

## Operational/Business Plan 2022/23

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**Contents**

**Section 1: Introduction and Partnership Drivers including service structure ..... 3**

**Section 2: Operational Priorities 2022-23..... 7**

**Section 3: Risk Register..... 10**

**Section 4: Commentary.....11**

## Section 1 – Introduction and Partnership Drivers

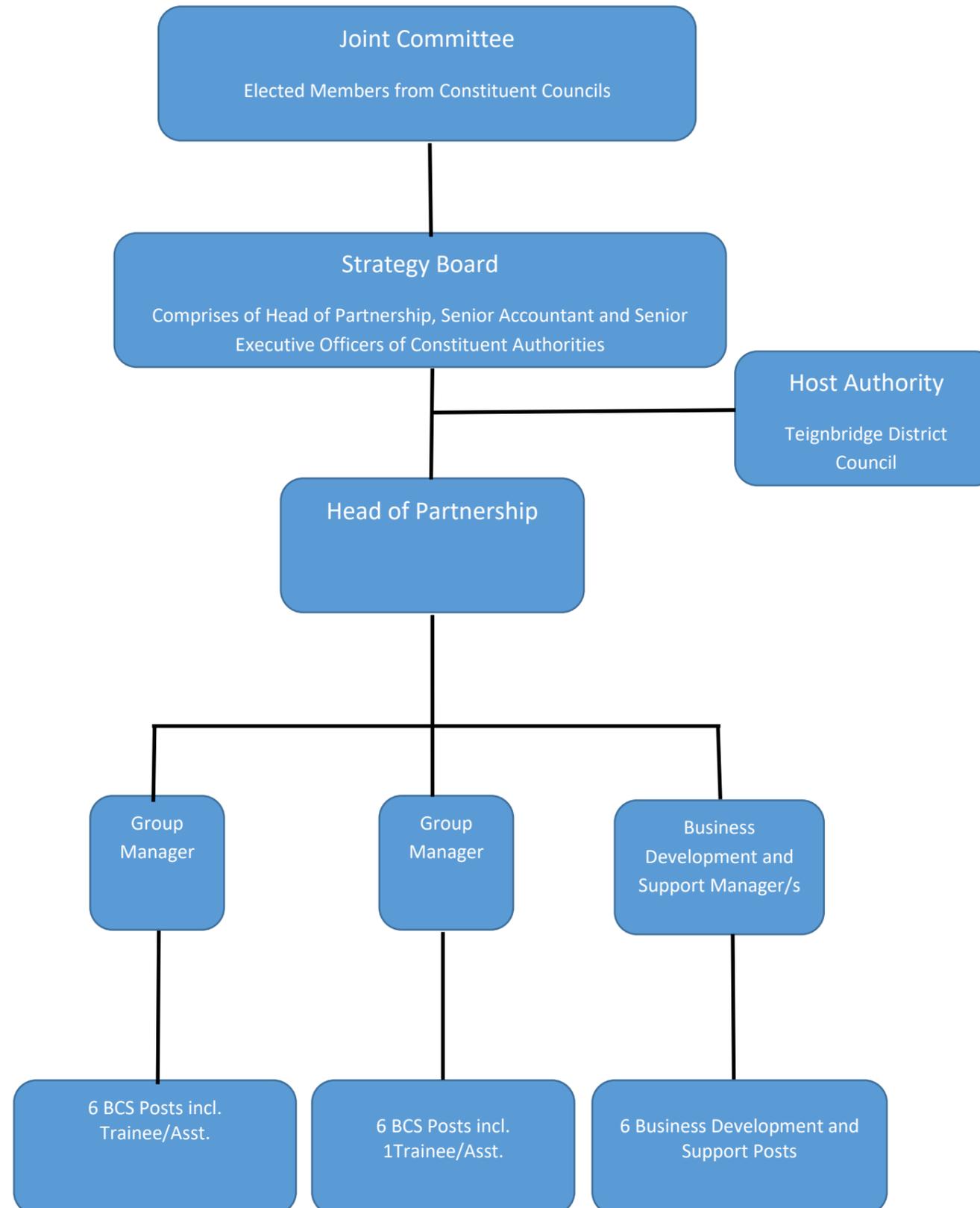
Main functions of the team	
<p><b>What do we do?</b></p>	<p><b>This Operational Plan has been developed for the Devon Building Control Partnership which carries out the Building Control functions for Teignbridge District Council, South Hams District Council and West Devon Borough Council.</b></p> <p>The main function of the Partnership is to ensure that the Councils can meet their statutory and regulatory duties in respect of building control matters in a timely manner. It is a statutory service, which administers legislation relating to the built environment and operates in such a manner as to establish and maintain a high reputation for both itself and the partner councils. It therefore aims to provide a responsive service, which is of a consistently high standard and gives value for money to its customers.</p> <p>The service has two elements which are described as fee earning and non-fee earning work. The building regulation aspect of the service is income generating and in accordance with The Building (Local Authority Charges) Regulations 2010 and CIPFA accounting requirements. This aspect of the business must be self-financing over a continuous three-year rolling period. The non-fee earning part of the service is funded by the council taxpayer and includes dangerous structures, enforcement, demolitions, support for the safety advisory group and consultancy services to other council services.</p> <p>Local authority building control is subject to competition from private sector building control bodies (approved inspectors or AI's) operating both regionally and nationally. This competitive scenario is applicable across all developments including domestic extensions, new housing, and commercial developments. This gives all applicants a clear choice between the Local Authority Building Control Service (LABC) and private sector building control Approved Inspector (AI) services. This choice may be based on cost alone or a number of other factors such as the quality of site inspection service, ease of contact, early involvement in the design process or flexibility in making decisions. However, it is made, the Partnership must try to compete effectively</p> <p>Despite this choice, the Local Authority retains a statutory duty to enforce the building regulations in its geographical area. Approved Inspectors are not able to perform this function and sites which cannot be signed off by AI's revert to Local authorities for enforcement. Thus, irrespective of workload and income, all councils must retain a Building Control Service at some cost to the Authority.</p> <p>The service is also subject to a continuous programme of both administrative and technical legislative change, this means that management objectives and priorities may change at short notice.</p> <p><b>Building Regulation Fee Earning Service</b>  This service is concerned with determining compliance with Building Regulations by assessing plans and carrying out site inspections at different stages of the building process. Customers are advised of contraventions of the building regulations and how they may be overcome. Legislation allows prosecution in the magistrates' court for contraventions of the Building Regulations but is only used as a last resort. This element of the service's work is subject to competition by the private sector.</p> <p><b>Non-Fee Earning Work</b>  Building Control provides a number of services which are necessary as part of a local authority service. These include:</p> <ul style="list-style-type: none"> <li>• Dangerous Structures.</li> <li>• Enforcement of Building Regulations</li> <li>• Demolitions.</li> <li>• Registering AI Initial Notices and Competent Person Scheme works.</li> <li>• Process disabled person's applications.</li> </ul>

