

East Dunbartonshire Council

Building Standards Verification Service

Balanced Scorecard 2016-2017

April 2016



sustainable thriving achieving

East Dunbartonshire Council

www.eastdunbarton.gov.uk



TABLE OF CONTENTS

- 1 **INTRODUCTION**
 - **Building Standards Standard Statement**
 - **East Dunbartonshire Context**
 - **Organisational Structure**
 - **Development Applications Team**
- 2 **BUILDING STANDARDS VERIFICATION SERVICE INFORMATION**
 - **Public Interest Statement**
 - **Building Standards Team – Services**
 - **Building Standards Team – Organisational Chart**
 - **Verification During Construction**
- 3 **STRATEGIC OBJECTIVES**
 - **Place Neighbourhood & Corporate Assets Service Goals**
 - **Key Objectives**
 - **Service Areas For Improvement**
- 4 **KEY PERFORMANCE OUTCOMES**
 - **Professional Expertise and Technical Processes**
 - **Quality Customer Experience**
 - **Operational and Financial Efficiency**
- 5 **BUILDING STANDARDS – Annual Return Data**
- 6 **CONTINUOUS IMPROVEMENT PLAN**



1. INTRODUCTION

The Balanced Scorecard sets out what the Building Standards Section will do, how we will monitor this and put in place processes for improvement. The Scottish Government requires all Council's Building Standards Sections to prepare and publish a Balanced Scorecard every year. This Scorecard is part of a number of documents which set out the framework for the annual operation of Building Standards in East Dunbartonshire Council.

BALANCED SCORECARD STANDARD STATEMENT

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 and Technical Processes
- Quality Customer Experience
- Operational and Financial Efficiency

EAST DUNBARTONSHIRE CONTEXT

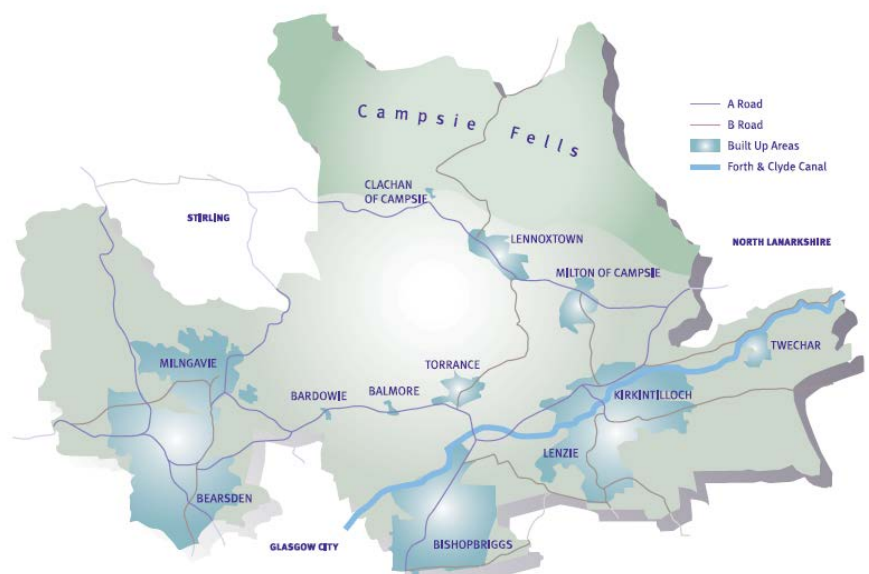
East Dunbartonshire has a population of approximately 104,580 with over 43,000 households and lies to the north of Glasgow, bounded by the Campsie Fells and Kilpatrick Hills and covers an area of 20,172 hectares (77 square miles).

