



Glasgow City Council  
**BUILDING STANDARDS BALANCED SCORECARD**  
2016 - 2017



# GLASGOW AND THE CLYDE VALLEY AREA



Front Cover: Wind Forest by Wind Forest Team, LAGI.



# Glasgow City Council

## Planning & Building Standards

### Building Standards & Public Safety Service

#### Balanced Scorecard 2016 - 2017

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### Introduction

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## Introduction

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

Glasgow is Scotland's largest City and is situated in the Central Belt of Scotland on the west coast. It is the commercial capital of Scotland and the UK's largest retail centre after London. Glasgow is also one of Europe's top 20 financial centres and is home to many of Scotland's leading businesses.

Glasgow City Council is the largest of Scotland's 32 local authorities, and provides essential frontline and support services to the 600,000 residents of Glasgow.

## **1. Building Standards Verification Service**

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 building conversion takes place in order to meet building regulations.

The building standards system checks that proposed building work meets standards; inspections are limited to a 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 and client.

Verifiers, appointed by 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 conversions.

Building Standards & Public Safety is the service within Glasgow City Council which carries out the verification function. Since March 2013 it has been part of an integrated Planning & Building Standards service (PBS) within Development & Regeneration Services (DRS).

DRS sits within the corporate structure shown below and has been identified as the lead service in delivering the first priority; economic growth and is one of seven key services providing core Council services.



The PBS structure is shown below. It has a current staff compliment of approximately 120, with 27.5 related to Building Standards (excluding senior managers and administrative support)

The Service is wholly located in City Centre offices at 231 George Street. The building was refurbished to support efficient working arrangements under the Tomorrows Council initiative to ensure efficient delivery of services.

The PBS service has four layers of management - Head of Service, Assistant Head, Group Manager and then first line management of Planning Principals and Building Standards Team Leaders.

The senior management structure is a combination of Planning and Building Standards professionals - for Building Standards the current post of Assistant Head of Service (that is also part of the DRS Senior Management Team) and the Group Manager of Delegated & Performance are from the Building Standards profession. There are 3 area Building Standards Teams, shown in the structure below.



## **Services and functions delivered:**

Whilst this Scorecard's main function is to outline matters related to verification the Building Standards & Public Safety Service has other statutory duties and liaison with other customers. The following outlines the full range of services Building Standards & Public Safety is involved in.

- **Verification Functions**

To ensure minimum building standards are applied when buildings are constructed, altered, demolished or converted, the Service processed over 3200 Building Warrants in 2015-16 and related Completion Certificates, with a value of work of in excess of £1BN.

- **Dangerous buildings**

There are occasions when public safety may become jeopardised by the condition of buildings. If action is required to safeguard the occupants or general public, the Service will take whatever action is necessary to remove the danger by enforcing the requirements of the Building (Scotland) Act 2003. The Service provides a 24 hour call out service for Dangerous Buildings and on average responds to approximately 200 reports a year.

- **Unauthorised works**

The Service is responsible for enforcing the requirements of the Building (Scotland) Act 2003 on buildings constructed without warrant or in contravention of conditions of warrant, and buildings whose limited life has expired. The Service processes approximately 380 requests for 'Letters of Comfort' every year where works under the previous 1959 Building (Scotland) Act did not have consent.

- **Licensing**

The Licensing (Scotland) Act 2005 requires licensed premises to have an Operating Plan detailing the occupant capacity and how the premises intend to carry out their business. Building Standards provides the Licensing Board with advice on capacities and the condition of the premises in relation to public safety in accordance with the Building (Scotland) Act 2003. There are approximately 2,500

licensed premises in the City.

