

**BUILDING CONTROL SOLUTIONS
SHARED SERVICE
BUSINESS PLAN
2016/17**



**WOKINGHAM
BOROUGH COUNCIL**



**THE ROYAL BOROUGH OF
WINDSOR AND
MAIDENHEAD**



**West Berkshire
C O U N C I L**

Contents

1	Background and Introduction.....	3
2.	Context	5
3.	The Building Control Requirement	9
4.	Background to Building Control Solutions	11
5.	2016/17 Objectives and Priorities for the Shared Building Control Service	15
6.	Future Opportunities/Aspirations	25
7.	Summary	27
8.	Appendices	28

1.0 Background

1.1 Introduction

The Building Control system in England exists to ensure buildings are designed and constructed in accordance with the Building Regulations and associated legislation. It ensures building works comply with technical construction standards contained within the national Building Regulations, through the approval of submitted drawings and the inspection of building works on site.

Building Control is a statutory service to be provided by all local authorities to enforce the Building Regulations within their area. Only the local authority has the obligation to take enforcement action over non-compliance with Building Regulations, and this cannot be delegated to a private sector provider. As a statutory service, it remains a core function or competence of an authority's responsibilities; irrespective of the method of service delivery adopted.

It is a legal requirement for anyone undertaking a building project needing Building Regulation approval, to seek permission before commencing it. This is known by the submission and approval of a Building Regulations application and is a separate process to planning permission. Regardless of size, use or type of project, anyone receiving/needing approval has the choice of approximately 180 private sector providers, an Approved Inspector (AI); or the public sector, through the Local Authority Building Control (LABC) service. Whilst an AI may choose who they work for and how much they charge, the local authority must deal with any and all applications at cost only; even if the service is outsourced. Building Control was the first competitive local government service and, to date; still remains unique, as the only regulatory function exposed to full market competition from private sector providers.

Local Authorities, on occasion, have to exercise their powers and resort to litigation to enforce the regulations to protect the public. They are the only body who can do so, even on projects controlled by Approved Inspectors. Local Authority Building Control surveyors try to adopt a more collaborative approach, play a more active role in the design process, giving advice to designers and builders at the earliest stage to avoid flawed design concepts and intervening when they see potential contraventions, ensuring compliance through guidance and negotiation. This importantly provides a far more cost effective and customer friendly way of achieving compliance.

Building Control plays a key role in protecting homeowners and the public. There are numerous cases where homeowners' properties have been blighted by substandard design and construction and there are also many cases where neighbouring properties have also been undermined.

In addition to the 'fee-earning' Building Control service (checking plans and overseeing construction work), the Local Authority Building Control service also provides other significant life safety functions for the Local Authority by responding to and managing dangerous structures. These can include:

- Advising the fire service on matters relating to the structural safety of the building
- Dealing with structural damage resulting from e.g. vehicular impact or storm damage
- Buildings and structures affected by floods.

The Building Control shared service assists in the achievement of their partners respective corporate objectives and priorities. These are often based around ensuring strong sustainable communities which are vibrant and supported by well-designed development; through their core responsibilities for building inspections, enforcement, some licencing and dangerous structure legislation.

2.0 Context

2.1 Risks, Issues, Benefits and Opportunities facing the Building Control Shared Service.

There are a number of challenges, risks, benefits and opportunities for the local authority shared Building Control service; that are relevant to all of the partner local authorities, the shared service and to the customer/resident as follows:-

Issues

Financial constraints	Public sector Building Control faces increasing pressure from private sector Approved Inspectors both in terms of competition for market share and staff resources.
Staffing	Local Authorities are finding it more difficult to hold onto their best staff who are able to earn higher salaries by transferring to the private sector or other Local Authorities, creating pressure elsewhere in the public sector. Reducing budgets, limiting staff development and restricting income generation opportunities will have a negative effect on the resource available to the service. The Local Authority Building Control service has thrived in a competitive environment for over twenty years but an ageing workforce and recent changes in market activity are putting added stress on the service.
Commercial skill and Marketing	Local government Building Control services competing in a competitive private sector market do not always have the commercial skills or marketing resources to effectively compete in this arena, which may affect future sustainability. If resources are stretched, there is often little appetite to invest time and effort into what is sometimes viewed as unproductive marketing/business development work, which will result in more pressure on a stretched resource.
Responsiveness to change	The inability to respond quickly to changes and a reactive often bureaucratic local government culture is a disadvantage in a commercial world where speed of response is often critical.
Commercial versus Regulatory	The majority of work undertaken by Building Control departments is of a commercial nature. The Local Authority is paid by professional clients and householders, to advise on and certify compliance with the Building Regulations. This requires them to vet plans and inspect work on site throughout the construction process. In addition there are other aspects of Building Control work which are not funded by an applicant: these

	include protecting the public from dangerous structures, assisting the emergency services with building related incidents, safety at sports grounds, safety at public events, control of demolitions and increasing workload of keeping all property related notifications such as the Competent Person Scheme and Initial Notices in a retrievable format
Customer/citizen delivery	Building Control provides a number of public and consumer protection activities which could be put in jeopardy by reductions in resources and skills to deliver the work

Risks, Benefits and Opportunities

Risks	Benefits and opportunities
Reduction in income – failure to maintain or increase market share will reduce income opportunities leaving Local Authorities still being required to provide non-fee earning services and an increased allocation of overhead costs. Financial analysis typically considers current income levels, compared with alternative options; however, this does not take account of market trends. Projected income levels need to be considered	Self-financing – The Building Control service is different to many Local Authority services because it is largely self-financing through charging for its building regulation services
Sustainability – Public Sector Building Control faces increasing pressure from private sector Approved Inspectors both in terms of competition for market share and staff resources. Failure to move and adapt with changing markets creates risks to market share, recruitment and as a result the provision of future delivery	Sector competitiveness – Building Control is in the unique position of being the only regulatory service which is open to private sector competition. Whilst competition impelled some Councils to improve their customer focus, Local Authorities still retain approximately 70 % of the market, which would indicate a good level of customer satisfaction
Lack of investment – Inability to inject investment and industry expertise into the service to drive improvements, efficiencies, innovation and additional revenue potential	Customer satisfaction – Local Authorities provide a good service which is valued by its customers. Although exposed to competition for almost 30 years, Local Authorities retain an average of 70% market share
Reputation – If the private sector becomes a dominant provider of services in the region, the authority	Fee Earning – In the vast majority of cases most Local Authorities want to maximise their “Fee earning” work, to

<p>will have less control overall on service and quality of building work in the locality but will still retain responsibility for enforcement and non-fee earning elements of the service</p>	<p>help lower their overheads and ultimately reduce any cost burden on the Local Authority. As such, investment in marketing the service is vital, especially to attract good repeat clients, who ultimately are more profitable for the Local Authority from a commercial perspective. Any marketing costs incurred are a legitimate part of the cost of service provision and can be recovered through fees</p>
<p>Safety – The competitive nature of the Building Control service has put pressure on pricing and consequently on the level of service and oversight of works in progress</p>	<p>Innovation and Improvement – increasing financial pressures and customer expectations are encouraging councils to look at innovation and alternative options for delivery of their services, to make efficiencies and improvements in delivery.</p>
<p>Encroachment – if neighbouring authorities are providing ‘poor’ services there is the potential for private sector competitors to increase market share not only in the territory of that Local Authority but also by expanding into neighbouring areas</p>	<p>Economic cycles – In times of economic growth, the demand for Building Control services will rise. With the right model there are opportunities not only to maintain/grow market share, but to also ensure that it is best placed to take advantage in the increased demand. The cost of change is likely to be lower at times of high demand, and limited staff resources.</p>
<p>Economic cycles – In times of economic downturn, the demand for Building Control services will decrease. The ability of the service to offset the cost to providing the service for local authority partners will reduce</p>	<p>Additional services – Opportunities exist for well-resourced Local Authorities to provide additional profitable fee earning services (not covered by the charges regulations) which can reduce the cost of delivering non-fee earning work or even provide a surplus</p>
	<p>Looking to alternative delivery – Central Government funding cutbacks is forcing Councils to evaluate the options for delivery of their services. The shared service model is an opportunity for Building Control services to work together to compete effectively against private sector providers and provide additional</p>

	services with income generation potential
	Cost reductions – although most Local Authorities are running much leaner services, there are likely to be opportunities to reduce costs through merging services with other Local Authorities, taking advantage of the resulting economies of scale and adoption of agile working practices

3.0 The Building Control Requirement

3.1 Scope and Functions

The Building Control shared service delivers two complimentary services that impact on the health and safety of people living, learning, working or visiting the area.

