

**LOCAL AUTHORITY:
REPORTING PERIOD:**

**Argyll and Bute Council
QUARTER 3 YEAR 2016/17**

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

Professional Expertise and Technical Processes

| Actions from previous quarter (Q2 2016/17): | Relevant to KPO1-2: | Target Completion Date: | Status: | Outcomes: |
|--|----------------------------|--------------------------------|----------------|---|
| Continuously monitor Area Office Workloads and re-allocate to other alternative offices with greater capacity | KPO1 | Dec-16 | Completed | Minimise the time taken to get a Building Warrant |
| Annual Review of protocols for allocation of workload on Building Warrants | KPO1 | Mar-17 | 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. | KPO1 | Mar-17 | 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-16 | 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-16 | 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-17 | 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 | Mar-17 | On Target | 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 | On Target | Help clarify staff targets and development needs |
| Review quality of data held on Building Standards Network Drive | KPO2 | Mar-17 | 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-17 | On Target | Ensure a consistent approach is maintained throughout the de-centralised BS team |
| Monitor performance of area admin support | KPO1 | Dec-16 | Completed | Minimise the time taken to get a Building Warrant |
| Annually review formalised training regime for Assistant Building Standards Surveyor | KPO2 | Mar-17 | On Target | Enable a consistent quality approach to the professional development of assistants |
| Engagement of BS Staff via annual feedback survey | KPO1 | Dec-16 | Completed | Involving BS staff in improving the service provision |
| Implement an electronic Verifier/Customer processing time recording system. | KPO1 | Jun-16 | Completed | Provide a mechanism which records the breakdown of the time taken by the verifier and the customer in compliance with updated KP01 web-based reporting system |
| After the successful launch of the National eBS Portal further develop internal procedures to fully automate the process from start to finish. | KPO1 | Dec-16 | Completed | Minimise the time taken to get a Building Warrant |
| Interrogation of Quarterly KPO stats | KPO1 | Dec-16 | Completed | To monitor both staff and agent performance |

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| Prepare Job Description and complete process to advertise and recruit one apprentice BS Surveyor (on trial basis). The end of the two year apprenticeship will determine whether or not this will be further rolled out. | KPO2 | Sep-16 | Completed | To continue the lineage of the Surveyor profile (<i>Grow your Own</i>) |
| Identify an external trainer to complete process to enable us to advertise and recruit one apprentice BS Surveyor (on trial basis). The end of the two year apprenticeship will determine whether or not this will be further rolled out. | KPO2 | Dec-16 | Behind Schedule | To continue the lineage of the Surveyor profile (<i>Grow your Own</i>) |
| Annual interrogation of Quarterly KPO stats to identify and engage with agents who consistently delay re-submission data. | KP01 | Jun-17 | On Target | To liaise with these agents to assist them in improvement in this field. |
| Monitor report to provide breakdown of CCNPS fully achieved by relevant person and verifier | KP02 | Dec-16 | Completed | To records the number of CCNP's fully achieved by both the relevant person and the verifier and the customer in compliance with updated KPO2 web-based reporting system |
| Quarterly KPO1 reporting | KPO1 | Jan-17 | Completed | Maintaining records of the time taken to grant a Building Warrant |
| Quarterly KPO2 reporting | KPO1 | Jan-17 | Completed | Maintaining records of non-compliance issues, why CCNP's have not been achieved and percentage of CCNP's achieved. |
| Commentary: (This is an important requirement and should include a narrative summary of progress, as well as the context and rationale for any changes to current and planned actions). | | | | |
| Due to a change in HR protocols, and the difficulty in identifying a suitable external trainer, the position of Apprentice Building Standards Suveryor has not yet been advertised. All other actions for FQ2 or Annually are either completed or on target. | | | | |
| Key Actions planned for next three quarters: | Relevant to KPO1-2: | Target Completion Date: | Priority Level: | Proposed outcomes: |
| Continuously monitor Area Office Workloads and re-allocate to other offices with greater capacity | KPO1 | Mar-17 | High | Minimise the time taken to get a Building Warrant |
| Annual Review of protocols for allocation of workload on Building Warrants | KP01 | Mar-17 | Low | Minimise the time taken to get a Building Warrant |
| Annually Review formal recording system of Team Leader checking minimum 5% of all applications | KPO1 | Mar-17 | 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-17 | High | Ensure a consistent approach is maintained throughout the partner authorities and learn from best practice |
| Annual Review of alternative solution(s) protocol and procedure | KPO1 | Dec-17 | 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-17 | 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-17 | 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 |