	<ul style="list-style-type: none"> <li>• Provide advice to other council services.</li> <li>• Safety advisory group / safety at sports ground.</li> <li>• General pre-application and building regulations advice.</li> </ul> <p>These elements of building control work do not require payment of a building regulation charge and are not required to be self-financing.</p> <p><b>NB Opportunity and Risk Assessments are now held on the internal management system.</b></p> <p><b>Main activities</b></p> <p>The main activities of the Building Control service are as follows: Provide advice to customers about the need for planning and building control permission.</p> <ul style="list-style-type: none"> <li>• Undertake Inspections on building work to ensure compliance with relevant standards and legislation</li> <li>• Ensure the health, safety, and welfare of persons in and about buildings</li> <li>• Provide advice to customers and partners on Building Regulation matters</li> <li>• Enforcement of Building Regulations</li> <li>• Organise and run the annual Building Excellence scheme</li> <li>• Promoting energy conservation in homes.</li> <li>• To contribute to the delivery of the partner council’s corporate housing strategies by helping to improve the quality and standard of private sector housing</li> </ul>
<b>Who do we deliver to?</b>	<p>The Partnership has a diverse range of customers, stakeholders and partners (within and outside the organisation). These include. Applicants, agents, internal teams, Parish Councils, members of the public, elected Members, external statutory and non-statutory consultees, other Local Authorities and Professional Bodies</p>
<b>How do we deliver?</b>	<p>The vast majority of services provided by all functions within the service are delivered using a combination of in-house resources and partnership with external organisations. However, it should be noted that a large part of the Building Control function is carried out in a competitive marketplace and is subject to commercial pressures.</p>
<b>Which elements of our service are statutory or discretionary?</b>	<p>The determination of Building regulation applications, dealing with Demolition Notices and ensuring Health and Safety of the public with regard to dangerous structures. All other elements of the service are discretionary.</p> <p>The Partnership will proactively consider additional discretionary services which would generate income, such as fire risk assessments, access statements, SAP calculations and acoustic testing.</p>

