



The
Building Standards
BALANCED SCORECARD



DUNDEE CITY COUNCIL

BUILDING STANDARDS VERIFICATION SERVICE
BALANCED SCORECARD 2016-2017

VERSION 02-05-2017

DUNDEE CITY COUNCIL

BUILDING STANDARDS VERIFICATION SERVICE BALANCED SCORECARD 2016-2017

Dundee City Council
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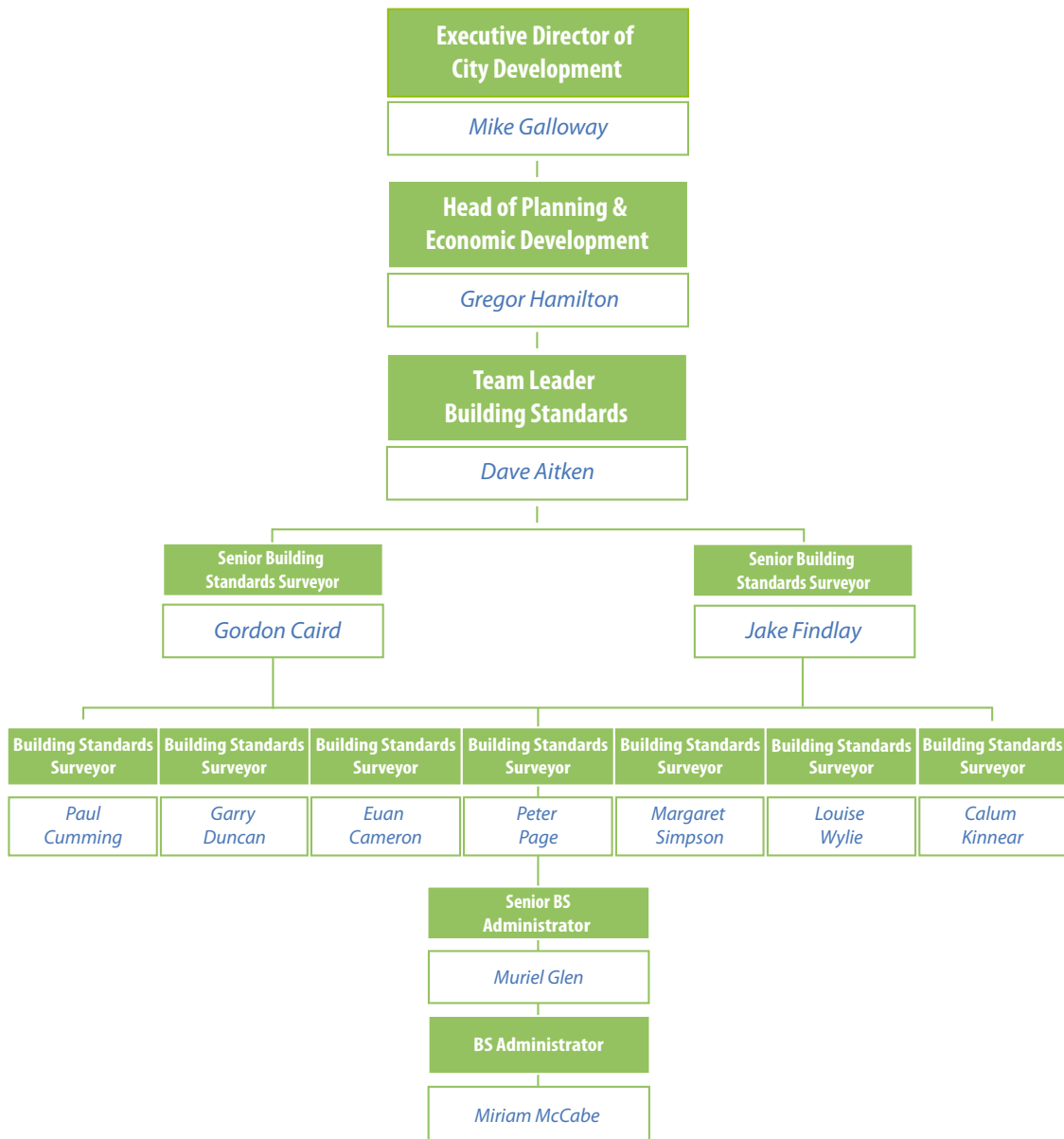


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Central Waterfront & The V & A

ACKNOWLEDGEMENTS

Building Standards continue to adopt an inclusive approach in the preparation of this document; all Building Standards staff have been involved directly or indirectly.

Staff understand the importance of this document and how it supports Corporate goals and objectives.

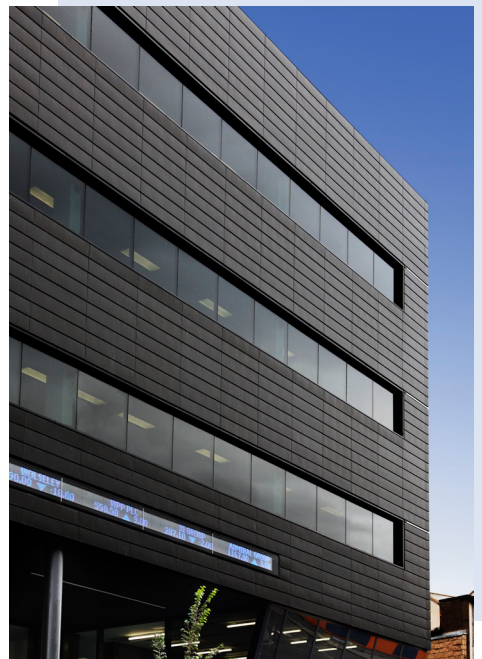
The Team continue to adopt an inclusive approach in the preparation of this document. Staff understand the importance of this document and how supports both National and Corporate objectives.

Well done to the Team;

We continue to perform well against KPO1 and KPO3; ensuring any delays caused by the Building Warrant process are minimised to accelerate the commencement of potential development within the City.

The Team must be congratulated on the results of the 2015 National Customer survey, scoring 9 out of 10 for overall satisfaction with the service and also being short-listed for a Corporate Outstanding Service and Commitment Award for Customer Focus.

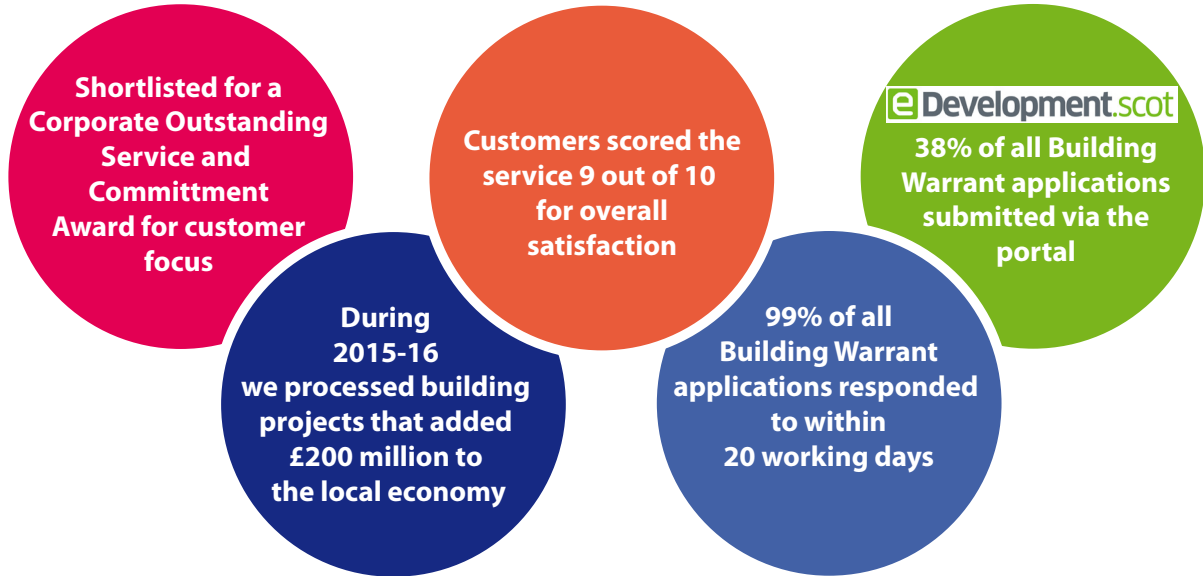
It must also be said that the Team have positively embraced the introduction of e building standards and the opportunities to maximise the benefits and improve service delivery.



