



Building Standards Service

Verification service

Balanced Scorecard

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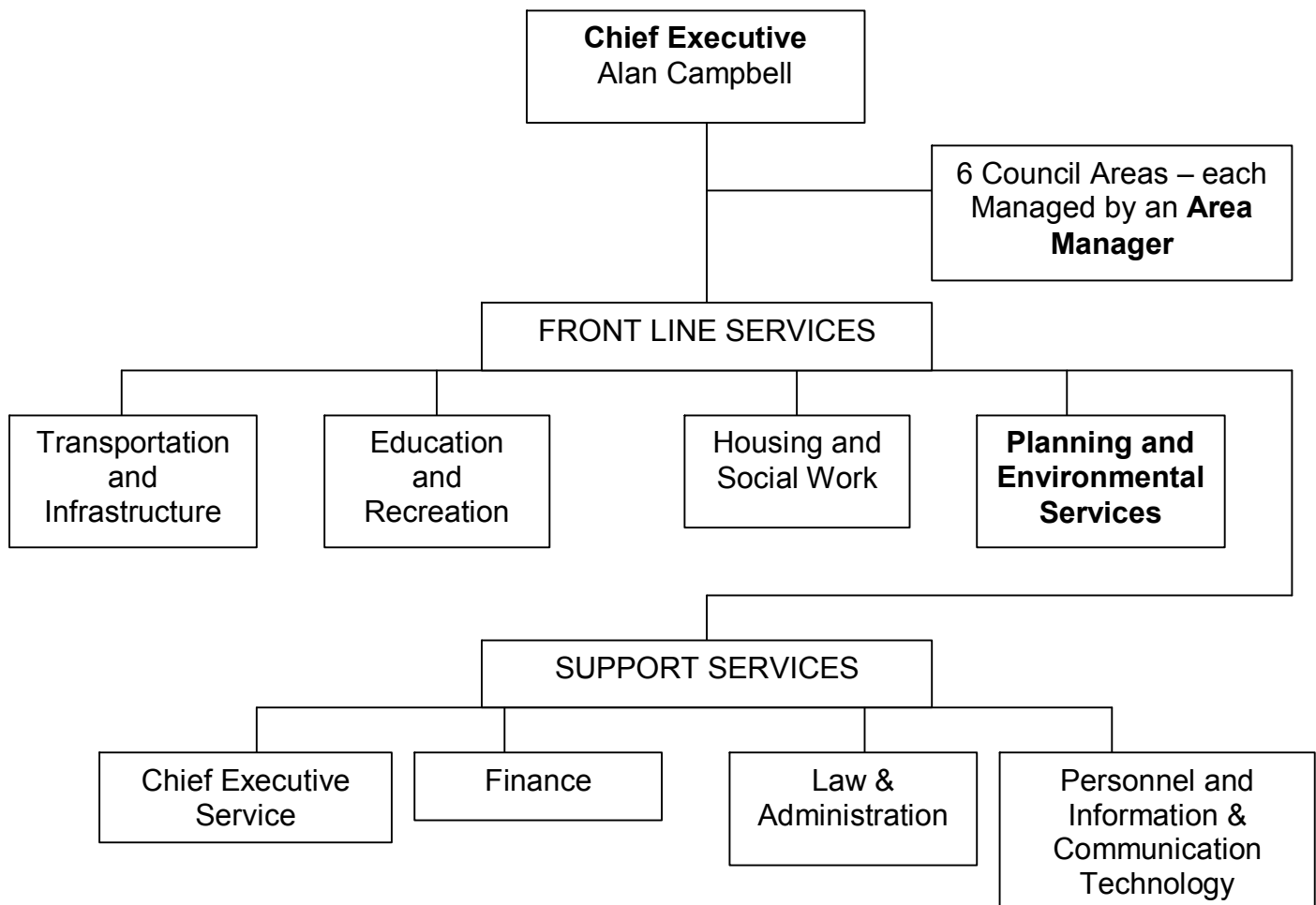


Aberdeenshire Council –Structure of Aberdeenshire Council

Aberdeenshire council is 6,300 square kilometres of rich farmland, towns, coastline and mountains in northeast Scotland. There are 227,000 people who reside in Aberdeenshire.

