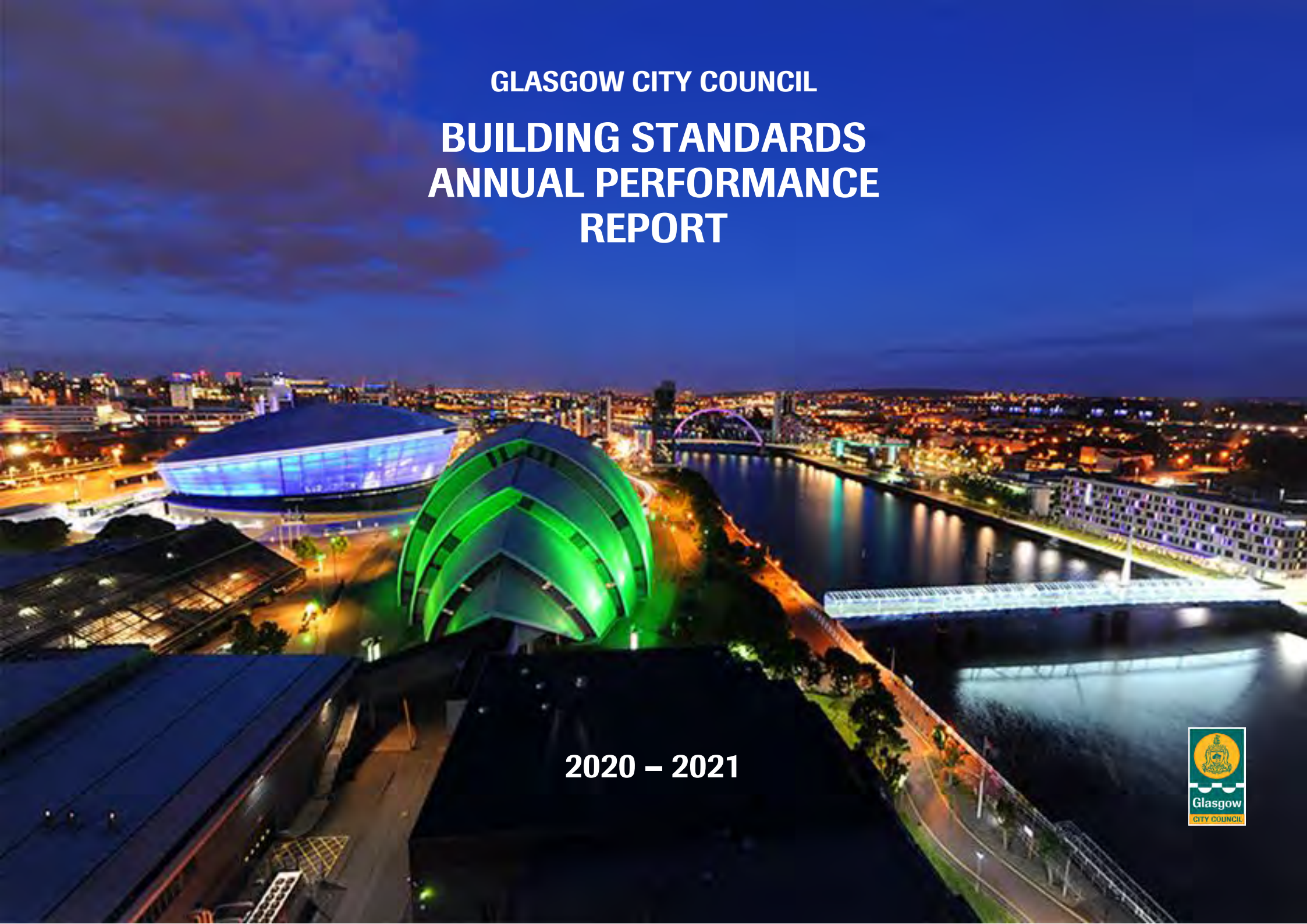
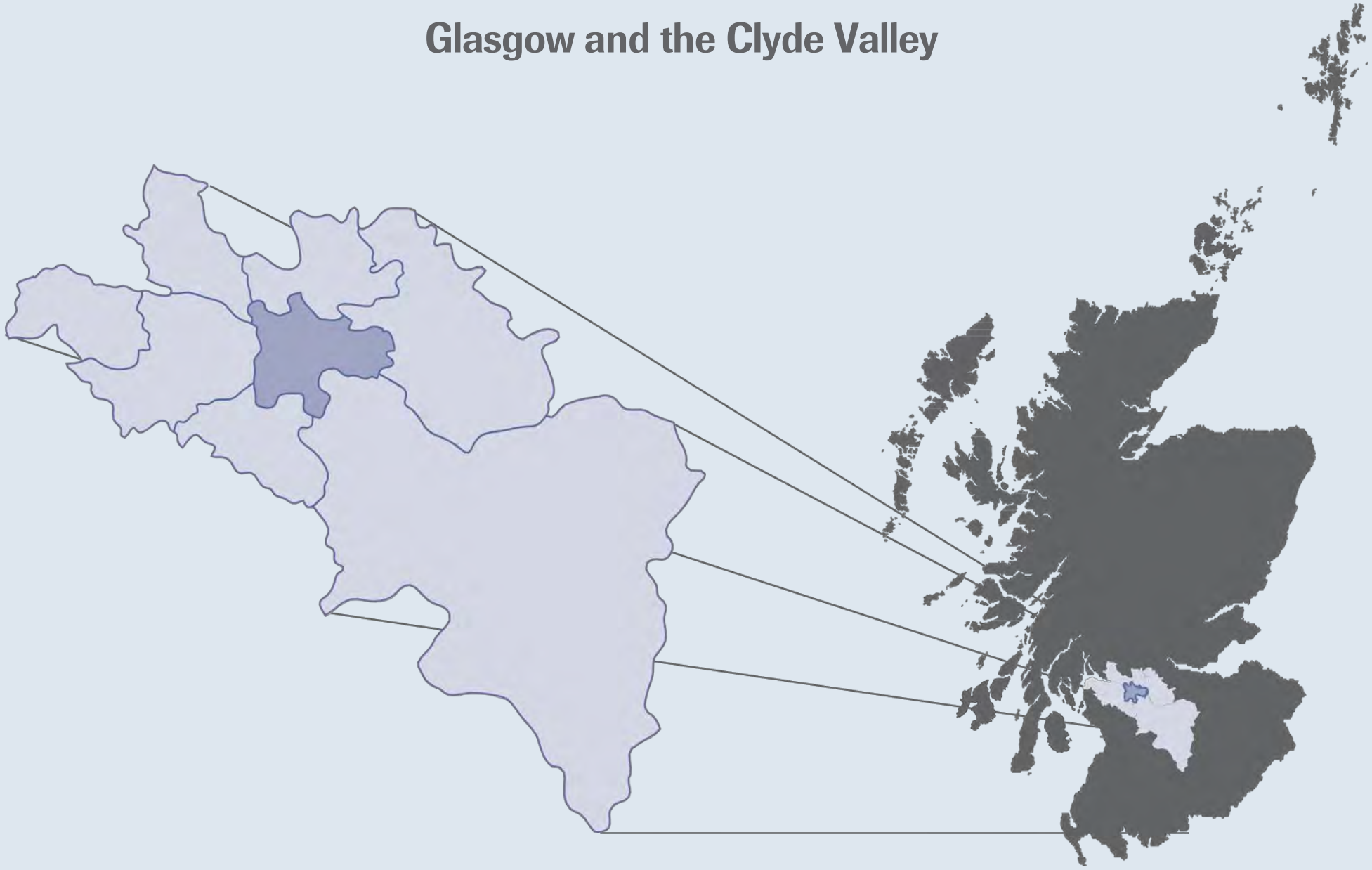
GLASGOW CITY COUNCIL

