

**LOCAL AUTHORITY:  
REPORTING PERIOD:**

**Argyll and Bute Council  
QUARTER 4 YEAR 2016/17**

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

**Professional Expertise and Technical Processes**

<b>Actions from previous quarter (Q3 2016/17):</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	Mar-17	Completed	Minimise the time taken to get a Building Warrant
Annual Review of protocols for allocation of workload on Building Warrants	KPO1	Mar-17	Completed	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	Completed	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	Completed	Ensure a consistent and qualitative approach is maintained throughout the Partner Authorities and learn from best practice
Quarterly review of Balanced Scorecard and Continuous Improvement Plan and submit to the BSD	KPO1	Apr-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	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-17	Completed	Help clarify staff targets and development needs
Review quality of data held on Building Standards Network Drive	KPO2	Mar-17	Completed	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	Completed	Ensure a consistent approach is maintained throughout the de-centralised BS team
Monitor performance of area admin support	KPO1	Mar-17	Completed	Minimise the time taken to get a Building Warrant
Annually review formalised training regime for Assistant Building Standards Surveyor	KPO2	Mar-17	Completed	Enable a consistent quality approach to the professional development of assistants
Engagement of BS Staff via annual feedback survey	KPO1	Dec-17	On Target	Involving BS staff in improving the service provision
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	Completed	Minimise the time taken to get a Building Warrant
Interrogation of Quarterly KPO stats	KPO1	Mar-17	Completed	To monitor both staff and agent performance
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	Completed	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.	KPO1	Jun-17	On Target	To liaise with these agents to assist them in improvement in this field.

Annual Review of alternative solution(s) protocol and procedure	KPO1	Dec-17	On Target	Electronic recording ensures a consistent and qualitative approach is maintained in vetting of Building Warrant applications
Monitor report to provide breakdown of CCNPS fully achieved by relevant person and verifier	KPO2	Mar-17	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	Apr-17	Completed	Maintaining records of the time taken to grant a Building Warrant
Quarterly KPO2 reporting	KPO1	Apr-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).				
An external trainer has now been identified and the position of Apprentice Building Standards Surveyor will be advertised when the fee regulations are altered to provide the additional income required to fund the post.				
<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	Jun-17	High	Minimise the time taken to get a Building Warrant
Annual Review of protocols for allocation of workload on Building Warrants	KPO1	Mar-18	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-18	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	Jun-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	Jul-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	Jun-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-18	High	Help clarify staff targets and development needs
Review quality of data held on Building Standards Network Drive	KPO2	Jun-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-18	Low	Ensure a consistent approach is maintained throughout the de-centralised BS team
Monitor performance of area admin support	KPO1	Jun-17	High	Minimise the time taken to get a Building Warrant
Recruit one Apprentice Building Standards Surveyor when the fee regulations are altered to provide the additional income required to fund the post.	KPO2	Mar-18	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-18	High	Enabling a consistent quality approach to the professional development of assistants

Continue to further develop internal procedures to assist Surveyors in processing eBuilding Standards Applications.	KPO1	Jun-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	Jun-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.
Awaiting provision of report from IDOX to provide breakdown of CCNPS fully achieved by relevant person and verifier	KPO2	Dec-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	Jul-17	High	Maintaining records of the time taken to grant a Building Warrant
Quarterly KPO2 reporting	KPO1	Jul-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 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. In FQ4 Argyll and Bute Building Standards have assisted the City of Edinburgh Council, vetting 180 applications with a value of work of £34 million, bringing in additional fee income of circa £90k

### Quality Customer Experience

Actions from previous quarter (Q3 2016/17):	Relevant to KPO3-5:	Target Completion Date:	Status:	Outcomes:
Maintain current high level of Customer Service	KPO3	Mar-17	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	Completed	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:
Participate in CSE Benchmarking Group (consisting of Local Authority, Third Sector and Private Sector CSE holders)	KPO3	Jun-17	High	Learn from best practice
Maintain current high level of Customer Service	KPO3	Jun-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 (Q3 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	Mar-17	Completed	Minimise the time taken to get a Building Warrant
Review information on fair fees per our guidance notes and webpages	KPO6	Mar-17	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	Mar-17	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	Mar-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	Mar-17	Completed	To ensure that the Service is operational and financially efficient
Quarterly review of Public Sector Improvement Framework (PSIF) Improvement plan	KPO9	Mar-17	Completed	Monitor comprehensive self evaluation to promote continuous improvement
Engagement of BS staff via annual feedback survey	KPO9	Dec-17	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	Mar-17	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
Continue to identify additional income streams	KPO6	Mar-17	Completed	To supplement Building Warrant Fee income and attain a balanced budget thus negating the need for staff rationalisation.
Lobby the BSD through LABSS for an early implementation of the fee regulations increase as a result of the consultation.	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-17	On Target	To gain external accreditation that our processes are fit for purposes
After the successful launch of the National eBS Portal further develop internal procedures to fully automate the process from start to finish	KPO9	Mar-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 further savings on our budget for 2017/18, we will continue to identify additional income streams and lobby the BSD through LABSS for an early implementation of the fee regulations increase as a result of the consultation, to ensure the service is adequately resourced going forward. In FQ4 Argyll and Bute Building Standards have assisted the City of Edinburgh Council, vetting 180 applications with a value of work of £34 million, bringing in additional fee income of circa £90k which allowed us to post a balanced budget.				

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	Jun-17	High	Minimise the time taken to get a Building Warrant
Review information on fair fees per our guidance notes and webpages	KPO6	Jun-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	Jun-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	Jun-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	Jul-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	Jun-17	Medium	To ensure that the Service is operational and financially efficient
Quarterly review of Public Sector Improvement Framework (PSIF) Improvement Plan	KPO9	Jun-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 streamlining the process
Awaiting provision of report from IDOX regarding BS staff time allocation between verification/non verification functions	KPO6	Mar-18	High	To ensure that the Service is operational and financially efficient
Quarterly financial and budgetary analysis	KPO6	Jun-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.
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 is likely to necessitate the recruitment of Apprentice/Trainee Surveyor(s) in the near future to ensure that the gap in professional staff, through retirement, is bridged.				