Aberdeenshire council spends over £450m each year on services and has over 11,000 employees. The councils spending per head of population is amongst the lowest in Scotland, and 9% below the Scottish average.

Aberdeenshire's grant per head of population is 11% below the Scottish average (equal to £37.5m each year) and our Council Tax is the 8th lowest in Scotland.



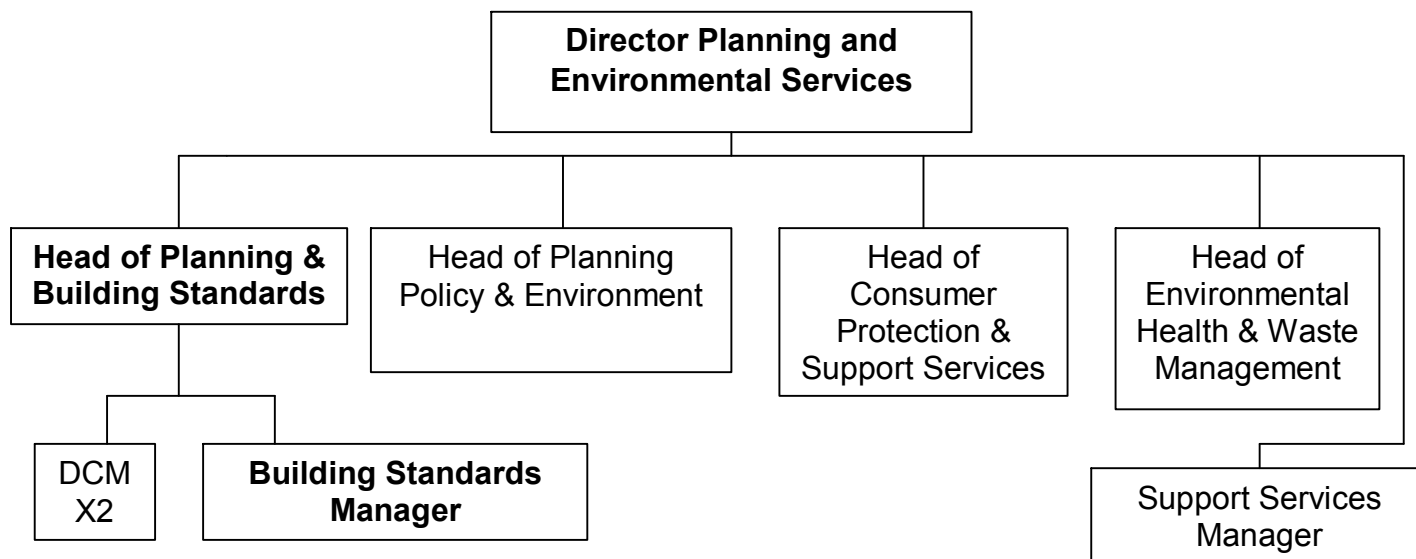
Aberdeenshire Councils Building Standards Service

Aberdeenshire Council's Building Standards service is located within Planning and Environmental Services. Planning and Environmental Services has four core functions, which it administers, these are:

- Environmental health,
- Consumer Protection and Support services,
- Waste Management, and
- Planning (Policy & Environment and Development control/Building Standards).

Structure of the Planning & Environmental Service – Key-reporting lines

The following organisational chart shows the key reporting relationships within Planning and Environmental Services.



Key Staff and Resources

Building Standards is managed by a Manager, responsible for the delegated function of Building Standards. He is supported by 3 Team Leaders, each taking responsibility for 2 Building Standards Teams.

The service is delivered at present via Area focus, which delivers the services to the Public and customers from the following administrative Areas:

• Kincardine & Mearns	• Marr
• Garioch	• Formartine
• Banff & Buchan	• Buchan

The areas of Aberdeenshire council vary greatly in population density, industry and social economic issues. As a result of this, Aberdeenshire delivers its service to these very different and diverse areas locally via our 11 locally based offices.

