

**North Yorkshire**  
**Building Control Partnership**  
**(inc Hambleton, Richmondshire, Ryedale, Scarborough and Selby**  
**Councils)**

**Business Plan**

**2011/12**

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## **Vision**

To be the leading Building Control service within the UK.

## **Mission/Purpose**

By innovation, deliver for our clients and stakeholders a competitive and high quality Building Control service.

## **Values**

We are committed to:

- ◆ Excellence in client services.
- ◆ Competitive high quality, dynamic, professional services.
- ◆ Being innovative in all aspects of service delivery and in the use of technology.
- ◆ Respecting our employees and responding to their training and development needs.
- ◆ Honesty, integrity and high ethical standards.
- ◆ Respecting our partners/suppliers and their diverse needs and expectations.
- ◆ Promoting a sustainable environment.

## **Organisational and Environmental Assessment**

North Yorkshire Building Control Partnership (“the Partnership”) was first established on 1 April 2001, with the amalgamation of the Building Control function of both Selby and Ryedale District Councils. The Partnership expanded to include Hambleton District Council in September 2007, Scarborough Borough Council in April 2008 and Richmondshire District Council from April 2010. It operates under the direction of the North Yorkshire Building Control Management Board, which consists of two Councillors from each authority.

The Partnership is principally concerned with processing Building Regulation applications under the provisions of Section 91 and 92 of the Building Act 1984, either via formal application ‘full plans’ which are determined under delegated powers - or the ‘building notice’ procedure.

The Partnership also undertakes work in relation to:-

- Dangerous and Ruinous Structures and demolitions as defined under Sections 77, 78, 79, 80, 81 and 82 of the Building Act 1984;
- Street Naming and Numbering on behalf of Scarborough Borough Council;

The geographical area of the Partnership covers approximately 2,136 square miles and is predominantly rural, with a population of 373,000.

The current structure plan for the Partnership is located at Appendix A

Services are provided from the Partnership's office at Suite 2 Coxwold House, Easingwold Business Park, Easingwold, York, YO61 3FB. Telephone: 01347 822703. Site inspections, for all areas, are performed by home working officers.

The Partnerships objectives are:-

- ◆ **To encourage quality, sustainable enterprise and employment** by facilitating, in liaison with others, development within all Partner Authorities.
- ◆ **To act and lead by example as a reputable employer** by maintaining Investors in People accreditation, treating all staff with respect and affording them equal opportunities to develop to their full potential.
- ◆ **To promote health provision** by ensuring developments are constructed to an appropriate standard, thereby reducing potential health risks due to poor ventilation, damp, inadequate drainage, etc
- ◆ **To protect environmental quality and safety by promoting green issues** and by encouraging the use of environmentally-friendly products and processes within construction and ensuring that buildings are constructed in line with current legislation pertaining to energy conservation.
- ◆ **To promote community safety** by encouraging developments to incorporate within their design and construction the recommendations specified in the North Yorkshire Police Secured by Design Guidance.
- ◆ **To provide suitable, quality and affordable housing** by ensuring that all new developments meet with the requirements of the Building Regulations, which set the minimum standard.
- ◆ **To provide for vulnerable residents** by ensuring that The Building Regulations Part M (Access for All) are adhered to for new and altered buildings and giving guidance on the Disability Discrimination Act 1995.
- ◆ **To maximise profitability** through expansion and streamlining/re-engineering services.

In a typical year the Partnership deals with (excluding Richmondshire):

- ◆ 1392 full plans applications
- ◆ 1568 building notice applications
- ◆ 17886 other applications

Strategies and policies affecting the Partnership include:

- ◆ Management Board policies/decisions
- ◆ ISO 9001-2000 procedures
- ◆ Employment terms and conditions
- ◆ Enforcement Policy
- ◆ Community Plans

- ◆ Local Agenda 21
- ◆ Investors in People
- ◆ Strategies and policies of the Partnership
- ◆ Strategies and policies of central government
- ◆ Parsol
- ◆ External/Internal Audit
- ◆ Where appropriate linking to the Corporate Objectives of each Council

Self-assessment activity includes:

