

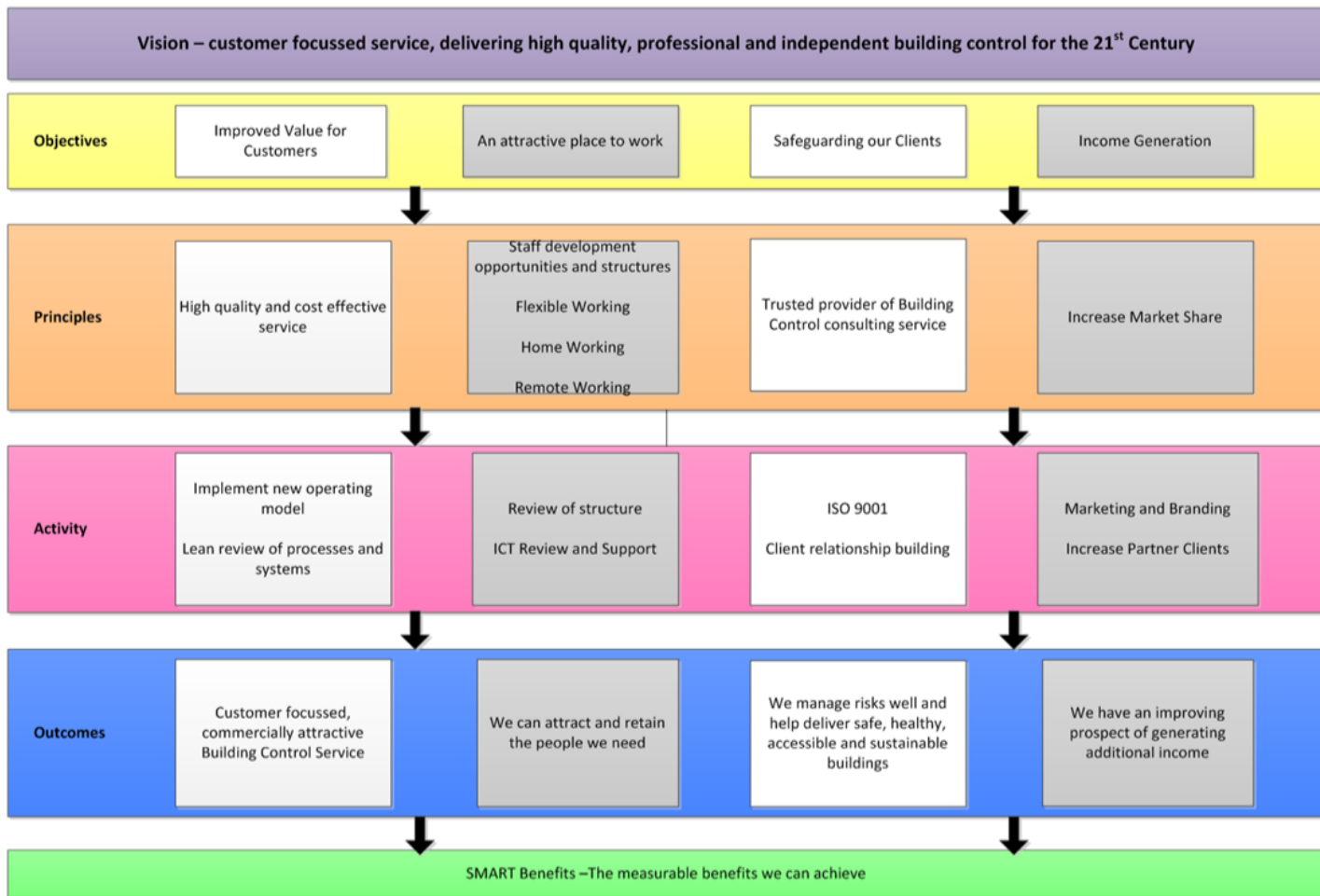
BUSINESS PLAN FOR BUILDING CONTROL 2016/17

