

# BUILDING STANDARDS

## ANNUAL VERIFICATION PERFORMANCE REPORT 2022-23



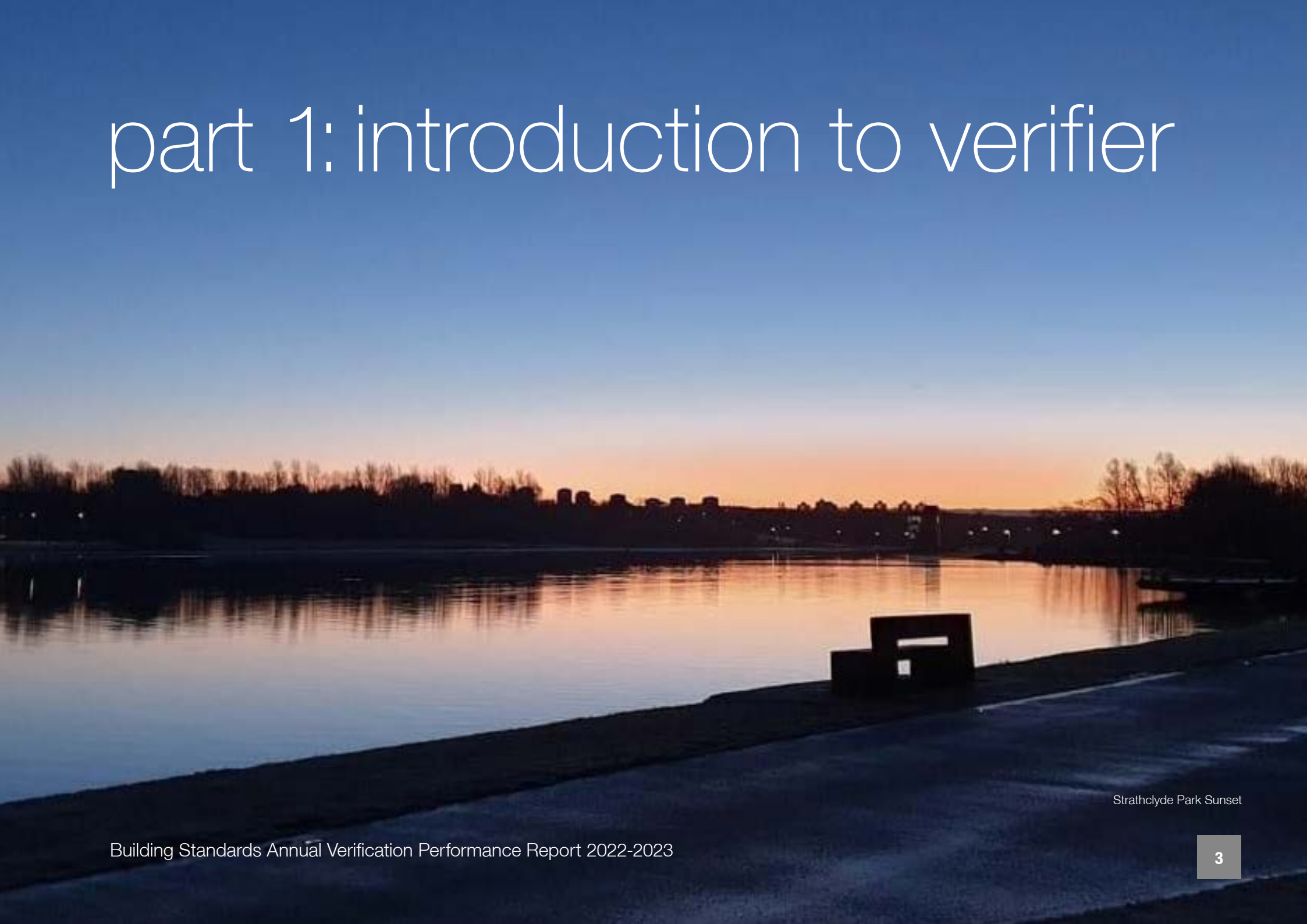
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Document Record:

Version	Description of Change	Date
1.2	Q1 Updates	19/07/2023
1.3	Q2 Updates	31/10/2023

# part 1: introduction to verifier



Strathclyde Park Sunset

## Standard statement:

**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.

North Lanarkshire is the fourth largest local authority in Scotland, stretching from Steps to Harthill, from the Kilsyth Hills to the Clyde, and includes Airdrie, Bellshill, Coatbridge, Cumbernauld, Kilsyth, Motherwell, Shotts and Wishaw.

North Lanarkshire forms a geographically diverse area between the urban conurbation of Glasgow which we border to the west, and the moorlands of central Scotland to the east. The southern part of our area is heavily populated, particularly in the south west around the large town of Motherwell, and adjacent settlements.

The towns of Airdrie and Coatbridge form the central area, while Cumbernauld, our largest town, is situated to the north. The south eastern and northern parts are more rural in character with lower population densities and more extensive areas of open countryside. Although agricultural land accounts for over 18,000 hectares, the population density is 6.8 people per hectare, making us the fifth most densely populated local authority area in Scotland.

With a land area of approximately 47,000 hectares, and a population of over 340,000, we are the fourth largest authority in Scotland.

North Lanarkshire's historical legacy of the coal, steel and heavy engineering industries has resulted in vacant and derelict land accounting for over 1,363 hectares\*.