- **Engineering**

Service structural engineers check structural calculations submitted during the building warrant process and provide structural expertise for dangerous buildings. They also contribute to event licensing by inspecting up to 150 'raised structures' such as stages and grandstands

- **Pop concerts and public events**

The Service has a considerable input into major events at both indoor and outdoor venues, particularly in relation to crowd capacity, means of escape, raised structures, crowd control barriers and general safety matters. Each event can attract capacities of over 50,000, with an average of 500,000 people attending events in the City every year. The service played a major role in the advice on safety for the licensing of the venues and other public events at the 2014 Commonwealth Games

- **Safety at sports grounds**

Building Standards and Public Safety are the vital partners along with the Police, Fire Authority and Ambulance Service that make up Glasgow City Council's Safety Team for Sports Grounds. The Safety Team provides guidance to sports grounds managers, and advises the Licensing Committee on stadia suitability for Safety Certificates. There are 4 designated stadia with capacities up to 60,000 and 4 Regulated Stands.

- **Document searches**

The Service can provide information about properties where Building Warrants, Completion Certificates or 'Letters of Comfort' have been issued. The Service typically receives in the region of 400 requests per annum.

- **Street Naming and Numbering**

Following consultation with Councillors, Community Councils and Royal Mail, the Service allocates street names, and thereafter postal numbers, to new properties and developments.

The Service actively seeks working partnerships where the co-ordination of service delivery with similar providers can lead to a better service for customers and other stakeholders. Examples of current projects where partnership working is pursued are as follows:

- **Within the Development and Regeneration Service (DRS)**

Building Standards liaise with Service colleagues who have a shared interest in:

- Dangerous and derelict buildings when emergency action is required.
- Listed Buildings being altered to comply with Building Standards.
- Planning enforcement.
- Engineering assistance to Planning functions.

- **Land and Environmental Services (LES)**

Building Standards and Environmental Health provide a co-ordinated service for public health and safety when:

- Ensuring standards at events within the City, such as pop concerts.
- Ensuring standards within licensed premises.
- Road/footpath diversions during dangerous building incidents.

- **Corporate Services**

Building Standards provides advice to the Licensing section on the suitability of properties for:

- Public Entertainment Licence
- Liquor Licence
- Sports Ground Safety Certificate

- **Local Authority Building Standards Scotland (LABSS)**

- We work with our fellow local authorities in LABSS to enhance national delivery of Building Standards services throughout Scotland. Glasgow has been part of the management board for four years and currently holds the position of Past Chair until May 2015. It will then become the lead for Clyde Valley Consortia authorities for the year 2016/17.
- The work is extensive with 3 monthly attendance at management meetings, general meetings, consortia meetings as well as contribution to working groups and technical forums.

- More can be found about the activities of LABSS at [www.labss.org](http://www.labss.org)

- **Scottish Fire and Rescue**

Building Standards work in partnership with the Fire and Rescue Service:

- During building warrant verification process (where required).
- At sports grounds, as part of the Councils' Safety Advisory Group.
- When ensuring standards at events within the City, such as pop concerts.
- At dangerous buildings incidents where there is a risk to the public.

- **Police Scotland**

Building Standards work in partnership with the Police to maintain public safety:

- At sports grounds, as part of the Council's Safety Advisory Group.
- When ensuring standards at events within the City, such as pop concerts.
- Licensing of premises.
- At dangerous buildings incidents where there is a risk to the public.

- **Scottish Ambulance Service**

Building Standards work in partnership with the ambulance service:

- At sports grounds, as part of the Council's Safety Advisory Group.
- When ensuring standards at City events, such as pop concerts.

- **Other**

The Service also works with various arms-length external organisations established by the Council, including:

- Glasgow Life (ALEO)
- City Building (Glasgow) LLP
- Glasgow Community and Safety Services Ltd
- City Property (Glasgow) LLP

## 2. Strategic Objectives

### Development and Regeneration Services

#### Our Vision

Development and Regeneration Services (DRS) will drive, direct and deliver economic growth, closing the inequality gap and tackling poverty.

#### Our Outcomes

Our outcomes are those contained in the City Development Plan which reflects the spatial interpretation of the Strategic Plan (and Refresh) and the Single Outcome Agreement.