- The building regulation service which consists mainly of checking building plans, the inspection of building works in progress and appropriate enforcement to ensure all relevant building work complies with the building regulations.
- A public protection service which includes both inspections and information, for example; dangerous structures, demolitions, unauthorised works, competent person schemes and the initial notices register.

Statutory obligations

Building Control services are generally provided under the following powers:

1. The Building Act 1984
2. The Public Health Acts 1936 and 1961
3. Local Government (Miscellaneous Provisions) Act 1982
4. Town and Country Planning Act 1990
5. The Building Regulations 2010
6. The Building (Approved Inspectors etc.) Regulations 2010
7. The Building (Local Authority Charges) Regulations 2010
8. The Local Government Act 2003

The building control services within each local authority team are broadly aligned in terms of the scope of services offered by them. Wokingham is also responsible for the administration of scaffolding licenses.

The scope and range of services and activities which would be broadly delivered by the Building Control shared service include the following. A full list is contained in **(Appendix 1)**:-

:

- Registration of full plans submissions
- Full plans checking
- Processing building notice applications
- Processing regularisation applications
- Site inspections

- Issuing completion certificates
- Enforcement
- Land charge enquiries
- Scaffolding licenses
- Inspecting dangerous structures
- Responding to demolition notices
- Administration of initial notices
- Consultation and provision of information

The Building Regulation function, as provided by a local authority, must charge to recover the cost of providing the service. Within legislative restrictions, it may re-invest a small surplus into service improvements, but it is not permitted to make a surplus and use it within general funds. An efficient and effective Building Control service will help to minimise the possibility or likelihood that the authority will have to subsidise it from general funds.

4.0 Background to Building Control Solutions

4.1 Establishing Building Control Solutions

In order to address the challenges and maximise the opportunities addressed above, in April 2015; Building Control Solutions was set up as a shared service on behalf of two authorities (Wokingham Borough Council and the Royal Borough of Windsor and Maidenhead).

The current economic climate and a competition from the private sector for staff and work and increased technical demands, increasing resilience through partnership is a key driver, along with delivering efficiencies and improving customer service. Building control consultancy services have become increasingly competitive with significant growth in the number of private sector companies offering building control plan assessment and inspection services. The future resilience of the two local authority building control services was a key consideration in the decision to move towards a shared service delivery model.

Nationally, standalone local authority building control services teams are struggling to maintain a staffing level that provides the specialist skills and knowledge required to deliver a high quality, customer focussed service. This is becoming increasingly difficult as experienced building control surveyors retire or leave local authority building control to join approved inspectors (private building control bodies). In response, authorities have often decided to join forces with others to create a critical mass, target efficiencies, and actively seek to maximise income generating opportunities.

Building Control Solutions was founded on the extensive knowledge, experience, integrity and professionalism of the existing two Building Control teams; to deliver a first class service to a population of over 300,000 covering some 136 square miles within Berkshire.

The current service is of good quality and generally well regarded by service users. This quality derives from the experience, professional competence and in depth knowledge of the current teams who exhibit a genuine motivation to provide a high quality customer focussed service. The staff providing this service across all three authorities, will TUPE transfer to Wokingham Borough Council; ensuring that their skills and abilities are retained.

4.2 Extension of the shared service

The shared service between Wokingham Borough Council (WBC), the Royal Borough of Windsor & Maidenhead (RBWM) was expanded in July 2016 to include West Berkshire Council (WBDC). The three way shared service agreement has been set up under Section 101 of the Local Government Act 1972. Wokingham Borough Council hosts the shared Building Control service on behalf of all three authorities who delegate their decision-making functions to the shared service. This extended agreement runs for a five year period until July 2021.

The expanded service offers a sustainable opportunity to strengthen and improve the building control service and sets out clear, specific and realistic measures by which participating authorities may achieve significant, recurring, long term efficiency gains. It also tackles the issue of lack of capacity in certain areas (for all authorities) by creating a critical mass of capacity, coupled with management arrangements that will enable resources to be deployed effectively and efficiently; and the adoption of better practices and processes.

Another advantage of the three way shared service is that it will begin to address the issue of recruitment and retention in local authority building control services by creating an organisation that offers greater opportunities for career progression through a career grade for Building Control Surveyors. The configuration of the new service also accommodates local authorities' desire for flexibility in the delivery of additional services and other potential fee earning opportunities.

The business case for the establishment of the three way building control shared service is contained in **Appendix 2**. It sets out the financial position/modelling of the three way model, and the benefits and risks of the model.

4.3 Working arrangements for the shared service

All staff working within the shared service have been TUPE transferred to WBC, who hosts the shared service. Initially, the WBC and RBWM team continue to operate from WBC's existing offices at Shute End. The existing offices at WBDC are retained for their current staff to continue to operate from. All support services (e.g. HR, Finance, legal etc.) to the shared service are provided by the host authority WBC.

Initially, the structure of the existing teams has not changed (Figures 1 and 2 in [Appendix 3](#)); and continue to operate on an administrative area basis. This has been organised around existing local authority administrative boundaries. However, over time it is expected that the structure of the shared service will need to develop and change operationally ([see Section 5 - Priorities and objectives for the shared service](#)). This will develop as the service's processes and practices are integrated between area offices, responding to the need for operational efficiencies and also to deliver an improved IT infrastructure. (See objectives below).

4.4 Governance

The service agreement ensures that all parties share the risk and the benefits from the collective use of resources. The Building Control Shared Service Joint Board made up of the elected portfolio holder and another LA elected representative from each of the three authorities. A full summary of the responsibilities of the Board is set out in [Appendix 4](#). This will meet annually to oversee the operation of the shared service and to review the following:

- [Standards of service delivery and performance](#). These are set out in [Appendix 5](#)
- Fee income and costs (on a true cost delivery basis)
- Treatment of trading surpluses or deficits
- Action plan for business growth and development

An annual report will be issued by the shared service and published on the Council's website. This report will set out the matters discussed and agreed by the Building Control Shared Service Joint Board in respect of the matters set out above.

To address operational matters and to enable oversight of the three way shared service by all parties, the Building Control Panel, made up of a representative officer of each of the partner authorities and the Building Control Operational and Commercial Manager will meet on a quarterly basis. The role and responsibilities of the Panel are set out in [Appendix 6](#).

There are a number of factors which will affect the delivery and development of the shared service that are outside of Council control. These include the economy, statutory changes, and the level of competition and the availability of trained and experienced staff. The Board will therefore need to adopt a flexible approach to enable it to adapt and address the relevant challenges facing the shared service over time, dependent upon the conditions which it faces. However, any significant proposed changes to the fundamental

principles or operation of the shared service or the contract will be referred to the partner authorities' relevant decision making body for consideration.