Service Leads			
Head of Shared Service	Shared service manager - <i>VACANT</i>		
	Cambridge City Council	Huntingdonshire District Council	South Cambridgeshire District Council
Director	Simon Payne	Nigel McCurdy	Jo Mills
Lead Councillor			

APPROVED BY	Status	Date
Management Board	Draft	
Shared Services Partnership Board	Draft	
Joint Advisory Committee	Final draft	
Cambridge City Council [<i>Executive Councillor and Scrutiny Committee</i>]	Final	
Huntingdonshire District Council Cabinet	Final	
South Cambridgeshire District Council Cabinet	Final	

3C Reporting timetable	
<p>Progress reports on Business Plan implementation and progress against key measures will be monitored at the monthly 3C Management Board meetings and then submitted every six weeks to the 3C Chief Executives' Board. Quarterly performance reports will be submitted to the Joint Shared Service Group (Leaders) prior to consideration by each partner at executive and scrutiny level.</p> <p>Progress updates in quarterly reports will inform the preparation of annual reports, to be submitted to the partners' decision-making bodies in <i>March 2017</i> as part of the strategic review process set out in Schedule 2 to the Partnership Agreement.</p>	
Version (<i>Clearly indicate final version</i>)	Date
1.0	05.01.15
2	2.2.16

Vision



SECTION 1 – CONTEXT AND OVERVIEW (approx. 4 sides in total)

A. PURPOSE OF THIS DOCUMENT

This is the Business Plan for the Building Control Service, part of 3C Shared Services, for 2016/17. It describes how the shared service arrangement outlined in the approved Business Case will be delivered to ensure objectives are achieved and business benefits are realised within a robust governance framework and in the context of the partner councils' corporate plans.

The following objectives have been agreed:

- Protection of services which support the delivery of the wider policy objectives of each Council
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service
- Savings through reduced managements costs and economies of scale
- Increased resilience and retention of staff
- Minimise the bureaucracy involved in operating the shared service
- Opportunities to generate additional income, where appropriate
- Procurement and purchasing efficiencies
- Sharing of specialist roles which individually, are not viable in the long-term

The Plan is divided into the following sections:

- Section 1: Context and Overview
- Section 2: Operational Plan (business as usual activities)
- Section 3: Development Plan (service improvement & project based activities)
- Section 4: Summary of Performance Indicators

B. DESCRIPTION OF THE SERVICE

The Building Control Shared Service was created by transfer of staff to one organisation (Cambridge City Council, the “employing authority” in October 2015, but it is not yet operating fully as a Shared Service, for a variety of operational and technical reasons. The aim is for it to be fully operational as a shared service from April 2016. Thus, this Business Plan sets out a range of development work which is still required to build the capacity of the Shared Building Control Service, and the full benefits of moving to a Shared Service are unlikely to be realised until the latter half of 2016/17.

Description & Functions of the Building Control Service

Local Authorities hold a statutory duty, to enforce the building regulations, imposed on the council under the Building Act 1984. This involves the examination of submitted plans, inspection of works on site and issuing of Approvals and Completion Certificates, and both informal and formal enforcement action. It provides an important part of the creation and conservation of safe buildings locally – contributing to both growth and heritage, and strengthening key partnerships between major partners (such as the university and colleges) and the Council. The Building Control section also carries out inspection and removal of dangerous structures.

Most of the work carried out by Building Control is subject to competition by Approved Inspectors: it is in the Councils' interest to retain fee earning work, especially work which is charged outside of the standard fee schedule and subject to an individual contract or partnership arrangement for enhanced services.

Building Control carry out work within the boundaries of the local authority areas but also enter into partnerships under the LABC partnership scheme under which they provide plan-checking and advice for partners throughout England and Wales.

Some councils have historically provided additional services within the BC work area. Currently, these are carried over into the Shared Service, but not provided across all council areas, and this will need to be subject to a review during the year to determine whether there are advantages in operating them across all areas. These include:

- street naming and numbering (CCC and SCDC)
- considerate contractor scheme (CCC)
- construction monitoring for Planning (SCDC and SCDC)

Establishing the service model will require clarity over the services to be provided and financial arrangements for services delivered on behalf of some but not all parties.