East Dunbartonshire comprises the suburban and rural towns and villages of :-

- Bearsden (population 27,460)
- Bishopbriggs (population 23,080)
- Kirkintilloch (population 19,660)
- Lennoxtown (population 3,770)
- Lenzie (population 8,770)
- Milngavie (population 12,820)
- Milton of Campsie (population 3,810)
- Torrance (population 2,420)
- Twechar (population 1,390)

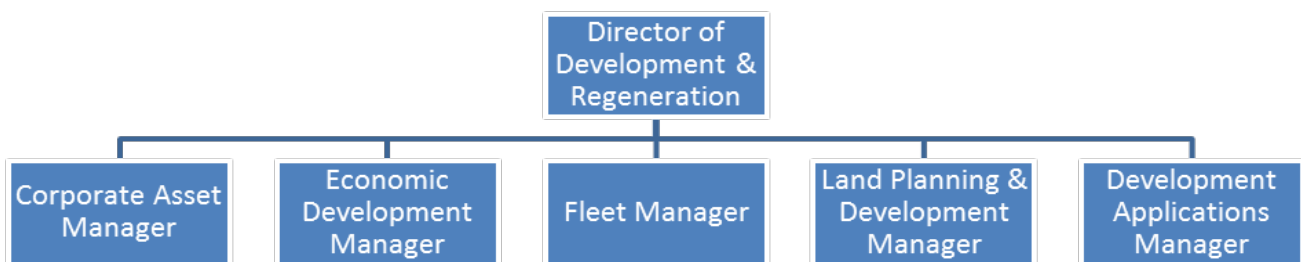
Approximately 81% of residents own their own home with 19% of residents living in rented accommodation.

Map of East Dunbartonshire



ORGANISATIONAL STRUCTURE

The Council has been reviewing and undertaking organisational change and within that the resulting revised service structure was agreed and implemented. This had previously resulted in a level of senior management being removed and new directorates formed. However, more recently a revised business model was developed with Building Standards, which sits within the Development Applications Team, being moved into a new directorate of Place Neighbourhood & Corporate Assets. This Strategic Operating Model was concluded and rolled out with effect from April 2015. The Strategic Operating Model – along with the Local Outcome Improvement Plan – sets out how the Council will deliver its services which will result in more efficient, effective, customer focussed and competitive services.



DEVELOPMENT APPLICATIONS TEAM

The Development Applications Team is responsible for building standards and public safety, planning applications and permissions and enforcement.

The Development Applications Team forms part of the larger Place Neighbourhood & Corporate Assets Directorate with the Development Applications Manager being responsible for the work undertaken.

The work of the Development Applications Team is important to everyone within East Dunbartonshire as it has a direct impact on the places people visit, where they live and work and the built environment generally. Over the past year, we have tried to achieve the best for the people of East Dunbartonshire.

We continue to be proud of the work we do and the services we provide. However, we want to improve the way we operate whilst continuing to deliver a high quality service to our customers and stakeholders.

The Building Standards Section, which sits within the Development Applications Team, undertakes the following areas of work: -

- Building warrants application assessment
- On-site inspection - verification during construction
- Verification of completion certificate submissions
- Building warrant advice
- Letters of Comfort inspections
- Inspecting dangerous buildings and enforcement of unauthorised work
- Licensing and Housing in Multiple Occupancy (HMO) consultations and inspections
- Assessing applications and carrying out inspections for raised structures
- Private Sector Housing Grants



2. BUILDING STANDARDS VERIFICATION SERVICE INFORMATION

PUBLIC INTEREST STATEMENT

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 conversion of a building takes place in order to meet Building Regulations.

The Building Standards System checks that proposed building work or conversion of a building meets standards; inspections are limited to 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/ developer and a client.

Verifiers, appointed by the 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 conversion.

SERVICES

The Building Standards function contributes to –

- supporting learning and enterprise through increasing the amount of business done locally and helping to build a strong business base;
- delivering for our children and young people in their educational achievements through helping to support improvements to the educational estate;
- reducing health inequalities and delivering for our older people through involvement with Social Work services in providing advice and grant assistance for adaptations to allow disabled residents to remain in their own homes;
- safer communities through the application of building standards in improving personal safety and reduction of fires in buildings, and assisting in the reduction of crime with the new security standards from October 2010.