The aim of the service is to deliver a high quality and healthy sustainable place by delivering:

- **A vibrant place with a growing economy** – by providing the right environment for businesses to develop
- **A thriving and sustainable place to live and work** – by providing opportunities to build new housing, and creating vibrant places and town centres to provide a good quality of life in the long term for the City's growing population.
- **A connected place to move around and do business in** – by improving accessibility for all citizens to employment, shopping and leisure destinations, and providing more sustainable travel options; and
- **A green place** – by helping to care for Glasgow's historic and green environments, increasing the City's resilience to climate change, and reducing energy use.

We will do this by:

- Developing effective city region, city-wide, and local policies and plans that will provide drivers to engage partners and focus development and regeneration activities to deliver sustainable and wide ranging social,

- economic, environmental and cultural benefit;
- Providing effective regulation to ensure that all development and regeneration activities are compliant with local and statutory requirements and ensure public safety;
- Developing and delivering value added projects and initiatives across social, economic, environment and cultural development fronts that will enrich the quality of people's lives by improving their social, economic, and environmental well-being; and
- Making appropriate use of resources and modernise services to ensure delivery of best value by using innovation, data and technology.

## **In Planning and Building Standards**

- Developing appropriate policy and strategy frameworks;
- Delivering development and regeneration projects including those funded through specific funding streams such as City Deal, Strategic Housing Investment Plan, Council's capital programme and Heritage Lottery Fund;
- Managing development applications, building warrants and licences;
- Managing public safety issues such as Dangerous Buildings and public entertainment licences;
- Delivering on our Planning Enforcement Charter.

## **In Building Standards & Public Safety**

Over the coming year the Building Standards & Public Safety sections objective in addition to its other statutory roles is the continuing and successful implementation of the Building Standards Division's Key Performance Framework.

The national framework has nine key performance outcomes (KPO) under three schematic headings:

Professional Expertise and Technical Processes:

- KPO 1 – Year on year reduction in the average time taken to grant a building warrant,
- KPO 2 – Increased quality of compliance during the construction processes.

Quality Customer Experience:

KPO 3 – Increased commitment to meeting customer expectations,

KPO 4 – Adherence to service commitments of a National Customer Charter,

KPO 5 – Improvement of the customer experience,

Operational and Financial Efficiency:

KPO 6 – Financial governance,

KPO 7 – Improved partnership working underpinned by engagement with a National Forum,

KPO 8 – Development of and adherence to objectives outlined in balanced scorecard (Business Plan),

KPO 9 – Increased commitment to continuous improvement.

Actions related to targeted improvements on KPO's are contained within Section 3 of this document.

### 3. Performance Outcomes and Summary CIP Update Q4

Professional Expertise and Technical Processes				
Key actions from previous quarter (Q2_ 2016):	Relevant to KPO1-2 (from list):	Target completion date:	Status (from list):	Outcomes:
1. Delivery of quarterly KPO returns with monitoring and analysis thereof	KPO 1 & 2	<ul style="list-style-type: none"> <li>The end of each quarter</li> </ul>	Completed	To assist in analysing data and maintain records of non-compliance
2. Evaluate implementation of new e-mailing system of warrant comments (including use of standard worded clauses) in terms of workload control, performance and customer experience to develop any further actions therefrom	KPO 1 & 3	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	Ongoing	<p>This is part of a continuous improvement initiative to improve speed of customer contact, improve Surveyors control of workload, improve quality of response and streamline current processes over time along with associated cost savings on staff and postage.</p> <p>In relation to KPO 1 it should contribute to shortening time for follow up requests for information to be sent, received and returned and so contribute to improving the time taken to approve warrant applications.</p>
3. Investigate start/stop mechanism in processing of warrant applications.	KPO 1	<ul style="list-style-type: none"> <li>Action Deleted</li> </ul>	Deleted	To firstly establish the correct and most efficient process/mechanism for doing so and assess the burden this would add to current processes/workload. If an appropriately efficient and cost effective way of doing so is established it will assist with identifying possible areas of improvement/future development to reduce the time for warrants to be approved.