Alliance Trust Building

KEY HEADLINES

over the past 12 months.....



DEMOGRAPHICS

1.1 Balanced Scorecard Statement

The balanced scorecard is a strategic planning and management tool that is used in business organisations to align business activities to the vision and strategy of the organisation, improve internal and external communications, and monitor performance against strategic goals.

Building standards verifiers in Scotland are required to utilise the balanced scorecard as a means to manage, monitor, review and develop strategies for their business with a focus on the three core perspectives listed below and the public interest and continuous improvement cross-cutting themes:

- Professional Expertise & Technical Processes
- Quality Customer Experience
- Operational & Financial Efficiency

1.2 Size of the Local Authority by Population and Geographical Size

Dundee is Scotland's fourth largest city and is situated on the north coast of the Tay Estuary, in a stunning location. Edinburgh lies 60 miles to the south, and Aberdeen 67 miles to the north.

The most recent estimate of Dundee's population is 148,210, National Records for Scotland (NRS) 2015 Mid-year Population Estimate). Dundee has a sizeable student population, and is home to the University of Dundee, the University of Abertay Dundee and Dundee College.

The Dundee City Council area covers 6,300 hectares (24 square miles) and is, geographically, one of the smallest local authority areas in Scotland. It is bordered by Perth and Kinross Council to the west and Angus Council to the north and east. The former Tayside Regional Council area previously covered all three councils, and Dundee continues to serve as the regional centre for this area and north-east Fife, with an estimated catchment population of some 325,000 people within a 30 min drive time and 800,000 people within a 60 min drive time.

1.3 Map of Dundee



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1.4 Major Employers and Main Employment Sectors

1.4.1 Largest Employers

<i>Employer Name</i>	<i>Industry Sector</i>
Dundee City Council	Public Administration and Defence
NHS Tayside	Human Health and Social Work Activities
University Of Dundee	Education
Tayside Contracts	Construction; Administrative & Support Service Activities; Transport; Accommodation and Food Services
Tesco	Wholesale and Retail; Administrative and Support Service Activities
BT	Information and Communication
Police Scotland	Public Administration and Defence
Michelin Tyre plc	Manufacturing
Tesco	Wholesale and Retail; Administrative & Support Service Activities
D C Thomson & Company (Ltd)	Publishing & Printing
Dundee College	Education
HMRC Dundee Contact Centre	Public Administration and Defence
Fire Scotland	Public Administration and Defence
University of Abertay Dundee	Education
The Pension Service	Public Administration and Defence
NCR Financial Solutions Group (Ltd)	Manufacturing
Asda	Wholesale and Retail
Teletaxis (Dundee) (Ltd)	Transportation and Storage
Gowrie Care (Ltd)	Human Health and Social Work Activities
Handy Taxis	Transportation and Storage
C J Lang & Son (Ltd)	Wholesale & Retail
Xplore Dundee	Transportation and Storage
Joinery & Timber Creations (65) (Ltd)	Manufacturing
Bank of Scotland	Banking, Finance and Insurance

Source: Dundee City Council City Development Department Company Database (2012)

1.4.2 **Employment in Dundee by Industry Sector: 2015**

Sector	Employees	%
Health	16,500	22.4
Retail	8,900	12.1
Education	8,200	11.2
Public Administration & Defence	5,400	7.3
Manufacturing	5,100	6.9
Accommodation & Food Services	4,900	6.6
Business Administration & Support Services	4,100	5.5
Construction	3,500	4.7
Arts, Entertainment and Recreation & Other Services	3,100	4.2
Professional, Scientific & Technical	3,000	4.1
Information & Communication	2,700	3.7
Wholesale	2,100	2.9
Transport & Storage (inc Postal)	1,900	2.6
Motor Trades	1,400	1.9
Financial & Insurance	1,200	1.7
Property	900	1.3
Agriculture, Forestry and Fishing	0	0.1
Mining & Quarrying & Utilities	*	*
Total		73,600
		100.0

Source: ONS Crown Copyright Reserved [from Nomis December 2015]

All figs have been rounded to the nearest 100. Therefore, individual figures do not sum to total.

* These figures are suppressed to avoid disclosure.

SERVICES PROVIDED BY BUILDING STANDARD

As a sole verifier recently re-appointed by Scottish Ministers the Building Standards Team is responsible for discharging the local authority's statutory duties in respect of the Building Scotland Act and associated legislation.

Building Standards (formerly Building Control) in Dundee is part of the City Development Department and has over 50 years experience in dealing with the interpretation and implementation of Building Regulations and associated matters.

Registering of Building Warrant Applications (Paper Forms)

We will endeavour to dispatch application forms on the day of a request;

- We will endeavour to register an application within 24 hours of receipt, measured in working days;
- Receipt of your application should be acknowledged within 5 working days;
- If your application is deemed invalid you should be advised of the reasons for non-validity within 5 working days;
- An application which remains invalid beyond 42 days may be considered withdrawn;
- We will endeavour to allocate valid applications to a Building Standards Surveyor for plan assessment within 2 working days of receipt.

Verification of Building Warrant Applications and Completion Certificate Submissions

Our Building Standards Surveyors ensure compliance with the Building Regulations through plan assessment - including a 'fast track' service for low risk applications. We carry out reasonable inquiry to aid the process of the Acceptance of a Completion Certificate.

DCC Building Standards follow a risk-based approach to site inspections based on a nationally approved model. As a result our customers will receive a tailor-made inspection plan, where we will endeavour to inspect and verify key elements of the build.

Supplementary Verification Services

Pre-Submission Consultation

We offer our customers a comprehensive pre - warrant consultation service and help to identify and avoid Building Regulations problems - saving time and money from the start.

At DCC Building Standards we pride ourselves in working with our customers and assisting them in finding solutions to design challenges.

By involving us at an early stage, we are often able to contribute with technical solutions to innovative design, such as the optional alternative approach to the guidance allowing the designer flexibility to be creative to meet their development objectives, yet still help achieve regulatory compliance.

Duty Surveyor

Qualified Building Standards Surveyors are available to advise our customers on technical matters and Building Regulation interpretation throughout the working day. Customer satisfaction on our Duty Surveyor service is now measured by the Govmetric system which is located in the main reception of Dundee House.

SERVICES PROVIDED BY BUILDING STANDARD

Scottish Type Approval Scheme

We promote and encourage the use of the Scottish Type Approval scheme (STAS) providing our customers with a quick and easy route through the Building Regulation plan approval procedure. Details are available upon request.

Wider Role Services

- Inspect and report on relevant Houses in Multiple Occupation;
- Enforcement relating to unauthorised work;
- Issuing Section 89 Temporary Raised Structure consent;
- Administer the certification of Sports Ground Safety;
- Inspect and report on applications for licensed premises, concerts and events;
- Inspect and provide Letters of Comfort/Building Standard Assessments;
- Administer the Council's responsibility for Public Safety Dangerous and Defective Buildings;
- Maintain a 24 hour emergency call out service on reported dangerous buildings and matters of public safety.

1.6 **Organisational Chart of the Local Authority (CEO To Team Leader Level)**



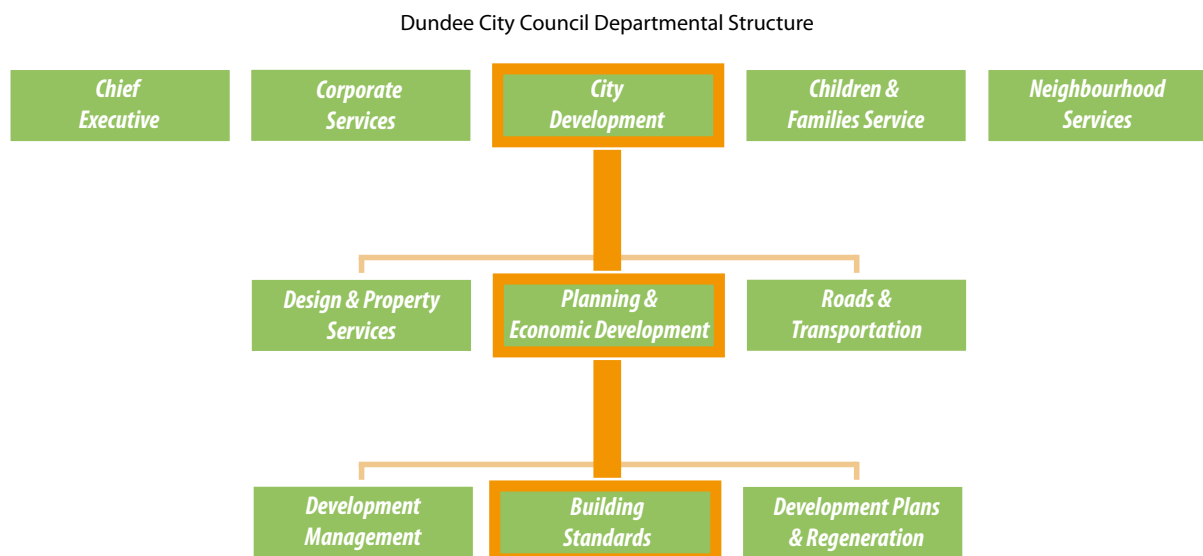
BUILDING STANDARDS VERIFICATION SERVICE INFORMATION

2.1 Where the Department Sits in Relation to the Local Authority as a Whole

The Building Standards function in Dundee is administered for the Council by the Building Standards Section within the Planning Division of the City Development Department. The Building Standards Section is located within the Council Offices, floor 6, Dundee House, 50 North Lindsay St, Dundee.

