions.
7.	Development Management, Environmental Health, Trading Standards and Building Standards Charter Statements – what standards we aim to meet and what to do in the event we do not meet these standards.
<b>Responsiveness and Consultation</b>	

1.	Customer / User Group Forums and Groups for Building Standards
2.	Building Standards Exit Questionnaires – issued with each approval and completion acceptance
3.	Online web based questionnaire and annual e-questionnaire to regular users
4.	Formal process for Building Warrant pre-submission discussions including alternative solutions
5.	Formal process for exempt works enquiries
<b>Sound Governance at a Strategic, Financial and Operational Level</b>	
1.	Building Standards Balanced Scorecard is main driver and feeds into Departmental Scorecard, Service Plan / Work Plan
2.	Quarterly Reports including P.I's and scorecard progress displayed in area offices, online and published on 'Pyramid', the Councils Performance Management System all as part of the Council's Planning and Performance Management Framework (PPMF)
3.	Planning and Regulatory Services Revenue Budget – Annual Review / Monthly Monitoring Reports
4.	Development Management, Environmental Health, Trading Standards and Building Standards Scorecard Reports published on 'Pyramid' – updated quarterly to advise on development and building standards performance and to set annual performance targets. "Uniform 7 Spatial" computer system utilized to register / process and monitor progress on planning and building warrant applications with information being transferred to 'Pyramid' , the Council's Performance Management system, quarterly.
<b>Sound Management of Resources</b>	
1.	Development and Infrastructure Services – Identification and Assessment of Strategic and Operational Risks
2.	Planning and Regulatory Services – Identification and Assessment of Strategic and Operational Risks
3.	Performance Development Review Process
4.	Financial Procedures and control mechanisms
<b>Use of Review and Options Appraisal</b>	
1.	Internal review of procedures for the recovery of costs for dangerous building demolitions by audit unit.

2.	Internal review of Development and Infrastructure Services administration function
3.	Planning Services review as a result of budgetary constraints
<b>Competitiveness, Trading and the Discharge of Authority Functions</b>	
1.	Council Scheme of Delegation and Standing Orders
2.	a) Staff Advice Notes - administrative procedures, development and building standards procedures, enforcement procedures, informal monitoring of post responsibilities
	b) Internal Network Drive – electronic resources library, copies of meeting agendas and minutes, published policy and view documents, guidance notes, general templates and forms
<b>Sustainable Development</b>	
1.	Argyll and Bute Sustainable Design Guide which seeks to secure sustainable communities through a sustainable approach to design
<b>Equal Opportunities Arrangements</b>	
1.	Race Equality Scheme – Audit of Planning Services
2.	Equal Opportunity Training
3.	Council’s Equality Action Plan – Equality questions added to Exit Questionnaire
4.	Review of terminology, suffixes, etc. used in Building Standards public register in relation to Equality Act
<b>Joint Working</b>	
1.	Building Standards Division of the Scottish Government
2.	Scottish Association of Building Standards Managers
3.	Clyde Valley Benchmarking Group
4.	Consortium Group 5
5.	Local Access and Disability Forum

6.	Strathclyde Fire and Rescue Community Fire Safety
----	---

<b>Accountability</b>	
1.	Council Corporate Reporting
2.	BSD, Balanced Scorecard, annual progress report and annual Peer Group Review.
3.	Quarterly reports displayed in area offices, to Council, online and published via 'Pyramid', the Councils Performance Management system, in line with the Council's Planning and Performance Management Framework (PPMF)
4.	Planning and Regulatory Services Annual Public Performance Report
5.	Fully implement Public Performance Reporting based on the Council's Planning and Performance Management Framework (PPMF) which will see quarterly updates of our scorecard being used as the basis of reporting to the public.

#### 4.0 - Key Performance Outcomes – (Professional Expertise & Technical Processes, Customer Experience & Operational & Financial Efficiency)