- ◆ Customer and agent questionnaires
- ◆ Monitoring complaints
- ◆ Benchmarking
- ◆ Open door policy (feedback from all staff)
- ◆ Bi-monthly staff meeting
- ◆ Management meetings
- ◆ ISO internal audits
- ◆ SWOT analysis
- ◆ Performance monitoring
- ◆ Avoidable Contact initiative
- ◆ Timesheet analysis

The boundaries within which the Partnership must work are:

- ◆ Standing orders
- ◆ Financial regulations
- ◆ Partnership legal agreement
- ◆ Partnership Management Board
- ◆ Legislation

## **Current Performance Against Performance Indicators**

At present there are no statutory performance indicators that apply to the service. However, there has been a performance criteria agreed between Local Authorities and Approved Inspectors (The Green Guide) “Department for Communities and Local Government - Building Control Performance Standards”. It is envisaged that these indicators will become industry standard during the life of this plan.

The Partnerships performance indicators are as follows:-

- ◆ Percentage of full plans checked within 10 working days
- ◆ Percentage of building notice acceptances within 2 working days
- ◆ Actual inspections to equal target inspections per project.
- ◆ Percentage of site inspections undertaken within 24 hours of notification
- ◆ Percentage of full plans decided within statutory time period
- ◆ Percentage of full plans approved first time

- ◆ Percentage of completion certificates issued within 5 days of satisfactory completion
- ◆ Percentage of dangerous structures inspected within 2 hours of notification
- ◆ Percentage of market share within Schedule 1 Housing
- ◆ Percentage of market share within Schedule 2 and 3 Commercial
- ◆ Income gained through LABC Partnership applications to equal income lost to competition in Schedule 2 and 3
- ◆ Percentage of complaints responded to in time in relation to the Partnership's complaints procedure
- ◆ Percentage of customers satisfied with the overall service provided
- ◆ 35 hours per annum CPD training for professional officers
- ◆ Percentage of satisfaction of Fire Authority with the active fire precautions and means of escape of the completed development

The general trend over the last 12 months has remained reasonably static, in relation to the number of applications having been deposited, with a 5% reduction overall in fee earning categories. The trend in the first half of this year has shown a slow down in the percentage reduction indicating that the fall in the construction market is levelling off. However, the profile of the applications has remained unchanged with retail/commercial projects being significantly down on that prior to the recession. The domestic market is showing slight signs of recovery. However, it is unlikely that there will be any significant growth in the next 12 to 18 months due to the level of uncertainty across all markets.

On a more positive note we continue to receive an increase by architects and developers in discussing potential commercial projects, some of which are likely to come to fruition over the next 12 months. During the current year there has been a change in legislation in relation to the charging process, which allows the Partnership greater flexibility in charging a more competitive fee for commercial works ensuring operation costs are fully recovered.

The Partnership has also been successful in attracting a number of developers back to local authority building control in conjunction with the LABC warranty but major developers are still resisting using local authority building control.

The Partnership has also been successful in increasing the number of LABC Partner Companies which contributes to the overall financial position.

Competitor activity remains an area of concern, with approximately 550 applications lost this year. Corporate Approved Inspectors, who normally focus on high income and large developments, have due to economic reasons targeted smaller works in order to bolster their income.

It is essential that the Partnership continue to deliver a high quality and cost effective service that is both accessible and flexible enough to meet customers changing needs and expectations.

Performance indicator results are shown in Appendix B.

Outcome measures for the Partnership are:

- ◆ Customer perception of the service provided
- ◆ Number of customer complaints
- ◆ Percentage of market share
- ◆ The finished project meets the satisfaction of all consultees who have contributed to the development (eg fire authority, conservation officer, etc)
- ◆ The cost to each of the local authorities
- ◆ Level of competitor activity
- ◆ Number of completion certificates issued
- ◆ Number of contraventions logged that remain outstanding

## Customer Information

Customer perceptions are gathered from customer questionnaires and the complaints monitoring procedure. The questionnaire is adapted from one issued by the LABC to allow local authorities to benchmark their services nationally.

Questionnaires are issued to all applicants upon completion of their development. In addition to the customer survey the Partnership periodically surveys its regular users (ie agents, developers, etc).

In addition to the standard questionnaire Agents and customers are encouraged to make comments on the service and suggest where improvements could be made. Comments are considered on an individual basis, as well as collectively.