4. Investigate current CCNP process and recording to establish better internal analysis of data and work with LABSS members to establish consistency of approach	KPO 2	<ul style="list-style-type: none"> <li>Q4</li> </ul>	To be commenced	Following LABSS discussions and a meeting with the Scottish Ministers variations in approaches to CCNP's need to be considered. This ties with a need to review/examine our own data and recording methods.
5. Have a portion of staff dedicated to inspections	KPO 2	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Completed	Evaluate and refine the role and use of Inspectors now for operational efficiency
6. Investigate the use of new mobile devices for use and performance out of the office	KPO 2	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	Ongoing	BC&PS are to be early adopters of software development related to getting the most out of the tablet pc's when out of the office. The intention is to help with aspects of site work and possible production of documents without the need to return to the office e.g., Completion Acceptances, aiding the CCNP process and improving customer experience
7. Increase the services capacity in relation to applications using a fire engineered approach	KPO 1	<ul style="list-style-type: none"> <li>Ongoing to 2017</li> </ul>	Ongoing	The use of fire engineered approaches is ever more common place. Additional capacity is required in the longer term to augment existing knowledge and assist with applications of this nature. A member of staff will attend university on day release over two years to obtain a degree in Fire Risk Engineering. <b>Sept 16 update</b> – a member of structural engineering staff is also being sponsored on a research degree into the use of timber frames in buildings above 10 storeys including the effects of fire
8. Contribute to Corporate aims in delivering the programme of investment in new social housing	KPO 1	<ul style="list-style-type: none"> <li>Throughout 2016/17</li> </ul>	Ongoing	BS&PS will in conjunction with Housing Investment and Planning services manage the programme of new housing investment to ensure timeous delivery of warrant consents, site starts and eventual occupation.

9. Monitor and improve workflow processes following the successful implementation of e-building and electronic workflow	KPO 1	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	Medium	Ensuring the system operates efficiently now that electronic workflow and monitoring thereof are in place
10. Analysis of processing times for larger warrant applications.	KPO 1	<ul style="list-style-type: none"> <li>Action deleted</li> </ul>	Deleted	With the size of applications that we process as a city the analysis of the data will be looked at for trends against this. It may help better establish whether these types of applications contribute to a higher average warrant processing timescale and so comments on quarterly returns could be better qualified
11. Improve process for street naming and numbering carried out by Building Standards including consideration of passing workload to other parts of DRS	KPO 1	<ul style="list-style-type: none"> <li>End of Q4/Q1 of 2017/18</li> </ul>	Medium	Increased efficiency in the process or passing to responsibility to another part of the service intends to create greater time to be spent on the Verification function

**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.)*

- For Item 3. Changes to the performance framework had held this in abeyance but is now no longer required.
- For Item 5. The compliment was fully functional in Q4 and has been re-assessed. A new action for increased staff resourcing in this area will commence in 2017/18
- For Item 6. A new target date for introduction of the next phase has been targeted in Q1/2 of 2017/2018.
- For Item 8. Programming in the quarter mainly centred non planning applications.
- For Item 9 work has been ongoing to refine processes where glitches have occurred
- For Item 10. This item has been taken over by a new action in 2017/18 related to overall warrant processing times

### Quality Customer Experience

Key actions from previous quarter (Q2 2016):	Relevant to KPO3-5 (from list):	Target completion date:	Status (from list):	Outcomes:
1. KPO returns (ongoing)	KPO 3	<ul style="list-style-type: none"> <li>• The end of each quarter</li> </ul>	Completed	To assist in analysing data and performance
2. Evaluate implementation of new e-mailing of warrant comments (including use of standard worded clauses) in terms of effect on first response times workload control and customer experience to develop any further actions therefrom	KPO 3	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	Ongoing	This is the next stage of a previous continuous improvement item to improve speed of customer contact particularly in relation to the 20 day target, improve Surveyors control of workload, improve quality of response and streamline current processes