- **Professional Expertise & Technical Processes**

- Review existing protocols for allocation of workload on building warrants and completion certificates
- Review process for re-allocation of BW applications to alternative area offices with greater capacity
- Review the formal recording system of Team Leader checking of 5% of all applications including those handled and processed by experienced surveyors
- Continue to participate in partnership peer review (Consortia 5 – East Renfrewshire Council, Renfrewshire Council, West Dunbartonshire Council, East Dunbartonshire Council, Glasgow City Council, Inverclyde Council and Argyll and Bute Council)
- Continue to participate in benchmarking meetings with external partners (Clyde Valley Benchmarking Group - East Renfrewshire Council, Renfrewshire Council, West Dunbartonshire Council, East Dunbartonshire Council, Glasgow City Council, Inverclyde Council, North Lanarkshire Council, South Lanarkshire Council and Argyll and Bute Council)
- Review risk assessment protocol for completion and other inspections
- Enhance and upgrade software usage and interlinking of stored property information within Planning and Regulatory services (Building Standards, Development Management, Environmental Health and Trading Standards)
- Monitor current system for fast tracking of building warrant applications
- Monitor pre-warrant submission enquiry protocol and procedure. Implementation of formal electronic recording of process
- Update and implement electronic recording of alternative solution(s) protocol and procedure
- Introduce risk assessment protocol for Property Inspection Service ('Letter of Comfort')
- Continue to participate in benchmarking and peer group reviews
- Balanced Scorecard to be the main driver in terms of service improvements for verifier function with clearly defined links to Community Plan, Corporate Plan and Single Outcome Agreement
- Align actions and indicators of the Balanced Scorecard with section work plan

- Continue to hold regular technical meetings, bi-annual in-house whole team meetings and Balanced Scorecard team meetings
  - Continue to develop CPD and training seminars in conjunction with our Benchmarking partners, making them available to our regular users
  - Further develop our staff career grade structure and linking it to “grow your own” strategy
  - Undertake annual Personal Development Reviews (PDRs)
  - Further utilise and develop Building Standards network drive for dissemination of information to all staff
  - Expand agile working in line with the adopted corporate strategy (Workforce Deployment)
  - Continue to rationalise common work practices throughout the four area offices
  - Monitor performance of area admin resources in light of further centralised admin function
  - Review and further develop formalised training regime for trainees and assistants
  - Continue to improve and update all actions from previous year’s Balanced Scorecards
  - Continue to investigate feasibility and technology/equipment required in the introduction of e-applications of Building Warrants
  - Introduction of Public Sector Improvement Framework (PSIF) to Planning and Regulatory Services (including Building Standards)
  - Undertake “Best Value 2” review of Building Standards
  - Continue to support and participate in the work and objectives of the Local Authority Building Standards Scotland (LABSS) on its continuous development and improvement journey in partnership with the Building Standards Division (BSD).
  - Participate in Corporate Process for Change strategy
  - Undertake annual feedback survey of Building Standards staff
- **Quality Customer Experience**
    - Review existing protocols for allocation of workload on building warrants and completion certificates
    - Review process for re-allocation of BW applications to alternative area offices with greater capacity
    - Review the formal recording system of Team Leader checking of 5% of all applications including those handled and processed by experienced surveyors
    - Enhance and upgrade software usage and interlinking of stored property information within Planning and Regulatory services (Building Standards, Development Management, Environmental Health and Trading Standards)

- Monitor current system for fast tracking of building warrant applications
  - Monitor pre-warrant submission enquiry protocol and procedure. Implementation of formal electronic recording of process
  - Update and implement electronic recording of alternative solution(s) protocol and procedure
  - Continue to provide information on fair fees on our guidance notes and on our website
  - Update our customer satisfaction survey to include all noted points in balance scorecard (fast tracking applications, pre-warrant enquiries)
  - Introduce risk assessment protocol for Property Inspection Service ('Letter of Comfort')
  - Meet the Key Performance Outcomes in relation to building warrant applications, construction compliance plans and completion certificate accepted
  - Continue to encourage greater stakeholder's involvement in the enhancement of the service delivery
  - Continue to develop and update Customer Charter and user guidance notes
  - Publish Gaelic versions of Customer Charter and selected user guidance notes
  - Further Improve access to web-based and other service information
  - Continue to develop and refine existing e-Building Standards Initiatives, e.g. electronic correspondence and web based register
  - Balanced Scorecard to be the main driver in terms of service improvements for verifier function with clearly defined links to Community Plan, Corporate Plan and Single Outcome Agreement
  - Align actions and indicators of the Balanced Scorecard with section work plan
  - Expand agile working in line with the adopted corporate strategy (Workforce Deployment)
  - Continue to improve and update all actions from previous year's Balanced Scorecards
  - Continue to investigate feasibility and technology/equipment required in the introduction of e-applications of Building Warrants
  - Introduction of Customer Service Centre and "Golden Number"
  - Investigate attainment of Customer Excellence Charter
  - Adopt national backstop protocols in partnership with Consortia members
- **Operational & Financial Efficiency**
    - Review existing protocols for allocation of workload on building warrants and completion certificates
    - Review process for re-allocation of BW applications to alternative area offices with greater capacity