5.0 2016/17 Objectives and Priorities for the Building Control Shared Service

5.1 SWOT analysis

There are three main objectives of the expanded shared service which have been set for the first operational year for the service. These are set out below and an action plan has been prepared to achieve these objectives (Appendix 7). However, it is not expected that these objectives will be fully achieved within this timescale. Work will continue to achieve these objectives during operational years two and three of the shared service:-

- Improve recruitment and retention of staff
- Adoption and improved efficiency of processes and practices
- New business development

The drivers for change relate to securing a robust and sustainable service which is able to operate in an increasingly competitive environment. This is not a case justified solely by cost savings and efficiencies within the service, but it is recognised that any case for change must at least demonstrate that the investment necessary will be financed from achieved gains in efficiency and savings. In addition, the scale of the existing individual services lacks the capacity and resilience to deal with seasonal peaks in demand, sickness or the loss of staff.

The provision of a generic service across the three areas also removes unnecessary duplication in the management structure, as well as management processes, e.g. planning, service development and innovation, staff scheduling, training, specialism's, and the underlying systems / business applications.

A review of the strengths, weaknesses, threats and opportunities affecting the service has been undertaken. The results from this SWOT analysis, has helped to inform both the priorities and objectives for the service and the content of its Action Plan for 2016/17.

SWOT analysis for Building Control Solutions –

Potential Strengths	Potential Weaknesses
<ul style="list-style-type: none">• Expert technical & regulatory knowledge	<ul style="list-style-type: none">• Small team - Resource issues• Resilience of service

<ul style="list-style-type: none"> • Local & site knowledge • Approachability / friendly team • Provide free advice • Design team approach • Offer a same day inspection service • Develop and maintain good relationships with customers • Fire Expertise • Being Public Sector - Trusted • Operates for the public good • Access to Records • Being part of the council (e.g. Planning Intelligence) • Contacts inside Local Authority & Public services (e.g. coordinated approach) • Being part of LABC • Awards • Level of service and value for money 	<ul style="list-style-type: none"> • Ageing Staff Profile / Succession Planning • Being part of the Council <ul style="list-style-type: none"> ➤ They don't understand competition ➤ Tarrred by others' poor performance ➤ Calls routed via customer services • Poor IT systems • Lack of IT support • Part Time team – Lack continuity • Lack of consistency between Local Authorities • Poor performance of other LABCs • Some culture issues – poor customer service from some surveyors • Little commercial / business development expertise • Losing staff to competitors – inflexible pay structures • Disheartened poor team morale
<p style="text-align: center;">Potential Opportunities</p> <ul style="list-style-type: none"> • Economic upturn • Increase in construction activity • Build team resource to offer 	<p style="text-align: center;">Potential Threats</p> <ul style="list-style-type: none"> • Increased competition from AI's • Possible competition from other Local Authorities • Losing more staff to

<p>additional services</p> <ul style="list-style-type: none"> • Offer pre-application design advice • Increase marketing & business development • Make better use of client information • Build personal relationships • Target key market segments • Establish major/special project team • Market fire risk assessments • Offer additional services to Local Authorities 	<p>competitors</p> <ul style="list-style-type: none"> • Potential loss of commercial work • Financial cuts within the Local Authority • ‘Race to the bottom’ pricing structure • Building Control is an invisible service • Lack of support from Local Authority • Can’t operate commercially <ul style="list-style-type: none"> ➤ Stopped from talking to clients ➤ Can’t pay market rates ➤ Little commercial understanding in Local Authorities • Ageing team profile • Few trainees
--	---

5.2 Staffing

Recruitment

The organisational structure charts (Figures 1 and 2 in Appendix 3) reflect the following developments; the current RBWM/WBC service structure and the arrangements on the date of commencement of the shared service between RBWM/WBC and WBDC. This largely reflects the existing staffing structures within the three authorities; prior to their joining the shared service. Prior to the shared service, each authority had a number of vacancies across their own service; with all finding it increasing difficulty to recruit and retain suitably qualified permanent staff. WBDC does not have a manager in place; WBC has appointed a manager to oversee the whole operation of the shared

service. Therefore, the shared service arrangement has already realised cost savings from the vacant manager post.

The shared service arrangement would naturally need to reflect current workload and income levels but also need to remain self-financing, widen income streams and plan for future business development. The Building Control Operational and Commercial Manager post provides leadership and delivery of the shared service. In addition, oversees day to day management and the future strategic development of the shared service; and will be responsible for delivering the service, in line with the objectives set out below and to implement the Action Plan (Appendix 7) during 2016/17. This will enable these objectives to be achieved. Below the shared service manager are a number of team managers, who are responsible for the operational running of their respective teams within the service.

Vacant surveyor posts (five FTE) will need to be recruited to; and this is the first target for the three way shared service. A number of these posts are currently covered by agency surveyors employed on short term contracts. These are considerably more expensive to maintain than employing permanent staff. Appointing to these posts on a permanent basis would therefore be more cost efficient and resilient. These vacancies are placing pressure on the existing permanent staff within the authority.

It is vital, that the shared service prioritises competitive recruitment and retention packages; to ensure that the service can achieve the other objectives set out below. This will be informed by both benchmarking the service with other local government organisations and the private sector in order to offer competitive packages to staff. This may have implications for the costs that have been assumed in the financial model (Section Six) for the three way shared service.

Retention – opportunities for training, development and specialisms

The age profile of council building control teams highlight major issues of service continuity. The aging demographic of technical staff and current shortage of qualified surveyors are putting increased pressure on local authority building control services, who find it difficult to match the remuneration packages on offer in the private sector. Building control is not immune to the financial pressures affecting councils and numbers of staff have reduced in line with re-structuring and workload decline. When considering a potential structure, consideration must be given to succession planning, work profile (predominantly domestic) and cost of delivering the service. Fully qualified and experienced surveyors are needed, however, a

number of aspects of the role do not warrant such levels of expertise and therefore consideration should be given to graduate/assistant/trainee levels within the structure.

Developing new Building Control staff through apprenticeships and graduate trainees will be an important part of service development; addressing succession issues that the industry, and particularly local government is currently suffering from. Nationally, there is a lack of staff joining the profession. The ability to employ and effectively support trainees, when considering the current age profile of the profession, the ability to 'grow your own' is therefore seen as an imperative.

It will also give each council access to a greater breadth and depth of specialist/professional/technical expertise and capacity and increase the opportunity for staff development, by allowing staff to work across a broader range of areas, or to become more specialised as appropriate. In addition, there is a need to develop and train staff in specialism's that meets the specific needs of customers i.e. fire risk assessors, Standard Assessment Procedure assessors and acoustic testing.

5.3 Rationalisation and Integration of processes and practices

Whilst there is relative consistency across all partner organisations in respect of the role and activities of their individual building control services, there are inevitable operational and administrative differences. In order to achieve the efficiencies within the financial model, to allow the cost of the service to reduce to each local authority, and to make it more competitive with the private sector, it is essential that processes and practices are reviewed and adapted to ensure that they remain efficient and consistent across the whole shared service.

The shared service will prevent the need for duplication across the three authorities e.g. guidance notes, procedures, scheme of charges etc. It will improve and standardise processes. Business processes will undergo rigorous analysis and streamlining leading to improved and standardised operations, efficiencies and alignment of best practice.

Some authorities are currently more efficient than others in their operational processes and procedures. This is largely dependent upon their respective investment in IT (see below). The joining together of three local authority services allows for the adoption of best practice between the authorities and

the opportunity to undertake a lean process review to improve efficiency and effectiveness. However, the resource needed to undertake this lean review together with the day to day operational needs of the service, especially in light of the staff vacancies identified above; is considerable and will take considerable investment in both time and financial resource (see IT below). However, this remains an important objective of the shared service to ensure that it is able to develop its future business, increase its efficiency and improve competitiveness within the current and future market place.

