

### **Building Control Service Delivery Plan 2014 – 2015**

**Service purpose:** To ensure the health and safety of people in and around buildings, energy conservation and access/facilities for all building users.

This service plan outlines the commitments, responsibilities and standards of the service that we provide to our customers.

#### **Overview of Building Control**

The principal role of building control is to provide a building control service to the construction industry, residents, other professionals and internal customers. It is a statutory service, which administers legislation relating to the built environment and operates in such a manner as to establish and maintain a high reputation for both itself and the council. It therefore aims to provide a responsive service, which is of a consistently high standard and gives value for money to its customers.

The service has two elements which are described as fee earning and non fee earning work. The building regulation aspect of the service is income generating and in accordance with The Building (Local Authority Charges) Regulations 2010 and CIPFA accounting requirements. This aspect of the business must be self-financing over a continuous three-year rolling period. The non fee earning part of the service is funded by the council tax payer and includes dangerous structures, enforcement, demolitions, support for the safety advisory group and consultancy services to other council services.

Local authority building control is subject to competition from private sector building control bodies (approved inspectors or AI's) operating both regionally and nationally. This competitive scenario is applicable across all developments including domestic extensions, new housing and commercial developments. This gives all applicants a clear choice between the Local Authority Building Control Service (LABC) and private sector building control Approved Inspector (AI) services. This choice may be based on cost alone or a number of other factors such as the quality of site inspection service, ease of contact, early involvement in the design process or flexibility in making decisions. However it is made, the service must try to compete effectively. Nationally, there are over 160 registered Approved Inspectors and this number has rapidly grown in the last few years (17 companies in 2002).

Despite this choice, the Local Authority retains a statutory duty to enforce the building regulations in its area. Approved Inspectors are not able to perform this function and sites which cannot be signed off by AI's revert back to Local authorities for enforcement. Thus irrespective of workload and income it must retain a Building Control Service at some cost to the Authority.

The service is also subject to a continuous programme of both administrative and technical legislative change, this means that management objectives and priorities may change at short notice.

### **Building Regulation Fee Earning Service**

This service is concerned with determining compliance with Building Regulations by assessing plans and carrying out site inspections at different stages of the building process. Customers are advised of contraventions of the building regulations and how they may be overcome. Legislation allows prosecution in the magistrates' court for contraventions of the Building Regulations but is only used as a last resort.

This element of the service's work is subject to competition by the private sector.

The income generated in fee earning work in 2013/14 was £221,000

### **Non Fee Earning Work**

Building Control provides a number of services which are necessary as part of a local authority service. These include:-

- Dangerous Structures.
- Enforcement of Building Regulations
- Demolitions.
- Registering AI Initial Notices and Competent Person Scheme works.
- Process disabled person's applications.
- Provide advice to other council services.
- Safety advisory group / safety at sports ground.
- General pre-application and building regulations advice.

These elements of building control work do not require payment of a building regulation charge and are not required to be self-financing.

The cost of the non fee earning work in 2013/14 was £126,000

### **Resources**

Team Leader  
2 Senior Building Control Surveyors  
2 Building Control Surveyors  
1 Administrative Assistant from a combined planning and building control registration team operating on a weekly rotation

## Strategy map



## Measuring Performance

| Promotion of a safe and healthy environment       | Target                                  | Actual |
|---|---|--------|
| Provide a responsive dangerous structures service | 1 Working Day                           |        |
| Respond to demolition notices                     | 95% notices responded to within 6 weeks |        |
| Support Safety Advisory Group                     | -                                       |        |

| Provide a high quality service                 | Target                     | Actual |
|--|----------------------------|--------|
| Register applications within 3 days            | 70% within 3 working days  |        |
| Carry out plan checking within 3 working weeks | 50% within 3 working weeks |        |

| Maintain an effective and well trained team       | Target       | Actual |
|---|--------------|--------|
| Maintain a full and professionally qualified team | -            |        |
| Appraisals completed annually                     | 100% on time |        |
| Service awareness briefings for Member Champion   | 100% aware   |        |

| Local authority building control (LABC) services used on a large proportion of all applications submitted in the East Cambs District | Target   | Actual |
|--|--|--------|
| Local authority building control (LABC) services used on a large proportion of all applications submitted in the East Cambs District | 50% of all applications submitted use LABC service |        |
| Achieve a break even budget for the fee earning account  | Break even budget                                  |        |

| Determine building regulation applications and carry out site inspections within specified timescales                    | Target                            | Actual |
|--|-----------------------------------|--------|
| Examine and determine applications within statutory period of 5 weeks or 2 months where an extension of time agreed too. | 90% within statutory period       |        |
| Carry out site inspections on same day if requested before 10am and within 5 days for completion inspections.            | 90% carried out on day of request |        |