- Review the formal recording system of Team Leader checking of 5% of all applications including those handled and processed by experienced surveyors
- Enhance and upgrade software usage and interlinking of stored property information within Planning and Regulatory services (Building Standards, Development Management, Environmental Health and Trading Standards)
- Update and implement electronic recording of alternative solution(s) protocol and procedure
- Continue to provide information on fair fees on our guidance notes and on our website
- Further Improve access to web-based and other service information
- Continue to develop and refine existing e-Building Standards Initiatives, e.g. electronic correspondence and web based register
- Balanced Scorecard to be the main driver in terms of service improvements for verifier function with clearly defined links to Community Plan, Corporate Plan and Single Outcome Agreement
- Align actions and indicators of the Balanced Scorecard with section work plan
- Continue to hold regular technical meetings, bi-annual in-house whole team meetings and Balanced Scorecard team meetings
- Further utilise and develop Building Standards network drive for dissemination of information to all staff
- Expand agile working in line with the adopted corporate strategy (Workforce Deployment)
- Through increased IT capability (Uniform, Civica, and Microsoft Lync) a movement from rigid area based team structure to a single virtual team
- Continue to rationalise common work practices throughout the four area offices
- Continue with successful courier service of internal document transfer between main area office and island based satellite office
- Investigate provision of courier service of internal document transfer between all area offices and satellite offices
- Continue to improve and update all actions from previous year's Balanced Scorecards
- Continue to investigate feasibility and technology/equipment required in the introduction of e-applications of Building Warrants
- Introduction of Public Sector Improvement Framework (PSIF) to Planning and Regulatory Services (including Building Standards)
- Undertake "Best Value 2" review of Building Standards
- Participate in Corporate Process for Change strategy
- Undertake annual feedback survey of Building Standards staff

- Refine method for collective recording of individuals timesheets of verifier/non-verifier function
- Continue to monitor and review financial and budgetary position
- Review procedure for verification of estimated costs & appropriate fee on all applications
- Introduce formal application system and appropriate fee for confirmation of exemptions to Building Warrant process
- Review existing non Verifier fees in line with inflation and identify possible additional revenue streams
- Contribute to Strategic and Corporate efficiency savings
- Review central costs attributed to Building Standards for administration, legal and technical support
- Utilise electronic procurement (PECOS)

## 5.0 - Building Standards Additional Data (Local Authority Annual Return)

1	Building Warrant (BW)	Number
1.1	No. of BW Applications (including "late" applications)	1203
1.2	No. of "late" BW applications (as included above)	35
1.3	No. of BW approved	999
1.4	No. of BW refused	32
1.5	No. of amendment to BW applications	327
1.6	No. of amendment to BW applications approved	336
1.7	No. of amendment to BW applications refused	3
<p><b>Comments:</b> Application numbers have risen by approximately 13%, however, the increase is predominantly lower value applications.</p>		
2	Completion Certificates (CC)	Number
2.1	No. of CC submissions (including "late" submissions)	985
2.2	No. of "late" CC submissions (as included above)	12
2.3	No. of CC submissions accepted	746
2.4	No. of CC submissions rejected	193
<p><b>Comments:</b></p>		

3	Fees	Number
3.1	Total value of works for BW applications (including "late" applications)	<b>£69,909,328.39</b>
3.2	Total value of works for amendment to warrant applications	<b>£1,136,596.00</b>
3.3	Total value of works for "late" completion certificate submissions	<b>£119,002.00</b>
<b>3.4</b>	<b>Total Value of Work</b>	<b>£71,164,923.39</b>
3.5	Total building warrant fee income (including 'late' BW)	<b>£583,807.90</b>
3.6	Total amendment to warrant fee income	<b>£22,215.00</b>
3.7	Total "late" CC fee income	<b>£2,925.00</b>
<b>3.8</b>	<b>Total Fee Income</b>	<b>£608,947.90</b>
<p><b>Comments:</b>                      Total value of building work continues to fall which reflects the trend throughout the UK resulting in a decrease of Fee Income of approximately £180,000.00 compared to the previous year.</p>		
4	Costs	Number
4.1	Total expenditure on verification	<b>£756,012.88</b>
<p><b>Comments:</b></p>		
5	Certification	Number
5.1	No of certificates of design (building structures) provided	<b>261</b>
5.2	No of certificates of design (energy) domestic provided	<b>9</b>
5.3	No of certificates of design (energy) non-domestic provided	<b>1</b>
5.4	No of certificates of construction (electrical) provided	<b>13</b>
5.5	No of certificates of construction (drainage, heating and plumbing) provided	<b>0</b>
<p><b>Comments:</b>                      There has been an increase in the submission of structural calculations supporting Building Warrant applications. This</p>		