5.4 IT integration

Whilst, there are two database management systems in use between the three authority partners, there are also inevitable differences in the operational use and approach between each of these systems. WBC uses Civica; whilst, RBWM and WBDC use the IDOX database management system. In order to achieve the standardising of practices and practices necessary to help improve business efficiency, it will require a single IT operating system to be developed across the whole shared service.

Any integration and investment in a single IT database and information system is critical to the future operational and business efficiency of the service, along with ensuring customer satisfaction when helping with enquiries. However, there will be significant costs and time involved in an archive data transfer, irrespective of the choice of system. This will require financial investment and IT technical and administrative support from WBC as host. It is anticipated that any trading account surplus could be re-invested back to help fund this further development work; but this will be dependent upon the future financial success of the shared service.

It is not expected that the existing IT systems and their respective databases could be fully integrated into a single system within the first financial year of the service operating. This is due to the costs and resources required to implement such a single system. However, it is considered that there are other operational improvements that IT could help facilitate the shared service within; during its first financial year of operation. This could include adopting more efficient working practices and assisting with business development opportunities.

Working across two geographical office locations, could limit the achievement of full integration between working processes and practices. This could also inhibit the development and achievement of a common shared service culture. However, further investment in mobile IT devices could help to facilitate some

development in common practices and improved efficiencies. Some of the partners already have facilities for mobile working; these could be adopted and rolled out across the whole of the shared service with some financial investment. Other improvements and efficiencies which can facilitate effective working and to improve customer experience; can be achieved through targeted IT investment.

5.5 Website integration/development and on-line services

A professional and customer friendly web site is vital to improve service delivery including digital services along with being useful for marketing and promotional purposes. Three separate websites would not assist customers to find information easily and quickly in a single location. Developing an integrated website, using best practice from all three services, is therefore of importance to simplify customer access to services. This website should include online access to as many services as possible, including payment integration, a single process for online submissions and guidance material.

Digital delivery is the way forward for local government, in response to this, a comprehensive number of online forms are already available at West Berkshire, along with integration with payment systems, where relevant; these offer a range of services including the facility to; request building control documents, charge quotes, book site inspections, make building notice applications for electrical and replacement windows, demolition applications, need general help and assistance, enquire about the need to make a Building Regulation application, give website feedback and report a dangerous structure. These on-line forms cover a range of enquiries and service requests which offer 24/7 access to the service and help to encourage channel shift from telephone contact. This offers an opportunity to improve the existing WBC website; which will offer; self-help services to existing customers attract potential customers and also generate more business for the service.

However, these activities will require support from the WBC IT service and some financial investment. It is expected that this can be partially achieved within the first financial year and that the service can procure some additional support to help facilitate this. Again, this will have an impact on the financial model and any surplus within the trading account at the end of the financial year.

5.6 The competitive marketplace

What sets Building Control apart from other Local Authority services is that it operates in competition with private sector providers. The cost to an Authority of running its Building Control service is diluted by maintaining a high market share. Conversely if market share is lost to private sector providers, the Authority bears a greater proportion of the overhead costs. Perversely, losing a project to a competitor, not only results in the loss of income to the Authority but it then incurs the additional cost of registering and administration of the Initial Notice (IN) submitted by their competitor for which they do not receive a fee.

Intensive competition is also causing a downward movement in the fees being charged between competing private sector Building Control services, potentially reducing the level of service being offered to customers. This issue is currently affecting many Local Authority Building Control (LABC) services across the country. In order to set and maintain competitive charges, a Local Authority Building Control service must remain efficient by continually scrutinising and minimising its operating costs, maintaining effective service delivery to customers and continuously improve quality to fight back against its competitors. In addition, it must seek to widen its income streams by offering additional services to attract and retain customers; whilst balancing this with customer expectation.

As a result, it is a priority for the building control shared service to devote sufficient resources to effectively market and promote the service, to minimise any further reduction in market share and stabilise and increase their future income levels. On its own this is difficult to achieve, each partner authority must also take responsibility to facilitate this. In particular, this is essential to focus on the homeowner; who as the client is often unaware of decisions being made on their behalf, by their agent or builder. This choice is often made to the benefit of the agent or builder's contractual relationship rather than their client's.

Early intervention is therefore important, for example, at West Berkshire; written correspondence including a specific fee quotation is provided, to the homeowner on receipt of any planning application. This allows the homeowner to compare, early on, any alternative quote that they may receive, through their agent or builder. Furthermore, targeted literature has been developed to highlight specific service benefits to individual customer groups i.e. homeowners, agents and builders. This would be useful to utilise across the partnership. Following receipt of the planning application, a telephone call is made, to the homeowner, to provide an enhanced service by offering early

support and advice and also assistance with making an online application. This also helps to raise awareness of other services which may be available to the homeowner.

At West Berkshire again, the planning lists are targeted with service introduction approaches made; however, this is often on a case by case basis rather than a coordinated approach. In addition, potential leads can be passed to national partners, for example; Noise.co.uk, who have specialist acoustic knowledge that can complement the building control service and thus give the potential to secure applications. The issue of business development and marketing is also a cultural shift from “traditional” building control and one that is not universally adopted by team members.

5.7 Business development

One important issue, already identified within all three teams, is the affect that increased competition is having on both workload and income levels. A business development role would be an important benefit that could be included within any support team resource, which would help to encourage and secure business; in both the domestic and commercial market sectors, increase Partner Authority income levels and widen income streams. It will be important to diversify the future role of the building control service into ‘added value’ services; thus increasing potential income. A greater critical mass with a bigger team will create this opportunity for business development and achieve a resultant increase in market share.

A larger and more sustainable shared service has the ability to develop the skills of its existing staff and also widen opportunities for specialisms. The increased efficiencies identified above, will allow the service to become more competitive and help it to attract new business opportunities. Improved operational efficiencies and effectiveness will also both help to retain existing and attract new customers to the service. In order to maximise this potential benefit, the service must market itself to attract business; a goal which individual small local authority building control services have not had the capacity to undertake effectively to date. As business grows, other aspects of the service and its competitiveness and ability to attract staff will also improve and develop.

A consultancy operation may also be developed and resourced, which can offer additional discretionary services including; energy, fire risk and access audits; together with SAP, EPC and SBEM calculations, as well as acoustic testing. This may be offered to both the internal and external marketplace.

Further development of the internal market may also help to deliver a wider range of services to the partner authorities. Not only will this allow for the delivery of high quality, value for money services to our partners; but also help to develop opportunities for additional skills within existing staff.

Continuous business improvement is essential to maintain and develop business in a competitive environment. A Quality Management System (QMS) is a formalised system that documents the structure, responsibilities and procedures required to achieve effective quality management, improve efficiency and control costs; whilst helping it to serve as a business improvement tool. It also ensures that services meet or exceed existing customer demands, whilst acting as a marketing tool when tendering for proposed projects. Building Control Solutions has recently sought and achieved the extension of scope of its existing Quality Management System to ISO: 9001:2008 to cover both authorities. It is intended that this will be further extended to include the operational processes and procedures of WBDC.

5.8 Branding

Combining three separate services into a shared service arrangement requires a clear and recognisable branding scheme to be developed. This is in order that existing customers are not confused, and can also easily identify it and are presented with a professional image. Work has been carried out to present “Building Control Solutions” as the new name for the service; along with an agreed logo. This will be used for marketing and promotional purposes. It is extremely important for the new service to have a separate identity from its participating authorities, in order for all staff to feel they are ‘pulling together’ for a single entity. The creation of a new dynamic brand will help to attract new business and foster a sense of belonging and commitment amongst staff.

6.0 Future opportunities/aspirations

All three partner local authorities face further major financial challenges and continuing local government funding reductions, making it ever more important to reshape and redesign our services; to improve service effectiveness, efficiency and to release potential savings to contribute towards each Council's financial target.