The Department was reorganised and divisional structures approved by Committee on 31 October 2011. The Department is now made up of three Divisions. The Department has a broad range of responsibilities and associated professional disciplines.

The City Development Department occupies a key position within Dundee City Council's provision of services and leadership to the citizens of Dundee and is ideally placed to assist in the delivery of the Council's objectives as set out in the Council plan 2012-2017.



2.2 Public Interest Statement

The purpose of the building standards system is to protect the public interest. The system sets out the essential standards that are required to be met when building work or building conversion takes place in order to meet building regulations.

The building standards system checks that proposed building work meets standards; inspections are limited to a minimal necessary to ensure that legislation is not avoided. The control of work on site is not down to the system but is a matter for contracts and arrangements in place between a builder and client.

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

3 STRATEGIC OBJECTIVES

3.1 Performance Measurement

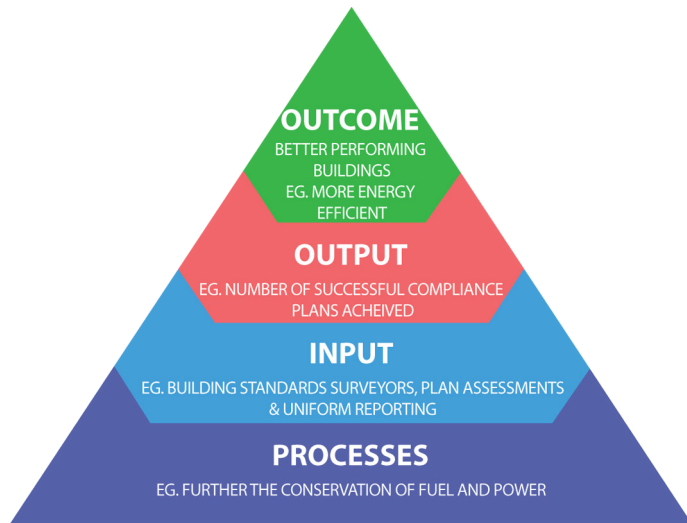
The Government has adopted an outcomes based approach to delivering the Government’s Purpose, which is “to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable growth”.

An outcomes-based approach is important because it reduces the chance that, by focusing on intermediate targets, for example, the length of time it takes for a verifier to respond to a Building Warrant application, the reason WHY the 1st response time is important is forgotten.

The reason is of course, that the longer the applicant/agent takes waits for a 1st response the longer it takes to approve a warrant resulting in unnecessary delays in works starting on site - potentially stifling economic development.

The Building Standards service plays a supporting and arguably a specialist role, which contributes to the successful delivery of National objectives.

Key Performance Outcomes (KPO's) are part of a new National Performance Framework, and form a key part of our Balanced Scorecard submission.



Example KPO2

Supporting the Balanced Scorecard is a Continuous Improvement Plan (CIP) which provides the detail of the key strategic issues noted within the Balanced Scorecard. The CIP is submitted on a quarterly basis by the Building Standards Team leader.

The Building Standards Team is responsible for discharging the local authority's statutory duties in respect of the Building (Scotland) Act and associated legislation.

Building Standards work with customers, colleagues and partners to safeguard the built environment. The following themes are at the heart of our service:

- The health & safety of all persons in or about buildings;
- Furthering the conservation of fuel and power; and
- Furthering the success of sustainable development.

3.2 Responsibilities of a Verifier

Impartial and always Accountable

Our customers can have confidence that their applications are subject to impartial assessment. The Local Authority remains accountable due to its public status and is not profit motivated.

Commercial Confidentiality

Where confidentiality is essential the Building Standards Service remain unaffected by commercial opportunities.

Externally Monitored and Audited

We are audited and monitored by the Building Standards Division of the Scottish Government and have to demonstrate we are competent, accountable, qualified and impartial before being appointed as a verifier.

3.3 The Overarching Goal/Vision of the Service

3.3.1 Dundee City Council Building Standards Service Objectives

- Continue to deliver a quality, value for money service that is available to all;
- Ensure a safe, accessible, energy efficient and sustainable built environment;
- Continue to work closely with Consortia members;
- Continue our involvement in LABSS and assist in the development of the Local Authority Building Standards service;
- Enhance online Building Standards services (e-Building Standards);
- Look for ways to develop CeRDMS;
- Meet the objectives of the new National Performance Framework and Key performance outcomes;
- Maintain a professional level of knowledge of relevant Regulations;
- Retain professionally qualified members of staff;
- Continue to look for ways to engage with our customers and improve the quality of the service;
- Ensure the Building Standards Service continues to support both National and Corporate objectives; and
- Ensure the Building Standards Service has an active role in the Planning Division Service.

Key Building Standards documents:



3.3.2 Corporate Goals

The Single Outcome Agreement for the Dundee Partnership 2012-2017 has recently been endorsed by the Council. This document sets out 11 priorities for the council and its partners for the next five years.

The delivery of these outcomes is laid out in Council Plan and the City Development Department Service Plan. The Balanced Scorecard will contain the main strategic Building Standards objectives and priorities which will help to support and feed into these plans.

Since its introduction in 2005 the Balanced Scorecard approach has been the main driver behind many service improvements.

It will continue to be used as a key document which ensures that the work undertaken by the Building Standards Service supports the main corporate objectives of the Council, thereby ensuring consistency and retaining a 'golden thread' approach.

The general goals of the Council include commitments to:

- Education;
- Health, care and safety;
- Communities;
- Low carbon environments;
- Sustainability;
- Economic growth;
- The Central Waterfront project;
- Continuous improvement;
- Ensure services are customer focused;
- Social inclusion;
- The delivery of effective and efficient services



The majority of these goals centre around specific quality standards being met in the built environment.

The Building Standards service occupies a key position within Dundee City Councils provision of services and is ideally placed to support many of these goals such as economic growth as well as tackling climate change and promoting sustainability.

Continuous improvement in the service will be driven by the suite of new KPO's. These outcomes have been designed to assist economic development. It is hoped this will be achieved by ensuring the Building Warrant process does not stifle the development process by causing unnecessary delays.

We continue to actively engage with our customers through various focus groups and workshops. These are aimed at improving the delivery of service and ultimately meeting the objectives the KPO's.

KPO 3 attempts to ensure response times to Building Warrant applications will meet minimum targets. Providing a predictable and consistent response to applications will allow developers to plan projects and progress with confidence.

To further assist developers we actively engage with them at the earliest possible stage of a project to ensure that there is as little time delay as possible in the Building Warrant process.

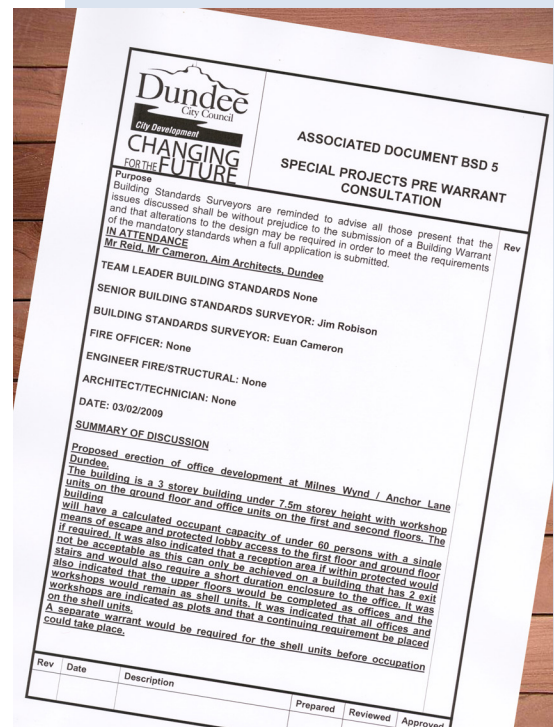
The use of staged and pre-warrant consultation is now common place and has resulted in Building Standards Surveyors playing an important roll in Design Team meetings.