<b>has resulted in increased Verifier costs.</b>		
<b>6</b>	<b>EPCs</b>	<b>Number</b>
6.1	No of copy EPCs received for domestic buildings under Standard 6.9	<b>39</b>
6.2	No of copy EPCs received for non-domestic buildings under Standard 6.9	<b>0</b>
<b>Comments:</b>		
<b>7</b>	<b>Statements of Sustainability</b>	<b>Number</b>
7.1	No of copy Statements of Sustainability for domestic buildings under Standard 7.1 "Bronze"	<b>6</b>
7.2	No of copy Statements of Sustainability for domestic buildings under Standard 7.1 "Bronze Active"	<b>14</b>
7.3	No of copy Statements of Sustainability for domestic buildings under Standard 7.1 "Silver"	<b>0</b>
7.4	No of copy Statements of Sustainability for domestic buildings under Standard 7.1 "Gold"	<b>0</b>
7.5	No of copy Statements of Sustainability for domestic buildings under Standard 7.1 "Platinum"	<b>0</b>
7.6	No of copy Statements of Sustainability for non-domestic buildings under Standard 7.1 "Bronze"	<b>0</b>
7.7	No of copy Statements of Sustainability for non-domestic buildings under Standard 7.1 "Bronze Active"	<b>0</b>
7.8 *	No of copy Statements of Sustainability for non-domestic buildings under Standard 7.1 "Silver"*	N/A
7.9*	No of copy Statements of Sustainability for non-domestic buildings under Standard 7.1 "Gold"*	N/A
7.10*	No of copy Statements of Sustainability for non-domestic buildings under Standard 7.1 "Platinum"*	N/A
*7.8 to 7.10: Higher levels for Silver, Gold and Platinum are not currently possible for non-domestic.		
<b>Comments:</b>		

8	Enforcement	Number
8.1	No of section 25 notices issued	0
8.2	No of section 26 notices issued	0
8.3	No of section 27 notices issued	0
8.4	No of section 28 notices issued	0
8.5	No of instances where the local authority has taken action under Section 29	39
8.6	No of section 30 notices issued	2
8.7	No of enforcement cases reported to the Procurator Fiscal	0
8.8	No of cases from above where the local authority carried out work	33
<p><b>Comments:</b>  <b>Due to the continuing deterioration of the building stock primarily in town centres compounded by the economic downturn and an increase in the severity of weather conditions during winter periods has resulted in an increased number of instances where Building Standards have had to respond to dangerous buildings/structures callouts.</b></p>		

Annex - Key Performance Outcome 9 (Continuous Improvement Plan)

<b>QUARTERLY RETURN FOR PERIOD ENDING 30 SEPTEMBER 2012 (return with balanced scorecard 30/9/12 &amp; quarterly thereafter)</b>			
<b>OUTCOME</b>	<b>Verifier position to meet the KPO criteria at 1 September 2012</b>	<b>Planned actions and milestones to meet the KPO criteria</b>	<b>Completed date</b>
<p><b>KPO1 – Time to get a building warrant</b> The intention of this KPO is to minimise the time taken for customers to obtain a building warrant and an amendment to warrant, whilst ensuring the quality of the application process.</p> <p>Requirements of the verifier:</p> <ul style="list-style-type: none"> <li>○ Maintain records of the time taken to grant a building warrant</li> <li>○ Seek to minimise the time taken to grant a building warrant whilst maintaining high standards of quality</li> <li>○ Identify issues that contribute to excessive time to grant a building warrant and seek to embed measures to overcome these barriers</li> </ul>	<p>Awaiting Idox software patch to be released to LA's (due week beginning 10 September 2012). Software patch to allow the Uniform system to measure the time taken to approve a Building Warrant including Verifier/Applicant time split.</p> <p>Regular workload and performance monitoring system in place.</p> <p>Previously identified issues that contribute to excessive time to approve a Building Warrant, highlighted at User Forums with recurring common "observation points" issued to regular users as an aid memoir.</p>	<p>Installed, tested and staff trained in use.</p> <p>Continue to monitor performance, record and respond to issues that contribute to excessive time to approve a Building Warrant.</p> <p>Highlight any recurring issues to the National Forum.</p>	<p>1 October 2012</p> <p>On going</p> <p>On going</p> <p>When established</p>

<ul style="list-style-type: none"> <li>○ Escalate recurring issues for discussion at the National Forum where necessary</li> </ul> <p>Quarterly &amp; annual reporting by building warrant category on:</p> <ul style="list-style-type: none"> <li>• Total number of building warrants granted</li> <li>• average time taken in working days from receipt of application to granting the building warrant</li> <li>• provide details of any significant changes for delay</li> </ul> <p>Quarterly reporting from 1/10/12</p> <p>(Full implementation date for Domestic is 1/5/12 and non-domestic is 1/5/13)</p>	<p>Awaiting Idox software patch to be released to LA's (due week beginning 10 September 2012). Software patch to allow the Uniform system to measure the time taken to approve a Building Warrant including Verifier/Applicant time split.</p>	<p>System in place to allow submission of quarterly and annual returns to Building Standards Division.</p>	<p>On going</p>
--	--	--	-----------------

