

**LOCAL AUTHORITY:**  
**REPORTING PERIOD:**

**Argyll and Bute Council**  
**QUARTER 3 YEAR 2015/16**

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

**Professional Expertise and Technical Processes**

<b>Actions from previous quarter (Q2 2015/16):</b>	<b>Relevant to KPO1-2:</b>	<b>Target Completion Date:</b>	<b>Status:</b>	<b>Outcomes:</b>
Continuously monitor Area Office Workloads and re-allocate to other alternative offices with greater capacity	KPO1	Dec-15	Completed	Minimise the time taken to get a Building Warrant
Annual Review of protocols for allocation of workload on Building Warrants	KPO1	Mar-16	On Target	Minimise the time taken to get a Building Warrant
Annually Review formal recording system of Team Leader checking of 5% of all applications including those handled and processed by experienced surveyors	KPO1	Mar-16	On Target	Ensure a consistent and qualitative approach is maintained in vetting of applications across all area offices
Benchmarking meeting with external partners (Clyde Valley Benchmarking Group)	KPO1	Dec-15	Completed	Ensure a consistent and qualitative approach is maintained throughout the Partner Authorities and learn from best practice
Devise electronic recording of alternative solution(s) protocol and procedure	KPO1	Dec-15	Completed	To ensure a consistent and qualitative approach is maintained in vetting of Building Warrant applications
Quarterly review of Balanced Scorecard and Continuous Improvement Plan and submit to the BSD	KPO1	Jan-16	Completed	Enable BS Staff to maintain professional memberships and keep up-to-date with current industry and regulatory developments
Develop further CPD and Training Seminars in partnership with GCU and BSD, making available to LABSS members and regular service users	KPO1	Dec-15	Completed	Enable BS Staff to maintain professional memberships and keep up-to-date with current industry and regulatory developments
Undertake Annual Performance Review and Development Plan (PRD's) for all staff	KPO2	Jan-16	Completed	Help clarify staff targets and development needs
Review quality of data held on Building Standards Network Drive	KPO2	Mar-16	On Target	To ensure that there is an up-to-date log of relevant information held for dissemination and is accessible to all BS staff
Annually monitor consistency of approach in area offices	KPO1	Mar-16	On Target	Ensure a consistent approach is maintained throughout the de-centralised BS team
Monitor performance of area admin support	KPO1	Dec-15	Completed	Minimise the time taken to get a Building Warrant
Investigate the possibly of introducing a Building Standards Apprenticeship Pathway	KPO2	Mar-16	On Target	To continue the lineage of the Surveyor profile (Grow your Own)
Annually review formalised training regime for trainees and assistants	KPO2	Dec-15	Completed	Enable a consistent quality approach to the professional development of trainees and assistants
Develop and implement e-Building Standards	KPO1	Dec-15	Completed	Minimise the time taken to get a Building Warrant
Engagement of BS Staff via annual feedback survey	KPO1	Dec-15	Completed	Involving BS staff in improving the service provision
Implement an electronic Verifier/Customer processing time recording system	KPO1	Dec-15	Behind Schedule	Provide a mechanism which records the breakdown of the time taken by the verifier and the customer in compliance with updated KPO1 web-based reporting system
Interrogation of Quarterly KPO stats	KPO1	Dec-15	Completed	To monitor both staff and agent performance
Creation and implementation of additional observation templates.	KPO1	Dec-15	Completed	To highlight issues on a case by case basis in the building warrant application process.