KPO2 – Construction Compliance Notification plan (CCNPs), the ultimate aim of this KPO is to provide further reassurance that the building will meet its design performance standards.

It is vital to see this KPO in the round and we don't lose sight of the actual outcome which supports National objectives.

The BW/CC process forms a small part of the development process along with many other stakeholders who impact on the built environment. However, as a Verifier we continually look for ways to engage with other stakeholders and adopt a holistic compliance framework approach.

For further information on how the Building Standards Service assists in the delivery of these general goals (see appendix 2).



Pre Warrant Consultation

3.3.3 Corporate Improvement

In 2011 driven by the Public Service Improvement Framework (PSIF) the Planning Division conducted a comprehensive review of its own activities and results. This has resulted in continuous improvement action plans being taken forward.

The PSIF approach was adopted by the Council as it promotes a holistic approach to continuous improvement by incorporating a number of established organisational improvement tools:

- The EFQM Excellence Model;
- The Investors in People Standard;
- The New Customer Service Excellence Standard (formerly Charter Mark Standard); and
- Best Value principles.

The PSIF process has been used as a self evaluation tool - chosen to minimise duplication and increases efficiency - whilst retaining the rigour.

Promoted by PSIF the Council has recently introduced The STEP programme - (Systems Thinking Empowers People).

This is Dundee City Council's very own approach to continuous improvement. The corporate goal is to be 'the most improved' council in Scotland. To achieve this goal and vision the Council is attempting to fully embed a culture of continuous improvement across the whole Council.

It has been designed to involve staff at all levels in improving the services the Council deliver. It provides the Council with a corporate framework for all improvement activities.

Building Standards are currently using the initiative to maximise the benefits of e-building standards.

3.4 What have we achieved over the past 12 months.....?

Improve Engagement with Frequent Service Users

We held focus group meetings with sole practitioners (agents)

Encourage and enhance customer feedback

- We carry out continuous customer surveys. 94% of our respondents to our survey found the overall satisfaction with the service to be good or excellent
- 9 out of 10 National Customer Survey

More Efficient Ways of Working

Building Standards staff continue to embrace corporate policies and more efficient ways of working, these include the following;

- Maximise the benefits of e-building standards
- Homeworking
- Use of pool car schemes
- Clear desk policy

By listening to our Customers

At the request of the Dundee Institute of Architects (DIA) we have arranged a series of workshops for 2016. These covered:

- Sharing of ideas workshop
- SAP
- e-building standards workshop

Competence

We have continued to develop our processes and procedures in line with ISO 9001

Awards

Shortlisted for a Corporate Outstanding Service and Commitment Award for Customer Focus

Benchmarking

We continue to promote Consortia working and have met our Tayside partners on a regular basis throughout the past 12 months to discuss strategic Building Standards issues

Succession Planning

We confirm to support staff who wish to progress their careers and achieve Chartered status.
We confirm to support staff who wish to achieve academic qualifications
We confirm to support staff who wish to achieve required levels of CPD

4.1.1 Professional Expertise and Technical Processes

The Building Standards Team have five professionally qualified members of staff, two have full membership of the RICS and three have full membership of the ABE (see appendix 2 staff profiles).

Dundee City Council Building Standards Service has adopted ISO9001 for managing work on building warrants and completion certificates.

Work load is risk assessed and is allocated by the Senior Surveyor.

Workloads are reviewed on a weekly and monthly basis by the Senior Surveyors, this enables verification and enforcement work to be distributed evenly and fairly within the existing workforce.

The surveyor is generally responsible for all work associated with the building warrant application - from plan assessment through to completion of the project.

Special Project Teams are formed to deal with complex projects as required.

All departures from technical guidance are recorded on formal documents and are agreed with the senior surveyor - staff have access to these by electronic means (see 4.3.2).

The Senior surveyors carry out procedural quality checks on 5% of all applications, any deviations are reported back to the staff and also raised generally at Team meetings.

4.1.2 Performance Management Systems

The Corporate Online Plan Monitoring database keeps track of progress on all the objectives, projects and reviews contained in the Community Plan, Council Plan, Departmental Service Plans and other Key Strategic Documents agreed by Dundee City Council and the Dundee Partnership.

Key Performance Outcomes for the Building Standards Service are included in the database and allow for a performance assessment of progress on Building Standards performance. This provides a platform for the service to show how it directly and indirectly supports a number of Council plans.

Quarterly updates on BS performance are reported to Scottish Government.

4.1.3 **Training And Development/CPD**

Individual training and development needs for each staff member are established through an annual staff Development and Appraisal process (EPDR). At this Annual Review, individual staff competencies are reviewed and individual training plans are developed.

The Appraisal is used to evaluate the effectiveness of the training undertaken and to ensure that all staff are aware of their contribution to quality performance.

As a Verifier we need to be able to respond to changes in technology and legislation. The competence of individuals is also considered when allocating workload and if necessary specific training or development will be undertaken to ensure we remain up to date and are able to provide our customers with a first class Building Standards Service.

All hours spent on training are recorded on a corporate data base where reports can be produced to see if CPD targets have been met.

Training needs are also identified through:

- Staff one to one meetings;
- Health & Safety needs;
- Statutory changes;
- Changes in business processes & procedures;
- Listening to our Customers;
- Succession planning; and
- Performance.

4.1.4 **Key Partners**

Building Standards Division The Scottish Government (BSD)

The BSD are seen as the Technical authors of the Building Regulations and Local Authority Building Standards are seen as the verifiers of the Regulations. Working together towards a common goal to deliver a quality verification Service - Local Authority Verifiers in partnership with BSD have developed a Performance Framework. This framework will assist in the drive to promote quality of service.

The performance of a Verifier is critically appraised by the BSD with valuable feedback and guidance offered to assist Verifiers continually improve the level of service.

Local Authority Building Standards Scotland (LABSS)

Dundee City Council is member of LABSS a National Body which enables a co-ordinated approach to the Building Standards Service.

We meet regularly to share and discuss issues affecting Building Standards and work in partnership with the BSD - assisting and sharing innovative approaches to service provision and the development of the Building Regulations.

Through coming together our primary aim is to promote a culture of continuous improvement and the achievement of best value principles in the delivery of a Local Authority Building Standards service.

Tayside Building Standards Consortium - Perth & Kinross, Dundee, Angus

The aims and objectives of the Consortium are to promote partnership working and to provide a means whereby a forum for the discussion and promotion of Local Authority Building Standards. A Consortia approach helps to promote uniformity of interpretation and application of the Building Regulations.

Fire Scotland

We have a long established working relationship with the Scottish Fire Service and other statutory authorities, thus keeping the required consultation period to a minimum.

Working in partnership to ensure a good safe affordable solution to fire safety issues in the City.

Other Agencies

When considering Sports Ground Safety we recognise and utilise the strengths and areas of expertise of all the partner agencies, we liaise very closely with the local clubs and promote best practice in Building Standards.

We are members of the Tayside Sports Ground Safety Team which comprises of representatives from the three Tayside Local Authorities, Police, Fire and Rescue Service, St Andrew's Ambulance Association and Scottish Ambulance Service.

Other Council Departments

We work closely with our colleagues in both Housing and Licensing Departments and assist in the delivery of a variety of Licensing consents.

4.1.5 **Workforce Plan**

The Building Standards Service staffing structure consists of a Building Standards Team Leader, aided by two Senior Building Standards Surveyors, seven Building Standards Surveyors, and two Building Quality Assistants. The Public Safety Officers post is currently vacant.