<b>QUARTERLY RETURN FOR PERIOD ENDING 30 SEPTEMBER 2012 (return with balanced scorecard 30/9/12 &amp; quarterly thereafter)</b>			
<b>OUTCOME</b>	<b>Verifier position to meet the KPO criteria at 1 September 2012</b>	<b>Planned actions and milestones to meet the KPO criteria</b>	<b>Completed date</b>
<p><b>KPO2 – Compliance during construction</b></p> <p>The intention of this KPO is to promote quality and consistency of compliance assessment by undertaking timed and proportionate reasonable inquiries using a risk-based approach to inspection and other forms of assessment e.g. photographic evidence.</p> <p>Requirements of the verifier:</p> <ul style="list-style-type: none"> <li>Embed reasonable inquiry methodology into normal working practices and apply from 1 October 2012 for domestic building projects (NOTE: Methodology for Non-domestic buildings from October 2013)</li> </ul>	<p>Awaiting finalised version of Reasonable Inquiry handbook from Local Authority Building Standards Scotland (LABSS).</p>	<p>Implementation of Reasonable Inquiry methodology.</p>	<p>1 October 2012 (Domestic BW's)</p>
	<p>Currently developing Construction Compliance Plans (CCPs) and templates ready for issue with all Building Warrant applications submitted on or after 1 October 2012.</p>	<p>Construction Compliance Plans (CCPs) and templates developed and ready for implementation.</p>	<p>1 October 2012</p>
	<p>Delivered presentation to <i>Scottish Building Federation Members</i> on Reasonable Inquiry methodology and CCPs.</p>		<p>4 September 2012</p>
		<p>Deliver presentation on Reasonable Inquiry methodology and CCPs to regular users at four Area User Forums.</p>	<p>2 - 5 October 2012</p>
<ul style="list-style-type: none"> <li>Issue Construction Compliance Plans (CCPs) with all building warrants applied for on or after 1 October 2012</li> </ul>	<p>Currently developing Construction Compliance Plans (CCPs) and templates ready for issue with all Building Warrant applications submitted on or after 1 October 2012.</p>	<p>Construction Compliance Plans (CCPs) and templates developed and ready for implementation. Review Construction Compliance Plans (CCPs) and templates with Benchmarking partners and LABSS</p>	<p>1 October 2012</p>

<ul style="list-style-type: none"> <li>Record the numbers of CCPs for “accepted” completion certificates, and of these, how many were fully achieved in terms of notification and compliance. Provide reasons why CCPs were not fully achieved</li> <li>Record aspects of non-compliance locally and report issues with a national impact to drive forward improvements in the verification system. Escalate non-compliance trends to the National Forum for discussion</li> </ul> <p>Quarterly &amp; annual reporting by building warrant category on:</p> <ul style="list-style-type: none"> <li>Number of “accepted” completion certificates (for building warrant applications submitted from 1 October 2012)</li> <li>Number of construction compliance plans for “accepted” completion certificates</li> <li>The number of construction compliance plans fully achieved</li> <li>Provide details of the main reasons why CCP’s were not fully achieved</li> <li>Provide details of the main aspects of technical non-compliance found through reasonable inquiry</li> </ul> <p>Quarterly reporting from 1/10/12</p> <p>(Full implementation date for Domestic is 1/5/12 and non-domestic is 1/5/13)</p>	<p>Awaiting Idox software patch to be released to LA’s (due week beginning 10 September 2012). Software patch to allow the Uniform system to record CCP data.</p> <p>Awaiting Idox software patch to be released to LA’s (due week beginning 10 September 2012).</p> <p>Awaiting Idox software patch to be released to LA’s (due week beginning 10 September 2012).</p> <p>Currently no system in place to monitor and report the main aspects of technical non-compliance found through reasonable inquiry.</p>	<p>System in place to record the numbers of CCPs for “accepted” completion certificates, and of these, how many were fully achieved in terms of notification and compliance from 1 October 2012.</p> <p>System in place to record aspects of non-compliance of CCPs and report to National Forum (when established).</p> <p>System in place to allow submission of quarterly and annual returns to Building Standards Division.</p> <p>Seek clarification on requirements of reporting from BSD and develop means of monitoring and reporting.</p>	<p>1 October 2012</p> <p>1 October 2012</p> <p>1 October 2012</p> <p>Unknown</p>
---	--	--	--