Whilst this business plan focuses on the pulling together of an initial shared arrangement between the three authorities, the longer term aspiration is to continue to grow the shared service. In addition to moves to fully integrate business operations over time (unifying IT platforms and potential single site working), and marketing of the shared service offering to compete more closely with the private providers to win a bigger market share, there could be other opportunities to include additional partners including local authorities. A larger and more established service can also be offered to other local authorities outside of Berkshire, looking for a solution to their own building control requirements.

6.1 Strategic and operational benefits

Below is a summary of the benefits of a larger Building Control Service:-

Strategic benefits

Benefit	Measure
Ensure continuity of service and improve the quality of service to residents through a strengthened team	<ul style="list-style-type: none">• Customer Satisfaction
Ensure a service that is competitive with the private sector but retain the local presence, accountability and expertise that residents expect of their building control service	<ul style="list-style-type: none">• Increased activity• Higher market share
Increased opportunity and capability to bid for and win additional business i.e. contracts	<ul style="list-style-type: none">• Increased activity• Higher market share
Enable the development of a full range of ancillary value-added services to meet the needs of residents and businesses, and which benefit the Councils as new sources of (non-ring fenced) income.	<ul style="list-style-type: none">• New services
Modest financial savings from combining and	<ul style="list-style-type: none">• Budget monitoring

sharing resource in the short-term	
Further efficiency savings from moves towards greater systems and operational integration in the medium-term	<ul style="list-style-type: none"> • Budget monitoring • MTFP
Longer term opportunity to use alternative vehicles to deliver a bigger shared service and to return greater benefits back to partnering authorities	<ul style="list-style-type: none"> • New models • New Agreements
Creation of the opportunity to work more closely in other areas of shared services.	<ul style="list-style-type: none"> • Growth in shared services

Operational benefits

Benefit	Measure
Increased resilience – all three councils have relatively lean teams, the capacity of which are being severely affected by competition from the private sector providers (Accredited Inspectors) in terms of recruitment and retention.	Improved performance KPIs. Less temporary staff.
Potential to increase the level of skill-set available to each organisation – sharing of technical skills and 'bigger picture' thinking.	Scope of Building Control work or projects completed.
Availability of specialist skills across all authorities, leading to increased efficiency through the potential for one Building Control Surveyor / specialist to complete the same work at all 4 authorities	Scope of Building Control work or projects completed. Sharing of specialists.
Sharing of Building Control best practice so surveyors are better placed to provide advice to clients prior to issues arising.	Appraisals – monitoring of officer skills. Client Satisfaction with level /type of service.
Increased potential for cross working with other regulatory services to develop a more joined up approach (e.g. compliance and enforcement).	Improved performance KPIs.
Greater scope to create a structure that will give career development opportunities to staff and which will help make the service more attractive for staff recruitment and improve staff retention.	Lower staff turnover. Less use of agency staff.

6.2 An Alternative Model of Service Delivery

In addition to growing the shared service model, the service will consider opportunities for an alternative vehicle to maximise income and ensure that this can be used directly benefit the partner local authorities. Options for consideration include outsourcing, transferring the service to a commercial trading company, mutual or social enterprise. Further investigation will be required into the advantages and disadvantages of these alternative models once the three way shared service is up and running.

7.0 Summary

LABC faces a number of challenges to retain a robust and sustainable service which is able to operate in an increasingly open competitive environment. Over recent years, this has influenced decreasing workloads and staff recruitment issues for all of the partner authorities. There are a number of challenges, risks, benefits and opportunities for the shared service which have been identified and considered in the formation and setting out of the service's objectives and priorities, these have informed the content of its Action Plan for service delivery during 2016/17.

The main focus within year 1 is to address staffing issues through the recruitment and retention of staff. In addition, work will be undertaken to review the service's operational processes and procedures with the help of IT; to help realise further efficiencies and improve its competitiveness. Further, marketing will be undertaken to help enable the business to grow, develop and expand into other areas. During the year, further work will be undertaken to investigate the possibility for adopting an alternative future model of delivery for the service.

The setting up of a three way shared service will place the partner local authorities to secure the future success of their Building Control teams to serve their customers and address the challenges faced. This approach will also help to maximize the opportunities available to the local authority building control service.

Appendices

Appendix 1 - The Building Control Requirement

BC Service requirement (Functions)

The service activities fall within three main areas.

Statutory fee earning work

This is regulated by the Building (Local Authority) Charges Regulations 2010 and includes:-

- Pre-application advice service.
- Receipt / validation and registration of Full Plans, Building Notice and Regularisation applications.
- Vetting applications, undertaking statutory consultations, seeking additional information and checking amendments.
- Undertaking structural / fire and other engineering checks as required.
- Accepting, rejecting or approving applications.
- Undertaking site inspections and the issue of completion certificates on satisfactory completion of the work.
- Reversion applications – where work being undertaken under the supervision of an Approved Inspector reverts back to the local authority.

Statutory non-fee earning work

These are statutory functions which a Council has to provide and fund even if the service is outsourced.

These include:-

- Building Control enforcement – taking formal enforcement action for contraventions of the Building Regulations
- Investigating reports of unauthorised works
- Approved Inspector legislation – Registration of Initial Notices, Final Certificates
- Applications involving works undertaken for disabled people
- Control of demolition work
- Taking action in respect of incidents involving reported dangerous structures
- Competent Person Scheme administration
- General enquiries from the public

Building Control is charged with maintaining records of all building works carried out within the Local Authority area, which is made available to prospective buyers of properties via land charges searches; to assure them that works have been carried out in accordance with the Building Regulations. They do this, not only for work they have directly supervised; but they are also required to keep records in a retrievable manner for works undertaken by Approved Inspectors and Competent Person Schemes. This work forms part of the service's 'non-fee earning' functions.

Other Building Control functions – non fee earning

These include:-

- Local land charge responses and search enquiries from solicitors
- Advice to other local authority services and councillors
- Involvement in corporate initiatives and reports
- Surveying and inspection work to assist other Council services e.g. Housing, Education, Trading Standards, Environmental Health, Property and Planning
- Liaison with Planning Officers and Planning Enforcement team

Appendix 2 - Three Way Shared Service Business Case

Assumptions

- The new shared service will undertake the same level of building control activity across the three authorities as currently (to maintain market share)
- No activity growth assumed to give the most prudent position for the business case. In reality, it is expected that the shared service will compete more proactively to win new business
- The proposed shared service structure to be able to service the same activity with some reduction in overall headcount through sharing of management and administration roles, and through non-recruitment of existing vacancies
- Chargeable and non-chargeable costs of running the shared service to be split by rolling three year average weighted activity drivers
- Treatment of overheads:
 - The underlying overheads of the combined shared service is targeted to reduce by 25% by year three into the arrangement compared to starting overheads currently being charged to individual services
 - This reduction will be shared by the non-hosting authorities, with an effective 34% reduction in each authority by year three to reflect the reduction in non-hosts' required support for the shared service
 - The expected overhead reduction is less in the early years to recognise that it may take a bit of time to eliminate or reassign overheads within each authority
- Non-chargeable costs:
 - from the shared service will be charged proportionately between authorities on the split of non-chargeable activity each year
 - An annual adjustment will be made each year to redistribute and equalise any one-off year one benefits between the parties
- The shared service will have three transactions to make with each authority each year:
 1. Charge underlying allocated share of non-chargeable costs of running the service
 2. Charge or credit the adjustment to redistribute/equalise year one benefits
 3. Credit agreed overhead allowance for each authority
- Start-up costs to be shared equally by all parties
- No anticipated redundancy costs as there are currently vacancies in most establishments.