BUILDING STANDARDS ANNUAL PERFORMANCE REPORT



2020 – 2021

Glasgow and the Clyde Valley



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Front Cover: *Glasgow Clydeside*

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Version	Description or Change	Date
1.0	Publication of 2020/21 Annual Performance Report	06/05/21
1.1	20/21 KPO financial information updated. Service improvement plan updated.	25/05/21

1 Introduction

Background
The verification performance report is a strategic planning and management tool that provides information about the local authority building standards service, communicates the vision and strategy, and sets out performance against strategic goals and targets.

Building standards verifiers in Scotland are required to utilise the performance report to manage, monitor, review and develop strategies for their business, and should focus on the performance framework's core perspectives and cross-cutting themes.

About Glasgow
Glasgow is Scotland's largest city, with over 621,000 citizens covering an area of almost 17,500 hectares. It is a city with a great history and heritage built around the River Clyde. We are the centre of the only metropolitan region in Scotland and are the most ethnically diverse city in the country.

Generating an impressive £19.9 billion Gross Value Added (GVA) for the national economy in 2019, Glasgow has experienced economic growth and development in recent years, bolstered by careful planning, a growing and young population, and business growth in high-tech and service sectors. Glasgow has the second fastest growing level of productivity of the UK's core cities.

Glasgow is actively attracting the right mix of business, productivity, innovation and investment to the city. Supported by initiatives such as the Glasgow City Region City Deal, the city is building on its excellent infrastructure to be one of the most diverse and forward-thinking cities in Europe. The city is home to an impressive 'who's who' of blue-chip companies, major global organisations and international Small and Medium Enterprises (SME). It is the UK's third largest financial centre and ranks in the top 50 in the world. Some of the biggest names in global business and finance, international leaders in precision medicine and pharmaceuticals, research services, engineering and an impressive range of global brands call Glasgow home. In the last 5 years, the number of enterprises in Glasgow has increased by approximately 25.9%, a larger percentage increase than both that of Scotland and the UK.

The strength of Glasgow's economy is its diversity with a range of sectors and sub-sectors which generate over 16% of the countries jobs. The main employment sectors are:

Engineering, Design and Manufacturing	Life Sciences	Creative Industries & Digital Technology
Financial and Business Services	Tourism and Events	Retail
Low Carbon Industries	Higher and Further Education	Health & Public Services

Clusters of expertise have formed around life sciences and low carbon thanks to the Glasgow Bio-Corridor and the International Technology Renewable Energy Zone. The International Financial Services District in central Glasgow hosts several global financial services companies in addition to superb office accommodation. Glasgow maintains a robust skills pipeline and a talented, multilingual workforce. The city is home to 185,000 students from 140 countries across five higher education institutions and three super colleges. The city's institutions of higher and further education graduate around 20,000 individuals per annum ensuring a healthy talent pipeline.

Building Standards & Public Safety 2020/21

Glasgow City Council was appointed by Scottish Ministers as the sole verifier for Glasgow. The verification function is performed by Building Standards & Public Safety on behalf of the Council. The full range of verification and non-verification services provided are detailed in section 2 of this report.

Since April 2010, Building Standards & Public Safety has been part of an integrated Planning & Building Standards service (PBS) within Development & Regeneration Services (DRS)[1]. DRS sits within the corporate structure shown below and has been identified as the lead service in delivering the city's first priority; economic growth and is one of seven key services providing core Council services.

As set-out by the Glasgow Economic Strategy, the city is building on this success with the ambition to make Glasgow the most productive major city economy in the UK by 2023. Alongside this, the strategy has set an ambitious new jobs target of 50,000 by 2023.

Glasgow City Council Corporate Structure at 1st April 2020:

[1] Neighbourhoods, Regeneration and Sustainability from 1st April 2021
Development & Regeneration Services and Neighbourhoods & Sustainability have joined to form a new service, Neighbourhoods, Regeneration and Sustainability (NRS), from 1 April 2021 as part of the council family review. Creating this new service will allow us to better meet the council's priorities and the needs of the city by integrating and streamlining our services. Future updates of the Annual Report will detail the new GCC Corporate & NRS structures and will identify Building Standards & Public Safety's location therein.

2 Building Standards & Public Safety Service at Glasgow City Council

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 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.

COVID-19 Response
Building standards & Public Safety plays a significant role in working with owners and developers to ensure that construction works progress and buildings can be safely occupied in line with statutory obligations. We have adapted our service delivery in light of both government guidance and current restrictions and our working practices are continually under review.

Services and functions delivered
The primary purpose of the Building Standards & Public Safety service is to secure the health, safety, welfare and convenience of persons in and about buildings and others who may be affected by buildings or matters connected with buildings; to further the conservation of fuel and power; and to further the achievement of sustainable development. In order to achieve this aim, the service provides a range of statutory, non-statutory and advisory services as detailed below:

- **Verification Functions**
  In accordance with the Building (Scotland) Act 2003, regulations and other associated legislation
  - Verification of compliance of applications for building warrant including amendment to warrant, staged warrants and extensions to period of validity of warrant;
  - Inspection of approved construction work relating to building warrants during construction and on completion in accordance with project specific construction compliance notification plans;
  - Verification of compliance of Completion Certificate Submissions where no warrant was obtained;

During 2020-21, the Service received 2,912 valid Building Warrants with a value of work in excess of £739.4 million. In addition, the Service received 3,778 Completion Certificate Submissions.

- **Dangerous and derelict 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 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 over 100 requests for 'Letters of Comfort' every year where works under the previous 1959 Building (Scotland) Act did not have consent.

- **Liquor 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.

- **Structural Engineering**
  The service's structural engineers check structural calculations submitted during the building warrant process and provide structural expertise in respect of dangerous buildings. They also contribute to event licensing by inspecting up to 300 'raised structures' such as stages and grandstands. The engineers also work collaboratively with colleagues within Planning and Housing & Regeneration services.

- **Pop concerts and public events**
  The Service has a considerable input into the licensing of major events at both indoor and outdoor venues. The service reports to the Licensing Committee in relation to crowd capacity, means of escape, raised structures, crowd control barriers and general safety matters. Major events within the city often attract spectator capacities in excess of 50,000. The service provides advice on safety for the licensing of venues and other public events including International Sporting Events and Championships, TRNSMT music festival at Glasgow Green, concerts at Hampden Park Stadium and Glasgow Summer Sessions at Bellahouston Park.

- **Safety at sports grounds**
  Building Standards & 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 and regulated stand suitability for Safety Certificates. There are 4 designated stadia with capacities up to 60,000 and 6 Regulated Stands (2 of which are erected and removed on an annual basis).