These traditional industries have now largely been replaced by a modern business infrastructure supporting new and emerging sectors. This has led to North Lanarkshire being one of Scotland's fastest growing economies with significant potential for future growth.

\*(Source: Scottish vacant and derelict land survey 2021)



Our main employment sectors can now be demonstrated as follows:

Occupations	Oct 2021 – Sept 2022
<b>Managers, directors and senior officials</b>	9,200
<b>Professional occupations</b>	29,900
<b>Associate professional and technical</b>	20,400
<b>Administrative and secretarial</b>	19,000
<b>Skilled trades occupations</b>	20,800
<b>Caring, leisure and other service occupations</b>	16,200
<b>Sales and customer service occupations</b>	15,400
<b>Process plant and machine operatives</b>	10,800
<b>Elementary occupations</b>	12,500
<b>Total employed (inc. Self employed)</b>	153,700

(Source: ONS Annual Population Survey)

## Top six employment sectors in North Lanarkshire:

Sector	No. of employees
<b>Human Health and Social Work Activities</b>	20,000
<b>Wholesale And Retail Trade; Repair Of Motor Vehicles And Motorcycles</b>	20,000
<b>Construction</b>	16,000
<b>Public Administration And Defence; Compulsory Social Security</b>	13,000
<b>Manufacturing</b>	12,000
<b>Administrative And Support Service Activities</b>	10,000

(Source: ONS Business Register and Employment Survey)

## Building standards is part of the Built Environment team within Community Operations, forming part of the Enterprise and Communities service cluster.

The Enterprise and Communities service has been aligned to support and enable the delivery of growth in North Lanarkshire and has a central role in the delivery of the council's priority outcomes.

The structure enables us to combine skills and resources to address challenges through integrated solutions, making North Lanarkshire an attractive business location, improving employment opportunities, encouraging strong sustainable communities, and enhancing and protecting our natural and built environment.

The multi-disciplinary Built Environment team comprises building standards, environmental health and private sector housing staff, pulls resource and expertise into a service cluster and offers greater flexibility and economy of scale.

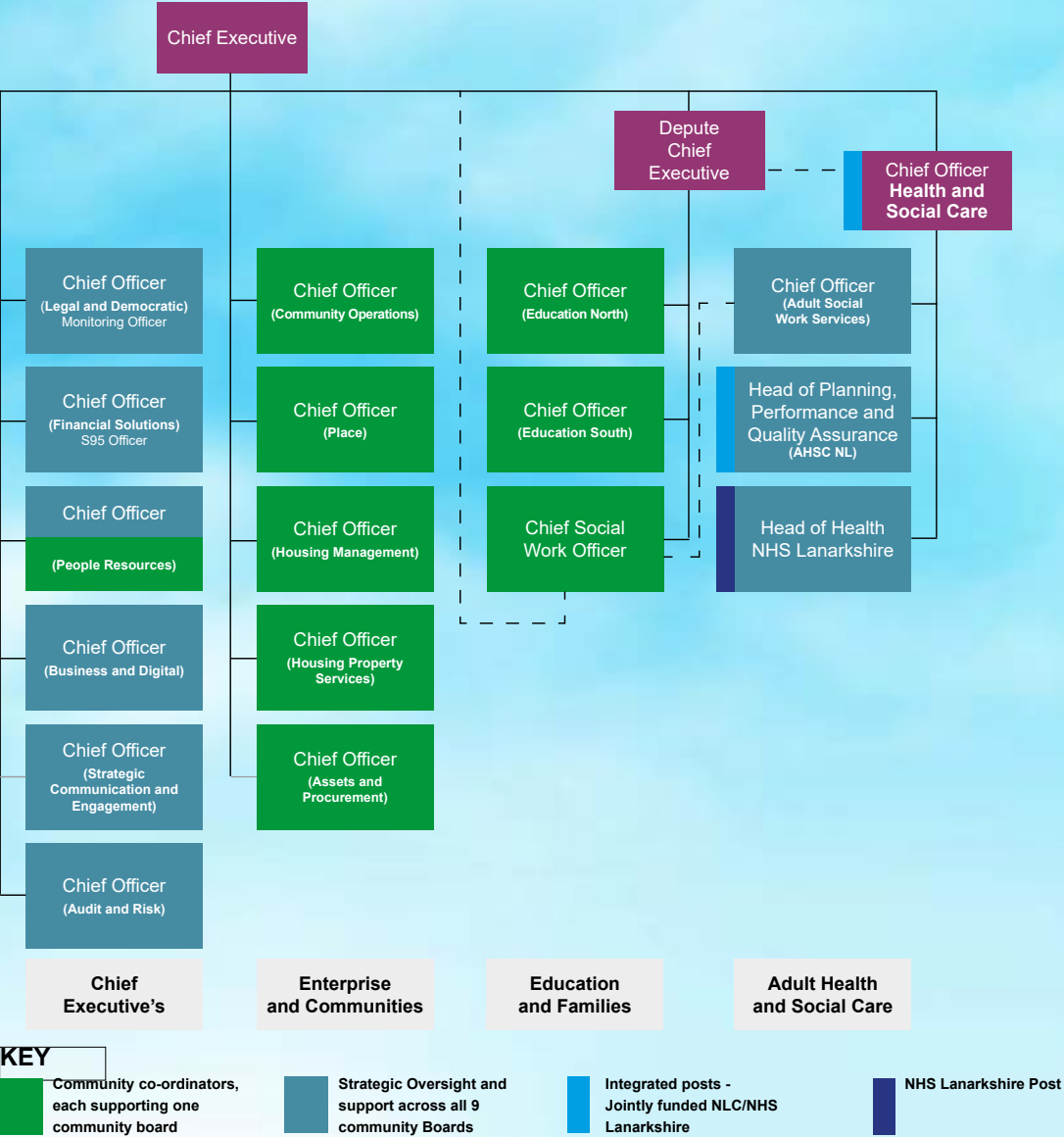
The structure of the team allows us to streamline and consolidate activities. We aim to configure our service delivery in a way that combines resources and creates synergies allowing us to drive improvement within the built environment for the people in our communities.