Financial analysis

Activity as a driver

Projected (and future actual) costs and benefits in the shared service will be driven by three year average weighted activity data:

Activity Split	Wokingham	RBWM	West Berks	Total
Chargeable	85%	83%	81%	83%
Non Chargeable	15%	17%	19%	17%
Total	100%	100%	100%	100%

Non Chargeable share by Authority	32%	34%	34%	100%
-----------------------------------	-----	-----	-----	------

Allowable overheads

The shared service is expected to reduce its combined overheads by 25% within the first three years of operation. Each authority will be assigned a reducing overhead 'allowance' by the shared service to ensure all parties work towards eliminating overheads within each authority as a result of the economies of sharing.

O/H Allowance	Wokingham*	RBWM	West Berks	Total
Current O/H	151,977	150,000	90,522	392,499
2016/17	151,977	137,194	82,794	371,965
2017/18	151,977	119,266	71,975	343,218
2018/19	151,977	98,777	59,610	310,364

* Underlying overheads for WBC. WBC will also get £19k additional overheads to cover extra costs of hosting.

Share of non-chargeable costs

Shared service non-chargeable costs compared to current starting point, with benefits 'equalised' between the parties based on weighted activity:

	Current 2015/16	2016/17	Benefit Year 1	2017/18	Benefit Year 2	2018/19	Benefit Year 3
Wokingham	107,000	107,307	307	108,963	1,656	106,991	(1,973)
RBWM	107,000	107,307	307	109,054	1,747	106,973	(2,081)
West Berks	81,944	82,252	307	84,028	1,777	81,912	(2,116)
	295,944	296,866	922	302,046	5,180	295,876	(6,169)

General Fund Impact on each Authority

The net benefit for each authority's General Fund is the total of the equalised non-chargeable cost reduction plus any under or over achievement in each authority's action to reduce its own overhead target for each year. Assuming each authority does deliver annual reductions to their own overheads down to their respective overhead allowances, the net cost/(benefit) to their General Funds will be:

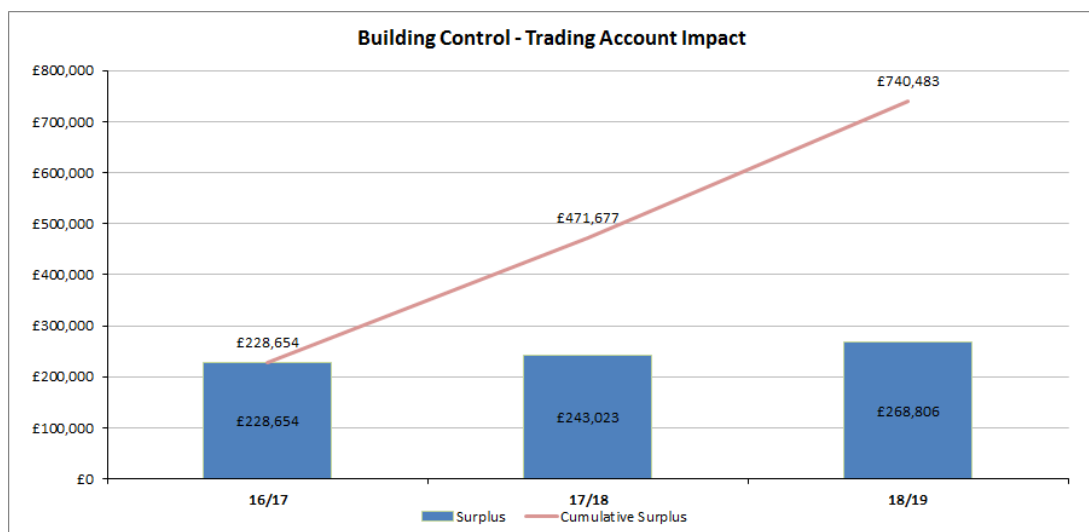
Net GF Benefit	Wokingham	RBWM	West Berks	Total
2016/17	307	307	307	922
2017/18	1,656	1,747	1,777	5,180
2018/19	(1,973)	(2,081)	(2,116)	(6,169)
3 Year Benefit	(9)	(27)	(32)	(68)

For the expanded three way shared service, it is therefore expected that there will be very limited savings to be achieved in phase 1 upon implementation. The position will essentially be cost neutral for the General Fund (being 17% of the shared service).

The real benefit to the Council's financial position in Phase 1 is the development of the business to allow it to retain an in-house service at a reduced cost relative to having to 'buy-in' the service from an external provider.

Trading Account impact

It is projected that the Trading Account will have a surplus of £740k by the end of year 3, which the shared service will hold on behalf of all three authorities. As this is ring-fenced, it cannot be distributed to the authorities.



However, reinvestment of some of the surplus will enable the shared service to grow and move towards an alternative model of delivery more quickly and effectively, and this will provide the real opportunity for the service to benefit the Council and its partners financially in the medium to longer term. Also, this surplus will allow the Council to legitimately reimburse itself for the project costs associated with business growth and development and setting up any further delivery model.

Note: all financial year figures above are calculated on a full 12 month year. If the shared service starts part way through the year, the impact will be reduced proportionately.

Sensitivity and limitations

The financial analysis in 6.2 should be interpreted with some care and may be subject to considerable sensitivity; should the underlying assumptions show any major variation:

- As nearly all services currently have vacancies and have struggled to recruit to fill these, it may be unrealistic to expect to compete with the private sector to fill vacancies in the new shared service at current WBC salary levels.
- The shared service will possibly have to offer pay higher up the salary level than assumed, recruiting at the top end of salary grades and offering appropriate market supplements where necessary. This will reduce the gross savings and the potential contributions back to the General Fund identified in 6.2.
- The financials also assume no growth in market share over time. As one of the objectives of the shared service is to be more competitive in the commercial market to build a more resilient service, the Trading Account ring-fenced surplus will have to be reinvested in the service or passed back to customers in terms of lower fees for building control services. Being more competitive in this way should actually improve market share over time and increase business that the service undertakes, making it necessary to also re-invest the remaining gross savings back in the Building Control service to grow the team's capacity and develop new services to meet the demand.

Key benefits/disadvantages of 3 way shared service proposal

Key benefits of proposal	Key disadvantages / risks
Increased resilience across the 3 Building Control teams. This is seen as the biggest benefit of the shared service.	Potential major short term disruptions to service during the transition period due to a number of key vacancies already in the

	establishments and the possibility that existing staff may also leave (income protection for a year only under TUPE, staff not wanting to relocate, etc.).
Increase efficiency of service - benefit accrued from adopting best practice from all teams, enabling greater specialism, and through the more versatile and flexible deployment of staff.	These benefits may be lessened where different systems are used and until they can be unified onto a single platform.
Reduced costs will result in a reduction of cost to the organisation.	Albeit, only 17% of the total saving will be a direct benefit.
Trading account projected to be in surplus by £740,483 over the first 3 years.	Unable to distribute any of the Trading Account surplus back to partners in short term, but Phase 3 of the project will explore the merits of adopting alternative vehicles for the shared service which may allow some of the surplus to be returned.