- **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 600 requests per annum.

- **Building Standards Register**
  The service accurately records data and maintains an online, interactive applications register of building warrants, completion certificates and energy performance certificates.

- **Pre-warrant application meetings**
  The service provides preliminary advice on the procedures to be followed to obtain building warrant approval and advising on the design of a building in terms of requirements of the regulations.

- **Miscellaneous Licensing**
  The service provides an advisory role to legal services, on request, in respect of miscellaneous licenses.

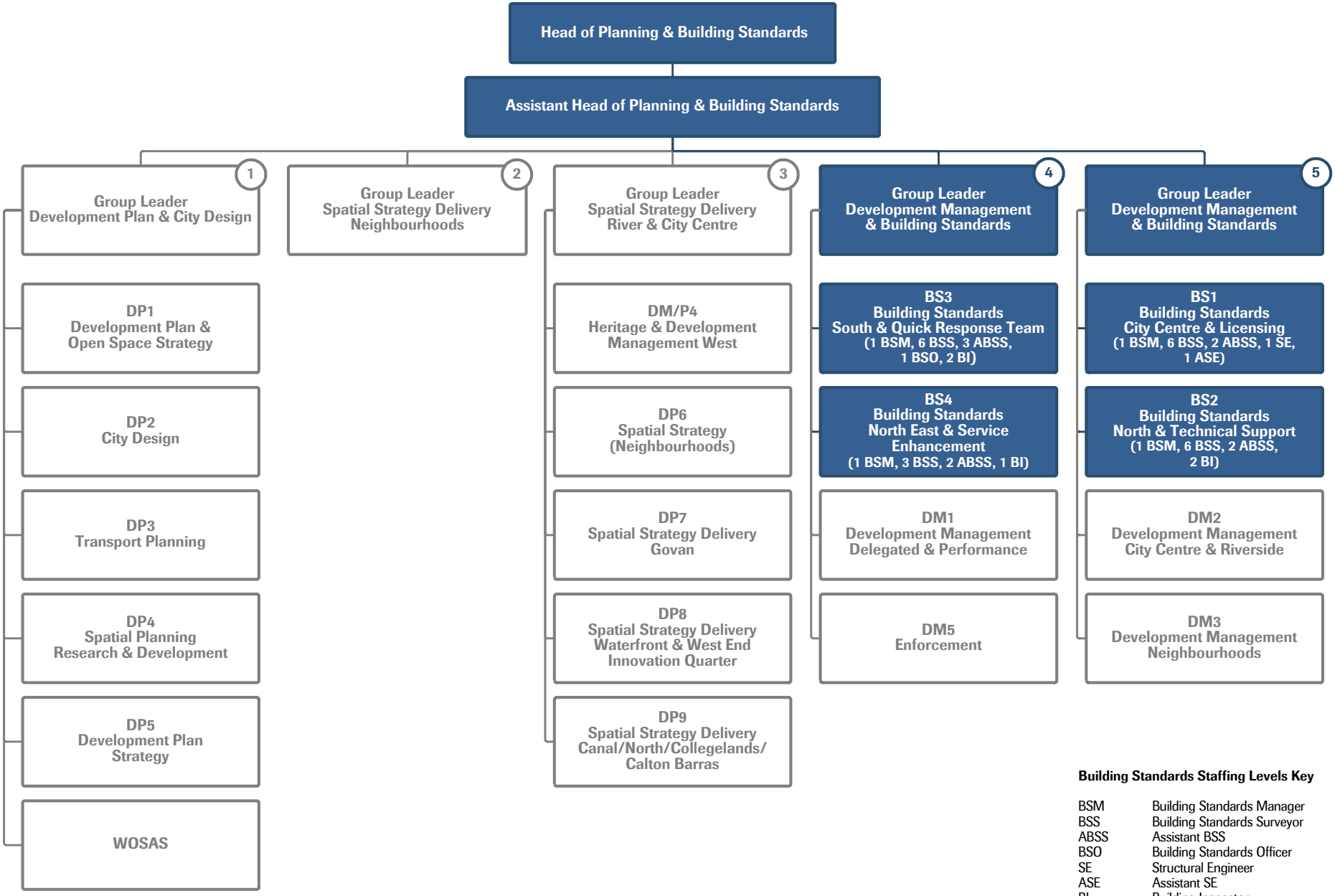
Information on the full range of Building Standards & Public Safety services is available on the Council website using the link provided and includes information on how to make a building warrant application, contact our staff and report dangerous buildings.

Organisation Structure
Planning & Building Standards service (PBS) had a staff compliment of 158 at 1st April 2020, with 44 related to Building Standards & Public Safety (excluding Head & Assistant Head of Service and Group Managers. The Council's Customer and Business Services section provides centralised administrative support to PBS.

The Service is wholly located within a city centre office building that 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 of Service, Group Leaders and first line management of Planning Managers and Building Standards Managers. The Head and Assistant Head are also part of the Development & Regeneration Services Senior Management Team.
The senior management structure is a combination of Planning and Building Standards professionals. For Building Standards, the current post of Assistant Head of Service and the Group Manager of Development Management & Building Standards are from the Building Standards profession.

The Planning & Building Standards service structure is shown below highlighting the 4 area Building Standards Teams and reporting lines 1st April 2020:



Building Standards Staffing Levels Key

BSM	Building Standards Manager
BSS	Building Standards Surveyor
ABSS	Assistant BSS
BSO	Building Standards Officer
SE	Structural Engineer
ASE	Assistant SE
BI	Building Inspector

Staffing Position at 1st April 2020

The information detailed below provides a snapshot of the staffing position and age profile on 1st April 2020.

Post	Tier 1	Tier 2	Tier 3	Tier 4
Head of Building Standards Verification Service			2	

Note: Tier 1 = Chief Executive; Tier 2 = Directors; Tier 3 = Heads & Asst. Head of Service; Tier 4 = Managers

Post	Building Standards Verification Service	Other
Group Managers (2 Group Managers have joint responsibility for Planning & Building Standards functions)	2 x 0.5	
Building Standards Managers	4	
Building Standards Surveyors	21	
Asst. Building Standards Surveyors	8.6	
Building Standards Officer	1	
Building Inspectors	5	
Structural Engineers	1	
Asst. Structural Engineers	1	
TOTAL	**42.6**	

Staff age profile	Number
Under 30	3
30 – 39	4
40 – 49	14
50 and over	23
TOTAL[2]	**44**

[2] 44 individuals = 42.6 FTE Staff

Location of Office[3]
Our office is conveniently located within the Glasgow City Centre. Our location is easily accessible for our customers and stakeholders by road or rail. Our Service is wholly located within this office and is within a few minutes' walk from subway and railway stations and is close to a number of bus routes for those wishing to travel by public transport.

Where to find us[3]:
If you require any further information or assistance regarding matters raised in this document, please contact:

Glasgow City Council
Building Standards & Public Safety
231 George Street
Glasgow G1 1RX

Our office hours are Monday to Friday: 9:00am – 5:00pm (excluding national and public holidays).