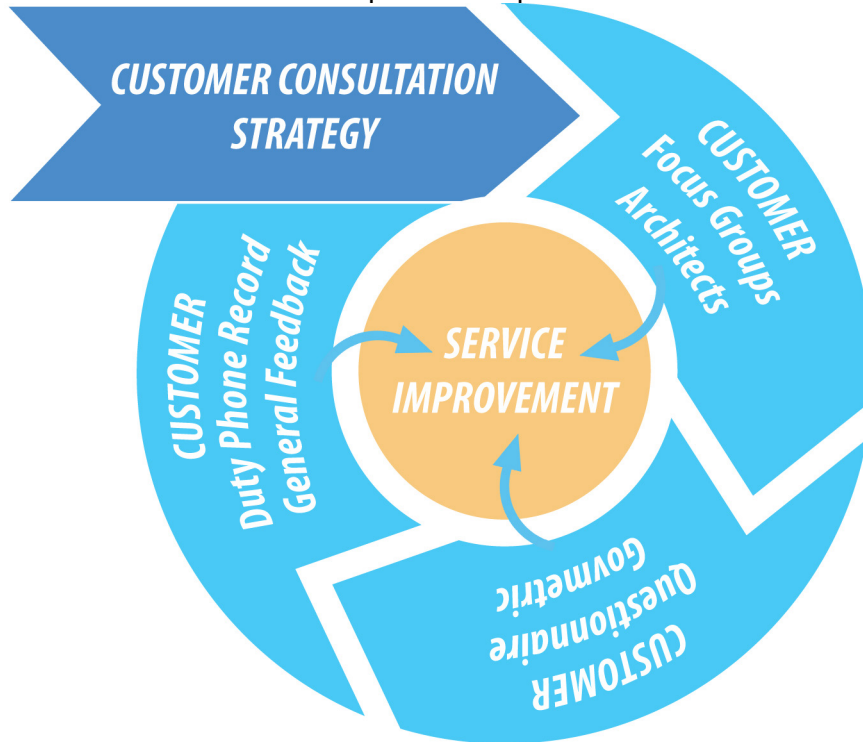


New Olympia Swimming Pool

4.2 Quality Customer Experience

4.2.1 Customer Communication Strategies

We have a dynamic approach to ensure our policies are driven by our customer needs. Customer feedback assists us to develop Service improvements.



We hold annual customer focus group meetings with the Dundee Institute of Architects (dia) and Sole Practitioners groups.

- Customer Charter published and available on-line. ([Building Standards Customer Charter](#))
- CIP published quarterly and available on-line
- National and local customer surveys (the results of) published on-line. ([Building Standards Performance \(Customer Survey\)](#))

4.2.2 Internal Communication Strategy

Executive Director

All Managers within the City Development Department meet the Executive Director every week to discuss corporate business, health and safety, service performance, management priorities and budgetary control etc. All relevant matters are then cascaded down through the following meetings:

Head of Service

Monthly meetings are held between the Head of Service and the Divisions Team Leaders to discuss all relevant matters relating to the Teams. Any relevant matters are taken forward to Team Meetings.

Building Standards Team Leader

A Building Standards Management meeting, is carried out on an identified need basis with both Senior Building Standards Surveyors to discuss: - staff workloads, the progress and development of policies and procedures, the personal development programme, management decisions and proposed action plans, priorities during the forthcoming weeks and feedback from management and staff. Any relevant matters are taken forward to Team Meetings.

Building Standards Team

A Building Standards Team meeting is carried out on the last Tuesday of every month. Senior Building Standards Surveyors, Building Standards Surveyors and the Building Quality admin staff meet to discuss Building Standards issues. Agenda items are set and all staff are given the opportunity to raise topics for discussion prior to the meeting. A rota for chairing and minute taking has been introduced to assist in staff development.

Tool Box Meetings

Recently we have introduced tool box meetings on a need basis - staff and seniors meet to discuss workload and performance targets.



Tool Box Meetings

4.2.3 External Communication Strategy

Customer Focus Groups/meetings

We frequently meet with regular service users such as local Architects etc. These meetings allow us to listen to users of our services and develop our standards accordingly. Any relevant matters are taken forward to Team Meetings.

Local Authority Building Standards in Scotland (LABSS)

As a member of Local Authority Building Standards in Scotland (LABSS) we meet regularly to share and discuss issues affecting Building Standards. Minutes of LABSS general meetings and discussions are cascaded down to all members of the Team via email. All major issues are taken forward and discussed at Team meetings when necessary. Staff are given the opportunity to attend LABSS meetings - this keeps staff informed and kept up to date with more strategic issues surrounding Building Standards.

Tayside Building Standards Consortium

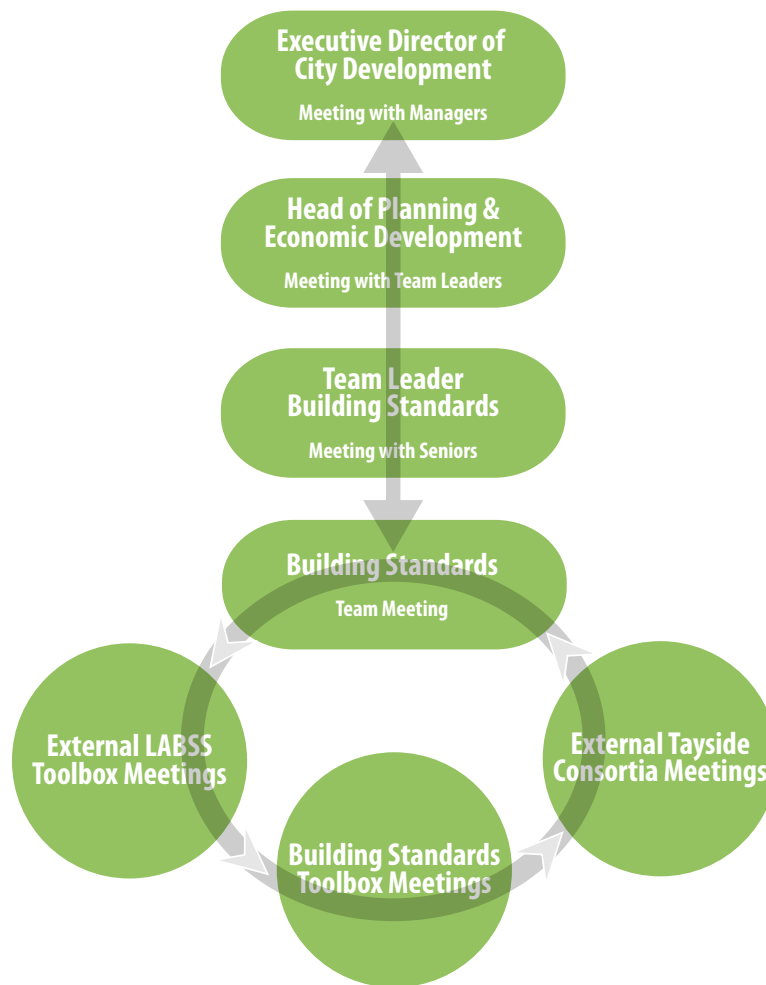
The LABSS Management Board is primarily made up of Consortia Leads, the Tayside Consortium endeavour to meet after each LABSS Management Board meeting and discuss relevant items as necessary.

The Lead Authority also provides a Technical Lead whose task is to liaise with other Consortia Technical reps, this approach attempts to apply consistency throughout Scotland through the creation of technical guidance notes.

At most Consortia meetings, staff at all levels are invited along to take part. This assists with succession planning and promotes a more inclusive approach. Any relevant matters are taken forward and discussed Team Meetings.



The Waterfront



4.2.4 Dundee City Council Customer Charter:

Our Charter underpins the aims of the National Customer Charter, it clearly sets out the standard of service customers can expect when using Dundee City Council as a Verifier and for other Building Standards Services. [Dundee City Council Customer Charter](#).

4.2.5 Customer feedback (local and national)

Since 2005 the Building Standards service have conducted customer surveys - year on year these surveys have shown a good level of customer satisfaction. The surveys have gone from annual to continuous - paper copy questionnaires are sent out at both the Building Warrant application stage and completion certificate stage. The results of these surveys are then transferred into Excel and results presented on our website. Like most surveys of this type the % return rate could be better.

In 2012 the Council introduced Govmetric - a corporate approach to gaining customer feedback where customers are given the opportunity to comment on the level of service they have received when using our duty surveyor service and the Council's website. The Govmetric feedback received provides justification to drive improvement to the Building Standards service.

[\(Building Standards Performance \(Customer Survey\)\)](#)

Paper copy feed back questionnaires have been provided at our workshops and feed back suggests that the workshops have been well received. In line with our improvements to the web site it is intention that all future results will be posted on our website.

(Building Standards Performance (Customer Survey))

Through the introduction of the new performance framework (KPO - 5 improvement of the customer experience) and through staff suggestions. The Team felt that a sunset has been reached with the style of this questionnaire and the way the survey is conducted.