## Delivering the service

|                              |   |
|------------------------------|---|
| <b>Name</b>                  | <b>Provide a Dangerous Structures response service</b>  |
| <b>Owner</b>                 | Building control team   |
| <b>Purpose</b>               | To ensure the health and safety of people in and around buildings   |
| <b>Links</b>                 | Building Act 1984 sections 77 & 78  |
| <b>Formula</b>               | Provide reactive and rapid response to dangerous structure notifications and adapt service to meet the needs of the community   |
| <b>Source of Data</b>        | Council records, uniform system   |
| <b>Frequency</b>             | 20-30 times per annum on average  |
| <b>Target</b>                | Respond within 24 hours (1 full working day)  |
| <b>Rewards/Penalties</b>     | Safe resolution with no harm to residents<br>High penalty with potential for loss of life. Incorrect decision made could result in claim made against council with potential for it to be a large sum. Works to make structure safe may not be successfully reclaimed from owner and could result in large cost to authority.   |
| <b>Who measures?</b>         | Team leader building control / assistant director regulatory services   |
| <b>Who acts on the data?</b> | Team leader building control / building control team / assistant director regulatory services   |
| <b>What will be done</b>     | Provide a rapid response to dangerous structure notifications.<br>Take appropriate actions under section 77 and/or sections 78 Building Act 1984 against the owner and occupier of the building.<br>Arrange for the council to undertake emergency work where necessary to remove danger to public, and seek to recover the Council's costs in doing so.<br>Ensure sufficient training is given to staff and that experience is gradually built up in less experienced members. |
| <b>Feedback</b>              | Quarterly performance report, annual improvement review   |
| <b>Notes</b>                 | Out of hours service is based on best endeavours and good will. No funding currently in place to provide on call service  |

| Name                         | Respond to demolition notices  |
|------------------------------|--|
| <b>Owner</b>                 | Team leader building control / office supervisor development services / building control team  |
| <b>Purpose</b>               | To issue demolition counter notices within 6 weeks   |
| <b>Links</b>                 | Building Act 1984 section 80,81,82,83  |
| <b>Formula</b>               | Review performance statistics and customer feedback. Update procedures to ensure fast and accurate response to customers satisfaction  |
| <b>Source of data</b>        | Council records, uniform system  |
| <b>Frequency</b>             | As required  |
| <b>Target</b>                | 95% within 6 weeks   |
| <b>Rewards/Penalties</b>     | Forms part of high level service provision and attracting / retaining customers  |
| <b>Who measures?</b>         | Team leader building control / office supervisor development services  |
| <b>Who acts on the data?</b> | Team leader building control / office supervisor development services  |
| <b>What will be done</b>     | Notification received by post, email or online system. Details recorded on uniform, site inspection made by surveyor and paperwork processed through admin team. Planning, conservation officer, neighbours and public bodies notified and counter notice served back. |
| <b>Feedback</b>              | Quarterly performance report, annual improvement review  |
| <b>Notes</b>                 |  |

|                              |  |
|------------------------------|--|
| <b>Name</b>                  | <b>Support Safety advisory group (SAG)</b>   |
| <b>Owner</b>                 | Team leader building control / senior building control surveyors   |
| <b>Purpose</b>               | To support the safety advisory group by providing advice on temporary structures   |
| <b>Links</b>                 | The green guide (Safety at sports grounds), The purple guide (Event safety management) HSE, IStruct E Temporary structures guidance document                                   |
| <b>Formula</b>               | Review attendance  |
| <b>Source of data</b>        | Feedback from SAG members / Public   |
| <b>Frequency</b>             | As required  |
| <b>Target</b>                |  |
| <b>Rewards/Penalties</b>     | Forms part of high level service provision   |
| <b>Who measures?</b>         | Team leader building control   |
| <b>Who acts on the data?</b> | Team leader building control   |
| <b>What will be done</b>     | Attend safety advisory group meetings throughout the year. Attend site visits both with the group and individually as and when required. Provide appropriate training to staff |
| <b>Feedback</b>              | No complaints from safety advisory group members or public   |
| <b>Notes</b>                 | Specialised area of work requiring experienced staff to ensure sound advice and guidance provided.   |