In addition to dealing with building warrant applications, inspections and dangerous buildings, the team will have a key role in the broader compliance agenda.

The Service also has a central role aligned with economic regeneration in terms of delivering improvements in private sector housing, developing key sites, and enhancing our ability to address repairs and investments within mixed tenure properties. Specifically, the integration of these teams enables us to develop a pro-active and flexible response to disrepair and enforcement issues within the built environment.



ORGANISATIONAL STRUCTURE



A photograph of a park in autumn. The ground is covered in fallen orange and yellow leaves. Several trees with green and yellowing foliage stand in the background. The text 'part 2: buildings standards verification service information' is overlaid in white.

# part 2: buildings standards verification service information

Autumn in Strathclyde Country Park



## How to contact us:

Email: [Buildingstandards@northlan.gov.uk](mailto:Buildingstandards@northlan.gov.uk)

Telephone: 01236 812440

## Our Postal Address:

Civic Centre  
Windmillhill Street  
Motherwell ML1 1AB

## Building standards in North Lanarkshire is responsible for the following:

- Verification of building warrant applications
- Giving specific and tailored pre-application advice based on individual needs
- Verification construction work relating to building warrants in accordance with the tailored Construction Compliance and Notification Plan (CCNP) specific to the project
- Verification of completion certificate submissions
- Maintain an online building standards register to allow customers to view information relating to warrant applications, completion certificates and enforcement
- A building standards enquiry system, including a 'Search and Copy Document Service'
- Inspections relating to licensed premises and houses in multiple occupation
- A 'Street Naming and Numbering Service'

- Enforcement relating to unauthorised or dangerous building
- A 24 hour 'Emergency Call-out Service' on reported dangerous buildings
- Safety at sports grounds inspections
- Providing specialist advice to the North Lanarkshire Council Safety Advisory Group (SAG)

## 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.

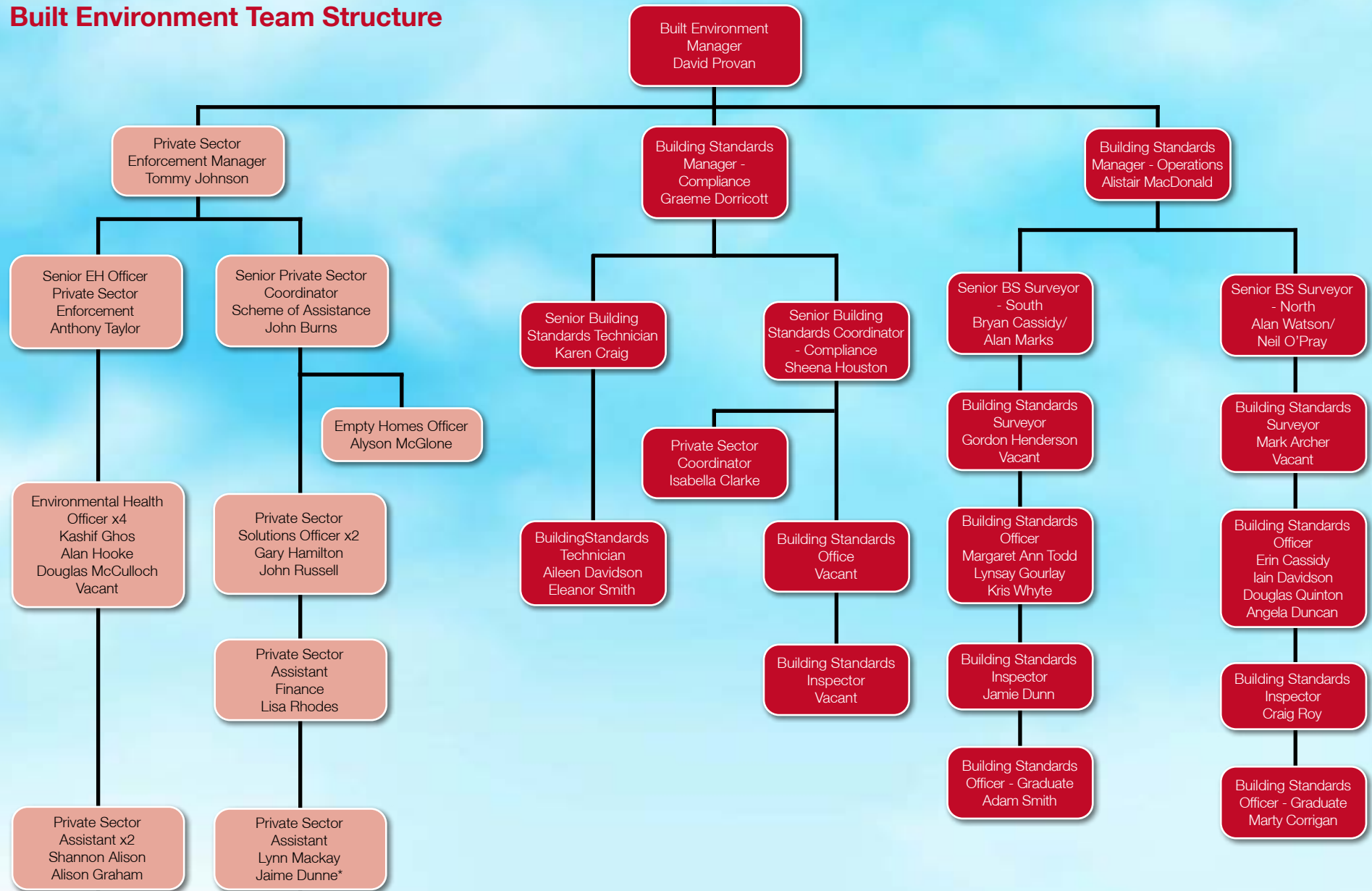
Verifiers, appointed by Scottish Ministers are responsible for the independent checking of applications for building warrants to construct or demolish buildings, to provide services, fittings or equipment in buildings, or for conversions.