<b>QUARTERLY RETURN FOR PERIOD ENDING 30 SEPTEMBER 2012 (return with balanced scorecard 30/9/12 &amp; quarterly thereafter)</b>			
<b>OUTCOME</b>	<b>Verifier position to meet the KPO criteria at 1 September 2012</b>	<b>Planned actions and milestones to meet the KPO criteria</b>	<b>Completed date</b>
<p><b>KPO3 – Meeting customer expectations</b></p> <p>The purpose of this KPO is to provide an 'escape route' for any customers that are dissatisfied with the processing time of building warrant and amendment to building warrant applications.</p> <p>Requirement of the verifier:</p> <ul style="list-style-type: none"> <li>Meet key performance targets for 1<sup>st</sup> reports to building warrant applications and amendment to warrant (20 working days or as detailed in the customer agreement)</li> <li>Provide the "escape route" for customers who are dissatisfied with service provision regarding the time taken to process a building warrant</li> <li>Customer Agreements can apply to building warrant applications when the stated 20 working days target is not appropriate. They must be agreed between the verifier and the applicant for the building warrant and include a project specific 1<sup>st</sup> report target</li> <li>Identify and record the reasons targets have not been met and why customers have chosen the escape route</li> <li>Utilise customer reasons for choosing the escape route to identify and embed process and customer experience improvements</li> </ul>	<p>Awaiting national agreement.</p> <p>System in place to record performance targets for 1<sup>st</sup> reports for Building Warrant applications. Published quarterly on BS pages of Council website and displayed in all BS offices.</p> <p>Awaiting national agreement.</p> <p>Awaiting Idox software patch to be released to LA's (due week beginning 10 September 2012).</p> <p>Awaiting Idox software patch to be released to LA's (due week beginning 10 September 2012).</p> <p>Currently no system in place.</p>	<p>Implement national agreement once available.</p> <p>Strive to meet more demanding performance targets by proactive monitoring and continue to publish quarterly reports.</p> <p>Implement national agreement once available.</p> <p>System in place to record Customer Agreements.</p> <p>System in place to identify and record the reasons why targets have not been met and why customers have chosen to use escape route.</p> <p>Develop a process for recording, monitoring and implementing improvements to customer experience as result of customer(s) using the</p>	<p>Unknown</p> <p>On going</p> <p>Unknown</p> <p>1 October 2012</p> <p>1 October 2012</p> <p>1 October 2012</p>

<p>Quarterly &amp; annual reporting by building warrant category on the number of building warrant applications referred to the escape route and the reasons why:</p> <ul style="list-style-type: none"> <li>• The number of 1<sup>st</sup> reports issued</li> <li>• % within customer target (20 working days or as Customer Agreement)</li> <li>• % within the backstop period (15 working days after customer target)</li> <li>• % after backstop period but within statutory 3 months period</li> <li>• Provide details on any significant changes from quarter to quarter</li> <li>• Provide details on the main reasons why the building warrant 1<sup>st</sup> report targets not met</li> <li>• Provide details of the main reasons why the escape route trigger not met</li> <li>• Detail any issues arising from Customer Agreements</li> </ul> <p>Quarterly reporting and fully implemented from 1/10/12</p>	<p>Awaiting Idox software patch to be released to LA's (due week beginning 10 September 2012).</p>	<p>escape route.</p> <p>System in place to allow submission of quarterly and annual returns to Building Standards Division.</p>	<p>1 October 2012</p>
--	--	---	-----------------------

<b>QUARTERLY RETURN FOR PERIOD ENDING 30 SEPTEMBER 2012 (return with balanced scorecard 30/9/12 &amp; quarterly thereafter)</b>			
<b>OUTCOME</b>	<b>Verifier position to meet the KPO criteria at 1 September 2012</b>	<b>Planned actions and milestones to meet the KPO criteria</b>	<b>Completed date</b>
<p><b>KPO4 – National customer charter</b></p> <p>A national customer charter will complement the local charter and will demonstrate the shared commitment to service levels and a consistent standard of quality across all verifiers.</p> <p>Requirement of verifier:</p> <ul style="list-style-type: none"> <li>• Incorporate local information into the national customer charter template</li> <li>• Ensure the national customer charter is published on verifier's website and is clearly accessible for customers online and in printed form</li> <li>• Ensure the requirements of the customer "escape route" are detailed in the customer charter</li> <li>• Publish data on performance against national KPOs within the national customer charter on an annual basis (with rolling 3 years data entered beginning with year 2012/13)</li> <li>• Maintain checks on localised information to ensure contact details and website links are kept up-to-date on an on-going basis</li> <li>• Update the national customer charter following annual review</li> </ul>	<p>Argyll and Bute Building Standards customer charter in place, updated annually, published on BS pages of Council website and displayed in all Building Standards area offices.</p> <p>Argyll and Bute Building Standards have also developed a customer charter for Planning and Regulatory Services. Presented to and approved by Council. It is published on Planning and Regulatory Services pages on Council website and available in all area offices.</p>	<p>National customer charter with local elements in place and published on our website. Changes and updates to the customer charter will be recorded on the appropriate quarterly continuous improvement plan template.</p>	<p>1 October 2012</p> <p>12 September 2012</p>

