

**LOCAL AUTHORITY:
REPORTING PERIOD:**

**Argyll and Bute Council
QUARTER 2 YEAR 2016/17**

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

Professional Expertise and Technical Processes

Actions from previous quarter (Q1 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	Sep-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 including those handled and processed by experienced surveyors	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	Sep-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	Sep-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	Oct-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	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	Sep-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	On Target	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
Continue to monitor in house e-Building Standards system and prepare for National Portal	KPO1	Aug-16	Completed	Minimise the time taken to get a Building Warrant
Interrogation of Quarterly KPO stats	KPO1	Sep-16	Completed	To monitor both staff and agent performance

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	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	Sep-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	Oct-16	Completed	Maintaining records of the time taken to grant a Building Warrant
Quarterly KPO2 reporting	KPO1	Oct-16	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, the position of Apprentice Building Standards Suveryor has not yet been advertised. All other actions for FQ1 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	Dec-16	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 of 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	Dec-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	Dec-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	Jan-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
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	Dec-16	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	Dec-16	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	Dec-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
Interrogation of Quarterly KPO stats	KPO1	Dec-16	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	Dec-16	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	Jan-17	High	Maintaining records of the time taken to grant a Building Warrant
Quarterly KPO2 reporting	KPO1	Jan-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 (Q1 2016/17):	Relevant to KPO3-5:	Target Completion Date:	Status:	Outcomes:
Maintain current high level of Customer Service	KPO3	Sep-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 2015 with an improved assessment report attaining full compliance in all aspects, achieving compliance plus in five 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-17	High	Learn from best practice

Maintain current high level of Customer Service	KPO3	Dec-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))				
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 (Q1 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	Sep-16	Completed	Minimise the time taken to get a Building Warrant
Review information on fair fees per our guidance notes and webpages	KPO6	Sep-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	Sep-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	Oct-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	Sep-16	Completed	To ensure that the Service is operational and financially efficient
Quarterly review of Public Sector Improvement Framework (PSIF) Improvement plan	KPO9	Sep-16	Completed	Monitor comprehensive self evaluation to promote continuous improvement
Engagement of BS staff via annual feedback survey	KPO9	Dec-16	On Target	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	Sep-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-16	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-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	Sep-16	Completed	To supplement Building Warrant Fee income and attain a balanced budget thus negating the need for staff rationalisation.
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.
Complete review of all processes in preparation of attaining ISO 9001:2008 Certification for Quality management systems	KPO9	Jun-16	Behind Schedule	To gain external accreditation that our processes are fit for purposes
Continue to monitor in house e-Building Standards system and prepare for National Portal	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 increase in the Building Warrant Fee Structure 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	Dec-16	High	Minimise the time taken to get a Building Warrant
Review information on fair fees per our guidance notes and webpages	KPO6	Dec-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	Dec-16	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	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	Jan-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	Dec-16	Medium	To ensure that the Service is operational and financially efficient
Quarterly review of Public Sector Improvement Framework (PSIF) Improvement Plan	KPO9	Dec-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	Dec-16	High	To ensure that the Service is operational and financially efficient
Quarterly financial and budgetary analysis	KPO6	Dec-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-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	Dec-16	High	To supplement Building Warrant Fee income and attain a balanced budget thus negating the need for staff rationalisation.
Lobby the BSD through LABBS for an increase in the Building Warrant Fee Structure. Ensure that the upcoming consultation on the fees, is completed timeously.	KPO6	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	KPO9	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.