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|------------------------------|--|
| <b>Name</b>                  | <b>Register and acknowledge applications within 3 working days</b>   |
| <b>Owner</b>                 | Team leader building control / office supervisor development services / planning & building control registration team                                    |
| <b>Purpose</b>               | To register applications within 3 working days   |
| <b>Links</b>                 | Building Regulations Statutory Instrument  |
| <b>Formula</b>               | Manage registration team resources to achieve targets, provide additional staff training where required, amend/update procedures to improve efficiencies |
| <b>Source of Data</b>        | Monitor performance statistics through uniform   |
| <b>Frequency</b>             | Daily  |
| <b>Target</b>                | 70%  |
| <b>Rewards/Penalties</b>     | Forms part of high level service provision for attracting / retaining customers. Poor performance will lose customers.                                   |
| <b>Who measures?</b>         | Team leader building control / office supervisor development services  |
| <b>Who acts on the data?</b> | Team leader building control / office supervisor development services  |
| <b>What will be done</b>     | Process and respond to applications quickly and efficiently. Contact applicant / agent promptly to resolve issues effecting validation of application    |
| <b>Feedback</b>              | mid-term appraisals, Team meetings, Quarterly performance report, annual improvement review  |
| <b>Notes</b>                 | Any discussion at appraisals should not come as a surprise; issues that arise regarding performance should be dealt with in a timely manner.             |



|                              |  |
|------------------------------|--|
| <b>Name</b>                  | <b>Carry out plan checking within 3 working weeks</b>  |
| <b>Owner</b>                 | Team leader building control / senior building control surveyors / building control team   |
| <b>Purpose</b>               | To process applications well within statutory timeframe to provide a high level service that retains customers and attracts new ones   |
| <b>Links</b>                 | Building Regulations Statutory Instrument  |
| <b>Formula</b>               | Weekly reports used to highlight plans due for checking.   |
| <b>Source of Data</b>        | Monitoring of performance statistics through uniform   |
| <b>Frequency</b>             | Daily  |
| <b>Target</b>                | 50% within 3 working weeks   |
| <b>Rewards/Penalties</b>     | Forms part of high level service provision for attracting / retaining customers. Rewards include satisfied customers. Penalties include loss of work to alternative building control providers.  |
| <b>Who measures?</b>         | Team leader building control   |
| <b>Who acts on the data?</b> | Building control team  |
| <b>What will be done</b>     | Plan check applications quickly and efficiently. Contact applicant / agent promptly to resolve any issues. Use conditional approval system effectively. Utilise staff resources to maintain target. Fast and efficient registration helps to achieve target. |
| <b>Feedback</b>              | Quarterly performance report, annual improvement review  |
| <b>Notes</b>                 | Dependent upon having a fully staffed qualified team. Can be effected by surges in application submissions such as when legislation changes happen or typical seasonal peaks.  |

|                              |   |
|------------------------------|---|
| <b>Name</b>                  | <b>Maintain a full and professionally qualified team</b>  |
| <b>Owner</b>                 | Team leader building control / senior building control surveyors  |
| <b>Purpose</b>               | To ensure that a full, motivated and committed building control team is maintained. Team shall consist of professionally qualified and experienced members with a forward thinking commercial approach. |
| <b>Links</b>                 | LABC performance standards  |
| <b>Formula</b>               | Forward plan put in place including succession planning   |
| <b>Source of Data</b>        | Team leader building control / HR   |
| <b>Frequency</b>             | As required   |
| <b>Target</b>                | Maintain full team with only a short transition for vacant posts  |
| <b>Rewards/Penalties</b>     | Service provision and customer satisfaction affected by staffing levels. Rewards include continued business from existing customers and development of LABC partnership scheme.                         |
| <b>Who measures?</b>         | Team leader and assistant director regulatory services  |
| <b>Who acts on the data?</b> | Team leader and assistant director regulatory services  |
| <b>What will be done</b>     | Provide extensive training and continuing professional development as required by chartered professional membership. Provide career progression path and rolling programme for a trainee position.      |
| <b>Feedback</b>              | Team Leader / assistant director fortnightly meetings,  |
| <b>Notes</b>                 | Staffing critical to ongoing success  |