<p>National customer charter with local elements in place by 1 October 2012 and published</p> <p>Annual review of the charter to take place with any changes or updates recorded on this continuous improvement plan quarterly return</p> <p>Quarterly reporting and fully implemented from 1/10/12</p>			
---	--	--	--

<b>QUARTERLY RETURN FOR PERIOD ENDING 30 SEPTEMBER 2012 (return with balanced scorecard 30/9/12 &amp; quarterly thereafter)</b>			
<b>OUTCOME</b>	<b>Verifier position to meet the KPO criteria at 1 September 2012</b>	<b>Planned actions and milestones to meet the KPO criteria</b>	<b>Completed date</b>
<p><b>KPO5 – National customer survey</b></p> <p>The purpose of this KPO is for verifiers to gain a more detailed understanding of their different customer groups and to be able to respond most appropriately to their needs.</p> <p>Requirements of verifier:</p> <ul style="list-style-type: none"> <li>• To assist the Scottish Government Building Standards Division to supply customer data for research purposes</li> <li>• Inform customers that they may be contacted for research purposes</li> <li>• Use findings from the national survey for the purpose of customer segmentation</li> <li>• Use survey findings to identify and make improvements to the customer experience</li> <li>• Develop an improvement plan in relation to customer experience and monitor/report progress</li> </ul> <p>BSD to carry out annual national customer satisfaction survey of local authority building standards services, with results being published on the BSD website.</p> <p>Quarterly reporting and full implemented from 31 December 2012</p>	<p>Argyll and Bute Buildings Standards currently issue an annual customer survey every December to regular service users and Council Members with the results presented at User Forums and utilised to improve service delivery.</p>	<p>First national customer satisfaction survey to be carried out by BSD by the end December 2012. Actions emerging from the survey, if appropriate, to be analysed by the verifier. Any improvements or progress as a result of this should be reported back on the quarterly continuous improvement plan template.</p>	<p>31 December 2012</p>

<b>QUARTERLY RETURN FOR PERIOD ENDING 30 SEPTEMBER 2012 (return with balanced scorecard 30/9/12 &amp; quarterly thereafter)</b>			
<b>OUTCOME</b>	<b>Verifier position to meet the KPO criteria at 1 September 2012</b>	<b>Planned actions and milestones to meet the KPO criteria</b>	<b>Completed date</b>
<p><b>KPO6 – Financial governance</b></p> <p>The purpose of this KPO is to monitor verification fee income compared with the costs of running the service, to</p> <p>a) identify where efficiencies can be improved; and</p> <p>b) to determine whether verification fees are of a sufficient level to ensure a high quality service can be offered.</p> <p>Requirement of verifier:</p> <ul style="list-style-type: none"> <li>• Provide data on the income received from building warrant and related statutory fees and the expenditure incurred to run building standards verification services (staff and non-staff costs)</li> <li>• Have in place systems to support the accurate and timely collection of these data</li> <li>• Ensure that time recording systems identify the percentage of time spent on verification activity, and thus enable direct staff costs required to run the verification system to be calculated</li> <li>• Undertake regular reviews of income and cost streams in order to inform and embed efficiency savings where possible</li> <li>• Adhere to the national approach of identifying staff and non-staff costs: <ul style="list-style-type: none"> <li>○ Identify <b>total staff costs</b> which are: wages and salaries; social security costs; pension costs and temporary staff costs</li> <li>○ Identify time spent <b>on verification work</b> from the time recording system</li> <li>○ Apply <b>the national agreed factor 30%</b> for the non-staff costs</li> </ul> </li> </ul> <p>Verifiers to report data on costs and fee income in the agreed format and template. Quarterly reporting and fully implemented from 1/10/12</p>	<p>Systems currently in place to monitor, analyse, identify areas for improvement and reported.</p>	<p>First return submitted to BSD on the agreed template from 1 October 2012. Quarterly returns thereafter.</p>	<p>1 October 2012</p>