Staffing

Following TUPE and the creation of the new Shared Services Manager post outlined in the business case (July 2015), the establishment now comprises:

- 1 Shared Service Building Control Manager- *vacant, interviews Feb '16*
- 4 Principal Building Control Surveyors- *0.4fte vacant*
- 15 Surveyors/ Senior Surveyors – *7 posts vacant, interviews Feb '16 (second time of advertising)*
- 1 Apprentice – *2nd apprentice to be recruited Summer 2016*
- 1 construction monitoring officer (SCDC/ CCC only at present)
- 1 Building Control Support Manager – *new post, out to advert Feb '16. Will focus on business development*
- 5 fte technical support (*recruitment needed as result of City internal review of support services; exact number of posts subject to budget following JE*)

There is a need to review the staffing establishment in order to ensure:

- adequate and effective leadership
- experienced staff able to deliver complex projects and mentor more junior/ trainee staff
- effective business support, working as a single team across two locations.

Aims & Priorities

The aims of creating the Building Control Shared Service are to:

- improved value for customers
- an attractive place to work
- safeguarding our clients, and income generation
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In addition, the ongoing aims of the BC Service are:

- delivering a statutory service to ensure the safety and quality of the built environment, and to contribute to the creation of excellent building

- maintaining and improving service quality and transparency
- achieving a balanced budget through increased partnership income, appropriate fee charges, and effective management of costs

In our first stakeholder workshop as a shared service in January 2016, customers indicated that they really value our service, and trust the local authority brand: they asked us to continue to develop that service, and not to allow financial pressures to reduce the quality of staff, or to impact on the strong relationships with customers.

Our aims will contribute to the strategic outcomes of supporting growth and the local economy.

Service Model

The Building Control service will operate a single service from two hubs, based in Cambridge City and in Huntingdon, with staff deployed on the basis of their preference and the needs of the service. We will work to support surveying staff to be as mobile as possible, so as to reduce time travelling. We will keep under review the volume and type of work commissioned from each hub, in order to deploy resources effectively, and to manage the business.

We will operate as a single business unit, with one set of charges from 1st April 2016, and as soon as we can implement a shared ICT system, we will have a single point of billing, and will streamline initial customer contact and performance management through our business support team.

As a new service, we need to carry out a significant amount of analysis in order to build the business – and to develop our business model in response to this. This includes collecting and analysing more customer feedback data, analysis of the wider building control market in the locality, and data on costs and performance.

Customers

Customers include individual householders, local residents and businesses; small builders; larger developers, land agents and other building services professionals such as architects, construction contractors, and structural engineers; corporate clients including the University, Healthcare trusts, Public bodies and Housing Associations.

Within the Councils, there is a close relationship with Planning and Estates functions.

There is a need to do far more detailed analysis of the business, to determine:

- Numbers and types of applications dealt with in different geographical areas, and how these have changed over time;
- How well the service performs in relation to competition – in different patches and in terms of different types of work (commercial/ residential/new build);
- Strength of partnerships, and success in winning work in different areas – together with an analysis of potential future tender opportunities based on knowledge of growth sites/ aspirations of key partners and others;
- Changes in client-base

Detailed customer profiling will support the development of a more detailed business plan, potentially including investment in marketing.

Governance

The BC Shared Service Board acts as an intelligent client, monitoring the performance of the service and informing future development. It feeds into the Shared Service Management Board any issues relating to implementation/ interface with other shared service programmes.

Service Quality

Cambridge City Building Control operates a Quality Management System assured to ISO 9001:2008 (revalidation March 2017). HDC also operate ISO, but are registered separately with a different organization. ISO is an important independent assessment of quality, and the business process review required to genuinely move to a shared service needs to take account of the requirements of ISO in order to win accreditation for the new service as a loss of ISO would impact on large tender opportunities.