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| Review quality of data held on Building Standards Network Drive | KPO2 | Mar-17 | 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-17 | Low | Ensure a consistent approach is maintained throughout the de-centralised BS team |
| Monitor performance of area admin support | KPO1 | Mar-17 | High | Minimise the time taken to get a Building Warrant |
| Identify an external trainer to complete process to enable us to advertise and recruit one apprentice BS Surveyor (on trial basis). The end of the two year apprenticeship will determine whether or not this will be further rolled out. | KPO2 | Mar-17 | High | To continue the lineage of the Surveyor profile (<i>Grow your Own</i>) |
| Annually review formalised training regime for Assistant Building Standards Surveyor | KPO2 | Mar-17 | High | Enabling a consistent quality approach to the professional development of assistants |
| After the successful launch of the National eBS Portal further develop internal procedures to fully automate the process from start to finish. | KPO1 | Mar-17 | High | Minimise the time taken to get a Building Warrant |
| Engagement of BS Staff via annual feedback survey | KPO1 | Dec-17 | Medium | Involving BS staff in improving the service provision |
| Interrogation of Quarterly KPO stats | KPO1 | Mar-17 | Medium | To monitor both staff and agent performance |
| Annual interrogation of Quarterly KPO stats to identify and engage with agents who consistently delay re-submission data. | KPO1 | Jun-17 | Medium | To liaise with these agents to assist them in improvement in this field. |
| Monitor report to provide breakdown of CCNPS fully achieved by relevant person and verifier | KPO2 | Mar-17 | High | To records the number of CCNP's fully achieved by both the relevant person and the verifier and the customer in compliance with updated KPO2 web-based reporting system |
| Quarterly KPO1 reporting | KPO1 | Apr-17 | High | Maintaining records of the time taken to grant a Building Warrant |
| Quarterly KPO2 reporting | KPO1 | Apr-17 | 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): | | | | |
| The current key outcomes for Argyll and Bute Council Building Standards are, to identify additional budget savings (potentially 6%) as required by Council for 2017/18 financial year, continue to identify additional income streams, identify procedure for electronically docketing plans and to carry out the annual interrogation of Quarterly KPO stats to identify and engage with agents who consistently delay re-submission data. | | | | |
| Quality Customer Experience | | | | |
| Actions from previous quarter (Q2 2016/17): | Relevant to KPO3-5: | Target Completion Date: | Status: | Outcomes: |
| Maintain current high level of Customer Service | KPO3 | Dec-16 | Completed | 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-17 | 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, first service within Argyll and Bute Council to attain the Customer Service Excellence accreditation, retained it once again in December 2016 with an improved assessment report attaining full compliance in all aspects, achieving compliance plus in seven criterion . 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: |
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| Participate in CSE Benchmarking Group (consisting of Local Authority, Third Sector and Private Sector CSE holders) | KPO3 | Mar-17 | High | Learn from best practice |
| Maintain current high level of Customer Service | KPO3 | Mar-17 | 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)) | | | | |
| Argyll and Bute Building Standards are committed to further engaging with our regular users to ensure that our service going forward meets their needs, and provides them with the comfort that we have the appropriate expertise to facilitate and further advance development by seeking their views at every opportunity via newsletters, forums, electronic questionnaires, face to face meetings and social media. This will ensure that our CSE status is retained and further enhanced. | | | | |
| Operation and Financial Efficiency | | | | |
| Actions from previous quarter (Q2 2016/17): | 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-16 | Completed | Minimise the time taken to get a Building Warrant |
| Review information on fair fees per our guidance notes and webpages | KPO6 | Dec-16 | Completed | 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 | Dec-16 | Completed | To ensure that all Service Users have ease of access to up-to-date Service Information |
| Quarterly review of Balanced Scorecard and continuous improvement plan and submit to BSD | KPO9 | Jan-17 | 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-16 | Completed | To ensure that the Service is operational and financially efficient |
| Quarterly review of Public Sector Improvement Framework (PSIF) Improvement plan | KPO9 | Dec-16 | Completed | Monitor comprehensive self evaluation to promote continuous improvement |
| Engagement of BS staff via annual feedback survey | KPO9 | Dec-16 | 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. BS user group have requested that report is developed by IDOX for this purpose. | KPO6 | Jun-16 | Behind Schedule | To ensure that the Service is operational and financially efficient |
| Quarterly financial and budgetary analysis | KPO6 | Dec-16 | Completed | To ensure that the Service is operational and financially efficient |
| Review estimated build costs as BCIS guide, in partnership with Benchmarking Group | KPO6 | Mar-17 | On Target | 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-17 | 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 | Jun-16 | Completed | To gain external accreditation that our processes are fit for purposes |
| Continue to identify additional income streams | KPO6 | Dec-16 | Completed | To supplement Building Warrant Fee income and attain a balanced budget thus negating the need for staff rationalisation. |