## Strategy map measuring performance delivering the service



## DBCP STRUCTURE



## Section 2

### Operational Priorities 2021-22

Priority	Specific Actions	Due	Measure and Milestones			Responsible person	Quarterly Progress (RAG)	Comments
			Description	Target	Actual			
Ensure that the Partnerships functions are managed in line with outcomes defined in agreement with the board and supporting agreements	Ensure all finances are effectively managed	Q1-4	CIPFA protocols followed and a balanced budget is delivered of a rolling three to five-year trading period	Annual sign off by Sec 151 Officer	Ongoing	NH	Green	Finances reviewed monthly.
	Yearly Operational/Business plan agreed with partnership board	Q1-4	Produce a plan which clearly sets out the targets and performance levels required.	Annual sign off by Board	New plan to be presented in Q4 each year	NH	Green	Agreed by partnership board
	To provide effective leadership for the Building Control Partnership	Q1-4	Develop the Partnership strategically to provide high quality building control services and ensure that partners meet their statutory obligations under the relevant legislation.	Operational Plan agreed by Board	New plan to be presented in Q4 Each year	NH	Green	As above
Ensure the Partnership is fully aware of the proposed changes in legislation and the responsibilities associated thereof.	The Partnership will need to adapt to the significant changes being brought about by the introduction of a new Building Control Regulator now set in statute as well as new legislation relating to fire safety.	Q1-4	Develop the service to ensure any new proposals can be serviced effectively.  All surveyors have registered for training through LABC and New Burdens funding to become licensed.	N/A	N/A	NH	Green	The partnership is already preparing itself for the changes by up skilling existing staff. The Govt. has provided New Burden funding to facilitate this
	Implement the new Building Regulations and associated legislation.	Q1-4	The proposed changes are the most significant and wide ranging in over 30 years and will have a significant impact on the application and provision of Building Control.	N/A	N/A	NH	Green	Updates will be provided to the strategy board throughout the year.
Implement and update the LABC Quality Management System (ISO 9001:2015)	The LABC system will ensure that all LA Building Control providers undertake their roles and responsibilities to agreed standards across the country. In particular it focuses on service delivery, timeliness, and provision of information, professionalism and staff attitudes.	Q1-Q4	Continually review current working practices and protocols.	100%	100%	NH	Green	Quarterly review of performance against requirements.