Quality of service is key to retaining business and in particular to winning contracts for larger works. Enhanced services can include: early consultation; same day response; close working with other parts of the Councils

Fees

From April 2016, a single fee schedule will operate for all new work commissioned against the schedule and all tenders will be priced on the same hourly rate across the service.

In addition to fees earned against the schedule of charges, there is income from major projects won by formal tender submissions and fee proposals against a set level of service. There is a greater concentration of very large projects in the city, with some extremely valuable clients, but there are significant projects across the area, and these will increase in future. The new service needs to focus on how to win major projects, and to ensuring a confident and consistent approach to such submissions, backed up by continued high levels of service delivery.

C. FINANCIAL OVERVIEW

Shared Service Budget for next year – current draft below.

We are implementing a single fee structure from April 2016, but also actively working to develop better analysis of work done in order to understand and predict income in the future. This will be used for a full review of costs later in the year.

	Year 0*	Year 1		
	2015/16 £	2016/17 £	Savings** £	Savings %
Gross Budget	899,600			
Less Income	646,970			

Net Budget	252,630			
Less recharges (non Fee-earning)	97,735			
Net budget after recharges	154,895	287,740		
Fee-Earning a/c surplus/deficit	(14,365)	0		
Non Fee-earning a/c	169,260	287,740	50,780	15%
	154,895	287,740	50,780	
<p>* Yr 0 figures are for the 6 month period from Oct 15 to Mar 16. Year 0 figures assume savings already taken from Partners prior to baseline budget setting</p> <p>** Yr 1 savings are based on the minimum savings requirement of 15% of the 2015/16 full year Non Fee-earning a/c budget of £338,520</p>				

D. STAFFING OVERVIEW

Staffing

Cambridge City Council is the employing authority. There is a Building Control Shared Service Manager post, to which recruitment is underway (Feb 2016). There are also on-going attempts to recruit to vacant surveyor/ senior posts, but there is a recognised shortage of qualified staff in the East, and there may well be a need for further review of terms and conditions in order to maintain a service in competition with the private sector. An OD strategy is being developed to create a more unified team culture, but a review of staffing will be required in order to ensure that the service has capacity in the right areas.

Overall accountability for the BC service sits with the Building Control Project Board – a board comprising senior officers (Heads of Service), with the manager reporting directly into the Joint SCDC/ CCC Director of Environment and Planning.

An apprentice has been recruited as a first step towards creating new career routes into BC, with a further apprenticeship planned, and potential to create new career routes.

Technical Support is a crucial part of the BC service. A new Business Manager post being recruited to build a stronger business with a commercial and customer focus. The manager will lead a unified technical support team, who will need to play a leading role in reviewing processes and implementing more efficient ways of working.

In terms of skills – there are a number of very experienced staff within the service, but there is a need to recruit, train and develop new staff, and for some existing staff there is a need to broaden experience so that they have the necessary skills to undertake the more complex work required in larger projects. This will help to build a more resilient service and provide opportunities for staff to be involved in wider projects.

E. LOOKING BACK

Achievements

The Service is not yet fully operational as a Shared Service, and as such it is not possible to highlight achievements of the shared service since launch, but individually the three teams have continued to deliver under difficult circumstances, and ensure continuity of service. Teams are beginning to work together and provide more flexible services/ support each other – e.g. HDC have carried out plan-checking for other teams.

The 3C budget as a shared service is expected to be properly integrated from April 2016, and therefore anticipated savings will be quantified from that point.

There is as yet no shared performance data to quantify impact on customers, although current performance is greatly and adversely affected by a lack of capacity within the service. Going forward, the Shared Service will need to take a more flexible approach to the recruitment and retention of staff, without which it may not be commercially viable.

In terms of external accreditation – CCC and HDC are both currently ISO registered, but with different providers. SCDC do not hold this accreditation. CCC have found accreditation to be very important in bidding for external work, and it is therefore a priority to secure independent assurance of the new service as soon as processes have been harmonised and streamlined. Thus sorting out business processes is a major focus for 2016 (and loss of ISO is a major risk).