3. Develop Idox Enterprise Reports in conjunction with current Access Database Reports to give best combined suite of management reporting	KPO 3	<ul style="list-style-type: none"> <li>End of Q4</li> </ul>	Delayed	An intended upgrade of Uniform and other systems in December was postponed by our Corporate IT. The upgrade would have given the necessary updates to make the Access Database reports compatible with current pc's
4. Provide data for use in national Customer Survey and respond and evaluate customer survey findings for future actions	KPO 5	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	Ongoing	Aim to respond to customer needs to improve customer experience. Previously Identified that better customer information could be provided to direct then to correct officers. Work with central switchboard to develop a TVR process and provide an online Business Enquiry Form (BEF) to mirror that in Planning is to be developed for BS 2015/16 results awaited.
5. Contribute to Corporate aims in delivering the programme of investment in new social housing	KPO 3	<ul style="list-style-type: none"> <li>Throughout 2016/17</li> </ul>	Ongoing	BS&PS will in conjunction with Housing Investment and Planning services manage the programme for investment in new social housing to ensure timeous delivery of warrant consents, site starts and eventual occupation.
6. Monitor and improve workflow processes following the successful implementation of e-building and electronic workflow	KPO 1	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	Ongoing	Ensuring the system operates efficiently now that electronic workflow and monitoring thereof are in place

**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.)*

- For Item 3 this was delayed due to a re-scheduled IT upgrade
- For Item 4. Implementation of TVR call handling system was delayed by IT. The online Business Enquiry Form commenced in February 2017
- For Item 5. See Item 8 of KPO ½
- For Item 6 see Item 9 of KPO 1/2

Operational and Financial Efficiency				
Key actions from previous quarter (Q2 2016):	Relevant to KPO6-9 (from list):	Target completion date:	Status (from list):	Outcomes:

1. Delivery of quarterly KPO returns with monitoring and analysis thereof	KPO 6	<ul style="list-style-type: none"> <li>At the end of each quarter</li> </ul>	Completed	To assist in analysing data and performance
2. Monitor and improve workflow processes following the successful implementation of e-building and electronic workflow	KPO 1	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	Ongoing	Ensuring the system operates efficiently now that electronic workflow and monitoring thereof are in place
3. Contribute to national debate on future key performance outcomes.	KPO 6	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Completed	Ensure that the next iteration and RAG ratings are reasonable reflective of local authority performance
4. Complete next upgrade of Uniform and other systems in 2016	KPO 9	<ul style="list-style-type: none"> <li>End of Q3</li> </ul>	Delayed	This will provide the next step to assist with efficient electronic working
<b>Commentary:</b> <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>				
<ul style="list-style-type: none"> <li>For Item 3. GCC attended LABSS meetings and provided commentary on documents as required. New Performance Framework documents have been issued by the Scottish Government</li> <li>For Item 4 the introduction of the system was delayed by our IT provider and has moved into 2017/18</li> </ul>				

## 2017/18 Improvement Plan

The 2017/18 Improvement Plan format has been changed along with the format of the Balanced Scorecard as part of changes to the Performance Framework for verifiers and the introduction of the Operating Framework. The Balanced Scorecard and improvement Plan items which will be included in the Annual Performance Report which will be updated quarterly.

The ongoing items Improvement Items from 2016/17 and new items for 2017/18 are incorporated below. Note the new items identified below are likely to be added to as aspects develop over the year.

# CONTINUOUS IMPROVEMENT PLAN (Extract of Building Standards Service Plan)

Note those items and timescales in **red**, have been added to existing improvement actions.