If you wish to make an appointment[3], visit our office[3], make a comment, compliment or complaint about the service or the content of this document, further information including full contact details are available on our How to contact Building Standards webpage. Telephone and email contact details are given on this page including the option for submitting a Building Standards Enquiry Form.

[3] COVID-19: Please note that, following Government guidance, our office is not currently accessible to the public. We will continue to be contactable via email, telephone and online via our website.

3 Strategic Objectives

Development and Regeneration Services 2020/21

Our Vision
Development and Regeneration Services 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 Council's Strategic Plan and Glasgow Community Plan.

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 Glasgow City Region City Deal, Strategic Housing Investment Plan, Council's capital programme and Heritage Lottery Fund;
- Managing development applications, building warrants and completion certificates;
- Managing public safety issues such as dangerous buildings, liquor and public entertainment licences;

- Delivering on our Planning and Planning Enforcement Charters; and
- Delivering on our Building Standards & Public Safety Customer Charter.

In Building Standards & Public Safety
Over the coming year the Building Standards & Public Safety service's key strategic objective is to retain the verification function for Glasgow, by adhering to the requirements of the Operating Framework for Building Standards Verifiers and by operating under the Building Standards Verification Performance Framework.

Beyond our key strategic objective relating to verification, we continue to develop to improve our statutory, non-statutory, advisory roles and non-verification functions.

Neighbourhoods, Regeneration and Sustainability – 1st April 2021
It should be noted that this annual report is for the year 2020/21 at which time Building Standards & Public Safety was part of an integrated Planning & Building Standards service (PBS) within Development & Regeneration Services (DRS). From 1 April 2021, Development and Regeneration Services and Neighbourhoods and Sustainability have joined to form a new service; Neighbourhoods, Regeneration and Sustainability (NRS) as part of the council family review. Creating this new service will allow us to better meet the council's priorities and the needs of the city by integrating and streamlining our services.

Future updates of the Annual Report will detail the new NRS strategic objectives.

4 Key Performance Outcomes and Targets

The national verification performance framework is based on three core perspectives:

- Professional Expertise and Technical Processes;
- Quality Customer Experience; and
- Operational and Financial Efficiency.

There are also three cross-cutting themes, comprising:

- Public Interest;
- Continuous Improvement; and
- Partnership Working.

Summary of Key Performance Outcomes (KPOs)

Professional Expertise and Technical Processes	
KPO1	Minimise time taken to issue a first report or issue a building warrant or amendment to building warrant.
KPO2	Increase quality of compliance assessment during the construction processes.

Quality Customer Experience	
KPO3	Commit to the building standards customer charter.
KPO4	Understand and respond to the customer experience.

Operational and Financial Efficiency	
KPO5	Maintain financial governance.
KPO6	Commit to eBuilding Standards.
KPO7	Commit to objectives outlined in the annual performance report.

Summary of Key Performance Targets

KPO1 Targets	
1.1	95% of first reports (for building warrants and amendments) issued within 20 days – all first reports (including BWs and amendments issued without a first report).
1.2	90% of building warrants and amendments issued within 10 days from receipt of all satisfactory information – all building warrants and amendments (not including BWs and amendments issued without a first report).

KOP2 Targets	
	Targets to be development as part of future review of KPO2 by the Scottish Government.

KPO3 Targets	
3.1	National customer charter is published clearly on the website and incorporates version control detailing reviews (reviewed at least quarterly).
3.2	95% of Building Standards Division (BSD) requests for information on a BSD 'Verifier Performance Reporting Service for Customers' case responded to by verifier within 5 days.

KPO4 Targets	
4.1	Minimum overall average satisfaction rating of 7.5 out of 10.

KPO5 Targets	
5.1	Building standards verification fee income to cover indicative verification service costs (staff costs plus 30%).

KPO6 Targets	
6.1	Details of eBuilding Standards to be published clearly on the verifier's website.
6.2	75% of each key building warrant related process being done electronically • Plan checking • Building warrant or amendments (and plans) being issued • Verification during construction • Completion certificates being accepted

KPO7 Targets	
7.1	Annual performance report published clearly on website with version control.
7.2	Annual performance report to include performance data in line with KPOs and associated targets (annually covering previous year e.g. 1st April 2020 – 31st March 2021).

5 Performance Data

Performance Targets Snapshot 2019-20 & 2020-21

TARGETS	1.1	1.2	3.1	3.2	4.1	5.1	6.1	6.2	7.1	7.2
	95% of first reports (for building warrants and amendments) issued within 20 days – all first reports (including BWs and amendments issued without a first report).	90% of building warrants and amendments issued within 10 days from receipt of all satisfactory information – all building warrants and amendments (not including BWs and amendments issued without a first report).	National customer charter is published prominently on website & incorporates version control detailing reviews (reviewed at least quarterly).	95% of BSD[4] requests for information on a BSD[4] 'Verifier Performance Reporting Service for Customers' case responded to by verifier within 5 days.	Minimum overall average satisfaction rating of 7.5 out of 10	Building standards verification fee income to cover indicative verification service costs (staff costs plus 30%).	Details of eBuilding Standards are published prominently on the verifier's website.	75% of each key building warrant related processes being done electronically (Plan checking; BWs & amendments (& plans) issue; Verification during construction; CC acceptance)	Annual performance report published prominently on website with version control (reviewed at least quarterly).	Annual performance report to include performance data in line with KPOs and associated targets (annually covering previous year e.g. April 2016 – March 2017).
Q1 2019-20 (April – June)	97.27%	81.44%	Published prominently (with review)	No cases referred to BSD[4] Reporting Service	5.3	190.11%	Published prominently	3 of 4 done	Published prominently (with review)	Includes all performance data
Q2 2019-20 (July – Sept)	98.17%	83.76%	Published prominently (with review)	No cases referred to BSD[4] Reporting Service	5.3	299.83%	Published prominently	3 of 4 done	Published prominently (with review)	Includes all performance data
Q3 2019-20 (Oct – Dec)	98.34%	84.48%	Published prominently (with review)	No cases referred to BSD[4] Reporting Service	5.4	225.35%	Published prominently	3 of 4 done	Published prominently (with review)	Includes all performance data
Q4 2019-20 (Jan-Mar)	96.86%	82.53%	Published prominently (with review)	No cases referred to BSD[4] Reporting Service	5.4	126.34%	Published prominently	3 of 4 done	Published prominently (with review)	Includes all performance data
Q1 2020-21 (April – June)	97.65%	71.88%[5]	Published prominently (with review)	No cases referred to BSD[4] Reporting Service	5.4	106.52%	Published prominently	3 of 4 done	Published prominently (with review)	Includes all performance data
Q2 2020-21 (July – Sept)	95.46%	65.72%[5]	Published prominently (with review)	No cases referred to BSD[4] Reporting Service	5.4	120.61%	Published prominently	3 of 4 done	Published prominently (with review)	Includes all performance data
Q3 2020-21 (Oct – Dec)	95.46%	65.57%[5]	Published prominently (with review)	No cases referred to BSD[4] Reporting Service	**6.2**	114.76%	Published prominently	3 of 4 done	Published prominently (with review)	Includes all performance data
Q4 2020-21 (Jan - Mar)	95.02%	74.64%[5]	Published prominently (with review)	No cases referred to BSD[4] Reporting Service	**6.2**	248.90%	Published prominently	3 of 4 done	Published prominently (with review)	Includes all performance data

[4] Scottish Government Building Standards Division
[5] COVID-19 affected performance.