We have began the process segmenting our customers into groups. The different ways we can receive feedback is being considered through staff and customer suggestions.

An electronic version of our questionnaire has already been created and this has been sent out to our regular agents.

We have also considered our customers who don't have/use electronic means therefore a paper copy will continue to be send out to a sample of our applicants and agents where no email address is available.

4.2.6 **Accessibility of service**

The Council offers a Customer Contact Centre to the public during normal working hours - 8.30 to 17.00hrs.

Customers can discuss issues regarding the building warrant process by:-

- Visiting us at our office and a Building Standards Surveyor is on duty to offer technical and administrative advice;
- Making appointments for specific matters can be arranged to suit;
- Telephone 01382 433102 or
- Email bs@dundeecity.gov.uk

In addition, by visiting the [Building Standards web page](#).

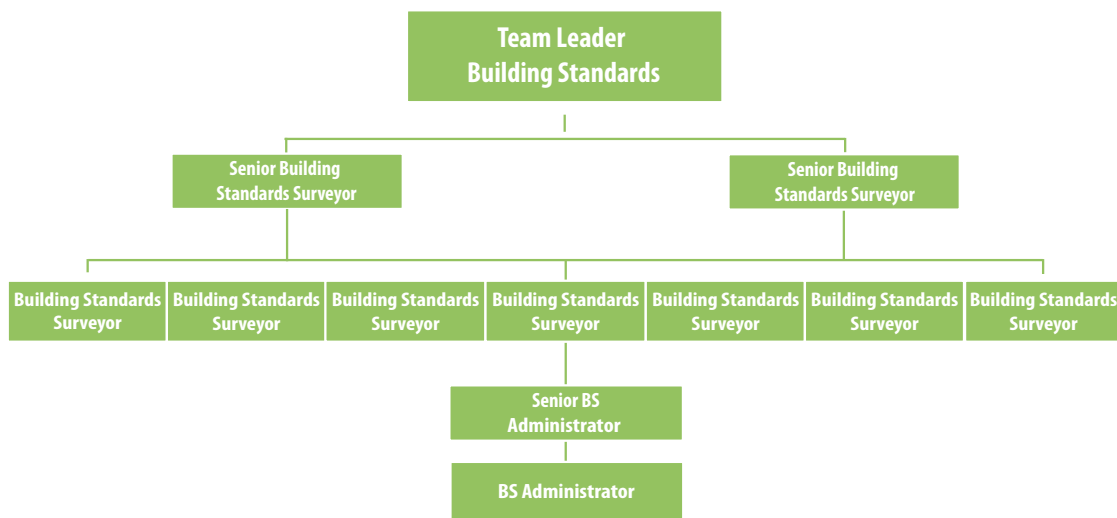
Our customers can:-

- Track the progress of their Building Warrant application on the Building Standards Register;
- Access model forms pertaining to the service;
- Access general guidance about Building Standards;
- Find out how our service is performing;
- Understand the standards to expect from our service.

4.3 Operational and Financial Efficiency

4.3.1 Team Structures

In order to cover the city area as effectively as possible, the administration of the Building Standards function for the city has been divided into two areas, East and West. The Building Standards Section is lead by a Team Leader, responsible to the Head of Planning, assisted by two Senior Building Standards Surveyors, seven Building Standards Surveyors, a Public Safety Officer (vacant) and two associated administration staff (see staff profiles Appendix 2).



4.3.2 IT Systems

Uniform/iDOX

Building standards are well advanced in the implementation of e-government through the corporate e-planning initiative.

Over the course of the last few years the Planning Division has invested considerable resources in developing information technology systems for business delivery.

In August 2016 the Division upgraded to Version 10.2 of Uniform and in March 2016 Version 4.2 of IDOX software for delivery of the administration system in relation to Building Standards.

In addition a document scanning system provided by iDOX allows all paperwork in relation to Building Warrant applications to be scanned.

The Council is committed to maximising the benefits of the e-Building Standards initiative introduced in August 2016.

The Planning Division has recently purchased both the IDOX Enterprise system and the Retention and Destruction module (RDM). The Enterprise system will aid the control of electronic workflow and workforce performance management but most importantly it will provide greater opportunities for mobile and home working which is now seen as a corporate priority. The RDM also forms an integral part of the e Development initiative as ensures the retention of Planning and Building Standards files meet statutory requirements.

Standard text paragraphs with clear reference to technical guidance documents have been developed to assist surveyors to ensure a consistent approach to customer communication. This has enabled the department to significantly reduce administrative processing time and improve performance.

As part of the e-planning initiative Building Standards have further developed the plan and document scanning process. In building standards the document scanning system has been adapted to better meet internal business processes. The process has been taken forward as a STEP Project - attempting to make efficiency savings.

The Council is committed to the e-Building Standards initiative 2016.

Corporate INotes

The Building Standards Team use Lotus iNotes 9.0.1. The system is used as a communication tool for both staff and customers - it allows staff to use a web browser to send and receive mail, create calendar entries, note books, manage contact lists for DCC and schedule meetings and room bookings.

CERDM'S

The Council is in the process of implementing a new Corporate Electronic Records and Data Management System which will see a move towards holding and managing records and data in electronic format rather than the current paper based system.

CERDMS is now used to store and manage the Building Standards documents which assist in the delivery of the verification service.

This approach brings the following benefits:

- All electronic files held together in one place;
- Electronic records easily accessible to all those who need to refer to them;
- Electronic records backed up and recoverable in the event of system failure;
- Promotes a culture of sharing information as an organisational resource, rather than individual ownership;
- Reduces the proliferation of duplicate copies of documents in the personal folders of numerous individuals;

- Users can send an email link to view a draft of a document in its single shared network location, rather than attaching multiple copies.

4.3.3 Time Recording

The Uniform system is used to accurately track and attribute time. Building Standards Surveyors

record the hours worked against three specific project ID's which have been created for the following, Verification, Wider role and General. Within these projects - time is then recorded against an activity.

For Verification purposes surveyors can choose from pre-warrant applications, warrant process/plan assessment/completions and site visit/inspections.

This allows the service to accurately record time against the associated activity. The cost of providing the verification service is then split from wider role activities - with costs submitted as part of the annual and quarterly returns.

4.3.4 **Financial monitoring/governance**

During the past 12 months the workloads within the service have increased. Efficiency measures remain in place to enable the Departmental Budget to be met.

Along with the development of Dundee Waterfront a significant number of large scale domestic applications have been submitted over the past year.

4.3.5 **Revenue monitoring - Building Standards**

Annually

The budgets are agreed at a Council meeting by politicians, at the time of the setting of Council Tax for the City. Once set, Finance Officers and Departmental Accountants work on allocating the budgets to Divisions, Sections and Projects to balance to the agreed figure.

The budgets for each line of expenditure is then fed into the Civica Financials General Ledger system, and the actual spend/income monitored against annual budget. All creditor and debtor transactions are fed from Civica creditors and debtors systems, journals and virements processed by the Finance Department, after suitable authorisation from Support Services Manager, Departmental Accountant or Team Leader, Finance.

Monthly

The actual spend is downloaded or copied onto an Excel Spreadsheet, and a projected outturn calculated by Finance Officers, along with variances per line and total variance per Cost Centre.

The Finance Officers/Accountants are each allocated Divisions to monitor and meet the Managers and Team Leaders (as applicable) of the Divisions to discuss outturns and any potential over or under spend, and/or income surplus or deficit. Any adjustments requested by the Managers will be fed into the sheets.

Following these meetings the Support Services Manager invites all Finance Officers/Accountants to a meeting where each Section discussed, then an overall projected outturn proposed for the City

Development Department.

The Departmental projection is reported monthly as part of the Council's Revenue Monitoring.

The requirement for quarterly returns (KPO6 - Financial Governance) has been discussed with the City Development Support Service Manager. The template and example provided by the BSD have been used to establish an agreed process. This will ensure accurate figures are provided within the required timescale.

4.3.6 **Best Value**

We have recently introduced a proactive protocol for extending the life period of a Building Warrant in the hope this will maximise income and help to meet costs of the verification service.

In the near future it is our intention to issue acknowledgement letters and plan assessment reports by e-mail. Hopefully this will improve the level of service we are providing to our customers and at the same time reduce expenditure.