DEVELOPMENT APPLICATION TEAM ORGANISATION CHART

The Building Standards Section forms part of the Development Applications Team and works in partnership with the Planning and Enforcement Section in order to ensure the best for the built and natural environments of East Dunbartonshire. The section has recently relocated and are currently based in Council offices at Southbank House, Strathkelvin Place, Kirkintilloch G66 1XQ

The structure of the Building Standards Team is shown below : -



Consortium Groups:

Local Authorities in Scotland participate in partnership working by being members of consortium groups. East Dunbartonshire Council is a member of the Clyde Valley Consortium in partnership with Argyll and Bute, East Renfrewshire, Glasgow City, Inverclyde, Renfrewshire and West Dunbartonshire Councils. The purpose and expectation of these groups is to formulate and agree a consistent approach to deliver a quality service that meets customers expectations, and meetings take place on a quarterly basis.

BUILDING STANDARDS – VERIFICATION DURING CONSTRUCTION

From 1st October 2012 Scottish Government introduced a new performance framework as an addition to the building standards system in Scotland. The system is intended to ensure that building work on both new and existing buildings results in buildings that meet reasonable standards.

The inspection of building work in progress is an important part of the building standards procedure to ensure that structures, as built, meet the minimum building standards. These inspections are to protect the public interest in terms of compliance with building regulations, not to ensure that all the work is constructed as the person paying for the work would want it. It should also be stated that the use of the term “Verification during Construction” recognises that building standards surveyors cannot and are not required to supervise or monitor every activity on a building project nor can they be present at all times.

The inspection of building work by building standard surveyors is carried out using a risk assessed approach. This risk assessment is completed by the Verifier at the building warrant approval stage and identifies the level of approach to Verification during Construction for each project. From this risk assessment a Construction Compliance and Notification Plan (CCNP) is created and is issued along with all building warrant approvals. The CCNP, retained by each applicant, outlines the different stages of the project that the owner or developer is required to notify the verifier of and the minimum level of checking proposed by the verifier. The process was introduced for domestic buildings only from October 2012 with the all other non-domestic building coming into the scheme from October 2013.

It is the intention of the Building Standards service to provide best value to our customers in East Dunbartonshire.

3. STRATEGIC OBJECTIVES

DEVELOPMENT AND REGENERATION GOALS

As with all Council services Development and Regeneration works to deliver the Council's overarching vision of **“Working together to achieve the best with the people of East Dunbartonshire”**

The main priorities for the Place, Neighbourhood & Corporate Assets continue to be:

- Creating sustainable places for people to work, live and enjoy their leisure time,
- Supporting sustainable economic development,
- Efficiently managing Planning and Building Standards Development processes,
- Improve economic growth and employability,
- Improve the wellbeing of communities and protect the welfare of vulnerable people.

BUILDING STANDARDS KEY OBJECTIVES

The Building Standards service will continue to promote good building and build on achievements from previous years contributing towards a more attractive and sustainable built environment and will focus on the following key objectives:

- Maintain improved performance on processing building warrants and completion certificates;
- Continue to improve performance of inspections of buildings through the process of verification during construction to assist in the verification for acceptance of completion certificates;
- Implement a pilot scheme of e-building standards to allow more effective methods of working and improved customer services;
- Continue along with neighbouring Councils to benchmarking on process, best practice and cost;
- Encourage greater use of electronic communication, including the provision of web-based information;
- Engagement with regular users of the building standard system through surveys and users forum.

BUILDING STANDARDS TEAMS CONTINUOUS IMPROVEMENT

Throughout the 2014/2015 period the Building Standards team managed to maintain a level of performance to achieve the demands of the Key Performance Outcomes set by Scottish Government in their role Verifiers. It is the intention of the service to endeavour to improve the delivery of the service in the year ahead.

- Introduction of GIS information to assist surveyors in their day to day work processes
- Staff Career Development Programme developed in line with Council and Service Needs

- Continue with ongoing back-scanning of historic records in line with agreed procedures and legislation for the keeping of records and information
- Benchmarking with Local Authority Building Standards Scotland (LABSS), other Councils, service providers and consortium groups to compare common practices and service provisions.



4. KEY PERFORMANCE OUTCOMES

The Scottish Government, together with industry representatives, have agreed a set of Key Performance Outcomes for 2015-16. Key Performance Outcomes are a set of measures by which the performance of Local Authority Building Standards Teams will be assessed. There are nine Key Performance Outcomes, grouped under three headings:

- Professional Expertise & Technical Processes
- Quality Customer Experience
- Operational & Financial Efficiency

In this section we will set out what we are planning on doing over the next year to meet the Key Performance Outcomes.