Strategic Priorities – Aberdeenshire Council

The Strategic Plan for Aberdeenshire Council outlines the following aims:

- To maintain and improve the quality of life for everyone in Aberdeenshire by delivering first class public services.
- To protect and improve Aberdeenshire's special environment for this and future generations of residents and visitors.
- To help sustain and develop our communities by encouraging a wide range of economic activities.

Public Interest

In line with discussions held between the Scottish Building Standards Agency (SBSA) and the Scottish Association of Building Standards Managers (SABSM), it has been agreed that Verifiers will have in place risk management protocols, which will determine the management of work on Building Warrants and Completion Certificates.

Aberdeenshire Council sees the Public interest as an area of vital importance in the balanced scorecard. The purpose of the initial targets as set, are to achieve a baseline for future improvement and inclusion to a subject area, which covers activities ranging from applications for Building Warrant, Completion Certificates, to provision of advice and provision of protection to buildings users via enforcement powers. Due to the need for the balanced scorecard to reflect only the verification role at present, no further mention will be made of non-verifier elements within this perspective.

Action Plan – Public Interest

Intended Actions of the Service	Performance Measures to Assess Effectiveness of Actions	Desired Outcome	Target Date	Progress Made	Revised Target Date
PI-1, Risk management protocol for management of work on Building Warrant applications	PI-1(a), Production of a risk protocol	Consistent, fair and robust method of ensuring every application is given the appropriate level of consideration	September 30, 2005	Existing local systems documented and draft proposals for an Aberdeenshire wide approach being developed	November 14, 2005
	PI-1(b), Understood and implemented by staff				December 16, 2005
	PI-1(c), Reviewed at 6 monthly intervals to assess its effectiveness				June 2006
PI-2, Risk management protocol for management of work on Completion Certificate submissions	PI-2(a), Production of a risk protocol	Consistent, fair and robust method of ensuring every submission is given the appropriate level of consideration	September 30, 2005	Previously identified as an area for improvement and currently being developed as a result of Kaizen Blitz held 11-15 April 2005	November 14, 2005
	PI-2(b), Understood and implemented by staff				December 16, 2005
	PI-2(c), Reviewed at 6 monthly intervals to assess its effectiveness				June 2006

Private Customer

Further to combined working between the members of SABSM and participation of the SBSA, the need to develop a Customer Charter which encompasses, guidance, accessibility of the service, measurable performance targets, and Customer views.

Action Plan – Private Customer

Intended Actions of the Service	Performance Measures to Assess Effectiveness of Actions	Desired Outcome	Target Date	Progress Made	Revised Target Date
PC-1 , Production of a Building Standards Charter	PC-1(a) , Charter published as living document, made available on Council website and at Area locations PC-1(b) , Briefed to staff and Agents PC-2(c) , Revisited and updated at 12 monthly intervals from launch	Information relevant to Building Standards service, explaining the level of service customers should expect to receive, access to service and guidance on warrant process.	September 30, 2007	Existing Building Standards Charter published April 2002, revisions made for 2003 Act, not yet re published.	May 30, 2006 April 1, 2006 April 1, 2007
PC-2 , Production of meaningful performance indicator in relation to the Building Warrant application process	PC-2(a) , Indicator developed and agreed.* PC-2(b) , Indicator piloted to ensure effectiveness.* PC-2(c) , Indicator included within SPI returns.*	A robust and meaningful indicator, which demonstrates performance and quality, by adding value to the service. Accepted by SBSA and Audit Scotland.	September 30, 2007	Initial discussions carried out during 2 nd workshop on balanced scorecard of 15 August 2005. Ongoing SABSM discussions	April 30, 2007* April 30, 2007* April 30, 2008*

*Dependant on National negotiations and agreement

Internal Business

In line with discussions held between the Scottish Building Standards Agency (SBSA) and the Scottish Association of Building Standards Managers (SABSM), it has been agreed that Aberdeenshire council will have in place an Internal business plan for the financial year 2006-2007.