In the next 12 Months (2017/18), we will do –

**TABLE 1**

**TABLE 1A**

PERFORMANCE FRAMEWORK				
Professional Expertise and Technical Processes				
No.	Heading	Continuous improvement action	KPO	Timescale
	Protocols for dealing with work			
1.		Monitor and improve workflow processes following the successful implementation of e-building and electronic workflow.	1	Continuous
2.		Contribute to Corporate aims in delivering the programme of investment in new social housing.	1	Continuous
3.		Investigate the use of new mobile devices for use and performance out of the office	1 & 2	Continuous
4.		<b>Review and revise current 9 month warrant deemed refusal process.</b>	<b>1</b>	<b>By end of Q2</b>
5.		Having a portion of staff dedicated to inspections and evaluating and refine the role and use of for operational efficiency.	<b>1, 2</b>	<b>Starting in Q1; completion end of Q2</b>

		<p>Analysis has identified the following actions:</p> <ul style="list-style-type: none"> <li>Enhance current domestic and non-domestic CCNP processes and recording.</li> <li>a need to increase capacity – (See Item 1 of TABLE 2A for Resourcing).</li> </ul>		
6.		<p>Increase the Services capacity in relation to applications using a fire engineered approach - which is ever more common place. Additional capacity is required in the longer term to assist currently qualified staff with applications of this nature.</p> <p>From 2015 another member of staff is attending university on day release over to obtain a degree in Fire Risk Engineering. From 2016 a member of our structural engineering staff is being sponsored on a research degree into the use of timber frames in buildings above 10 storeys including the effects of fire.</p>	1	Continuous through 2017/18
7.		To create additional time being spent on the verification function target is to either Increase efficiency of the street naming and numbering process or pass the responsibility to another part of DRS who are involved in the	1	
	Performance management systems			
8.		Develop Idox Enterprise Reports in conjunction with current Access Database Reports to give best combined suite of management reporting.	1	Continuous
9.		Following our next Uniform/IT upgrade scheduled for May 2017, Access Database Reports will be directly available again for all staff use. Regular monitoring will be reintroduced to maintain consistency of approach whilst striving to deliver	1	Starting in Q2

		quicker follow-up reports and building warrant turn-around times.		
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**TABLE 1B**

Quality Customer Experience				
No.	Heading	Continuous improvement action	KPO	Timescale
	Customer communication strategies			
1.		Re-introduce Stakeholder Events and local customer survey.	4	By end of Q3
2.		Improvements to format of First Report Letter (LET1) and Follow-up Letters (LET 2 & 3), to support easier checking of additional submitted information in support of a Building Warrant application.	1, 4	By end of Q2
3.		Continuing to expand the emailing of letters to improve the time that customers receive comments on their applications. Final items to be addressed – Warrant Refusal Letter (LET 3) and the warrant refusal.	1, 4	By end of Q2
4.		Review content and quality of guidance available on-line.	4	By end of Q2
	Customer Charter			
5.		Style and content of the Customer Charter to be reviewed.	3	By end of Q1
	Customer feedback analysis			
6.		Customer feedback from the National Customer Satisfaction Survey 2016 has been analysed. Measures in the Service Improvements to address concerns.	4	Starting in Q1

		<p>Analysis of customer feedback identified the following areas;</p> <ul style="list-style-type: none"> <li>• Length of time to respond to additional submitted documents and/or drawings, (See Improvement Items 4 &amp; 9 of TABLE 1A for processes and Item 1 of TABLE 2A for Resourcing).</li> <li>• Accessibility, (See Improvement Items 2, 4 &amp; 5 of TABLE 1B)</li> <li>• Improve website content, (See Improvement Item 4 of TABLE 1B)</li> <li>• Staff resources, (See Improvement Item 1 of TABLE 2A for Resourcing).</li> </ul>		
7.		Individual staff PCRs to include reference to Customer Survey findings.	4	Continuous
	Accessibility of service			
8.		Evaluation of Interactive Voice Response (IVR) telephone system and introduction of a Building Standards Enquiry Form.	4	Q2
9.		Review procedure for voicemail and email answering, following discussion with the Council's Corporate Customer Care Team.	4	Starting in Q1

## TABLE 2

### TABLE 2A

OPERATING FRAMEWORK				
1. Integrity and Operational Resilience				
No.	Heading	Continuous improvement action	OF No.	Timescale
	Resourcing		1.2	
1.		<p>Following previous analysis of staff resource and workload projections recruitment is being targeted to provide the following additional staff;</p> <ul style="list-style-type: none"> <li>• 2 Building Standards Surveyors</li> <li>• 1 Assistant Building Standards Surveyor</li> <li>• 2 Graduate Building Standards Surveyors</li> <li>• 3 Inspectors</li> </ul>		Starting in Q1
2.		Improving training opportunities for staff, with the introduction of a Training Calendar offering courses, seminars and events for training and CPD purposes.		Continuous