Develop a Medium-Term Financial Plan	A new MTFP will need to be developed against the background of issues arising from Covid-19 and possible recession. This will contribute to future business planning of the service	Q1-Q4	A MTFP will consider all potential financial impacts on the service over a 5-year period. Consideration will be given to possible changes to the general economy and the construction industry specifically. The plan will also outline proposals for a reserve fund and actions to reduce surpluses.	100%	Ongoing	NH		The MTFP has been updated to reflect previously agreed changes and will continue to monitor market conditions.
Develop a commercial approach to support business growth	Carry out detailed business analysis to understand current market share  Identify realistic growth (or stabilisation) targets in key market sectors	Q1-4	Ensure the service fully understands its position in the BC marketplace, including market share, key strengths, and changes over time	100%	Ongoing	NH		Market position/share monitored monthly
			Regular business analysis supports key business decisions in commercial environment	100%	Ongoing	NH		Business performance monitored closely
			Percentage market share stabilises, and business invests in growing priority areas	Maintain levels of market share 70% or above.	Q1 87% Q2 89%	All Staff		Market share has been maintained above agreed levels
Take a positive and proactive approach to the determination of Building Regulation applications in a timely manner.	Building Control to register submitted applications within 5 working days	Q1-4	Applications registered within prescribed periods. Validation and registration of applications within 5 days.	80%	Q1 100% Q2 100%	All Staff		Commentary provided quarterly
	Initial check for compliance of Building Control application within 3 weeks. Request for additional information if required.	Q1-4	Full plan submissions checked for compliance with building regulations any additional information requested	80%	Q1 95% Q2 89%	All Staff		Commentary provided quarterly
	Approve or reject Building Control Full Plan applications within 8 weeks	Q1-4	Full plan applications need to be decided within a statutory 8-week period. If no decision is made applicants can claim back fees	100%	Q1 99% Q2 98%	All Staff		Commentary provided quarterly
	Requests for site inspections received before 4 pm will be actioned the same day	Q1-4	Respond to request for site visits in a timely manner.	90%	Q1 100% Q2 100%	All Staff		Commentary provided quarterly
	Provide a responsive dangerous structure service	Q1-4	Respond within agreed timescales	100%	Q1 100% Q2 100%	All Staff		Commentary provided quarterly
Promote a healthy and safe environment	Respond to demolition notices in a timely manner	Q1-4	95% of notices responded to within 1 week	100%	Q1 100% Q2 100%	All Staff		All notices registered and acted upon within timescales
	Support area Safety Advisory Groups	Q1-4	Attend meetings as required	Ongoing	Ongoing	All Staff		Meetings attended where BC input required

Maintain and improve market share	Devon Building Control Partnership services are used on the majority of applications registered within the geographical area of the Partner Councils. Targets laid out in Marketing Plan/Strategy	Q1-4	Promote and market the service at all possible opportunities. Utilise customer feedback information and industry trends for market intelligence.	Ongoing	Ongoing	All Staff		Market share is being maintained and it is hoped that new ways of working will increase the percentage.
Provide timely pre-application advice to customers and realise an opportunity for additional income for the Council.	Meet with customers on request to advise on Building Regulation requirements	Q1-4	Building Control surveyors available to customers by attending the partner offices or on site by appointment.	Ongoing	Ongoing	All Staff		Staff are actively engaging with clients via online platforms or in person.
	Building Control Surveyors will act as account managers with registered partners	Q1-4	Will enable single point of contact regarding pre-application consultation	Ongoing	On going	All Staff		All surveyors have a client portfolio.
Use customer feedback to deliver continuous service improvements and increased customer satisfaction.	Meet with customers twice yearly through the liaison panel to identify areas for improvement and report back on actions taken if appropriate.	Q1-4	Twice yearly meetings held with customers and actions taken.	100%	Next meeting TBA in Q3	NH		Meetings are informal and are held after a CPD event. An event has been organised for each quarter.
	Take action where complaints are considered to be justified.	Q1-4	Action taken where complaints are justified.	100%	Ongoing	NH		No complaints during the year
	Ensure that all cases of service feedback whether praise or complaint is recorded and reported. Review each case so that the service can learn and reinforce those areas of delivery.	Q1-4	Praise exceeds justified complaints.	100%	Ongoing	NH		Customer feedback is recorded and in some cases presented on the SBCP website.