Dalziel Estate





## Built Environment Team Structure



## Review of customer satisfaction 2022-23

Over the past 12 months we have faced various challenges as we adapt our service delivery. We would like to thank our customer for their patience, co-operation and understanding as we continue to shape our service to improve customer experience.

Government data showed that

- 90% of customers were very satisfied/satisfied with the overall service provided.

Feedback from customers gives us an insight to how we are doing.

Other indicators, likewise, provide a positive feedback on soft indicators from our customers:

- Staff were polite and friendly 90.9% (very/fairly satisfied)
- We treated you fairly 88.6% (very/fairly satisfied)
- Staff were knowledgeable and informative 87.4% (very/fairly satisfied)

Staff age profile	Number
61 and over	
56-60	4
50-55	12
40-49	4
30-39	4
25-29	2
16-24	2

## Staffing position on 31 March 2023 (posts are full time equivalents).

	Tier 1	Tier 2	Tier 3	Tier 4
<b>Head of Building Standards Verification Service</b>				1

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

		Building Standards Operations	Building Standards Compliance
<b>Operational Managers</b>	No. posts Vacant	1 0	1
<b>Main grade posts (Senior Building Standards Surveyors)</b>	No. posts Vacant	4 0	1
<b>Building Standards Surveyors</b>	No. posts Vacant	2 2	
<b>Main grade posts (Building Standards Officer)</b>	No. posts Vacant	7 0	1
<b>Main grade posts (Inspector)</b>	No. posts Vacant	2 0	1
<b>Building Standards Officer - Graduate</b>	No. posts vacant	2 0	
<b>Private Sector Co-ordinator</b>	No. posts Vacant		1
<b>Senior Technician</b>	No. posts Vacant		1
<b>Technician</b>	No. posts Vacant		2
<b>Technical Support</b>	No. posts Vacant	3	
<b>TOTAL</b>		<b>24</b>	<b>8</b>



# part 3: strategic objectives

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## 1. The overarching goal/ vision of the service:

We are ambitious for North Lanarkshire and want to make it **the** place for people to Live, Learn, Work, Invest and Visit.



[The Plan for North Lanarkshire](#) sets the direction for all of us - partners, the council, stakeholders and, most importantly, for each of our unique communities and the people who live, learn, work, invest and visit within North Lanarkshire.

The council continues to evolve with the formation of nine Community Boards to further strengthen the focus on communities. The aim being to put local people, communities and Elected Members at the heart of the council's operating model and to fully support inclusive growth and prosperity.

### Our corporate priorities aim to:

- Improve economic opportunities and outcomes
- Support all children and young people to realise their full potential

- Improve the health and wellbeing of our communities
- Enhance participation, capacity and empowerment across our communities
- Improve North Lanarkshire's resource base

These five clear priorities set out a strong emphasis on the One Place - One Plan approach needed to deliver inclusive growth and prosperity for all in North Lanarkshire. It is recognised that this integrated approach across the whole organisation is essential to drive more effective partnership working, deliver shared priorities and improve outcomes for the people and communities of North Lanarkshire.

## 2. Departmental issues to be addressed in the coming year:

Following reappointment for a period of 6 years from 1 May 2023, we aim to build on our strong performance and to continue to improve our services.

Pre-pandemic data shows that North Lanarkshire has one of Scotland's fastest growing economies and significant potential for future growth. [The North Lanarkshire Economic Recovery Plan](#) (ERP) sets out a high-level framework for how the council will aim to build on this success and continue to deliver economic opportunities for all at a time of anticipated economic downturn.

The ERP sits closely alongside, and is strategically aligned to [North Lanarkshire Economic Regeneration Delivery Plan](#) which focuses on the physical regeneration of North Lanarkshire through investment in our housing, town centres, and business and industrial offering alongside major infrastructure improvements from roads to digital connectivity.

This plan for growth and regeneration of place will increase existing demands on the service. This will require us to continually assess the resources needed to meet these anticipated demands.