### TABLE 2B

2. Administration of Building Warrant Applications and Completion Certificate Submissions				
No.	Heading	Continuous improvement action	OF No.	Timescale
	Quality assurance of building warrant and completion certificate decisions		2.3	
1.		Enhance / reintroduce quality assurance checks for building warrant, completion certificate and CCNP processes.		By end of Q1.

	Adherence to legislative procedures, appeals and complaints		2.4	
2.		Review and revise current 9 month warrant deemed refusal process – as per Item 4 of TABLE 1A		By end of Q2

## 4. Additional Information – Annual Data 2016 - 2017

		2015/16	2016/17
1	Building Warrant		
1.1	No. of Building Warrant Applications (including "late" applications)	3150	2804
1.2	No. of "late" Building Warrant applications (as included above)	94	45
1.3	No. of Building Warrant approved	2739	2417
1.4	No. of Building Warrant refused	54	49
1.5	No. of amendment to Building Warrant applications	522	535
1.6	No. of amendment to Building Warrant applications approved	487	485
1.7	No. of amendment to Building Warrant applications refused	2	10
2	Completion Certificates		
2.1	No. of Completion Certificate submissions (including "late" submissions)	3227	3543
2.2	No. of "late" Completion Certificate submissions (as included above)	75	127
2.3	No. of Completion Certificate submissions accepted	2753	3042
2.4	No. of Completion Certificate submissions rejected	11	13
3	Fees		
3.1	Total value of works for Building Warrant applications (including "late" applications)	£1,018,742,635	£664,844,207
3.2	Total value of works for amendment to Building Warrant applications	£23,649,506	£10,323,747
3.3	Total value of works for "late" Completion Certificate submissions	£1,890,585	£2,873,028
3.4	Total Value of Work	£1,044,282,726	£678,040,982
3.5	Total Building Warrant fee income (including 'late' BW)	£2,755,522	£2,792,126
3.6	Total amendment to Building Warrant fee income	£482,155	£69,857
3.7	Total "late" Completion Certificate fee income	£42,737	£50,616
3.8	Total Fee Income	£3,280,414	£2,912,599
4	Costs		
4.1	Total expenditure on verification	£1,028,869	
5	Certification		

5.1	No of certificates of design (building structures) provided	663	1021
5.2	No of certificates of design (energy) domestic provided	7	17
5.3	No of certificates of design (energy) non-domestic provided	2	2
5.4	No of certificates of construction (electrical) provided	3	29
5.5	No of certificates of construction (drainage, heating and plumbing) provided	1	0
6	EPCs		
6.1	No of copy EPCs received for domestic buildings under Standard 6.9	98	145
6.2	No of copy EPCs received for non-domestic buildings under Standard 6.9	3	0
7	Statements of Sustainability		
7.1	No of copy Statements of Sustainability for domestic buildings under Standard 7.1 "Bronze"	0	
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"*	N/A	
7.9*	No of copy Statements of Sustainability for non-domestic buildings under Standard 7.1 "Gold"*	N/A	
7.10*	No of copy Statements of Sustainability for non-domestic buildings under Standard 7.1 "Platinum"*	N/A	
8	<i>E*7.8 to 7.10: Higher levels for Silver, Gold and Platinum are not currently possible for non-domestic.</i>		
	Enforcement		
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	0	
8.4	No of section 28 notices issued	0	
8.5	No of instances where the local authority has taken action under Section 29	174	
8.6	No of section 30 notices issued	2	
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	

Updated CIP:

- July 2016
- October 2016
- January 2017
- April 2017





**Glasgow City Council**  
BUILDING STANDARDS BALANCED  
SCORECARD:  
2016 - 2017