PROFESSIONAL EXPERTISE & TECHNICAL PROCESSES

- **Protocols for dealing with work**
 - A risk management protocol remains in place within the Building Standards section to ensure that work is allocated to staff on a competency based and assessed method. There is an opportunity for less experienced staff to assist with higher risk applications which will allow them to gain appropriate experience to advance their careers. The section also has a number of procedural and operational work practice notes and these are updated when a new internal process or legislative change takes place.
- **Performance management systems**
 - Staff workload is regularly monitored to ensure maximisation of performance throughout the team. Any significant delays can be identified at an early stage and the work reallocated if necessary. Each month, performance reports are published and presented to the internal management teams, including the corporate management team using the Covalent reporting system. Once a year, performance is monitored by a Scrutiny Panel of elected members.
- **Training and development**
 - All employees are part of a Performance Development Review programme. This is a training and performance review programme which identifies personal objectives and training requirements throughout the year ensuring that staff development needs are fulfilled. The importance of continued professional development for staff is recognised and every effort is made to allow attendance to events and seminars.
- **Benchmarking and partnership work**
 - The Council accepts the benefits to our customers of having a consistent approach to verification. In striving to achieve improvements in this area, the section participates in meetings held regularly with consortium groups to look at service provision and best practice across Glasgow and the Clyde Valley.
- **Commitment to work together on technical issues**
 - The Section works closely with partners in the public and private sector to ensure that technical issues are explored and understood. We work closely with those who use our services to ensure that we maintain a working knowledge on technical issues. We are committed to working together with Local Authority Building Standards Scotland (LABSS) and are active in the Scottish Type Approval System (STAS) with staff representation on the working group.
- **Succession planning**
 - The training and performance reviews highlighted above support succession planning and programming needs for the Section. Regular reviews of the Section take place in order to ensure that Section is fit for purpose. The organisational structure of the building standards team, having a team leader, surveyor grade and assistant surveyor grade, offers a level of opportunity for career progression within the service.



QUALITY CUSTOMER EXPERIENCE

- **Customer communication strategies**

- The Development Applications Team and the Building Standards Section both have customer charters which set out how, when and to what standard our communications will be. They also set out how, if something goes wrong, customers can contact us. The Council's web site is regularly updated and re-designed to improve the quality and amount of information available.

- **eBuilding Standards**

Scottish Government will be launching eBuilding Standards on 24th August 2016. The service has introduced a pilot scheme where our customers can make new submissions electronically, at this time, via the Council's Building Standards web mail address. Selected customers, who presently use the ePlanning system, have been invited to participate in the pilot scheme and this will give the team the opportunity to familiarise with the future system in advance of the national launch later this year and allow us to identify and correct procedural difficulties which may arise, having the desired outcome that our customers will realise the benefits this service will provide.

- **Engagement**

- The Development Applications Team and Building Standards Section are committed to engage with our customers by arranging local customer forums to discuss and advise of new legislation and provide updates on the Section to various groups including agents, contractors and individuals. As in previous years, it is proposed to continue with this means of customer engagement in 2014/15 and to build on the success of previous forums.

- **Customer feedback**

- Everyone customer using the building standards service is provided with a customer questionnaire when they receive their building warrant package. This gives them their opportunity to rate the service they have received throughout the process. Last year 90% of customers were happy with the service they received from the Building Standards Section. The questionnaire also allows for general comments. There is a Customer Engagement and Performance Officer who supports the Building Standards Section in terms of customer engagement and feedback which is used to provide improvements to the Service.

- **Accessibility of service**

- The service is located at Southbank House, Strathkelvin Place, Kirkintilloch. We try to make our service as accessible as possible and we also publish as much information as we can on our web site providing a quick and efficient access to information. We have a duty officer service to provide answers to all general enquiries and this facility is available on weekday mornings 9.30am to 1pm. Building Standards Surveyors will make themselves available to customers through pre-arranged meetings to discuss project specific matters.