The council's digital transformation programme DigitalNL is another significant change project that will be addressed. Digital transformation has a major role to play in service redesign and meeting demands for more modernised service. The building standards team have working closely with the transformational team to examine opportunities for transactional improvements and enhancements that will advance our service delivery.

This collaboration has led to the successful introduction of an end to end digitised verification service and the introduction of new mobile devices to better enable the onsite verification of construction work.

These changes have enabled us to provide services that are more tailored to meet the needs of service users.

### 3. The key strategic objectives for the coming year:

- Our key objective for the coming year will be to continue to align our service delivery with the operating and performance frameworks to improve the quality, compliance, consistency and predictability of verification activities.
  - Support processes relating to the operating framework for building standards verifiers and realign as verifier to meet challenges posed by emerging priorities.
  - Keep under review the new building standards staff structure and continue to recruit for additional/ vacant posts to ensure we achieve the full staffing establishment required to support growth in North Lanarkshire.
  - Support workforce development strategy and objectives through Competency Assessment System and continue to enhance our commitment to the graduate apprentice scheme and to supporting the ambassador network initiative.
  - Ensure our workforce is capable of delivering on our priorities and have the appropriate ongoing development and training opportunities to meet the challenges ahead through our Performance Review and Development process.
- Retain our external accreditations focusing on maintaining a high quality service will ensure our customers have confidence in our verification service.
  - Maintain and deliver a high quality, customer focused service, delivering quarterly progress reporting around our key milestones in order to meet the objectives set out for the service by the Scottish Government.
  - Continue to collaborate with Building Standards Division and Local Authority Building Standards Scotland colleagues to develop and promote the national agenda of compliance and safety. The building standards service will always aim to have a positive influence at both local and national level with regards to the future of building standards verification.
- Continue to engage with, and support and work with Central Authorities Consortium partners to promote consistency and predictability of the verification service across the consortium area.
  - Further embed our partnership arrangement with Dumfries and Galloway Building Standards service related to building warrant plan assessment.
  - Engage with National Building Standards Hub, as required, to assist in the progression of key workstreams and actions.





# part 4: key performance outcomes and targets



Bank Street Basin, Coatbridge



## 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

#### KP01 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).

#### KP02 Targets

Targets to be developed as part of future review of KPO2.

#### KP03 Targets

**3.1** National customer charter is published prominently on the website and incorporates version control detailing reviews (reviewed at least quarterly).

**3.2** 95% of BSD requests for information on a BSD 'Verifier Performance Reporting Service for Customers' case responded to by verifier within 5 days.

#### KP04 Targets

**4.1** Minimum overall average satisfaction rating of 7.5 out of 10.

#### KP05 Targets

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

#### KP06 Targets

**6.1** Details of eBuilding Standards to be published prominently 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

#### KP07 Targets

**7.1** Annual performance report published prominently on website with version control (reviewed at least quarterly).

**7.2** Annual performance report to include performance data in line with KPOs and associated targets (annually covering previous year e.g. April 2016 - March 2017).



# part 5: performance data

Belhaven Park, Wishaw



## 5. Performance data

This section should include a summary of performance against all KPOs and performance targets, as well as accompanying narrative.

Summary of key performance targets and performance data:

### KP01

- 1.1** **Target:** 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:**

Q1 performance (April – June 2023-2024)	87.11%
Q2 performance (July – September 2023-2024)	88.99%
Q3 performance (October – December 2022-2023)	78.12%
Q4 performance (January – March 2022-2023)	76.46%

Our working arrangements have further evolved with the introduction of hybrid working. The service has identified certain challenges and barriers in terms of the delivery of support services.

Support/admin teams have been transferred to the Built Environment Service and new management arrangements. Our performance demonstrates the ability of our team to be agile and responsive as we continue to prioritise our customers needs.

- 1.2** **Target:** 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:**

Q1 performance (April – June 2023-2024)	88.38%
Q2 performance (July – September 2023-2024)	81.75%
Q3 performance (October – December 2022-2023)	71.94%
Q4 performance (January – March 2022-2023)	83.86%

Our working arrangements have further evolved with the introduction of hybrid working. The service has identified certain challenges and barriers in terms of the delivery of support services. Support/admin teams have been transferred to the Built Environment Service and new management arrangements. Our performance demonstrates the ability of our team to be agile and responsive as we continue to prioritise our customers needs.

### KOP2 Targets

Targets to be developed as part of future review of KPO2.

### KP03

- 3.1** **Target:** National customer charter is published prominently on the website and incorporates version control detailing reviews (reviewed at least quarterly).  
**Our performance:** Our [National customer charter](#) is published prominently on our website and incorporates version control detailing quarterly reviews
- 3.2** **Target:** 95% of BSD requests for information on a BSD 'Verifier Performance Reporting Service for Customers' case responded to by verifier within 5 days.  
**Our performance:** No requests recorded

### KP04

- 4.1** **Target:** Minimum overall average satisfaction rating of 7.8 out of 10.  
**Our performance:** The National Customer Survey Dashboard undertook the 2022 national customer satisfaction survey. The overall satisfaction with our service was given a rating of 8.5 out of 10.

### KP05

- 5.1** **Target:** Building standards verification fee income to cover indicative verification service costs (staff costs plus 30%).  
**Our performance:** During 2022/23 our fee income was £1,677,867 and our indicative verification service costs were £752,789, meeting the requirement of KPO5.