Professional Expertise and Technical Processes

KPO1	Minimise time taken to issue a first report or issue a building warrant or amendment to building warrant.
Target 1.1	95% of first reports (for building warrants and amendments) issued within 20 days – all first reports (including BWs and amendments issued without a first report). **Our Performance 2019 – 2020** Q1 2019-20 (April - June) 97.27% Q2 2019-20 (July - Sept) 98.17% Q3 2019-20 (Oct - Dec) 98.34% Q4 2019-20 (Jan - Mar) 96.86% **Our Performance 2020 - 2021** Q1 2020-21 (April - June) 97.65% Q2 2020-21 (July - Aug) 95.46% Q3 2020-21 (Oct - Dec) 95.46% Q4 2020-21 (Jan - Mar) 95.02%
Target 1.2	90% of building warrants and amendments issued within 10 days from receipt of all satisfactory information – all building warrants and amendments (not including BWs and amendments issued without a first report). **Our Performance 2019 – 2020** Q1 2019-20 (April - June) 81.44% Q2 2019-20 (July - Sept) 83.76% Q3 2019-20 (Oct - Dec) 84.48% Q4 2019-20 (Jan - Mar) 82.53% **Our Performance 2020 - 2021** *Q1 2020-21 (April - June) 71.88% *Q2 2020-21 (July - Aug) 65.72% *Q3 2020-21 (Oct - Dec) 65.57% *Q4 2020-21 (Jan - Mar) 74.64% * Covid-19 affected performance – Current IT arrangements limit the use of our database to full effect when working from home. Other IT solutions are being investigated by the Council in the interim. Performance improving as arrangements and processes develop.

KPO2	Increase quality of compliance assessment during the construction processes.
	Targets to be developed as part of future review of KPO2.

Protocols for dealing with work
The service has in place risk management protocols for dealing with the management and allocation of work on building warrants and completion certificates. The protocols form part of the council's quality assurance procedures which apply to all building standards work. Risk management procedures are used to ensure applications are allocated to staff who are suitably qualified and experienced to deal with them. In addition, the service operates a 5% quality and technical check in relation to all building warrant applications and completion certificate submissions.

Performance management systems
The service uses a range of systems to ensure effective management of the service including Microsoft Access Database Reports, Idox Enterprise Reports and a time recording system (Plancentric). Reports are used to assist in the management of workload and the production of weekly, monthly, quarterly and annual performance monitoring reports assist in performance management. Regular meetings are held between Building Standards Managers and group managers to discuss performance and any issues arising therefrom.

Training and development/CPD
Our service recognises that is essential that staff have appropriate building standards related qualifications and experience and that it is maintained through CPD. Technical staff are members of professional organisations and complete CPD in accordance with their respective membership requirements. The service also has specialisms in structural and fire engineering to help support the verification function. Expertise on both fire and structure was increased with two members of staff undertaking further education in Fire Risk Engineering and a research degree on the performance of tall timber buildings.

All staff have access to online advice and guidance in relation to procedures, legislation, fees and technical handbooks as well as a corporate training package for learning and development opportunities. Training needs are identified through team meetings and one-to-one discussions with Building Standards Managers. The introduction of eBuilding Standards in August 2016 and the continued drive to digitise services results in IT training being provided by the Departments Service Development Group as necessary.

Performance Coaching and Review (PCR) is the agreed approach within Development & Regeneration Services to help to maximise employee performance and increase engagement. PCR is a performance management system that supports the delivery of the council's and individual goals and objectives. It is a tool for development and continuous improvement that provides a way of fostering effective working relationships, behaviours and outcomes. The objective of PCR is to make sure that employees understand what is expected of them, have an opportunity to fulfil their full potential and are given honest feedback on what they are doing well and what they need to do better.

Benchmarking
We work with our fellow local authorities in Local Authority Building Standards Scotland (LABSS) to enhance national delivery of Building Standards services throughout Scotland. Our service is the lead authority for LABSS Clyde Valley Consortium. 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. During 20/21 the meetings were virtual.

Glasgow's Planning & Building Standards Service senior managers hold biannual meetings with their counterparts from Edinburgh City Council with an agreed agenda covering areas of shared interest across both service functions.

Resourcing, Workforce and Succession Planning
Planning & Building Standards service (PBS) has completed the corporate Development & Regeneration Services (DRS) Invest to Improve (ITI) recruitment drive which established a baseline staff compliment to deliver regeneration of the city. This has given PBS the opportunity to consider our live business priorities and importantly plan ahead in order to position PBS as a more resilient service with the skill sets we require to deliver our service work programme, statutory obligations, GCC Strategic Plan/Service Plan commitments and our regeneration and placemaking priorities as identified in the statutory Development Plan. Graduate intake through regeneration resourcing has re-established an external intake which will be built upon. The DRS 2019-2022 Workforce Plan identified the creation of Building Standards Graduate Apprenticeship posts during 2020/21 however, due to Covid, these could not be filled. The model for resourcing, workforce and succession planning is incorporated within the PBS Business Plan.

Quality Customer Experience

KPO3	**Commit to the building standards customer charter**
Target 3.1	National customer charter is published prominently on the website and incorporates version control detailing reviews (reviewed at least quarterly). **Our Performance:** Our Building Standards & Public Safety Customer Charter is published prominently on our website and incorporates version control.
Target 3.2	95% of Building Standards Division (BSD) requests for information on a BSD 'Verifier Performance Reporting Service for Customers' case responded to by verifier within 5 days. **Our Performance:** No cases referred to BSD 'Reporting Service'

KPO4	Understand and respond to the customer experience
Target 4.1	Minimum overall average satisfaction rating of 7.5 out of 10. **Our Performance:** Pye Tait Consulting was commissioned to undertake the 2020 national customer satisfaction survey. For this survey, the overall satisfaction with our service was given a rating of 6.2 out of 10. **Commentary:** The 2020 customer satisfaction rating represents a 0.8 point increase over our 2019 results and is the third annual increase in a row demonstrating an upward trend in customer satisfaction. Whilst this reflects a number of the service improvements introduced by the service aimed at improving customer satisfaction, we are not complacent. The results of the 2020 survey together with feedback from our local engagement activities will be collated, analysed and the findings used to identify further service improvements aimed at improving the customer experience.

Customer Communication Strategy

The service recognises the importance of effective communication with customers and engages with them in a number of ways including:

- Performing building warrant exit surveys;
- Hosting stakeholder events (currently subject to COVID-19 restrictions);
- Facilitating technical and procedural meetings with design team for large / complex building (currently subject to COVID-19 restrictions; MS Teams available);
- Provision of a regularly updated and informative website;
- Publication of our Customer Charter online;
- Provision of Interactive Voice Response (IVR) telephone system including option for contacting service for general enquiries (currently subject to COVID-19 restrictions; MS Teams available);
- Provision of online Building Standards Enquiry Form;
- Regular review of correspondence issued by the service to ensure accurate and effective customer engagement; and
- Provision of a dedicated dangerous building phone line.