- The Council is active in setting up local community hubs within the major towns of East Dunbartonshire over the coming years which will make it easier for people to get in contact with us. The first new facility is already open for business and is located within the William Patrick Library in Kirkintilloch. Customers can call in at the hub where trained staff are on hand to provide answers to frequently asked questions or alternatively make arrangements for an appointment to be set up in person with a building standards surveyor to discuss and provide answers to specific projects.

- **Escape route**

- The service recognises that performance to deliver a quick response to building warrant applications should be given high priority. Our target is to achieve 80% of all valid applications responded to within 20 working days. Whilst this accepts that a small percentage of applications will not be responded to within this timescale, we do recognise and accept the Scottish Government's intent in setting up an 'escape route' for customers who may not receive a response to their building warrant application until after 35 working days. However, it is the intention of this service to prevent this event occurring. Details of this 'escape route' have not yet been agreed, however the Section supports the general aim of the escape route's commitment and purpose to improve customer experience.

- **Recognised external accreditations**

- Over the past year, as in previous years, we have worked to ensure consistency in the recording of Scottish Type Approval Scheme, to allow for improved efficiency in building standards determinations. We will continue to work with other Councils and to agreed

protocols within the Clyde Valley Building Standards Consortium to ensure that we maintain an improved customer experience.



OPERATIONAL & FINANCIAL EFFICIENCY

- **Team structures**
 - Over the past year the Section has recruited an additional surveyor to deal with the high number of applications received. In order to ensure operational viability during forthcoming changes to the Building Standards System, the Section intends to employ further surveyors to ensure quality of service to our customers whilst at the same time remaining within our means.
- **Time recording system**
 - To ensure value for money is provided by Building Standards, the Section operates a time recording system which is monitored regularly by the Team Leader. In addition to recording the total time spent on the verification, the system is set up to allow a comparison between the time taken for plan assessment and site verification.

- **Financial monitoring and governance**

- The cost of operating the Building Standards Section is generally covered by income from building warrant applications, non-statutory service charges, eg. letter of comfort inspections. Our finances are reviewed monthly by the Council's Finance Department with those figures being monitored and discussed during meetings between the Development Applications Manager and the Building Standards Team Leader.

- **IT systems**

- In January 2013, the Building Standards Section changed its back office IT system and system provider. All recorded information has been migrated from the previous system onto the latest version of UniForm with periodic in-house training completed and which will continue in the coming year. The move to a UniForm IT system will allow for greater integration between Building Standards and Planning systems, allow for easier benchmarking across other Councils and an easier working system for surveyors. The service is actively strengthening its position in excellent electronic delivery through its commitment to the development of eBuilding Standards. This service will deliver substantial savings to the Council and applicants alike, whilst ensuring an efficient and accessible service to members of the public and businesses throughout East Dunbartonshire.

- **Finance systems**

- We continue to monitor our finance systems including our fee income reports and review our resources relative to assessment of plans, inspection of on-site construction leading to verification of completion certificate submissions.

- **Internal communication strategies**

- The current reporting mechanisms for the Building Standards Section are through the Planning Board (for building standards appeals) and the Development and Infrastructure Committee (for all other matters, eg. Scottish Government consultation reports etc.). Internal information exchange is achieved through the electronic distribution of minutes following monthly and fortnightly Senior Management and Management/Team Leaders meetings and by the dissemination of information to staff via the Council's intranet hub. The scheme of delegation, which sets out what officers can determine without the need of consulting elected members, will be reviewed over the coming year. The performance of the authority is monitored by a Scrutiny Panel of elected members.