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| Lobby the BSD through LABBS for an increase in the Building Warrant Fee Structure. | KPO6 | Mar-17 | Completed | To ensure the service is adequately resourced going forward. |
| Implement an electronic recording method of BS staff time allocation between verification/non verification functions | KPO6 | Jan-17 | Behind Schedule | To ensure that the Service is operational and financially efficient |
| After the successful launch of the National eBS Portal further develop internal procedures to fully automate the process from start to finish | KPO9 | Aug-16 | Completed | To further extend our Service provision to remote applicants |
| Commentary optional: (This could look at longer term priorities (one to three years)) | | | | |
| Due to the current economic situation and the requirement to make saving of a further potential 6% savings on our budget for 2017/18, we will continue to identify additional income streams and lobby the BSD through LABSS for an early implementaton of the fee regulations increase as a result of the consultation, to ensure the service is adequately resourced going forward. | | | | |
| Key Actions planned for next three quarters: | Relevant to KPO6-9: | Target Completion Date: | Status: | Proposed Outcomes: |
| Continuously monitor Area Office workloads and re-allocate to other alternative offices with greater capacity | KPO9 | Mar-17 | High | Minimise the time taken to get a Building Warrant |
| Review information on fair fees per our guidance notes and webpages | KPO6 | Mar-17 | 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-17 | Low | To ensure that all Service Users have ease of access to up-to-date Service Information |
| After the successful launch of the National eBS Portal further develop internal procedures to fully automate the process from start to finish | KPO9 | Mar-17 | 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-17 | 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-17 | Medium | To ensure that the Service is operational and financially efficient |
| Quarterly review of Public Sector Improvement Framework (PSIF) Improvement Plan | KPO9 | Mar-17 | High | Monitor comprehensive self evaluation to promote continuous improvement |
| Engagement of BS staff via annual feedback survey | KPO9 | Dec-17 | Low | To replace paper recording and thus streamling the process |
| Implement an electronic recording method of BS staff time allocation between verification/non verification functions | KPO6 | Mar-17 | High | To ensure that the Service is operational and financially efficient |
| Quarterly financial and budgetary analysis | KPO6 | Mar-17 | 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-17 | 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-17 | Low | To ensure Non-Verifier fees charged are fit for purpose |
| Continue to identify additional income streams | KPO6 | Mar-17 | High | To supplement Building Warrant Fee income and attain a balanced budget thus negating the need for staff rationalisation. |

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| Lobby the BSD through LABSS for an early implementaton of the fee regulations increase as a result of the consultation. | KP06 | Mar-17 | High | To ensure the service is adequately resourced going forward. |
| Complete review of all processes in preparation of attaining ISO 9001:2008 Certification for Quality management systems | KP09 | Jun-17 | High | To gain external accreditation that our processes are fit for purposes |
| Commentary (optional): (This could look at longer term priorities (one to three years)): | | | | |
| The actions identified will allow the service to maximise and utilise all its resources in an effective and efficient manner. Succession Planning will necessitate the recruitment of apprentices/trainees in the near future to ensure that the gap in professional staff, through retirement, is bridged. | | | | |