Quarterly KPO1 reporting	KPO1	Jan-16	Completed	Maintaining records of the time taken to grant a Building Warrant
Quarterly KPO2 reporting	KPO1	Jan-16	Completed	Maintaining records of non-compliance issues, why CCNP's have not been achieved and percentage of CCNP's achieved.
<b>Commentary: (This is an important requirement and should include a narrative summary of progress, as well as the context and rationale for any changes to current and planned actions).</b>				
<i>Our in-house eBuilding Standards system is now fully implemented and live to all users. The only exception from Quarter 2 in relation to the KPO's is the Implementation of an electronic Verifier/Customer processing time recording system .</i>				
<b>Key Actions planned for next three quarters:</b>	<b>Relevant to KPO1-2:</b>	<b>Target Completion Date:</b>	<b>Priority Level:</b>	<b>Proposed outcomes:</b>
Continuously monitor Area Office Workloads and re-allocate to other offices with greater capacity	KPO1	Mar-16	High	Minimise the time taken to get a Building Warrant
Annual Review of protocols for allocation of workload on Building Warrants	KPO1	Mar-16	Low	Minimise the time taken to get a Building Warrant
Annually Review formal recording system of Team Leader checking of 5% of all applications	KPO1	Mar-16	Low	Ensure a consistent and qualitative approach is maintained in vetting of applications across all area offices
Benchmarking meeting with external partners (Clyde Valley Benchmarking Group)	KPO1	Mar-16	High	Ensure a consistent approach is maintained throughout the partner authorities and learn from best practice
Devise electronic recording of alternative solution(s) protocol and procedure	KPO1	Mar-16	High	Electronic recording ensures a consistent and qualitative approach is maintained in vetting of Building Warrant applications
Quarterly review of Balanced Scorecard and Continuous Improvement Plan and submit to the BSD	KPO1	Apr-16	High	Align the actions and indicators of Balanced Scorecard with Section Work Plan
Develop further CPD and Training Seminars in partnership with GCU and University of Edinburgh making available to LABSS members and service users	KPO1	Mar-16	Medium	Enable BS Staff to maintain professional memberships and keep up-to-date with current industry and regulatory developments
Undertake annual Performance Review and Development Plan (PRD's) for all staff	KPO2	Jan-17	High	Help clarify staff targets and development needs
Review quality of data held on Building Standards Network Drive	KPO2	Mar-16	Low	Ensuring up-to-date and relevant information is held for dissemination and is accessible to all BS staff
Annually monitor consistency of approach in area offices	KPO1	Mar-16	Low	Ensure a consistent approach is maintained throughout the de-centralised BS team
Monitor performance of area admin support	KPO1	Mar-16	High	Minimise the time taken to get a Building Warrant
Investigate the possibility of introducing a Building Standards Apprenticeship Pathway	KPO2	Mar-16	High	To continue the lineage of the Surveyor profile ( <i>Grow your Own</i> )
Annually review formalised training regime for trainee and assistant Building Standards Surveyors	KPO2	Mar-16	High	Enabling a consistent quality approach to the professional development of trainees and assistants
Continue to monitor in house e-Building Standards system and prepare for National Portal	KPO1	Aug-16	High	Minimise the time taken to get a Building Warrant
Engagement of BS Staff via annual feedback survey	KPO1	Dec-16	Medium	Involving BS staff in improving the service provision
Implement an electronic Verifier/Customer processing time recording system	KPO1	Mar-16	High	Provide a mechanism which records the breakdown of the time taken by the verifier and the customer in compliance with updated KPO1 web-based reporting system
Interrogation of Quarterly KPO stats	KPO1	Mar-16	Medium	To monitor both staff and agent performance

Creation of report to provide breakdown of % of CCNPS fully achieved by verifier	KPO2	Mar-16	High	Provide a mechanism which records the breakdown of the % of CCNP's fully achieved by the verifier and the customer in compliance with updated KPO2 web-based reporting system
Quarterly KPO1 reporting	KPO1	Apr-16	High	Maintaining records of the time taken to grant a Building Warrant
Quarterly KPO2 reporting	KPO1	Apr-16	High	Maintaining records of non-compliance issues, why CCNP's have not been achieved and percentage of CCNP's achieved.

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

*Our in-house E-Building Standards system is now fully implemented and the national eBS Portal (scheduled for August 2016) will be the key goal for Argyll and Bute Building Standards service delivery improvement*

**Quality Customer Experience**

Actions from previous quarter (Q2 2015/16):	Relevant to KPO3-5:	Target Completion Date:	Status:	Outcomes:
Maintain current high level of Customer Service	KPO3	Mar-16	On Target	Exceeding the requirements of KPO3-5 in alignment with our Customer Service Excellence CSE Award
Participate in CSE Benchmarking Group (consisting of Local Authority, Third Sector and Private Sector CSE holders)	KPO3	Mar-16	On Target	Learn from best practice

*Commentary: (This is an important requirement and should include a narrative summary of progress as well as the context and rationale for any changes to current and planned actions.)*

Argyll and Bute Building Standards attained the UK Government Accredited Customer Service Excellence (CSE) Award in December 2013 (first service within Argyll and Bute Council to attain the accreditation) and retained it in December 2014 with an improved assessment report attaining full compliance in all aspects, exceeding in three criteria . This confirms the high level of customer engagement and satisfaction in Argyll and Bute in relation to the Building Standards service provision and that all outcomes detailed in previously submitted Continuous Improvement Plan (CIP) are relevant, complete and on-going.

Key Actions planned for next three quarters:	Relevant to KPO3-5:	Target Completion Date:	Priority Level:	Proposed Outcomes:
Participate in CSE Benchmarking Group (consisting of Local Authority, Third Sector and Private Sector CSE holders)	KPO3	Mar-16	High	Learn from best practice
Maintain current high level of Customer Service	KPO3	Mar-16	High	Retention of our Customer Service Excellence (CSE) Award via annual interim review

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

Our last annual CSE Audit (November 2015) awarded us a further improved score with all 57 elements being compliant and five elements now compliant plus. Subjecting our Service to the rigorous annual Customer Service Excellence audit process (scheduled for November 2016) proves our ongoing commitment to engaging with our Service users to further improve and enhance the customer experience

**Operation and Financial Efficiency**

Actions from previous quarter (Q2 2015/16):	Relevant to KPO6-9:	Target Completion Date:	Status:	Outcomes:
Continuously monitor Area Office workloads and re-allocate to other alternative offices with greater capacity	KPO9	Dec-15	Completed	Minimise the time taken to get a Building Warrant