### KP06

- 6.1** **Target:** Details of eBuilding Standards to be published prominently on the verifier's website.  
**Our performance:** We publish direct links to eBuildingStandards.scot on [our website](#) in the appropriate area relating to applying for a building warrant.
- 6.2** **Target:** 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:** We now offer a fully digitized end to end building standards verification service.



### KP07

- 7.1** **Target:** Annual performance report published prominently on website with version control (reviewed at least quarterly).  
**Our performance:** Our [Building Standards Verification Performance Report](#) regularly reviewed (at least quarterly) and published on our website.
- 7.2** **Target:** Annual performance report to include performance data in line with KPOs and associated targets (annually covering previous year e.g. April 2021 - March 2022).  
**Our performance:** Our performance data is included in this published document. Key performance figures are updated quarterly to ensure our customers and stakeholders have the most up to date information on our service.

## Professional Expertise and Technical Processes

### • Protocols for dealing with work

We must provide services that meet customer needs and are compliant, at all times, with legislation. A range of regularly reviewed risk assessed protocols have been developed for building warrant allocation, site inspection and verification of completion certificates. Process maps, technical and procedural guidance support these and thereby assist in ensuring consistency.

### • Performance management systems

We use a range of tools to ensure effective management of the service. The introduction of the Enterprise workflow tool has improved efficiency in terms of workflow management and aids efficiency and performance. As part of our digital transformation linked to DigitalNL, we are developing a range of internal performance indicators.

### • Training and development/CPD

One of the priorities within Enterprise and Communities is creating a workforce for the future. A Performance Review and Development (PRD) process is carried out annually for every member of the team. It is a two-way discussion between the individual and their manager and ensures there is an opportunity for each person to set objectives, reflect on achievements, identify development needs, give and get honest feedback and discuss any concerns.

The introduction of the national building standards Competency Assessment System (CAS) has dovetailed with our PRD process to provide a framework to evaluate competencies and to identify any skill gaps or development needs within the building standards team.

This integrated approach will further assist in improving efficiency, quality and performance.

### • Benchmarking/shared services

We are committed to supporting the work of Building Standards Division (BSD), Local Authority Building Standards Scotland (LABSS) and our Central Authorities Consortium group, including the Consortium Officer Working Group.

The Built Environment team comprising building standards, environmental health and private sector housing teams has pulled resource and expertise to offer greater flexibility and economy of scale.

Bringing the teams together aims to provide a proactive approach to addressing private sector disrepair and enforcement throughout North Lanarkshire. Our workforce adopts a hybrid work style to ensure that support and resources are targeted where they are needed.

The Business Development team continues to support service improvement with a focus on creating joint working and collaboration across all areas of the service.

- **Succession planning**

We must ensure an appropriate workforce structure is in place to deliver on the future priorities of the organisation and to deliver high quality, cost effective and targeted services to the people and communities of North Lanarkshire.

The building standards team possesses experience of the broad range of building standards work combined with a high level of educational (BSc), professional qualifications (RICS / CABE) and technical knowledge.

Annual PRDs offer all members of the team the opportunity to develop their skills and prepare for any future career progression opportunities. Mentoring arrangements further assist individuals to develop within the service.

Management training opportunities and support for RICS / CABE APC candidates have also assisted in developing a team with the correct skills set to meet future challenges whilst offering the potential for career advancement.

Having identified the need for more resilience within the team, a new workforce strategy has been developed. Additional resource has been directed to develop and grow the staffing structure with a range of career opportunities being presented to increase capacity and support succession planning.

## Quality Customer Experience

- **Customer communication strategies**

Understanding our customers and their differing needs is essential in terms of shaping our service. We engage with our customers in a variety of ways and through a range of channels married to the needs of identified customer groups. Our engagement strategies include;

- Face to face consultation
- Targeted consultation
- Customer surveys / e-surveys
- Customer / staff suggestions / informal comments
- GovDelivery electronic updates

- Courtesy contact
- Annual review of consultation
- Scottish Government consultations and surveys

- **Customer Charter**

Our customer charter is published online and provides clarity on what our customers can expect from the service we provide. It sets out our vision, aims, and service commitments and provides general information on our service. Our customer charter is regularly reviewed to ensure that it is up to date, relevant and consistent with national requirements.

- **Customer feedback (national/local)/analysing and changes to systems**

Customer insight has been used to inform policy, strategy and has been used to prioritise service improvement activity within the service. We keep our customers up to date with building standards matters through various communication channels, including Govdelivery electronic updates to over 4,800 subscribers, an annual review of our service and our web site. Our customers are aware that a national survey is carried out by the Building Standards Division, in addition to the consultation work carried out by the service, the service promotes this survey to aid the process of harvesting additional insight into customer needs and priorities. The National Survey data and insight augments the consultation work carried out by the service.

- **Accessibility of service**

We are striving to be as flexible as possible with our service being accessible through a broad range of channels to meet different needs and requirements. Customers can contact us about their case by email or their case officer directly by telephone. In addition, hybrid working arrangements allow the opportunity for face-to-face consultation at our Service HQ, Civic Centre, Motherwell.

For the verification of construction work on site we take a risk-based approach and discuss and agree the use of alternative evidence with each customer and offer remote verification technology (RVI) as an additional option for customers where appropriate.

Our web site pages are regularly reviewed and updated to ensure up to date information and guidance on the service we provide is available online for customers.