Internal Staircase, McManus Galleries

4.4 Continuous Improvement - KP09

4.4.1 On a quarterly basis we provide a report on the progress made against our continuous improvement plan. See summary section 1 as follows:

Dundee City Council Building Standards Continuous Improvement Plan 2016 - 17 Q4 (Jan-Mar2017)

SECTION 1: Professional Expertise and Technical Processes

Key actions from previous quarter	Relevant to KPO (1-2)	Target completion date(s)	Status: (from list)	Outcomes (progress outputs and impact)	
1	Compile quarterly reports for submission to the Building Standards Division, establish reasons for delay and identify areas of improvement.	All KPO's	April 2017	Completed	Statutory Reports - BSD requirement
2	H/S review complete.	All KPO's	March 2017	Completed	Professional staff CPD
3	Corporate STEP initiative - IT Justification bid complete (purchase of mobile devices & idox upgrade) with management.	All KPO's	March 2017	Behind Schedule	More efficient ways of working
4	Review new performance framework underway, in term arrangements being considered to allow for uniform development.	All KPO's	May 2017	On Target	Statutory Reports - BSD Requirement
5	New Operational framework review underway to ensure all requirements will be met - action plan being prepared.	All KPO's	May 2017	On Target	Statutory Reports - BSD Requirement
6	T/L preparing for role as LABSS Chair.	All KPO's	May 2017	On Target	Drive Consistency in delivery of Building Standards Service
7	Improve national consistency in CCNP process. Await findings of BSD/LABSS performance framework workshop - parked for now.		Parked		
8	Uniform system - time taken with verifier and time taken with applicant /agent, report parked due to new KPO's		Parked		
9	Surveyors attended SELECT & NICEIC equivalence training planned - Forfar 8 February 2017.	All KPO's	May 2017	Completed	Commitment to the training and development of staff
10	The introduction of non statutory 42 day chase letters has stalled due to staff shortages.	All KPO's	Continuous	Behind Schedule	More efficient ways of working
11	Tayside consortia meeting - Angus held -Consortia charter being considered.	All KPO's	October 2016	On Target	Drive Consistency in delivery of Building Standards Service
12	LABSS CWG meeting held Stirling 2 February 2017.	All KPO's	January 2017	On Target	Drive Consistency in delivery of Building Standards Service
13	Review LABSS equivalence documents and revise procedures accordingly - meeting with BRE held re equivalence training cost under review.	All KPO's	January 2017	Behind Schedule	Drive Consistency in delivery of Building Standards Service
14	CCNP risk matrix tool for NDOM 5-9 - parked due to KPO changes.		Parked		
Commentary: (This is an important requirement and should include a narrative summary of progress, as well as the context and rationale for any changes to current and planned actions).					
The new operational and performance frameworks are determining service priorities. E building standards continues to provide opportunities for more effective and efficient ways of working. In terms of delivery collaborative approaches to training are also identifying efficiencies.					

Planned actions next three quarters	Relevant to KPO (1-2)	Target Completion date(s)	Priority (high/medium/low)	Proposed outcomes:	
1	Continue to work through action plan and ensure the requirements of the operational & performance frameworks are met.	All KPO's	June 2017	High	Drive Consistency in delivery of Building Standards Service
2	Continue with corporate STEP initiative and continue to explore ways to maximise the benefits of ebuilding standards.	All KPO's	Continuous	High	More efficient ways of working
3	Continue process of reviewing existing process and procedures to ensure the requirements of both the operating and performance framework are being met.	KPO 2	May 2017	High	Improved KPO performance
4	Meet with BRE and progress with equivalence training.	All KPO's	May 2017	Medium	Drive Consistency in delivery of Building Standards Service
5	Attend Tayside consortia meeting - Perth June 2017.	All KPO's	May 2017	Medium	Drive Consistency in delivery of Building Standards Service
6	x1 member of the team to start RICS APC - subscription paid.	All KPO's	May 2017	Medium	Commitment to the training and development of staff
7	Arrange LABSS CWG meeting - June 2017.	All KPO's	June 2017	Medium	Drive Consistency in delivery of Building Standards Service
Commentary (optional): (This could look at longer term priorities (one to three years):					
The IT justification bid has helped to highlight some of the financial and non financial benefits of ebuilding standards. LABSS equivalence guidance continues to prioritise areas of staff development and ensure the competent handling of building warrants and completion certificates.					

4.4 Continuous Improvement - KP09

4.4.2 On a quarterly basis we provide a report on the progress made against our continuous improvement plan. See summary section 2 as follows:

Dundee City Council Building Standards Continuous Improvement Plan 2016 - 17 Q4 (Jan-Mar2017)

SECTION 2: Quality Customer Experience

Key actions from previous quarter		Relevant to KPO (3-5)	Target completion date(s)	Status: (from list)	Outcomes (progress outputs and impact)
1	Compile quarterly reports for submission to the Building Standards Division	All KPO's	Continuous	Completed	Statutory Reports - BSD requirement
2	National Customer survey x4 staff to complete customer service professional (SVQ), induction planned for May 2017.	All KPO's	May 2017	On Target	Improved engagement with frequent service users
3	SOCITM report BS website review underway.	All KPO's	December 2016	On Target	Enhanced delivery of the service
4	Met with dia and agreed topics for 2017 series of workshops, findings of National customer survey were also discussed. 1st workshop held "don't get caught out"	All KPO's	April 2017	Completed	Improved engagement with frequent service users
5	The process of reviewing our Balanced Scorecard and the customer charter has started, the introduction of annual performance report (May 2017) has also been considered.	All KPO's	May 2017	On Target	Manage our Customer expectations
6	New future customer initiative - BS awareness sessions with schools and community groups - parked resourcing issue.		Parked		
7	Customer feedback - follow up meeting with customer services to discuss customer survey - telephone questionnaire for hard to reach customers continues to be stalled - staff absence.	All KPO's	December 2016	Behind Schedule	Enhanced delivery of the service
Commentary: (This is an important requirement and should include a narrative summary of progress, as well as the context and rationale for any changes to current and planned actions.)					
The results of the National customer survey and other sources of feedback continue to provide opportunities to improve service delivery. However, national results conflict with local continuous survey results, this makes improvements more challenging. The dia workshops continue to be well attended and provide opportunities for positive engagement with customers.					

Key actions planned actions next three quarters		Relevant to KPO (3-5)	Target Completion date(s)	Priority (high/medium/low)	Proposed outcomes:
1	National Customer survey customer service professional (SVQ) monitor progress.	All KPO's	June 2017	High	Enhanced delivery of the service
2	Arrange next dia workshop - topic on CDM.	All KPO's	May 2017	High	Manage our Customer expectations
3	Prepare draft annual performance report, review customer charter and consider options available regarding its position on the website.	KPO 2	May 2017	High	Engage with future customers and raise awareness of building standards
4	Arrange follow up meeting with customer services to discuss customer survey - telephone questionnaire and results of National Customer survey.	All KPO's	May 2017	High	Improved engagement with frequent service users
5	Attend next Tayside consortia meeting in Perth (June 2017) and learn from partners with CSE accreditation.	All KPO's	June 2017	Medium	Enhanced delivery of the service
6	Prepare local continuous customer survey to be tagged on to building warrant and completion acceptance.	All KPO's	May 2017	Medium	Enhanced delivery of the service
Commentary (optional): (This could look at longer term priorities (one to three years):					
Continue to arrange customer focus group meetings, look for ways to engage with future and hard to reach Customers. Continue to embrace all sources of feedback and improve the service delivery. Customer service professional SVQ training should improve results of future customer surveys.					

4.4 **Continuous Improvement - KP09**

4.4.3 On a quarterly basis we provide a report on the progress made against our continuous improvement plan. See summary section 3 as follows:

Dundee City Council Building Standards Continuous Improvement Plan 2016 - 17 Q4 (Jan-Mar2017)					
SECTION 3: Operational and Financial Efficiency					
Key actions from previous quarter		Relevant to KPO (6-9)	Target completion date(s)	Status: (from list)	Outcomes (progress outputs and impact)
1	Compile quarterly reports for submission to the Building Standards Division	All KPO's	April 2017	Completed	Improved KPO performance
2	The development of time recording system - focusing on plan assessment and inspection and ebuilding processing times has stalled due to long-term staff absence.	All KPO's	June 2017	Behind Schedule	Improved cost control of verification service
3	Development of IT systems - justification bid prepared and submitted, focus on maximising benefits of ebuilding standards and meeting corporate objectives.	All KPO's	May 2016	Behind Schedule	Improved operational efficiency
4	The service continues to look for ways to maximise the benefits of ebuilding standards and continues to work closely with SG and assist in the development of a benefits realisation strategy.	All KPO's	May 2017	On Target	More efficient ways of working
Commentary: (This is an important requirement and should include a narrative summary of progress, as well as the context and rationale for any changes to current and planned actions.)					
The development of performance reports are essential if strengths and weaknesses in service delivery are to be identified.					