Feedback from the customer surveys indicates that the service is considered to be very good. The findings below relate to the number of questionnaire respondents and not the number of questionnaires issued.

Collated customer written **COMMENTS** show the main aspects of service that were regularly found to be particularly good include (note some respondents have listed more than one aspect):-

- Advice and guidance provided –49% of respondents
- Availability and responsiveness – 47%
- Helpful and friendly attitude of staff – 43% of respondents
- The whole part of the service – 15%
- Site inspections – 14% of respondents

Suggestions for improvements include:

- Could not think of how the service could be improved – 37% of respondents
- Speed of the approval process – 3% of respondents
- Fee query – 13% of respondents
- Speed of issuing a completion certificate – 4% of respondents
- Availability – 4% of respondents

- Dealing with one officer/consistency – 4% of respondents
- Poor initial advice – 4% of respondents
- Increase site monitoring – 3%
- Various one off communication suggestions – 8%

Customer quotes include:-

- “Personal contact with good practical advice”
- “Pro-active inspector, speed of response to site inspection requests”
- “From start to finish the service was excellent”
- “Excellent advice and common sense approach”
- “Good all round value for money service, practical advise”
- “Quick response, happy to answer questions, well informed”
- “Assistance with meeting requirements in problem areas”
- “Advice and attention to detail at short notice to be able to get on quickly and without unnecessary red tape”.
- “Very helpful and efficient in admin”
  
- “Reduce price”
- “More contact with customer to give comfort that builder is doing a good job”
- “Think follow up on applications when not signed off would avoid problems for clients later”
- “Final completion certificate allowed to drag on”
- “A better explanation of costs. You initially think the cost is expensive, however, I now realise this takes into account all admin, visit and certificate”

When asked ‘Do you consider building control staff to be helpful and responsive to your needs’ out of the 79 comments received 7 were less favourable, 72 were positive.

When asked ‘What are your overall impressions of the service’ out of the 15 comments made 4 were less favourable and 11 were positive.

## **Market Research**

Information about the Partnership’s “market” is obtained by:

- ◆ Liaison with other Yorkshire authorities
- ◆ Attendance at seminars
- ◆ Attending professional meetings
- ◆ Professional publications
- ◆ Discussion with agents and developers
- ◆ Website interrogation
- ◆ Other local authorities
- ◆ LABC Services - National Guidance
- ◆ Professional Seminars (Networking)



Knowledge of the market indicates that the main issues affecting the Partnership in the near future are likely to be:

- ◆ Monitoring of the recently revised charge structure and its impact on the service
- ◆ Additional Competent Person Schemas
- ◆ Economic climate - continued uncertainty within the market confidence, levels of employment and impact on service
- ◆ Potential for new legislation covering revisions to the Building Regulations, continued increase in competitor activity
- ◆ Lack of trainees for succession planning
- ◆ Possibility of the Partnership extending further
- ◆ Recent change in Government and its potential implications
- ◆ Technological advances to enable a more streamlined approach across partnership working (end to end building control).

## **Stakeholder Research**

Our stakeholders include:

- ◆ Staff
- ◆ Council Members and Senior Officers
- ◆ Management Board
- ◆ Departments of all Partner Councils
- ◆ Consultees
- ◆ Partners (Agents/Developers)

The Partnership commissioned a consultant to undertake a stakeholder survey in 2008. The 2008 survey had a response rate of 57%, which is good compared to typical response rates. Overall levels of satisfaction are 90%.

The results of the survey indicate very high levels of stakeholder satisfaction with the Partnership. Out of a possible maximum of five points for each of the assessment criterion, the average score was 4.5. Assessment criteria are:

- ◆ Reliability
- ◆ Responsiveness
- ◆ Competence
- ◆ Access
- ◆ Courtesy
- ◆ Communication
- ◆ Credibility
- ◆ Security
- ◆ Understanding
- ◆ Overall satisfaction

Perceived strengths include:-

- ◆ “The Partnership delivers a rare combination of professional efficiency and adaptability, which is a credit to local government service”
- ◆ “Their overall professional approach. As you will see I am entirely satisfied”
- ◆ “Yorkshire Water believes we have a good working relationship with NYBCP”
- ◆ “Prompt payment”
- ◆ “The strength of the Partnership comes from the calibre of the staff and the greater capacity for enhanced service that this gives”
- ◆ “A clear willingness from the Board of Directors to make the Partnership cost effective and the best in England”
- ◆ “Face to Face Contact”