| Name                         | <b>Appraisals completed annually</b>   |
|------------------------------|--|
| <b>Owner</b>                 | Team leader building control / Senior building control surveyors   |
| <b>Purpose</b>               | To ensure that all staff appraisals are completed annually and within the time frame set by HR   |
| <b>Links</b>                 | HR Policy and procedure<br>Corporate priorities  |
| <b>Formula</b>               | To undertake staff appraisals within time frame set by HR ensuring all staff complete documentation to enable feedback and sign off. Training needs to be identified and new accountabilities set.   |
| <b>Source of Data</b>        | Performance against accountabilities, 1-1 carried out throughout the year  |
| <b>Frequency</b>             | Annually   |
| <b>Target</b>                | 100% on time   |
| <b>Rewards/Penalties</b>     | To provide staff with feedback on performance (good and bad), Identify training needs/skill gaps. Acknowledgment from Chief exec if score 5  |
| <b>Who measures?</b>         | Team Leader & Senior Surveyors   |
| <b>Who acts on the data?</b> | All staff  |
| <b>What will be done</b>     | <ol style="list-style-type: none"> <li>1. Time frame set by HR</li> <li>2. Line managers to book appraisal with staff</li> <li>3. Line manager to issue staff with paperwork to complete</li> <li>4. Paperwork to be completed by appraisee and returned to Line manager</li> <li>5. Appraisal undertaken and comments from line manager added accountabilities for next year agreed</li> <li>6. Completed documentation agreed by line manager and appraisee signed off</li> <li>7. Completed appraisal sent to HR</li> </ol> |
| <b>Feedback</b>              | 1-1 , mid-term appraisal   |
| <b>Notes</b>                 | Any discussion at appraisals should not come as a surprise; issues that arise regarding performance should be dealt with in a timely manner.   |

|                              |  |
|------------------------------|--|
| <b>Name</b>                  | <b>Service awareness briefings for Service Delivery Champion</b>   |
| <b>Owner</b>                 | Team leader building control   |
| <b>Co owners</b>             | Building control team  |
| <b>Purpose</b>               | To update Service Delivery champion with progress within the building control team, how the service is being operated and budgetary updates. Service Delivery Champion to act as critical friend.  |
| <b>Links</b>                 | The Building Act 1984, The Building Regulations, The Building (local Authority charges) Regulations 2010   |
| <b>Formula</b>               | To include Service Delivery Champions in all aspects of the running of the building control department to promote transparency and good partnership working. Members will be able to understand the everyday running of the department and will be able to offer assistance where required.  |
| <b>Source of Data</b>        | Regular feedback from Members and CE.  |
| <b>Frequency</b>             | As required  |
| <b>Target</b>                | Member champion 100% aware   |
| <b>Rewards/Penalties</b>     | Members need to have an awareness of the service in order for it to move forward. They will act as a critical friend to the service and their role is to understand the complexities of building control and see how changes will benefit the effectiveness of the team and the service it provides to the community and report to the Council on their activities and respond to questions and enquiries. |
| <b>Who measures?</b>         | Team leader building control and Assistant Director  |
| <b>Who acts on the data?</b> | Team Leader and building control team  |
| <b>What will be done</b>     | <ol style="list-style-type: none"> <li>1. Identify Member Champion</li> <li>2. Invite member to regular meetings</li> <li>3. Invite member to shadow the team if they wish</li> <li>4. Invite member to attend team meetings</li> <li>5. Include member in the distribution of quarterly performance reports.</li> </ol>   |
| <b>Feedback</b>              | Quarterly Performance report   |
| <b>Notes</b>                 |  |

|                              |   |
|------------------------------|---|
| <b>Name</b>                  | <b>Local authority building control (LABC) services used on a large proportion of all applications submitted in the east cambs district</b>   |
| <b>Owner</b>                 | Building control team   |
| <b>Purpose</b>               | To ensure the sustainability of a local authority building control service which provides an impartial and objective service as an alternative to commercial sector provision.  |
| <b>Links</b>                 | LABC  |
| <b>Formula</b>               | 50% of all applications submitted use LABC service  |
| <b>Source of Data</b>        | Uniform   |
| <b>Frequency</b>             | Monthly   |
| <b>Target</b>                | 55%   |
| <b>Rewards/Penalties</b>     | Successful cost neutral fee earning building control service that retains a majority market share.<br>Loss of income and increased costs to local authority   |
| <b>Who measures?</b>         | Team Leader and Assistant Director  |
| <b>Who acts on the data?</b> | Team Leader and Assistant Director  |
| <b>What will be done</b>     | Regular review of market share<br>Regular analysis of market trends and competitors<br>Continued development of close working relationship with adjoining local authority building control teams<br>Support LABC network<br>Continue development of LABC partnership scheme<br>Utilise up to date working practices and marketing strategies<br>Maintain strong customer links and customer focused service |
| <b>Feedback</b>              | Good customer satisfaction survey responses<br>Loss of regular customers and reduction in market share<br>Quarterly performance report, annual improvement review   |
| <b>Notes</b>                 | Can be difficult and restrictive at times to compete with private sector as a publicly accountable service. However impartial and objective service can be used as an advantage for LABC.   |