F. LOOKING FORWARD

Key Opportunities

- maintaining and growing business through better understanding of market/ improved business analysis
- getting team fully staffed to give capacity to respond to tenders / build relationships with partners
- easier access routes for customers
- sharing staff resource and skills across three teams so up-skilling staff and building resilience
- shared IT will improve efficiency as would single fee schedule and on line billing
- remote- and mobile-working would enable officers to work more efficiently

Threats

- increasing competition including from other LA shared services
- lack of capacity to deliver meaning we let customers down
- internal constraints limiting progress especially on HR issues.

What outcomes are we looking to achieve together?

- a) Sustaining and improving the high quality building control service provided to customers – measured against key performance indicators for quality as well as cost and timeliness

- b) Developing and supporting a strong team with appropriate skills – reviewing current staffing structure and T&Cs, recruiting to meet gaps, developing career pathways, supporting staff to train
- c) Maximising fee income and meeting financial break-even requirements as set out in Local Authority Charges Regulations
- d) Developing a better understanding of the business in order to retain or grow market share
- e) Undertaking a full business process review to reduce duplication, increase business efficiency – also to update documentation, improve customer service and then achieve ISO 9001:2008 accreditation
- f) Increasing the number of Business Partners under the LABC Partnership Scheme
- g) Promoting the shared service to existing and potential clients – including through stakeholder events/ seminars/ etc and marketing/comms to launch new service

G. COMMUNICATION AND CONSULTATION

The Shared Service needs to communicate with stakeholders (existing customers but also householders) about the launch of the new service and to review all communications to a common template, new logo, etc. Also need single web access to the new service, linked from all three council websites and a direct access for existing clients.

Stakeholder forums – Cambridge City hold three or four a year, but whole service events will be needed going forward – the first shared service forum was held in January 2016.

The Shared Service collects customer feedback at Cambridge City but this will need to be rolled out across service, and to collect more customer intelligence through genuine engagement

SECTION TWO – OPERATIONAL PLAN 2016/17

This Section sets out the “Business as Usual” priorities and the activities that [3C Shared Building Control] will undertake to deliver value-adding services to customers.

	Priorities for the service	State where these priorities are outlined <i>(i.e. Corporate plans, ICT strategy)</i>	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity	Lead Officer
1	Deliver core BC services to customers – achieving KPIs for time and quality		<ul style="list-style-type: none"> -recruit manager and to existing surveyor vacancies - provide clear leadership, building focus on operational priorities - business review to ensure capacity focussed on priority areas 	<ul style="list-style-type: none"> - manager in post - principals supported to lead key service areas - full complement of staff - operating procedure in place to ensure work distribution/ emergency cover/ etc 	Functioning service able to deliver core service and with capacity to build business partnerships that require enhanced levels of service delivery	
2	Make services more transparent for customers		<ul style="list-style-type: none"> -review and harmonise fees -develop and implement new, common templates - review web-based access - implement single point of billing 	<ul style="list-style-type: none"> - single fee schedule - common letters/ templates/ comms - clarity over tel nos etc - improved on line access - single billing across the area with all payments direct to one LA 	<ul style="list-style-type: none"> - more coherent service, easier for customers to access - increased efficiency – reduced staff time wasted so allowing more focus on real business development 	

3	Make services more efficient	SS business case	<ul style="list-style-type: none"> - full BPR and implement streamlined processes and common templates - move to two hubs - interim IT solution to support the above - recruit new business manager and team - OD work to build single team culture 			
4	Full review of staffing	SS Business case	<ul style="list-style-type: none"> - review staffing structure once new manager is in place 	<ul style="list-style-type: none"> - modern, staffing structure that provides leadership and supports career development 	<ul style="list-style-type: none"> - existing staff concerns about TUPE/ T&Cs addressed - enhanced ability to recruit in future - trainees in post – succession planning 	