### Section 3 - Risk Register

Date	Risk No	Risk Rating	Vulnerability	Trigger	Consequences if Risk Realised	Mitigation/Action Points for Risk Owners	Priority
28/06/2022	01	H	Economic downturn resulting in low numbers of applications. The current situation surrounding Covid-19 and Brexit is a major concern and will be monitored closely.	Fall in income and application numbers	Insufficient income to cover expenditure on fee earning account resulting in extra pressure on each partner authority to fund the deficit in the agreed proportions.	Reduced expenditure to limit income deficiency. Partnership may need to access additional funds from the ring-fenced surpluses already generated.	1
28/06/2022	02	M-H	Inability to sustain growth and acquire additional business.	All three schedules: residential, commercial, and domestic show signs of reduced applications	Surveyors carry out uneconomic site visits or transfer workload to additional non fee earning work. Increases in the latter would be unfunded from authority contributions.	Invest in training and development of staff so as to diversify resources into consultancy work. Improved time analysis monitoring to ensure agreed percentage split.	2
28/06/2022	03	L-M	Failure to suitably develop staff to meet the needs of the business and match personal self-improvement expectations.	The market is regularly changing to offer alternative services to clients which compliment building regulation work. The Partnership requires staff to be trained to deliver the same services and remain competitive.	Insufficient skill base would result in customers being more attracted to the competition with a resultant loss in work.	Ensure staff are well trained and able to compete with the services offered by the private sector. Develop training matrix to ensure staff development through PDR process.	2
28/06/2021	04	H	Loss of qualified staff not only to private building control providers and other local authorities but the new Building Control Regulator. This risk has increased, as the market locally and nationally, is offering significant better pay and conditions in both the public and private sectors. This should also be considered as a factor not only in recruiting staff, but also in terms of retention.	The loss of any staff members, at all levels.	There is a significant risk of staff moving due to better pay and conditions. As there is a national shortage of suitable staff, the opportunity to recruit is reducing.	Ensure staff are motivated and are provided with job satisfaction. Look to develop Assistants and Trainees as part of a 'grow your own policy'. Review terms and conditions.	1

## Managers Comments

The Head of Partnership meets regularly with members of the constituent Councils as part of a Strategy Board to discuss performance and strategic direction.

The second quarter of 2021/22 saw the massive increase in application numbers in June needing to be determined during July and August. This was due to the imminent introduction of new legislation whereby submitting applications before the cut off date developers/builders had their proposals checked under less onerous regulations and avoided the need to commence all elements within prescribed timescales.

During this quarter the partnership continued to achieve almost all of the Key Performance Indicators with a reduced workforce due to long term illness, maternity leave and the inability to recruit an additional surveyor. However, we did utilise a contractor and overtime to help mitigate this. The KPI relating to issuing decisions was regarding a partnership application whereby another authority was late in providing information. As has been discussed previously workloads for all staff are high and morale has been suffering causing issues with staff retention. To mitigate this the Head of Partnership has been successful in securing an 8% Market Forces payment for all surveying staff. He is now focussing on undertaking Job Evaluation for the Technical Support staff.

More clarity is regarding new legislation along with increased roles and responsibilities for Building Control staff is forthcoming. The Head of Partnership will hold briefings as when necessary.

All surveying staff have registered with LABC and undertaking training for evaluation ahead of the need to be licensed from 2023, with some staff undertaking the validation examinations in Q4.

During Q2 application numbers were lower than previous years, the spike in June impacted on this along with uncertainty due to the general economic climate. However, income is still above projections for the year to date and the Partnership has maintained high levels of market share, above those held by neighbouring Local Authority Building Control Services. The Partnerships market share has continued to be high with Q2 showing an average of 89%.

Following on from the Partnerships highly successful awards event held in Q1 which resulted in 13 finalists in the LABC South West Building Excellence Awards, we are delighted to announce that we have 4 finalists in the National LABC Awards to be held in London in January 2023 as well as the DBCP being nominated for Team of the Year.