| <b>Name</b>                  | <b>Achieve a break even budget for the fee earning account</b>  |
|------------------------------|---|
| <b>Owner</b>                 | Building Control Team   |
| <b>Purpose</b>               | To provide a cost neutral service for the fee earning account   |
| <b>Links</b>                 | CIPFA Building Control accounting guide<br>The Building (local Authority charges) Regulations 2010  |
| <b>Formula</b>               | Break even budget achieved over rolling 3-5 year programme  |
| <b>Source of Data</b>        | Finance, Agresso  |
| <b>Frequency</b>             | Annual  |
| <b>Target</b>                | Recovery of costs for provision of service – Break even budget  |
| <b>Rewards/Penalties</b>     | Statutory duty achieved<br>Service provision maintained<br>No additional cost to the Local Authority<br>Statutory duty not achieved<br>Decline in service, staffing and market share                  |
| <b>Who measures?</b>         | Team leader, Assistant Director, Head of Finance  |
| <b>Who acts on the data?</b> | Team leader, Assistant Director, Head of Finance  |
| <b>What will be done</b>     | Review fee charges annually<br>Review hourly rate annually<br>Review Fee split for fee earning and non fee earning work<br>Continue to find efficient ways of workings and generating revenue streams |
| <b>Feedback</b>              | Monthly income monitoring and annual budget review.<br>Quarterly performance report, annual improvement review  |
| <b>Notes</b>                 |   |

|                              |   |
|------------------------------|---|
| <b>Name</b>                  | <b>Examine and determine applications within statutory period of 5 working weeks or 2 calendar months where an extension of time agreed to</b>  |
| <b>Owner</b>                 | Building Control Team   |
| <b>Purpose</b>               | To examine applications within statutory time period  |
| <b>Links</b>                 | The Building Act 1984 and the Building Regulations  |
| <b>Formula</b>               | Examine full plans applications within statutory time period of 5 working weeks or 2 calendar months where an extension of time is agreed to.   |
| <b>Source of Data</b>        | Uniform   |
| <b>Frequency</b>             | Daily   |
| <b>Target</b>                | 90% within statutory target   |
| <b>Rewards/Penalties</b>     | Customer satisfaction maintained<br>Statutory duty achieved<br>Poor customer service if not achieved<br>Unable to carry out enforcement due to non determination of plans within statutory period |
| <b>Who measures?</b>         | Building Control Team   |
| <b>Who acts on the data?</b> | Team Leader, Senior Building Control Surveyors  |
| <b>What will be done</b>     | Re-allocate resources to achieve target<br>Adapt working practices to achieve target<br>Ensure effective and well resourced team maintained   |
| <b>Feedback</b>              | Weekly monitoring of applications carried out by building control team, Quarterly performance report, annual improvement review   |
| <b>Notes</b>                 | Need to ensure that sufficient resources in place   |

|                              |   |
|------------------------------|---|
| <b>Name</b>                  | <b>Carry out site inspections on same day if requested before 10am and within 5 days for completion inspections.</b>  |
| <b>Owner</b>                 | Building Control Team   |
| <b>Purpose</b>               | To carry out Building Control inspections on same day if requested before 10 am and within 5 days for completion inspections.   |
| <b>Links</b>                 | The Building Act 1984 and the Building Regulations  |
| <b>Formula</b>               | To carry out Building Control inspections on same day if requested before 10 am and within 5 days for completion inspections.   |
| <b>Source of Data</b>        | Uniform   |
| <b>Frequency</b>             | Daily   |
| <b>Target</b>                | 90% carried out on day requested  |
| <b>Rewards/Penalties</b>     | Provision of a responsive and excellent customer service.<br>Failure of statutory duty to carry out site inspections within 24 hours of covering over works.<br>Increase in non compliant work.<br>Risk to business and reputation of Council including additional enforcement cost and claims for costs. |
| <b>Who measures?</b>         | Team Leader, Senior Building Control Surveyors  |
| <b>Who acts on the data?</b> | Building Control Team   |
| <b>What will be done</b>     | Re-allocate resources to achieve target.<br>Adapt working practices to achieve target.<br>Ensure effective and well resourced team maintained.  |
| <b>Feedback</b>              | Daily monitoring of target by Building Control Team.<br>Quarterly performance report, annual improvement review   |
| <b>Notes</b>                 | Need to ensure that sufficient resources with the right skill set available to carry out programmed inspection  |