5. Building Standards – Additional Data (Local Authority Annual Return) 2014-15

1	Building Warrant (BW)	Number
1.1	No. of BW Applications (including "late" applications)	1002
1.2	No. of "late" BW applications (as included above)	18
1.3	No. of BW approved	950
1.4	No. of BW refused	3
1.5	No. of amendment to BW applications	176
1.6	No. of amendment to BW applications approved	121
1.7	No. of amendment to BW applications refused	0
Comments:		
2	Completion Certificates (CC)	Number
2.1	No. of CC submissions (including those where no warrant was obtained)	1238
2.2	No. of CC submissions where no warrant was obtained ("late" CCs as included above)	29
2.3	No. of CC submissions accepted	1051
2.4	No. of CC submissions rejected	6
Comments:		
3	Fees	Number
3.1	Total value of works for BW applications (including "late" applications)	£72,401,351
3.2	Total value of works for amendment to warrant applications	£4,479,150
3.3	Total value of works for CC submissions where no warrant was obtained	£125,150
3.4	Total Value of Work	£77,005,651
3.5	Total building warrant fee income (including 'late' BW)	£434,244
3.6	Total amendment to warrant fee income	£27,387
3.7	Total CC fee income where no warrant was obtained	£5199
3.8	Total Fee Income	£479,432
Comments:		
4	Costs	Number
4.1	Total expenditure on verification	£441,007
Comments:		
5	Certification	Number
5.1	No of certificates of design (building structures) provided	673
5.2	No of certificates of design (energy) domestic provided	37
5.3	No of certificates of design (energy) non-domestic provided	9
5.4	No of certificates of construction (electrical) provided	81
5.5	No of certificates of construction (drainage, heating and plumbing) provided	0
Comments:		

6	EPCs	Number
6.1	No of copy EPCs received for domestic buildings under Standard 6.9	63
6.2	No of copy EPCs received for non-domestic buildings under Standard 6.9	0

Comments:

7	Statements of Sustainability	Number
7.1	No of copy Statements of Sustainability for domestic buildings under Standard 7.1 "Bronze"	58
7.2	No of copy Statements of Sustainability for domestic buildings under Standard 7.1 "Bronze +"	0
7.3	No of copy Statements of Sustainability for domestic buildings under Standard 7.1 "Silver"	0
7.4	No of copy Statements of Sustainability for domestic buildings under Standard 7.1 "Gold"	0
7.5	No of copy Statements of Sustainability for domestic buildings under Standard 7.1 "Platinum"	0
7.6	No of copy Statements of Sustainability for non-domestic buildings under Standard 7.1 "Bronze"	0
7.7	No of copy Statements of Sustainability for non-domestic buildings under Standard 7.1 "Bronze +"	0
7.8 *	No of copy Statements of Sustainability for non-domestic buildings under Standard 7.1 "Silver"*	0
7.9*	No of copy Statements of Sustainability for non-domestic buildings under Standard 7.1 "Gold"*	0
7.10*	No of copy Statements of Sustainability for non-domestic buildings under Standard 7.1 "Platinum"*	0
	<i>*7.8 to 7.10: Higher levels for Silver, Gold and Platinum are not currently possible for non-domestic.</i>	

Comments:

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	9
8.4	No of section 28 notices issued	0
8.5	No of instances where the local authority has taken action under Section 29	0
8.6	No of section 30 notices issued	4
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	0

Comments:

6. CONTINUOUS IMPROVEMENT PLAN

CONTINUOUS IMPROVEMENT PLAN - SUMMARY (PART 4 OF BALANCED SCORECARD)				
Professional Expertise and Technical Processes				
Key actions from 2014-15:	Relevant to KPO1-2 (from list):	Target completion date:	Status :	Outcomes:
Monitor staff case loads and performance levels	KPO 2	Ongoing on quarterly basis	On target	To manage work load levels to maximise efficiency and effective delivery of the service
Prepare STAS document for Response Lo-carbon Vent Axia extract fan for LABSS	KPO 1	August 2014	Completed	To ensure a consistent approach to assessment of specified unit.
Benchmarking partnership through consortia engagement	KPO 1	Ongoing with regular group meetings – 4 per year.	On target	Improved partnership working and technical interpretation across Councils
Regular staff meetings for technical interpretation and awareness	KPO 1	Ongoing on a two weekly cycle	On target	To ensure a consistent approach
Review and engage with staff feedback from customer questionnaire and look at areas which are deemed reasonable to adopt	KPO 2	March 2015	Completed	To improve service and customer confidence
Engage/participate in national customer survey	KPO 2	March 2015	Completed	To improve service and customer confidence
Commentary: <i>(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.)</i>				
Key actions planned for 2015-16:	Relevant to KPO1-2 (from list):	Target completion date:	Priority level (from list):	Proposed outcomes:
Monitoring of officer workload and performance levels	KPO 1	Ongoing on quarterly basis	High	To ensure targets are realistic and achievable with staffing levels to meet demands
Ensure surveyors are aware of the amendments to the Technical Standards through a series of in-house training	KPO 1	Sept. 2015	High	To ensure surveyors are knowledgeable of the new standards prior to the introduction on 1 st Oct. 2015
Monitor and review level of reasonable inquiry site work	KPO 2	Ongoing on a quarterly basis	Medium	In line with notifiable elements identified in CCNP
Select champions for eBuilding Standards project lead to benchmark with consortium partner	KPO 1 & 2	Sep. 2015	High	
Engage with selected agents to participate in pilot scheme of electronic submissions	KPO 1 & 2	Sep. 2015	High	
Roll out a pilot scheme in preparation for the introduction of eBuilding Standards	KPO 1 & 2	Nov. 2015	High	To identify and eliminate system problems to ensure an efficient transitional period
Review existing business processes and procedures in preparation for eBS	KPO 1 & 2	March 2016	High	To ensure staff awareness in advance of launch of system
Staff training on the processes for electronic assessment and delivery	KPO 1 & 2	March 2016	High	To ensure surveyors are prepared to implement the