Priority	Performance Measures <i>(provide a list only - target information is included in section 4)</i>	Dependencies <i>(ICT, Finance, Human Resources, accommodation etc)</i>	Key risks to delivery <i>(include how these will be mitigated)</i>
1	Speed of registration of applications	ICT	ICT, process review
2	Speed at which applications are examined	Staffing capacity	Lack of staff (plan in place but significant risks to delivery)
3	Customer satisfaction with service	Quality, capacity	Lack of staff capacity Customer confusion during implementation eg from different phone numbers, letters
4	Nominations submitted for Building Excellence Award		

SECTION 3: 2016/17 SERVICE DEVELOPMENT ACTIVITIES

Guidance on completing action plan tables for service improvement work and projects

<p>Development objective 1 – ISO Accreditation</p>	<p><i>Describe the aim of the development project or activity. This should be written using SMART principles (Specific, Measurable, Agreed, Realistic, Timely)</i> Achieve ISO recognition for the whole 3C BC service (Completion date to be discussed with ISO provider (s))</p>	<p>Describe the desired outcome – what will it look like when it has been achieved?</p>	<p>Service will be ISO accredited – to achieve this, it will have clear, coherent and efficient processes in place to support service delivery and Quality Control</p>	<p>Lead officer</p>	<p><i>State Lead Officer’s name and post</i> Business Development Manager?</p>
<p>Is this a Project? (Yes/ No) and description</p>	<p><i>YES – this is a time-limited project to streamline processes and undergo the first ISO as 3c. From then on, maintaining ISO requires continuous service development, which is “business as usual”</i> <i>Work will involve changes to operations and processes</i></p>				
<p>Business Benefits</p>			<p>How will it be measured?</p>		
<p><i>Identify each business benefit (to customers, stakeholders and/or 3C strategic partners) and explain how each will contribute to the delivery of corporate and service objectives and will add value to core activities identified in Section 2 above.</i></p>			<p><i>All benefits must be measurable, either in financial or non-financial terms. Common measurements include savings or returns on investment, customer satisfaction and staff morale. Identify specific KPIs to include in Section 4 below.</i></p>		
<p>1. ISO supports service ability to win work through external tendering – a requirement in some tenders</p>			<p><i>Income achieved – large tenders bring in the most income and are those most dependent on external accreditation</i></p>		
<p>2. Efficient processes will support “business as usual” activities and will also support access to the business information/ analysis needed for further business development</p>			<p><i>Getting service back on track</i> <i>Managing costs of service downwards / releasing resources to focus on business growth rather than duplicative admin has impact on income achieved</i></p>		

Outputs & products	Resources	Responsible Officer	Target delivery date
Single IT system Single set of processes ISO documentation/ flowcharts Staff training	Additional resource required for BPR and interface of that to systems (eg creating templates); project dependent on appointment of business manager Interim BPR resource	Business Manager (once in post) – <i>until then, workstream lead</i>	June 2016.
Key risks	Failure to achieve ISO leads to loss of high value contracts Dependent on single IT system – interface with ICT – further delays in commissioning this or in implementation will put ISO at very significant risk		

Development objective 2 – Specification and Procurement of Shared IT for BC and Planning	Moving to a secure, sustainable IT solution that supports data feeds to planning and enables mobile working by BC where appropriate - TIMESCALE dependent on Planning and Growth workstream, this project sits across both. Single, integrated planning system in use by planning, growth and BC (and potentially other services) across the three Councils.	Describe the desired outcome – what will it look like when it has been achieved?	BC surveyors are able to access files/ quotes/ plans etc whilst on site, and to work remotely from all office locations/ hubs/ other places, reducing travel time. Single system streamlines support function and interfaces smoothly with the Planning records of the councils	Lead officer	<i>State Lead Officer's name and post</i> TBC
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Is this a Project? <i>(Yes/ No) and description</i>	<i>Yes – it is a project but it may have a significant implementation period of potentially 2 – 3 years.</i>		
Business Benefits		How will it be measured?	
<i>Identify each business benefit (to customers, stakeholders and/or 3C strategic partners) and explain how each will contribute to the delivery of corporate and service objectives and will add value to core activities identified in Section 2 above.</i>		<i>All benefits must be measurable, either in financial or non-financial terms. Common measurements include savings or returns on investment, customer satisfaction and staff morale. Identify specific KPIs to include in Section 4 below.</i>	
1. improved customer experience through better customer interface into IT		<i>Customer feedback</i>	
2. more efficient service – reduced surveyor time spent on administrative tasks			
3. improved business data to allow market analysis and business development			
4.			
Outputs & products	Resources	Responsible Officer	Target delivery date
IT specification	Workstream Lead to work with ICT (Technical Architect?) to produce draft specification by end May	Workstream Lead + Technical Architect	Spec – end May '16, fully tested system March '18
Key risks	Costs not yet identified Complex project connecting across multiple workstreams – risk of delay		