<b>QUARTERLY RETURN FOR PERIOD ENDING 30 SEPTEMBER 2012 (return with balanced scorecard 30/9/12 &amp; quarterly thereafter)</b>			
<b>OUTCOME</b>	<b>Verifier position to meet the KPO criteria at 1 September 2012</b>	<b>Planned actions and milestones to meet the KPO criteria</b>	<b>Completed date</b>
<p><b>KPO7 – National forum meetings</b></p> <p>To develop a national construction forum within Scotland that will bring together key stakeholders in the construction industry and encourage collaborative partnership working.</p> <p>This approach will underpin greater consistency and seek solutions to issues in the public interest.</p> <p>Requirement of verifier:</p> <ul style="list-style-type: none"> <li>• Attend national forum meetings with peers and industry stakeholders to discuss key issues</li> <li>• Gain a better understanding of stakeholders' priorities, ensuring that partnership working realises benefits and minimises areas of potential conflict</li> <li>• Utilise the forum and other forms of communications to share best practice with peers and industry stakeholders</li> <li>• Initiate ideas for improving the performance of those involved in the construction industry</li> <li>• Work towards the improvement of key business processes</li> </ul> <p>Full meetings to be held twice yearly through a systematic, flexible agenda in response to issues raised by forum members.</p>	<p>Not applicable.</p>	<p>Attendance at national forum meetings. Follow up on any action points from the meetings and report back through the quarterly continuous improvement plan template on any improvements or progress made as a result of these meetings.</p>	<p>31 December 2012</p>

<b>QUARTERLY RETURN FOR PERIOD ENDING 30 SEPTEMBER 2012 (return with balanced scorecard 30/9/12 &amp; quarterly thereafter)</b>			
<b>OUTCOME</b>	<b>Verifier position to meet the KPO criteria at 1 September 2012</b>	<b>Planned actions and milestones to meet the KPO criteria</b>	<b>Completed date</b>
<p><b>KPO8 – Balanced scorecard</b></p> <p>The creation of a balanced scorecard template will enable a consistent approach to reporting that has not been delivered in previous years.</p> <p>Requirement of verifier:</p> <ul style="list-style-type: none"> <li>Produce a new balanced scorecard using the template contained at Annex G covering the following:</li> </ul> <p>Core perspectives:</p> <ul style="list-style-type: none"> <li>Professional expertise &amp; technical processes</li> <li>Quality customer experience</li> <li>Operational &amp; financial efficiency</li> </ul> <p>Cross cutting themes:</p> <ul style="list-style-type: none"> <li>Public interest</li> <li>Continuous improvement</li> </ul> <p>Submit balanced scorecard to the Scottish Government by 30 September 2012</p> <p>Verifiers to submit annual balanced scorecard on the agreed template. This template is available as a separate document.</p> <p>Quarterly reporting and fully implemented from 30/9/12</p>	<p>Since 2006 produce annually a Balanced Scorecard and Progress to Date Report and forward to BSD (formerly SBSA).</p>	<p>Balanced scorecard completed in the agreed format and forwarded to BSD.</p>	<p>30 September 2012</p>

<b>QUARTERLY RETURN FOR PERIOD ENDING 30 SEPTEMBER 2012 (return with balanced scorecard 30/9/12 &amp; quarterly thereafter)</b>			
<b>OUTCOME</b>	<b>Verifier position to meet the KPO criteria at 1 September 2012</b>	<b>Planned actions and milestones to meet the KPO criteria</b>	<b>Completed date</b>
<p><b>KPO9 – Continuous improvement plan</b></p> <p>The creation of this Continuous Improvement Plan will enable verifiers and the Scottish Government to the baseline position and understand how close verifiers are from achieving KPO targets to implementing the new framework and the actions planned in order to meet them,</p> <p>Requirement of the verifier:</p> <ul style="list-style-type: none"> <li>• Produce a Continuous Improvement Plan based on the template, outlining achievement time; current level of distance from KPO and plans in place to meet the KPO targets</li> <li>• Identify and include key milestones within the Continuous Improvement Plan</li> <li>• Allocate responsibility to members of the verification team for monitoring and reporting progress against the targets outlined in the Continuous Improvement Plan</li> </ul> <p>Verifiers to develop and submit their continuous improvement plans quarterly on the agreed template.</p> <p>Quarterly reporting and fully implemented from 30/9/12</p>	<p>Since 2006 produce annually a Balanced Scorecard and Progress to Date Report and forward to BSD (formerly SBSA). This scorecard template contained a section entitled Continuous Improvement.</p>	<p>Verifiers will be required to report progress against the continuous improvement plan. Initially based on current readiness and improvements necessary to meet the key performance outcome timelines. Thereafter any improvements or changes to any of the KPOs should be recorded on the quarterly continuous improvement plan.</p>	<p>30 September 2012</p>



**Argyll and Bute Council**  
Comhairle Earra-Ghàidheal agus Bhòid  
[argyll-bute.gov.uk](http://argyll-bute.gov.uk)