Review information on fair fees per our guidance notes and webpages	KPO6	Mar-16	On Target	To ensure that all Service Users have access to up-to-date fee structures
Review increased access to web-based and other Service information	KPO9	Mar-16	On Target	To ensure that all Service Users have ease of access to up-to-date Service Information
Develop and implement e-Building Standards	KPO9	Dec-15	Completed	To further extend our Service provision to remote applicants
Quarterly review of Balanced Scorecard and continuous improvement plan and submit to BSD	KPO9	Jan-16	Completed	Align the actions and indicators of Balanced Scorecard with Section Work Plan
Hold regular team, technical working group meetings, bi-annual whole team meetings, team leader meetings, CSE working group meetings and Balanced Scorecard working group meetings	KPO9	Dec-15	Completed	To ensure that the Service is operational and financially efficient
Quarterly review of Public Sector Improvement Framework (PSIF) Improvement plan	KPO9	Dec-15	Completed	Monitor comprehensive self evaluation to promote continuous improvement
Engagement of BS staff via annual feedback survey	KPO9	Dec-15	Completed	To ensure that the Service is operational and financially efficient
Implement an electronic recording method of BS staff time allocation between verification/non verification functions	KPO6	Dec-15	Behind Schedule	To ensure that the Service is operational and financially efficient
Quarterly financial and budgetary analysis	KPO6	Dec-15	Completed	To ensure that the Service is operational and financially efficient
Review estimated build costs as BCIS guide, in partnership with Benchmarking Group	KPO6	Dec-15	Completed	To ensure construction based application fees are appropriate to the level of works being undertaken.
Review existing non-verifier fees in line with inflation	KPO6	Mar-16	On Target	To ensure Non-Verifier fees charged are fit for purpose
Investigate the possibility of attaining ISO 9001:2008 Certification for Quality management systems, for our processes	KPO9	Mar-16	On Target	To gain external accreditation that our processes are fit for purposes
Identify additional income streams	KPO6	Dec-15	Completed	To supplement Building Warrant Fee income and attain a balanced budget thus negating the need for staff rationalisation.
Aligning our historic job descriptions with the Council's recently introduced Core Competency Framework	KPO9	Sep-15	Completed	To ensure staff PRD's are more conducive to staff aspirations
<b>Commentary optional: (This could look at longer term priorities (one to three years)</b>				
Additional income stream identified which will increase our revenue by circa £100k per annum. The actions identified will allow the service to maximise and utilise all its resources in an effective and efficient manner.				
<b>Key Actions planned for next three quarters:</b>	<b>Relevant to KPO6-9:</b>	<b>Target Completion Date:</b>	<b>Status:</b>	<b>Proposed Outcomes:</b>
Continuously monitor Area Office workloads and re-allocate to other alternative offices with greater capacity	KPO9	Mar-16	High	Minimise the time taken to get a Building Warrant
Review information on fair fees per our guidance notes and webpages	KPO6	Mar-16	Medium	To ensure that all Service Users have access to up-to-date fee structures
Review increased access to web-based and other Service information	KPO9	Mar-16	Low	To ensure that all Service Users have ease of access to up-to-date Service Information
Continue to monitor in house e-Building Standards system and prepare for National Portal	KPO9	Aug-16	High	To further extend our Service provision to remote applicants
Quarterly review of Balanced Scorecard and Continuous Improvement Plan and submit to BSD	KPO9	Apr-16	High	Align the actions and indicators of Balanced Scorecard with Section Work Plan

Hold regular team, technical working group meetings, bi-annual whole team meetings, team leader meetings, CSE working group meetings and Balanced Scorecard working group meetings	KPO9	Mar-16	Medium	To ensure that the Service is operational and financially efficient
Quarterly review of Public Sector Improvement Framework (PSIF) Improvement Plan	KPO9	Mar-16	High	Monitor comprehensive self evaluation to promote continuous improvement
Engagement of BS staff via annual feedback survey	KPO9	Dec-16	Low	To ensure that the Service is operational and financially efficient
Implement an electronic recording method of BS staff time allocation between verification/non verification functions	KPO6	Mar-16	High	To ensure that the Service is operational and financially efficient
Quarterly financial and budgetary analysis	KPO6	Mar-16	High	To ensure that the Service is operational and financially efficient
Review estimated build costs as BCIS guide, in partnership with Benchmarking Group	KPO6	Mar-16	Low	To ensure construction based application fees are appropriate to the level of works being undertaken.
Review existing non-verifier fees in line with inflation	KPO6	Mar-16	Low	To ensure Non-Verifier fees charged are fit for purpose
Continue to identify additional income streams	KPO6	Mar-16	High	To supplement Building Warrant Fee income and attain a balanced budget thus negating the need for staff rationalisation.
Investigate the possibility of attaining ISO 9001:2008 Certification for Quality management systems, for our processes	KPO9	Mar-16	High	To gain external accreditation that our processes are fit for purposes
<b>Commentary (optional): (This could look at longer term priorities (one to three years)):</b>				
The actions identified will allow the service to maximise and utilise all its resources in an effective and efficient manner.				