- **Pre-application advice**

We offer free pre application advice to all customers. This allows us to give early input to your proposal and give an indication of whether your proposals comply with building regulations.

- **Customer agreements**

Customer agreements are available for all projects where the standard 20 day target is not appropriate.

- **Customer dissatisfaction (procedural or technical)**

Our Customer Charter details how to make a complaint, comments and compliment, 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 published [customer charter](#).

- **Recognised external customer service accreditations**

We have attained the following accreditations:

- Customer Service Excellence (CSE) accreditation
- ISO 9001: 2015 Quality Management accreditation for our building warrant processes

The attainment and retention of our Customer Service Excellence (CSE) accreditation has been central to our agenda for service improvement.

We currently hold 7 CSE Compliance Plus ratings. These behaviours or practices exceed the requirements of the standard and are viewed as exceptional or as exemplar to others.

In addition, the service has received recognition at a national level for customer focus and service in the form of national awards.

## Operational and Financial Efficiency

- **Team structures e.g. (area splits/specialist teams)**

Our building standards service sits within the Built Environment team and operates from a service HQ, Civic Centre, Motherwell.

The multi-disciplinary Built Environment team will ultimately ensure a proactive approach to addressing private sector disrepair and enforcement throughout North Lanarkshire.

To ensure wider organisational goals are achieved, a single resource base incorporating a business development team has been created with a focus on creating joint working and collaboration across all areas of our service in terms of service improvement and customer engagement.

- **Time recording system**

We use a computerised time recording system allowing monthly and quarterly reporting. This time recording system enables us to manage, account and analyse time by project for our verification service.

- **Financial monitoring/governance/systems**

We abide by the council financial regulations and contract standing orders which relate to the framework of internal financial controls.

Management accounts are produced every 4 week period and are reviewed for correctness. Projections are made for the likely full year spend enabling comparison with the original budgets.

Each period the management accounts are discussed and reviewed to ensure completeness of current information in the setting of projections, and to determine if any remedial action is required to ensure adherence to the budget.



- **IT systems**

The main IT systems, used to assist the administration of the service, are Uniform and Idox. These software systems allow safe and efficient data storage and extraction and allow the administration of the service to run smoothly and are enhanced by the Enterprise workflow tool to enable effective case load management. IT systems and equipment are continuously developed to meet our evolving needs and the introduction of Objective Trapeze and Objective Connect has ensured we can deliver an effective and efficient digitised end to end verification service.

- **Digital services**

Our digital transformation has had a major role to play in service redesign and meeting demands for more modernised services. New software and hardware has led to significant improvements in the digital delivery of the service.

The building standards team have been working closely with the transformational team to examine opportunities for transactional improvements and enhancements in service delivery. This collaboration will lead to significant capacity building and enhanced digital service delivery for building standards over the next two to three years.

- **Internal communication strategies**

Our internal communication strategy encourages a planned approach to internal communication in supporting the delivery of the service. Targeted two-way communication creates a positive culture and helps focus the team to work more efficiently to achieve service goals and objectives.

Regular meetings take place with the Senior Management using either digital platforms or face to face approach. Information is cascaded by the Built Environment Manager on a regular basis via online team meetings, ensuring key issues are communicated. The team are encouraged to put forward ideas, not only at the team meeting but via 1-2-1s. The aim of regular team meetings is not only to disseminate key messages throughout the organisation, but to ensure the team are involved in shaping the decisions that help drive the service forward. Team members are also encouraged to become involved in particular projects to utilise skills or experience to aid personal development as well as benefit the service as a whole.

Barons Haugh, Motherwell





# part 6: service improvements and partnership working

In the previous 12 months (2021/22) we did:

### 1. Professional Expertise and Technical Process

Number	Continuous improvement action	Status
1.1	Review and update our Business Continuity Plan as required to ensure we maintain resilient and effective service delivery.	Complete
1.2	Continuously review protocols that enable staff to undertake duties while following government advice on coronavirus.	Complete
1.3	Undertake six monthly health checks and review on a broad range of building standards processes, such as work allocation and verification during construction.	Complete
1.4	Carry out a full review of Health and Safety training requirements and procure any training for any training need identified.	Complete
1.5	Introduce an additional Graduate Apprentice post.	Complete
1.6	Undertake internal review and external audit of building warrant processes relating to retention of ISO 9001: 2015 accreditation and prepare/implement action plan for coming year, including risk management check quality, consistency and compliance checking.	Complete
1.7	Undertake staff performance review and development (PRD) dovetailing with Competency Assessment System (CAS) and progress necessary training initiatives to support the evolving needs of the service and the individuals within the team.	Complete



### 2. Quality Customer Experience

Number	Continuous improvement action	Status
2.1	Deliver 2021/22 Customer Service Excellence action plan	Complete
2.2	Maintain and publish customer charter, reviewing quarterly to ensure all content is kept up to date	Complete
2.3	Internal review and external audit of building standards service relating to retention of CSE accreditation and ongoing customer focus / monitoring / review feedback.	Complete
2.4	Provide consultant role within North Lanarkshire Access Panel.	Complete
2.5	Support implementation of national survey, analyse feedback and develop improvement actions	Complete
2.6	Carry out stakeholder engagement exercise around changes to service delivery	Complete