delivery of the electronic system

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

Quality Customer Experience

Key actions from previous 2014-15:	Relevant to KPO3-5 (from list):	Target completion date:	Status (from list):	Outcomes:
Meet performance targets for plan assessment for first report issued within 20 working days	KPO 1	Ongoing	High	Meet customer expectations and provide quality service
Reporting of performance statistics to Scottish Govt. via. ScorXed web platform	KPO 3	Ongoing on a quarterly basis	High	Maintain accurate statistical data within timescales
Review and update the Building Standards Balanced Scorecard	KPO 5	Completed	Medium	Improve general public awareness of the service provisions and strategic aims
Analyse customer feedback to maintain Customer Satisfaction response to service delivery	KPO 5	Completed	Medium	
Participate in National Customer Survey in partnership with Pye Tait Research on behalf of Scottish Govt.	KPO 5	Completed	Medium	
Arrange customer forum as a means of engagement with agents to promote the BS service	KPO 5	Behind schedule	Medium	Improve relationships and promote awareness of the service provisions and strategic aims

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.)*

Key actions planned for 2015-16:	Relevant to KPO3-5 (from list):	Target completion date:	Priority level (from list):	Proposed outcomes:
Meet performance targets for plan assessment for first report issued within 20 working days	KPO 1	Ongoing	High	Meet customer expectations and provide quality service
Review and update the Building Standards Balanced Scorecard	KPO 5	Nov. 2015	High	Maintain general public awareness of the service provisions and strategic aims
Monitor, review and upgrade the Building Standards information within the Council's Web pages	KPO 5	Dec. 2015	High	To provide up to date information using reader friendly/easy to understand content
Arrange customer forum as a means of engagement with agents to promote the BS service	KPO 5	March 2016	High	Improve relationships and promote awareness of the service provisions and strategic aims

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

Operational and Financial Efficiency

Key actions from 2014-15:	Relevant to KPO6-9 (from list):	Target completion date:	Status (from list):	Outcomes:
Quarterly Submission of KPO information via. ScotXed web platform	KPO 9	Quarterly return deadlines	On target	Maintain accurate statistical data within timescales
Review effectiveness of remote working to support plan assessment processes	KPO 6	March 2015	Complete	More efficient use of staff time resulting in savings to service
Review of process of fulfilling obligations of reasonable inquiry	KPO 6	March 2015	Behind schedule	To minimise journeys by clustering visits resulting in reduced costs of travel

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.)*

Key actions planned for 2015-16:	Relevant to KPO6-9 (from list):	Target completion date:	Priority level (from list):	Proposed outcomes:
Quarterly Submission of KPO information via. ScotXed web platform	KPO 9	On target	High	Maintain accurate statistical data within timescales
Review of process of fulfilling obligations of reasonable inquiry	KPO 6	March 2016	Medium	To minimise journeys by clustering visits resulting in reduced costs of travel
Review of processes for accepting electronic submission in preparation for the introduction of eBS	KPO 6	Dec. 2015	High	To minimise costs
Review cost savings across the service in line with budget expectations	KPO 6	March 2016	High	To reduce service/verification revenue costs

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



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