Appendix 3 – Service Structure

Figure One – Two way organisational structure (WBC and RBWM)

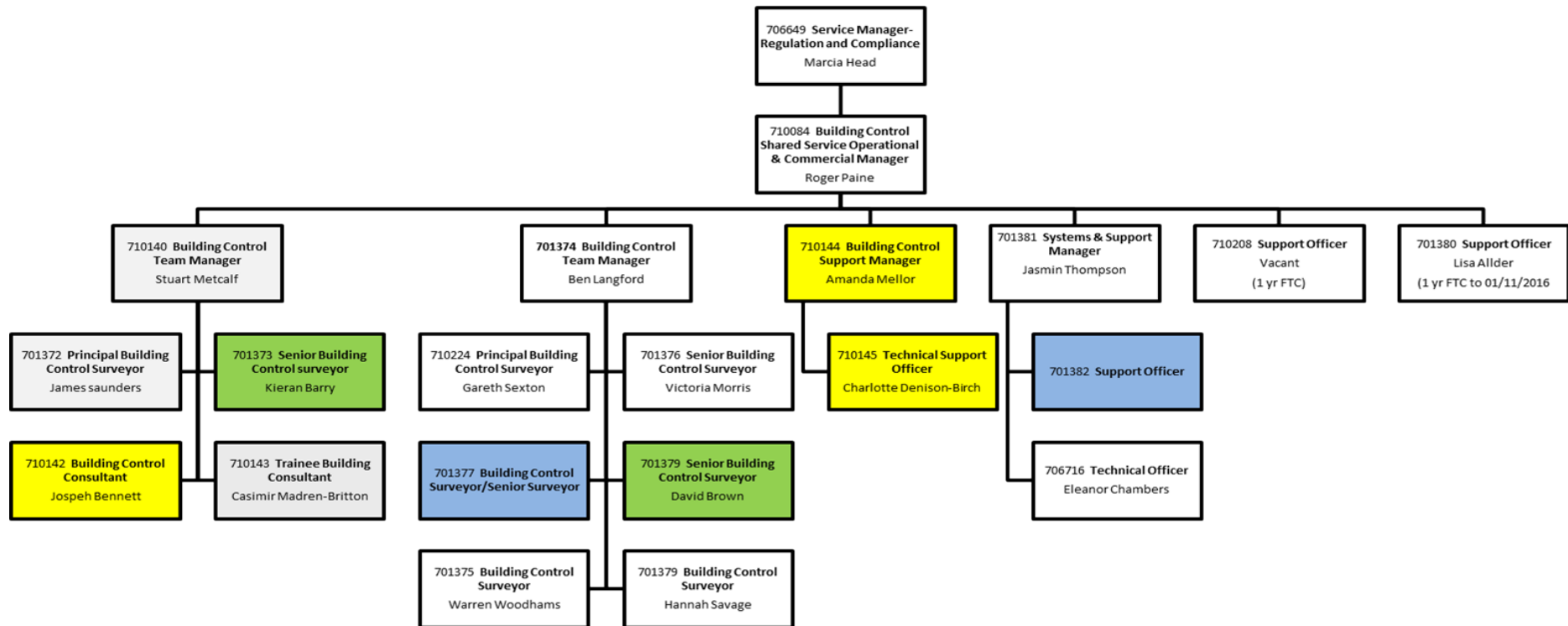
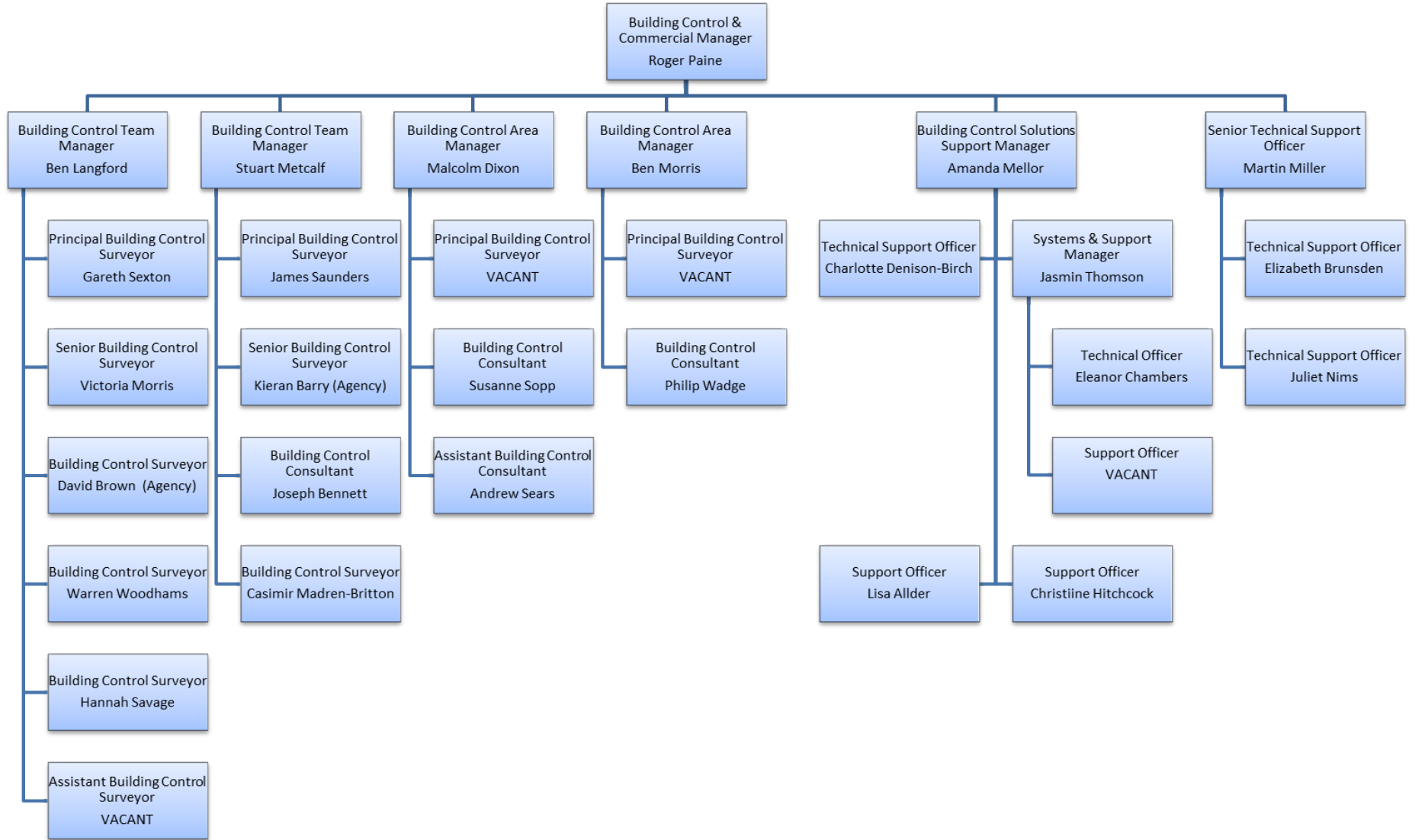


Figure Two – Three way organisational structure (WBC, RBWM and WBDC)



Appendix 4- Responsibilities of the Building Control Board

Board members (from each authority party to this agreement) :

- Executive Member and additional member as nominated by partner authority

The Board will review and agree, as appropriate, the following:

- Fees and charges
- Endorse the Building Control Business Plan
- Endorse the Building Control budget for approval through each Council's committees
- Work levels for the following financial year
- Strategic objectives for the shared service
- Key priorities for the shared service for the next financial year - action plan
- Agree variations to indexation applied to the payment for non-chargeable services
- The resulting provisional annual charges to each of the Parties
- An annual report which will be available for consideration through the overview and scrutiny arrangements in each participating authority
- Year-end adjustments from the preceding year
- Any aspects of these joint arrangements which require consideration and review
- The commercial position including the levels of fees charged to third party clients and the forecast level of income to the Service
- Any commercial or operational risks to the Service and the mitigation being taken to accommodate those risks
- The cost of non-chargeable services
- Key Performance Indicators