Building Standards ensure that staff are aware of their responsibility for delivering improved customer engagement and that they adhere to service improvements.

Customer Charter

Our Building Standards & Public Safety Customer Charter is published prominently online and provides information about the standards of service that customers can expect. It sets out our vision, aims, and service commitments and provides general information on our service.

Customer Feedback
The service participates in the national customer satisfaction survey for building standards carried out by the Scottish Government on an annual basis. We are fully committed to the survey and would encourage all our customers to participate in future surveys when contacted to do so. Customer feedback is also sought through local engagement activities such as building warrant exit surveys and stakeholder events (subject to COVID-19 restrictions). Local and national feedback is collated, analysed and the findings used to identify improvements that can be made to the customer experience and which are incorporated in the service's continuous improvement plan.

We provide information on how to comment, compliment or complain about the service and once again, this information is used to inform service delivery and improve the customer experience. All changes to service delivery are reviewed to ensure their effectiveness.

Accessibility of service[6]
Our customers have the opportunity to contact us by email, telephone, letter personal visit (pre-arranged meeting) or by using our website which includes a Building Standards Enquiry Form. Our service is located wholly within a city centre office and is readily accessible due to excellent road and rail links. We provide a 24-hour call-out service to safeguard the public from dangerous buildings. Our website is regularly reviewed and updated to ensure relevant information and guidance on the service we provide is available for customers. Our site inspection service is tailored to be as flexible as possible, within working hours, to accommodate the different needs of our customers.

Pre-application advice[6]
For smaller projects, the enquirer is encouraged to review the service's website and to refer to the Building Standards Customer Journey guide issued by the Scottish Government. Where the project is large or complex, pre-application meetings can be arranged via the Building Standards Manager relative to the geographical area of the proposed development (currently MS Teams due to COVID-19 restrictions). The service's Building Standards Enquiry Form can also be used to seek pre-application advice on matters such as interpretation and application of standards and to request a meeting.

Customer agreements
Customer agreements are available to all applicants where the standard 20-day target may not be appropriate due to the scale or complexity of the project.

Customer dissatisfaction (procedural or technical)
Whilst we seek to resolve any issues immediately, our Customer Charter details how to make comment, compliment or complaint; what to do if you don't agree with our technical decision and what to do if you have any concerns about our performance. For more information, please see our online Customer Charter.

[6] COVID-19: Please note that, following Government guidance, our office is not currently accessible to the public. We continue to be contactable via email, telephone and online via our website.

Operational and Financial Efficiency

KPO5	Maintain financial governance
Target 5.1	Building standards verification fee income to cover indicative verification service costs (staff costs plus 30%). **Our Performance 2019 - 2020** Q1 2019-20 (April - June) 190.11% Q2 2019-20 (July - Sept) 299.83% Q3 2019-20 (Oct - Dec) 225.35% Q4 2019-20 (Jan - Mar) 126.34% **Our Performance 2020 - 2021** Q1 2020-21 (April - June) 106.52% Q2 2020-21 (July - Aug) 120.61% Q3 2020-21 (Oct - Dec) 114.76% Q4 2020-21 (Jan - Mar) 248.90%

KPO6	Commit to eBuilding Standards
Target 6.1	Details of eBuilding Standards to be published prominently on the verifier's website. **Our performance:** Details of eBuildingStandards.scot is published prominently on Building Standards & Public Safety website including a direct link there to.
Target 6.2	75% of each key building warrant related process being done electronically • Plan checking • Building warrant or amendments (and plans) being issued • Verification during construction • Completion certificates being accepted **Our Performance:** 100% of our applications are dealt with digitally, including plan checking, whether initially applied for online or otherwise. Paper applications are scanned on receipt to allow all warrant processes to be circulated using electronic workflow in the same manner as online applications. 100% of building warrants and amendments to warrants are issued electronically. We are currently developing our systems to facilitate electronic verification during construction including carrying out site assessment using electronic devices. 100% of Notices of Acceptance of Completion Certificate submissions are issued electronically.

KPO7	Commit to objectives outlined in the annual performance report
Target 7.1	Annual performance report published prominently on website with version control (reviewed at least quarterly). **Our Performance:** Our Building Standards Verification Annual Performance Report is published prominently on our website under "Our Performance" and includes version control.
Target 7.2	Annual performance report to include performance data in line with KPOs and associated targets (annually covering previous year e.g. 1st April 2020 – 31st March 2021). **Our Performance:** Our performance data for 2020-21 is included in the Annual Performance Report. The Report includes quarterly updates in respect of performance and service improvements.

Team structures

Our Building Standards Verification service is split on a geographic basis by council ward boundaries into four area. Each Building Standards Manager has enhanced duties on a city-wide basis as follows:

- **North & Technical Support** – processing of applications for alternative means of compliance (non-fire engineering), act as the service's technical representative for LABSS Clyde Valley Consortium.
- **City Centre & Licensing** - processing of applications for alternative means of compliance (fire- engineered solutions), functions for licensing, safety at sports grounds and raised structures.
- **South & Quick Response Team** – out of hours emergency service (Quick Response Team – QRT), health and safety advice including maintenance of PPE register, lead on internal electronic workflow.
- **North East & Service Enhancement** – service enhancement and customer engagement initiatives, performance reporting and continuous improvement plan.

Time recording system

All staff record their time within the Plancentric time recording system. This computerised system can provide a range of reports and is used by the service as an internal performance management tool. The system is also used to provide performance information to the Scottish Government in respect of % building warrant fee related income spent on verification.

Financial Monitoring
Monthly monitoring of fee income is undertaken. Verification costs are reported on a quarterly basis to the Scottish Government's Building Standards Division (BSD). Verification income is also reported on a quarterly basis to BSD.

IT systems
The main IT systems, databases and performance management tools used by the service to perform and support the verification function including electronic workflow are Uniform, IDOX DMS, Enterprise and Microsoft Access. These systems help improve our performance and efficiency and reflect our commitment to digitalisation and eBuilding Standards. This approach has enabled us to introduce the rapid changes that were required to enable our teams to work effectively from home during the COVID-19 crisis. Staff guidance and procedural documents continue to be migrated to Electronic Process Models.

Digital Services
All our building warrant applications are dealt with digitally. Paper applications are scanned on receipt to allow all warrant processes to be circulated using electronic workflow in the same manner as online applications. We are currently developing our systems to facilitate electronic verification during construction including carrying out site assessment using tablet PC's and for the acceptance of completion certificates electronically from a site location.

Internal Communication Strategy
Regular meetings take place with the Building Standards Management Team with information being cascaded to staff via the most appropriate medium including regular team meetings, briefings, emails or the issue of updated guidance notes or process models. Team meetings are held regularly to discuss technical, procedural and performance issues and allow staff members to raise any issues in this forum. All staff have access to online advice and guidance in relation to procedures, legislation, fees and technical handbooks and this system is used to disseminate information on changes or updates thereto. Staff are also encouraged to register online with LABSS for technical and procedural information and awareness of current building standards issues. We can communicate and hold meetings electronically which has meant that we can communicate effectively during restrictions imposed by COVID-19 crisis.