### 3. Operational and Financial Efficiency

Number	Continuous improvement action	Status
3.1	Undertake monthly financial review and accounts meeting to examine income streams and expenditure including projections and analysis of trends and income targets.	Complete
3.2	Implement digitised plan solution to provide end to end electronic service and identify further digital service delivery opportunities.	Complete
3.3	Continue to review and develop back office workflow system to assist with casework management and introduce new suite of indicators to support casework management.	Complete
3.4	Publish annual performance report online and review and update report as necessary quarterly to inform stakeholders.	Complete



In the next 12 months (2022/23) we will do:

## 1. Professional Expertise and Technical Process

### Number Continuous improvement action

<b>1.1</b>	Review and update Risk Management and Continuity Plan. Introduce an annual review of overall Risk Management arrangements.	<b>KOP1</b>
<b>1.2</b>	Undertake six monthly health checks and review on a broad range of building standards processes, such as work allocation and verification during construction.	<b>KPO1</b>
<b>1.3</b>	Carry out a full review of Health and Safety training requirements and procure any training for any training need identified.	<b>KPO1</b>
<b>1.4</b>	Review establishment in the context of wider reconfiguration of the service and assess resource implications.	<b>KPO1</b>
<b>1.5</b>	Undertake internal review and external audit of building warrant processes relating to retention of ISO 9001: 2015 accreditation and prepare/implement action plan for coming year, including risk management check quality, consistency and compliance checking	<b>KPO2</b>
<b>1.6</b>	Undertake staff performance review and development (PRD) dovetailing with Competency Assessment System (CAS) and progress necessary training initiatives to support the evolving needs of the service and the individuals within the team.	<b>KPO2</b>

## 2. Quality Customer Experience

### Number Continuous improvement action Timescale

<b>2.1</b>	Deliver 2022/23 Customer Service Excellence action plan.	<b>KPO3</b>
<b>2.2</b>	Maintain and publish customer charter, reviewing quarterly to ensure all content is kept up to date.	<b>KPO3</b>
<b>2.3</b>	Internal review and external audit of building standards service relating to retention of CSE accreditation and ongoing customer focus / monitoring / review feedback.	<b>KPO4</b>
<b>2.4</b>	Provide consultant role within North Lanarkshire Access Panel.	<b>KPO4</b>
<b>2.5</b>	Carry out stakeholder engagement exercise around new end to end digitised service delivery.	<b>KPO4</b>

## 3. Operational and Financial Efficiency

### Number Continuous improvement action Timescale

<b>3.1</b>	Undertake monthly financial review and accounts meeting to examine income streams and expenditure including projections and analysis of trends and income targets	<b>KPO5</b>
<b>3.2</b>	Continue to review and develop back office workflow system to assist with casework management and introduce new suite of indicators to support casework management.	<b>KPO6</b>
<b>3.3</b>	Publish annual performance report online and review and update report as necessary quarterly to inform stakeholders.	<b>KPO7</b>

## In the previous 12 months (2021/22) we worked with

- Local Authority Building Standards Scotland (LABSS)
- Central Authorities Consortium
- Scottish Government and Stakeholder Groups on key workstreams, e.g. Enforcement & Sanction Working Group
- National Hub
- Central Authorities Consortium Technical Group
- North Lanarkshire Access Panel
- The eDevelopment and eBuilding Standards all partner working group
- Local Government Stadia Safety Working Group
- DigitalNL project team
- Local Housing Strategy group
- North Lanarkshire Council New Housing Supply group
- North Lanarkshire Council Joint working group with Planning, Building Standards and Pollution Control
- North Lanarkshire Council Safety Advisory Group

## In the next 12 months (2022/23) we will continue to work with

- Local Authority Building Standards Scotland (LABSS)
- Building Standards Division
- National Hub
- Central Authorities Consortium
- Central Authorities Consortium Technical Group

- North Lanarkshire Access Panel
- The eDevelopment and eBuilding Standards all partner working group
- Local Government Stadia Safety Working Group
- Provide regular updates to the Community Board
- Local Housing Strategy Group
- North Lanarkshire Council New Housing Supply group
- North Lanarkshire Council Joint working group with Planning, Building Standards and Pollution Control
- North Lanarkshire Council Safety Advisory Group

St. Andrew's United Free Church, Bellshill





# part 7: building standards - additional data



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.

<b>Building warrants and amendments to building warrant</b>	<ul style="list-style-type: none"> <li>• 1851 Applications</li> <li>• 1705 Decisions</li> </ul>
<b>Completion certificates</b>	<ul style="list-style-type: none"> <li>• 2369 Submissions</li> <li>• 1994 Decisions</li> </ul>
<b>Certification</b>	<ul style="list-style-type: none"> <li>• 854 Certificates of design submitted</li> <li>• 186 Certificates of construction submitted</li> </ul>
<b>Energy Performance Certificates (EPCs)</b>	<ul style="list-style-type: none"> <li>• 909 Copy certificates received (domestic)</li> <li>• 7 Copy certificates received (non- domestic)</li> </ul>
<b>Statements of Sustainability</b>	<ul style="list-style-type: none"> <li>• 790 Copy certificates received (domestic)</li> <li>• 11 Copy certificates received (non-domestic)</li> </ul>
<b>Enforcement</b>	<ul style="list-style-type: none"> <li>• 31 Notices served under sections 25 to 30</li> <li>• 0 Cases referred to procurator fiscal</li> <li>• 0 Cases where LA has undertaken work</li> </ul>



Heritage Centre, Motherwell

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