Appendix 5 – Key Performance Indicators

Key Performance Indicators		
Financial	<ul style="list-style-type: none"> • Retaining a self-financing Building Control Service • Percentage of market share retained by the local authority building control service <ul style="list-style-type: none"> ▪ Domestic (based on number of applications) ▪ House builders (based on the number of dwellings) ▪ Commercial (based on the number of non-residential applications) 	
Operational	<ul style="list-style-type: none"> • Register and acknowledge all submitted applications within 3 working days of receipt • Percentage of Building Control Full Plans applications examined within 15 working days of receipt • Issue a decision notice within the relevant statutory time period • Percentage of site inspections carried out on the same day of request • Issue a completion certificate within 5 working days of satisfactory inspection on site and receipt of any necessary services certificates • Issue a Demolition Counter Notice within five working days of receipt of a Notice of Intention to Demolish • Percentage of dangerous structure incidents visited on same day of report (within 24 hours) 	<p style="text-align: right;">75%</p> <p style="text-align: right;">70%</p> <p style="text-align: right;">100%</p> <p style="text-align: right;">80%</p> <p style="text-align: right;">85%</p> <p style="text-align: right;">100%</p> <p style="text-align: right;">100%</p>

Customer	<ul style="list-style-type: none"> Percentage of customers expressing their overall satisfaction with the service provided Percentage of Building Regulation applications received on-line 	<p>90%</p> <p>30%</p>
----------	--	-------------------------------------

Appendix 6 – Role of the Review Panel

Panel members (from each authority party to this agreement):

- Client officer and /or Deputy client officer of each partner local authority and the Building Control Commercial and Operational Manager

The Panel will monitor and review as appropriate, the following:

- Fees and Charges
- Agree variations to indexation applied to the payment for non-chargeable services
- Work levels and activity
- Fee income against forecast
- Progress against priorities and action plan
- Any commercial or operational risks to the Service and the mitigation being taken to accommodate those risks.
- Progress against Key Performance Indicators

Appendix 7 – 2016/17 Action Plan for Building Control Solutions

3 Way Shared Building Control Service - Action Plan 2016/17

v2.0 04/03/2016

Activity	Est Start Date	Est Finish Date	Responsible*	RAG	Status	Comment
Develop an IT Implementation Strategy for Building Control Solutions			WBC IT service	GREEN	Not complete	Meeting with IT on 8th March 2016 to start to develop strategy
Review operational needs and requirements for a single IT database management system within the Building Control Solutions team			WBC IT service	GREEN	Not complete	As item 1 above
Review existing IT systems and agree to unify data management systems by implementing a single business IT platform across all four authorities. This will incorporate a public access module and a workload and performance management information module			WBC IT service	GREEN	Not complete	Redesigned/engineered processes supported by standard business applications could deliver efficiencies in the future service.
Develop a data migration strategy to intergrate four individual datasets into a single IT database and information system accessible through one business platform by all Building Control Solutions staff. This is critical to ensure the future operational and business efficiency of the service, along with ensuring			WBC IT service	GREEN	Not complete	As item 1. This is critical to enable the service to work efficiently and efficiently as a single business unit.

customer satisfaction when helping with enquiries						
Develop a ERDMS strategy to integrate data/images from 4 authorities into a single electronic document management system accessible by all Building Control Solution staff			WBC IT service	GREEN	Not complete	As item 1 above
Develop an electronic 'on receipt' application scanning service			WBC IT service	GREEN	Not complete	As item 1 above
Determine both the hardware and software required to ensure Technical/Professional staff are able to effectively access all back office functions and any information whilst on site			WBC IT service	GREEN	Not complete	As item 1 above
Implement a single mobile working IT platform to fully utilise use of mobile working technologies. This will allow surveyors real time on site access to review and update the database management system, produce on site correspondence for customers and to also view application information/images. The introduction of mobile working will allow for much greater flexibility in the surveyors inspection service. Over the next year surveyors will be able to see their daily workload on their tablet at the			WBC IT service	GREEN	Not complete	As item 1 above

beginning of the day, go directly to site from home, view plans electronically and maintain their site inspection records updating the back office system in 'real time'. This will reduce staff time on site, enable greater numbers of inspections to be carried out and deal with enquiries including dangerous structures, demolitions and unauthorised works at the point of origin.						
Undertake a lean review of the existing processes and systems within each individual Building Control service to improve working practises. Business processes will undergo rigorous analysis and streamlining leading to improved and standardised operations, efficiencies and alignment of best practice			CL	GREEN	Not complete	Head of Service to implement
Develop a suite of service on-line forms incorporating payment integration where relevant to improve 24/7 access to BC services and improve customer self-help			WBC IT service	GREEN	Not complete	As item 1 above
Develop and launch a micro website for Building Control Solutions			WBC IT service	GREEN	Not complete	As item 1 above
Continue to develop a single series of homeowner customer guides for the service			RP/AM/BL/SM	GREEN	Not complete	Work currently progressing during 2016
Develop a single series of small builder guides for			RP/AM/BL/SM	GREEN	Not complete	Work currently progressing during 2016

the service						
Develop a Building Control Solutions Customer Panel made up of primary customer groups to provide feedback and assistance with regard to future service developments and initiatives			RP/AM/BL/SM	GREEN	Not complete	Work will commence once recruitment to Business Development Manager and Officer posts are undertaken in new structure
Develop a marketing strategy to further build upon the Building Control Solutions brand. This will target both retaining existing and attracting potential customers; by maximising internal markets, offering additional services, seeking further fee earning opportunities and where possible increasing market share. This will also foster a sense of belonging and commitment amongst staff. This will require a clear and recognisable branding scheme to be developed, that creates an identity for the service, projects a professional image and is one which customers recognise			RP/AM	GREEN	Not complete	Work will commence once recruitment to Business Development Manager and Officer posts are undertaken in new structure
Review service performance framework and develop a single monthly management review report for workload and performance within the service			RP/AM	GREEN	Not complete	Customer Charter implemented. Work progressing on single management review report for Spring 2016 completion
Develop and implement recruitment campaign for vacant surveying posts within the team			RP/BL/SM	GREEN	Not complete	Recruitment process for remaining vacant RBWM/WBC posts being undertaken

Investigate and develop a mobile phone application for booking site inspections			WBC IT Service	GREEN	Not complete	As item 1 above
Surveyors to move to a full remote access capability to work from home			WBC IT Service	GREEN	Not complete	As item 1 above
All processes, procedures, standards and ways of working standardised on 'best practice' to ensure consistent approach and experience of the customer. Opportunity to re-engineer processes during the standardisation and documentation to secure efficient, lean, service			CL/RP/AM/BL/SM	GREEN	Not complete	Continuous business improvement and development is essential to maintain and develop the business in a competitive environment. All processes within the three authorities will be reviewed in line with Wokingham's and streamlined to deliver an effective, efficient and consistent service
Review and integrate WBDC and RBC processes and procedures into the service's existing ISO:9001 QA system to maintain accreditation			RP/AM/BL/SM	GREEN	Not complete	To be implemented during 2016 as services approach need for re-accreditation
Undertake a review of existing dangerous structure out of hours duty officer services provided to individual partner authorities			CL/MH/RP	GREEN	Not complete	Review being undertaken with regard to RBWM service and future issues for WBDC and RBC
Review operational requirements for those elements of the service locally based and identify those elements of the service which will benefit from co-location and centralisation			AM/BL/SM	GREEN	Not complete	As item 28 below
Undertake a review of the existing service's management and administration bases in order to continue to maintain an effective Building			RP/BL/SM	GREEN	Not complete	Review and submit report to Partnership Board meeting

Control service						
Review the service's existing partner clients within the LABC Partner Authority Scheme and consider opportunities to build further relationships and increase income from potential customers			BL/SM	GREEN	Not complete	Pending review by Business Development Officer - new post to be recruited to within new structure
Review existing contracts and procedures for obtaining structural engineering services with a view to undertaking a re-tendering process for a single contract for the service			RP/BL/SM	GREEN	Not complete	Tender process to be followed