<p>Development objective 3 – Commercial Analysis and Approach</p>	<p>Move to a commercial approach to support business growth by march 2017</p> <ul style="list-style-type: none"> - carry out detailed business analysis to understand current market share - identify realistic growth (or stabilisation) targets in key market sectors by Sept '16; - for 15/16 – targets need to be about stabilising/ avoiding loss of customers, but we need targets and plans for growing market share 	<p>Describe the desired outcome – what will it look like when it has been achieved?</p>	<ul style="list-style-type: none"> - service fully understands its position in the local BC market, including market share, key strengths, and changes over time - regular business analysis supports key business decisions in commercial environment - percentage market share stabilises and business invests in growing priority areas 	<p>Lead officer</p>	<p><i>State Lead Officer's name and post</i></p> <p>Shared service BC Manager</p>
<p>Is this a Project? (Yes/ No) and description</p>	<p><i>Yes – work is unique in so far as not yet in place – but should become business-as-usual once key posts (SS Manager and business manager) are filled and the business analysis/ review/ planning cycle becomes standard</i></p>				
<p>Business Benefits</p>			<p>How will it be measured?</p>		
<p><i>Identify each business benefit (to customers, stakeholders and/or 3C strategic partners) and explain how each will contribute to the delivery of corporate and service objectives and will add value to core activities identified in Section 2 above.</i></p>			<p><i>All benefits must be measurable, either in financial or non-financial terms. Common measurements include savings or returns on investment, customer satisfaction and staff morale. Identify specific KPIs to include in Section 4 below.</i></p>		
<p>1. Business is able to stabilise and potentially to grow</p>					
<p>2. Staff understand business priorities and are able to contribute more to business development</p>			<p><i>Staff satisfaction, use of skills</i></p>		
<p>3.</p>					

4.			
Outputs & products	Resources	Responsible Officer	Target delivery date
Detailed business analysis of current position and 15/16 work; reports, templates and scripts for regular business analysis	Business manager – probably plus some additional input either from tech team or elsewhere	Business manager plus BC Board	<i>August 2016</i>
Key risks	Risk of not-doing is loss of market share Risk of doing – need to ensure capacity not diverted too much from key tasks to establish the business-as-usual framework and ISO		

SECTION 4 – KEY PERFORMANCE INDICATORS (KPIs)

Organisational, Service and Corporate Plan Performance Indicators

The table below should list organisational performance indicators (KPIs) applying to the service, key PIs from the action plan in section 2A and any PIs from partners’ Corporate Plans that this Service is responsible for reporting against.

KPI Reference and Description	Reporting frequency	2015/16 Target	2015/16 Final Outturn	2016/17 Target	2016/17 Year End Estimate
Key Service PIs (to be selected from the action plan at section 2A)					
Applications examined in 3 weeks	Monthly	Varies by LA	Not known*	75%	
Applications examined in 5 weeks	Monthly	Varies by LA	Not known	90%	
Applications registered in 2 days	Monthly	Varies by LA	Not known	75%	
Customer Satisfaction			Not known	80%	
Nominations submitted for Building Excellence Awards				At least 6	
* we will seek to get performance date for the final quarter January – March 2016, to provide a baseline for improvement (whilst noting/ recognising the higher performance levels of some services in previous years)					
Corporate Plan KPIs (all PIs in the Corporate Plan that your service is responsible for should be listed here)					