6 Service Improvements and Partnership Working

In the previous 12 months (2020/2021) the Building Standards Service progressed the following Service Improvements:

Number	**Continuous Improvement Actions** (Performance Framework Core Perspective in brackets)	Timescale
1	Monitor and improve workflow processes in respect of e-Building Standards and electronic workflow. (Professional Expertise and Technical Processes)	Continuous
2	Contribute to Corporate aims in delivering the programme of investment in new social housing. (Professional Expertise and Technical Processes)	Continuous
3	Continue to develop Idox Enterprise Graphs and Reports in conjunction with current Access Database Reports to give best combined suite of management reporting. (Professional Expertise and Technical Processes)	Continuous
4	Continue to develop enhanced training and CPD opportunities for all Building Standards Staff building on existing training calendar. Encourage and assist staff in their personal and professional development. (Professional Expertise and Technical Processes)	Continuous
5	Upgrade Uniform and IDOX Enterprise as necessary to ensure we have up to date efficient systems for service delivery. (Professional Expertise and Technical Processes)	Continuous
6	Review content and quality of all information and guidance available online including ability to provide feedback on the service in respect of comments, compliments or complaints. (Quality Customer Experience)	Continuous
7	Monitor and review customer accessibility to the service, identify and implement improvements. (Quality Customer Experience)	Continuous
8	Working with our colleagues in Service Development to continue to develop and improve our systems and processes. (Professional Expertise and Technical Processes & Quality Customer Experience)	Continuous
9	Monitor, review and implement improvements to customer engagement in light of customer feedback (comments, compliments & complaints, stakeholder events) and in line with both local and national survey results. (Quality Customer Experience)	Continuous

Number	Professional Expertise and Technical Processes – Improvement Actions	Timescale
1	Increase the Services capacity in relation to applications using a fire engineered approach. Additional capacity is required in the longer term to assist currently qualified staff with applications of this nature. A Building Standards Surveyor is attending university on day release to obtain an honours degree in Fire Risk Engineering.	Completed
2	Rollout of new IT equipment across the service including upgraded laptops and hybrid devices with associated upgrade of operating systems with aim of increased productivity and greater efficiency. NB Whilst this rollout has commenced, this item has been carried forward to 2021/22	Continued to 21/22
3	Improve the functionality of mobile app/devices to broaden their use within Building Standards and to facilitate the acceptance of completion certificates electronically from a site location. Note – timescale is linked to and dependent on successful implementation of IT rollout and upgrade identified in 4. above. This item has been carried forward to 2021/22	Continued to 21/22
4	Develop IT systems to create unique identifier for building work categories and building types in conjunction with a suite of reports that will assist in performance monitoring, trend analysis, resource allocation and identification of work priorities. This item has been partially completed with the remainder of the rollout carried forward to 2021/22	Partially Complete Cont'd 21/22

Number	Quality Customer Experience – Improvement Actions	Timescale
1	Customer service improvements and customer care initiatives identified through the Planning & Building Standards EFQM process to be finalised and implemented. This item is ongoing and will continue into 2021/22	Q1-4
	• Develop Communication Strategy for PBS	Completed
	• Create Customer Service Group	Completed
2	Seek solution for emailing of Warrant Refusal Letter (LET 3) and the warrant refusal. This item has been carried forward to 2021/22	Continued 21/22
3	Undertake Staff Performance Coaching & Review (PCR) and progress any skills gaps, training or development initiatives to support the evolving needs of the service and the individual.	PCR Complete Training Ongoing
4	Together with administration and Service Development colleagues, review electronic storage of plans, documents, certification etc within Part II of the Building Standards Register including an agreed naming and numbering convention in order to ensure efficient and effective storage and subsequent retrieval of information. This item has been carried forward to 2021/22	Continued 21/22
5	Update website to provide advice and guidance to customers in the form of "Information Guide for Service Users" webpage detailing service provision during COVID-19 pandemic.	Completed

Number	Operational & Financial Efficiency – Improvement Actions	Timescale
1	Maintain a robust and resilient Building Standards & Public Safety Service where resourcing and succession planning is embedded within our business plan.	Reviewed quarterly
	The DRS Workforce Plan identifies the creation of 4 new Building Standards Graduate Apprenticeship posts to meet the succession planning aims of our PBS Business Plan. Building Standards intends to recruit these Graduates during 2020/21. Due to COVID-19 this item has been superseded – please refer to 21/22 for details of succession planning.	Refer 21/22 Improvements
	The DRS Workforce Plan also highlights the remit of the Ministerial Working Group to redefine fire and building regulatory frameworks. Additional Building Standards resource has been identified as likely; however, numbers and timescales are unknown at this point. This requirement will be monitored via the Workforce Planning Board.	Reviewed Quarterly
2	Continue work in line with the European Foundation for Quality Management (EFQM) Excellence Model as an overarching framework for developing sustainable excellence. Finalise action plan for short, medium and long-term improvements and implement.	Completed
3	Participate in Development & Regeneration Services review of Health and Safety procedures and implement any changes or updates for Building Standards to ensure safe working (site and office) for all staff. Due to COVID-19 this item has been carried forward to 2021/22	Continued 21/22
4	Develop Risk Assessment and protocols to allow staff to perform site inspection duties during COVID-19 including production of associated customer guidance notes. (Also relates to Quality Customer Experience)	Completed
5	Develop COVID-19 "workarounds" in respect of systems and processes to support home working staff and ensure business continuity and provision of full service delivery during pandemic.	Completed
6	Develop protocols and systems of work to enable staff to undertake office duties whilst maintaining physical distancing due to the impact of COVID-19.	Completed

In the next 12 months[7] (2021/2022) the Building Standards Service will progress the following Service Improvements[8]:

Number	Continuous Improvement Actions (Performance Framework Core Perspective in brackets)	Timescale
1	Monitor and improve workflow processes in respect of eBuilding Standards and electronic workflow. (Professional Expertise and Technical Processes)	Continuous
2	Contribute to Corporate aims in delivering the programme of investment in new social housing. (Professional Expertise and Technical Processes)	Continuous
3	Continue to develop Idox Enterprise Graphs and Reports in conjunction with current Access Database Reports to give best combined suite of management reporting. (Professional Expertise and Technical Processes)	Continuous
4	Continue to develop enhanced training and CPD opportunities for all Building Standards Staff building on existing training calendar. Encourage and assist staff in their personal and professional development. (Professional Expertise and Technical Processes)	Continuous
5	Upgrade Idox Uniform platform as necessary to ensure we have up to date efficient systems for service delivery. (Professional Expertise and Technical Processes)	Continuous
6	Review content and quality of all information and guidance available online including ability to provide feedback on the service in respect of comments, compliments or complaints. (Quality Customer Experience)	Continuous
7	Monitor and review customer accessibility to the service, identify and implement improvements. (Quality Customer Experience)	Continuous
8	Working with our colleagues in Service Development to continue to develop and improve our systems and processes. (Professional Expertise and Technical Processes & Quality Customer Experience)	Continuous
9	Monitor, review and implement improvements to customer engagement in light of customer feedback (comments, compliments & complaints, stakeholder events) and in line with both local and national survey results. (Quality Customer Experience)	Continuous

[7] COVID- 19 - Please note that Service Improvements are subject to change and may have to be adapted due to COVID-19.