Key actions planned actions next three quarters		Relevant to KPO (6-9)	Target Completion date(s)	Priority (high/medium/low)	Proposed outcomes:
1	As required by the new performance framework develop time recording system to ensure time spent on plan assessment and inspection can be reported.	KPO 6	June 2017	High	Improved cost control of verification service
2	Continue to pursue Corporate support for IT development needs, including mobile solutions.	All KPO's	May 2017	High	More efficient ways of working
3	Continue to look for ways to maximise the benefits of electronic ways of working, and unlock opportunities to redesign the way the service is delivered.	All KPO's	May 2017	High	More efficient ways of working
4	Through LABSS continue to explore different ways to share practice in ebuilding standards.	All KPO's	May 2017	Medium	Improved operational efficiency
5	Continue to assist SG in the development of an ebuilding standards benefits realisation strategy.	KPO 6	June 2017	High	Improved operational efficiency
6	Following confirmation of a 6 year appointment and a review the new operational framework ISO 9001 has been approved by management. The Service to prepare for 1st audit.	All KPO's	May 2017	High	More efficient ways of working
Commentary (optional): (This could look at longer term priorities (one to three years):					
Investment in ebuilding standards will unlock efficiencies in service delivery. However, gaining corporate support in the current financial climate is challenging, this may impact on KPO performance targets.					

PERSONAL PROFILES

Name:	Dave Aitken
Title:	Team Leader Building Standards
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Started working in Building Standards:	2004
Qualifications Academic:	BSc (Hons 1) Building Surveying Napier University, Edinburgh
Qualifications Professional:	Chartered Building Standards Surveyor (MRICS)
Awards:	Carillion Construction Ltd prize and his study into stone deterioration and its impact on public safety, won an RICS National award.
Building Standards Expertise in:	High rise domestic and major conversion.

Name:	Jake Findlay
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Started working in Building Standards:	1982
Qualifications Academic:	Certificate in Management, Professional qualifications gained by examination - Institute of Building Control.
Qualifications Professional:	MRICS, FICWCI
Specialist Building Standards Expertise in:	Dangerous building legislation

Name:	Gordon Caird
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Started working in Building Standards: 1997

Qualifications Professional: ONC Building; HNC Architectural Technology
Qualifications Professional: ABE - MB(Eng)

Published articles:

Specialist Experience in: Domestic housing sites and large scale non-domestic projects.

Name: Peter Page

Title: Building Standards Surveyor

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Started working in Building Standards: 1989

Qualifications Academic: Higher Certificate in Architectural Technology (HNC)

Specialist Building Standards Expertise in: High rise domestic and large scale non-domestic projects.

Name: Margaret Simpson

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Started working in Building Standards: April 2003

Qualifications Academic: BSc (Hons1) Building Control
University of Westminster, London

Diploma Higher Education (Distinction) Quantity Surveying
University of Abertay, Dundee

Qualifications Professional: ABE - MB(Eng)

Awards: CIOB award "The most outstanding performance in Building Control"

Specialist Building Standards Experience in: A variety of projects from small scale domestic extensions and conversions, to nursing homes and Primary Schools.

Name: Paul Cumming
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Experience:

Name: Euan Charles Cameron
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Started working in Building Standards: 1996
Qualifications Academic: ONC in Building, HNC in Building
Qualifications Professional: Assoc, RICS, ABE - MB(Eng)
Specialist Building Standards Expertise in: High rise domestic, major conversions and high risk mixed use building types.

Name: Garry Duncan
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Specialist Building Standards Expertise in:	Progressive horizontal evacuation strategies in hospitals.

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Qualifications Academic:	MArch BA Hons, BSc in Architecture
Qualifications Professional:	Professional Practice and Management in Architecture

PUBLIC SAFETY - CITY WIDE

Name:	Vacant
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Specialist Experience in:

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Name:	Muriel Glen
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Started working in Building Standards:	October 1997

6.2 APPENDIX 2 HOW THE BUILDING STANDARDS SERVICE SUPPORTS CORPORATE & NATIONAL OBJECTIVES

The 2003 Building (Scotland) Act came into force on 1 May 2005 replacing the largely prescriptive requirements of the previous 1959 Act.

Building Standards surveyors now make reference to Domestic and Non-Domestic Handbooks, applying their professional expertise and judgement in order to:

- **secure the health, safety, welfare and convenience of persons in or about buildings;**
- **further the conservation of fuel and power; and**
- **further the achievement of sustainable development.**

Consistency throughout the 32 local authorities is clearly a major desirable issue and surveyors in Dundee are therefore encouraged to make reference to the procedural handbooks, a support document that although carrying no legal status is a particularly useful reference tool when endeavouring to achieve this goal.

Both domestic and non-domestic handbooks incorporate seven main sections with any technical content making reference to both British Standards and Eurocodes in an attempt to ensure there is no bias toward particular construction products.

SECTION 1 - STRUCTURE

Building Standard surveyors must assess the structural content of warrant applications in order to ensure buildings have been designed **to prevent structural collapse**. In many applications this can be achieved by assessing proposals in accordance with the requirements of the Small Buildings Guide and using professional judgement. More complex proposals may, however, be accompanied by a certificate of design with the onus then on the Building Standards surveyor to check that the person signing the certificate is suitably qualified to do so.

SECTION 2 - FIRE

Life safety is the main objective for surveyors when assessing buildings for compliance with Section 2 - fire. Consultation with the fire authority often forms part of the approval process or an Alternative Approach may be submitted with officers required to assess the content of a Fire Engineering Approach. Protocols are in place at Dundee City Council where a senior officer must also be consulted in more onerous situations.

SECTION 3 - ENVIRONMENT

Surveyors must assess applications against a wide range of functional standards with the main guidance objectives being to reduce the potential threats a building may pose to the environment and again to ensure the **wellbeing of people in or around buildings**. The verification role involves site specific issues such as contaminated land, potential groundwater issues etc through to the living environment where ventilation, sanitary facilities, drainage and ventilation are examples of the issues that surveyors must assess.

SECTION 4 - SAFETY

Section 4 - safety accepts that no building can be deemed to be absolutely safe. Building Standards surveyors therefore have a duty during the verification process to ensure that designers have sought to reduce any potential risks to an acceptable level. The guidance seeks to ensure that there is **safe access both in and around buildings**, installation of services complies and that potential dangers from accidents have been suitably considered. Building security has recently been incorporated into the legislation and is another issue that surveyors must assess.

SECTION 5 - NOISE

Section 5 of the legislation recognises that bad design and in many cases poor quality workmanship can lead to sound issues **detrimentally affecting people's health**. Previously surveyors only assessed the risk to occupants in attached buildings but the latest guidance requires surveyors to assess design details for limiting sound transfer between rooms and intermediate floors within the same property. The effectiveness of a particular design can often only be proved by sound testing with surveyors in Dundee now requesting a post completion test on both new buildings and conversions.

SECTION 6 - ENERGY

In section 6 energy, surveyors are required to ensure that designers have effective measures in place for the **conservation of fuel and power**. The current legislation seeks to reduce CO2 emissions in buildings by 30% beyond the 2007 requirements. The recommendations of the 2007 Sullivan Report are for further staged improvements in 2013 with the ultimate aim of achieving net zero carbon by 2016/17. Air tightness testing became a requirement in May 2011 for flats and maisonettes and for dwellings in October last year. In addition to these testing requirements, surveyors must be aware of the benefits of using low carbon equipment when designing to comply with the current standards. This will also **contribute towards the levels of sustainability** identified in the new section 7.

SECTION 7 - SUSTAINABILITY

A sustainability section was introduced to the current domestic and non-domestic handbooks and became applicable on May 1st 2007. A four tier labelling system from a basic Bronze level (meeting 2010 standards) through to a Gold level (achieving a 60% reduction in Co2 emissions from the 2007 standards) is designed to demonstrate the **commitment of designers and developers in their environmental approach**. At present, the sustainability levels in non-domestic buildings require further development with only the element of carbon dioxide emissions being defined within the sustainability standard.

اگر آپ کو انگریزی سمجھنے میں مشکلات پیش آتی ہیں تو براۓ مہربانی نیچے دیے گئے پتے پر رابطہ کریں

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Building Standards Team

November 2016

Building Standards - Balanced Scorecard