Action Plan – Internal Business

Intended Actions of the Service	Performance Measures to Assess Effectiveness of Actions	Desired Outcome	Target Date	Progress Made	Revised Target Date
IB-1 , Production of an Internal Business plan for 2006-2007	Production and publication of Plan	All internal and external stakeholders fully aware of and supportive of the plan	September 30, 2005	Initial draft plan being developed September 2005, for submission on 30 September 2005.	December 31, 2005
IB(R)-1 , Maintain the staff establishment of 29 posts over the period 2005-2006	Staff retention measures put in place (PDS) Exit interview data if applicable	Motivated and valued staff Improved initial response time to warrant applications	March 31, 2007	PDS introduced from April 2005, well received by staff Pilot scheme, Stonehaven, shows improved performance	None
IB(I)-1 , Appraise all staff in accordance with EDRS each year	Appraisals planned and completed Training plans submitted to SMT	Robust budget established to ensure that the perceived training needs are satisfied	April 30, 2006	Reviews of staff scheduled for completion by end 2005 to allow training plans to be consolidated	None
IB(P)-1 , Map existing process of registering and appraising a Building warrant	Process map in place for registration Process map in place for appraisal	Standard and efficient registration and appraisal of applications for warrant	June 30, 2006	Draft Triage system developed June 2005	None
IB(S)-1 , Up date and implement the SX3 system	Project plan in place, progress reports of implementation plan	Statutory delivery of a Building Standards Register	May 1, 2005	Discussions held with SX3 and ICT Feb/Aug 2005	April 30, 2006

Continuous Improvement

Continuous Improvement is a subject area given great consideration within Aberdeenshire council. Aberdeenshire has to date embraced Best Value, and has adopted the use of EFQM business excellence as its preferred improvement tool.

In line with discussions held between the Scottish Building Standards Agency (SBSA) and the Scottish Association of Building Standards Managers (SABSM), it has been agreed that Verifiers will have in place a Continuous Improvement strategy for the period 2006 - 2009.

Action Plan – Continuous Improvement

Intended Actions of the Service	Performance Measures to Assess Effectiveness of Actions	Desired Outcome	Target Date	Progress Made	Revised Target Date
CI-1, Production of a Continuous Improvement strategy for the period 2006 - 2009	Improvement plan published	Improvement plan in place setting out target areas for service delivery for all to see	September 30, 2005	Draft Improvement plan prepared and discussed with Head of Service	None
	Stakeholders included in the preparation		April 30, 2006		None
CI-2, Production of information relative to the Verifier function	Improvement plan included within service plan	Information giving clear guidance on Verification	June 30, 2006	Draft text produced to assist with launch placed on temporary web pages during May 2005 Initial information note on making a warrant application produced May 2005	None
	Information made available on Councils website				
CI-3, Awareness seminars to be held throughout Aberdeenshire	Leaflets made available at area locations	Confirm understanding now that the system is live, and obtain feedback on how we are doing	November 30, 2006	13 sessions held during the build up to 1 st May 2005, to over 300 users of the service	None
	6 Seminars to be held throughout the Areas of Aberdeenshire				

Finance

Further to discussions held between the Scottish Building Standards Agency (SBSA) and the Scottish Association of Building Standards Managers (SABSM), it has been agreed that Aberdeenshire council, will have in place a system to record costs and the management of costs against income streams for the verification process by March 31 2007.

Action Plan – Finance

Intended Actions of the Service	Performance Measures to Assess Effectiveness of Actions	Desired Outcome	Target Date	Progress Made	Revised Target Date
F-1, Time recording system to be established for warrant applications	SX3 system updated to allow use of the time recording fields	Accurate cost of administering the verification role established	March 31, 2007	None	None
F-2, Management system put in place to monitor budget for Verification	Management meetings with service accountant every quarter to discuss trends and forecast income re Verification	Ability to report on cost of delivering verification function against budget	March 31, 2007	Quarterly Managers meeting, held with service accountant since 2003	None
F-3, Split budget to show Verification role separate from Public Interest	Budget page split to show division of service role	To clearly illustrate the cost of delivering Verification against income	May 31, 2006	Initial discussions made with service Director, Head of Service and Finance, April 2005	None