[8] Neighbourhoods, Regeneration and Sustainability – 1st April 2021
From 1 April 2021, Development and Regeneration Services and Neighbourhoods and Sustainability have joined to form a new service; Neighbourhoods, Regeneration and Sustainability (NRS) as part of the council family review. Creating this new service will allow us to better meet the council's priorities and the needs of the city by integrating and streamlining our services. Future updates of the Annual Report will clarify and detail these service improvements in line with NRS strategic objectives.

Number	Professional Expertise and Technical Processes – Improvement Actions	Timescale
1	Rollout of new IT equipment across the service including upgraded laptops and hybrid devices with associated upgrade of operating systems with aim of increased productivity and greater efficiency. NB This rollout commenced 20/21	Q1/2
2	Improve the functionality of mobile app/devices to broaden their use within Building Standards and to facilitate electronic verification during construction. Note – timescale is linked to and dependent on successful implementation of IT rollout and upgrade identified in 1. above. This is also an improvement item in relation to Operational & Financial Efficiency. This item relies on assistance from colleagues in CGI and Service Development	Q2/3
3	Develop IT systems to create unique identifier for building work categories and building types in conjunction with a suite of reports that will assist in performance monitoring, trend analysis, resource allocation and identification of work priorities. This item relies on assistance from colleagues in Service Development.	Q2/3
4	Following the introduction of the Building Standards Professional Competency Framework (Professional Framework), implement the Competency Assessment System (CAS) for all Building Standards staff as a workforce development tool.	Q1-4

Number	Quality Customer Experience – Improvement Actions	Timescale
1	Customer service improvements and customer care initiatives identified through the Planning & Building Standards EFQM process to be finalised and implemented.	Q1-4
2	Participate in newly established Customer Service Group to identify and implement customer service improvements including exploring potential for participation in the development of a social media presence.	Ongoing
3	Seek solution for emailing of Warrant Refusal Letter (LET 3) and the warrant refusal. This item requires assistance from colleagues in service development.	Q2/3
4	Undertake Staff Performance Coaching & Review (PCR) and progress any skills gaps, training or development initiatives to support the evolving needs of the service and the individual. NB PCR completed, training ongoing. PCR/training to be linked to introduction of Competence Assessment System as noted in Professional Expertise improvement action No. 4 above.	Ongoing
5	Together with administration and Service Development colleagues, review electronic storage of plans, documents, certification etc within Part II of the Building Standards Register including an agreed naming and numbering convention in order to ensure efficient and effective storage and subsequent retrieval of information. This item relies on assistance from CBS and Service Development colleagues.	Q2/3
6	Continue to review and update website to provide advice and guidance to customers in the form of "Information Guide for Service Users" webpage detailing service provision during COVID-19 pandemic.	Ongoing

Number	Operational & Financial Efficiency – Improvement Actions	Timescale
1	Maintain a robust and resilient Building Standards & Public Safety Service where resourcing and succession planning is embedded within our business plan.	Review quarterly
	The service's workforce plan identifies the creation of 2 new Building Standards Graduate posts to help meet the succession planning aims of our Business Plan. Building Standards intends to recruit these Graduates during 2021/22.	Q2/3
	The workforce plan also highlights the remit of the Ministerial Working Group to redefine fire and building regulatory frameworks. Additional Building Standards resource has been identified as likely; however, numbers and timescales are unknown at this point. This requirement will be monitored via the Workforce Planning Board.	Reviewed Quarterly
2	Continue work in line with the European Foundation for Quality Management (EFQM) Excellence Model as an overarching framework for developing sustainable excellence. Finalise action plan for short, medium and long-term improvements and implement. Implement improvement initiatives.	Q1-4
3	Continue commitment to eBuilding Standards by • Participate in Scottish Government's Remote Verification Inspection (RVI) Practice Group • Support Scottish Government's RVI research /trials project to compare the quality of remote inspections with physical checks. • Continue to participate in LABSS Digital Transformation Group (DTG). • As noted in Professional Expertise & Technical Processes item 2 above, improve the functionality of mobile app/devices to broaden their use within Building Standards and to facilitate electronic verification during construction.	Ongoing
4	Participate in Development & Regeneration Services' review of Health and Safety procedures and implement any changes or updates for Building Standards to ensure safe working (site and office) for all staff. This item requires assistance from our colleagues in Health & Safety (NRS)	Q2/3

Partnership Working
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.

In the previous 12 months (2020/21) we worked with:

Within Development and Regeneration Services
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.

Neighbourhoods and Sustainability
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.

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

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

Local Authority Building Standards Scotland (LABSS) & Clyde Valley Consortium
We work with our fellow Local Authorities in Local Authority Building Standards Scotland (LABSS) to enhance national delivery of Building Standards services throughout Scotland. Our service is also the lead authority for the LABSS Clyde Valley Consortium Group comprising Glasgow City, Argyll and Bute, East Dunbartonshire, East Renfrewshire, Inverclyde, Renfrewshire and West Dunbartonshire Councils.

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 Team.
- When ensuring standards at events within the City, such as pop concerts.
- At dangerous buildings incidents where there is a risk to the public.
- Document exchange trial through eBuilding Standards.

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.

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

- Glasgow Life
- City Building (Glasgow) LLP
- Glasgow Community and Safety Services Ltd
- City Property (Glasgow) LLP
- CGI (IT Service Provider & Helpdesk)

Others

- Building Standards Division of Scottish Government
  - High Pressure Laminate Data Collection – Housing Standards & Quality and Building Standards Division
  - Compliance and Enforcement Working Group – Building Standards Division via LABSS
  - Compliance Process Mapping to support the work on the Compliance Approach work stream
  - Annual Workforce Data Collection
  - Workforce Strategy work stream
  - Digital Transformation work stream
  - Verification Standards Work stream
- Glasgow City Council & City of Edinburgh Council Planning & Building Standards Service Liaison Meetings
- Health & Safety Executive

In the next 12 months we will work with:

We will continue to engage with our partners and customers outlined above and our new colleagues within Neighbourhoods, Regeneration and Sustainability. We will seek to strengthen existing partnership working wherever possible and consider new partnerships where the opportunity arises.

Building Standards will also continue to support and contribute to the work of the Building Standards Division's Futures Board established to oversee and direct a programme of work to implement the recommendations from the recent Building Standards reviews on Fire Safety and Compliance & Enforcement.

7 Additional Data for 2020/21

Verifiers provide returns to Scottish Government on their verification performance and workload. The performance data relates to the building standards verification performance framework and the workload data relates to the numbers of building warrant applications; completion certificates; fees; costs; certificates (certification, energy performance; sustainability); enforcement cases.

The table below provides additional workload data for the year 2020/21.

Building Warrants and Amendments to Building Warrant	2,912 Applications 2,448 Decisions
Completion certificates	3,778 Submissions 3,297 Decisions
Certification	710 Certificates of design submitted 1 Certificate of construction submitted
Energy Performance Certificates (EPCs)	Domestic 1,171 Non-Domestic 11
Statements of Sustainability	Domestic 1,007 Non-Domestic 7
Enforcement	5 Notices served under sections 25 to 30 0 Cases referred to procurator fiscal 36 Cases where LA has undertaken work

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