Perceived areas for improvement include:-

- ◆ “Maintain high levels of service currently being provided” this point was emphasised throughout the survey
- ◆ “Follow up verbal communications with an e-mail for records would be good”
- ◆ “To secure continuous improvement, regular training on enforcement is recommended for consideration”
- ◆ “Moving towards more Councils participating”

It is anticipated that a new stakeholder survey will be commissioned in 2011/2012.

Additional stakeholder views are obtained through:

- ◆ Regular staff meetings and annual appraisals
- ◆ Open door policy for all staff to express views
- ◆ Management/Staff questionnaire (*IIP*) - commissioned in October 2009
- ◆ Board Members via regular contact on issues of concern
- ◆ Management Board meetings
- ◆ Management Team meetings
- ◆ Regular informal discussion with internal departments

Views of what we are doing well include:

- ◆ **Staff questionnaire (*IIP*) - commissioned in October 2009** - Out of the 25 members of staff who received a survey 17 responded. Respondents felt that management demonstrate commitment to training and development; when training is agreed for an individual it happens; respondents understood the effect that outside influences have on the business and the need to be flexible to meet changing needs.
- ◆ **Management questionnaire (*IIP*) - commissioned in October 2009** - Out of the 8 managers/directors surveyed 4 NYBCP managers and 1 director responded. Out of the 8 board members surveyed 3 responded. There seemed to be fairly clear, consistent and positive thinking in many of the areas.

- ◆ **Staff meetings/open door/management team meeting** -regular technical meetings; successful Excellence Awards, ISO and IIP Achievements; continued training opportunities; various procedures have been drawn up and circulated to staff including dangerous structures and demolitions; number of complaints continues to be extremely low; officers trialling new mobile phones and technology; large contracts gained include RAF Project SLAM for RAF Leeming and Catterick, and for RAF MOBs (main operational bases): first aid kits issued to all officers; opportunity for the whole team to meet up, disseminate information and contribute to discussions.

Views on what we should be doing differently include:

- ◆ Staff questionnaire (IIP) - ensure staff joining the Partnership go through an induction programme to understand about their job and the Partnership as a whole; mixed responses to equal opportunities and equal access being given to training and development; line manager to establish benefits of training undertaken through discussion.
- ◆ Management questionnaire (*IIP*) - respondents felt that the Partnership should evaluate the benefits of training and development; should give constructive feedback to staff in a timely and appropriate manner; should have an effective induction system for new recruits and people new to their role.
- ◆ Staff meetings/open door/management team meeting - Staff are made aware of ongoing competitor activity and are mindful to seize every business opportunity; Avoidable contact process, several calls misdirected from local authorities - local authorities provided with new contact details for Richmondshire, customers double checking whether action carried out, a small number of queries passed to officer when admin could have dealt with them, customer could not find information on website and old fee sheet found, site inspection not achieved - information circulated to the team; open door policy - staff have contributed their suggestions which have been acted upon ie purchase and installation of a door bell to identify customer arrival at reception, sourcing of new franking machine (cost savings), new code added to uniform to take account of 1p balances to assist with audit.

## **Competitor Analysis**

The following are current and potential competitor organisations:

- ◆ Other local authorities
- ◆ Approved Corporate Inspectors
- ◆ Approved Individual Inspectors

A SWOT analysis for other local authorities is as follows:

Strengths	Weaknesses
◆ Knowledge of local authority operational procedures	◆ Bureaucracy
◆ Knowledge of service delivery & performance requirements	◆ Slow to react to change
◆ Knowledge of changes within the market ie changes in legislation etc	◆ Fee limitations
◆ Ability to offer Housing Warranty through LABC Services.	◆ Lack of trained staff entering profession
◆ Impartiality and accountability	◆ Have to cover full range of Building Control service duties to all
◆ Trained & experienced staff	◆ Limited knowledge of competitors
	◆ Increase in non-fee earning workload
	◆ Resistance to change/new technology

Opportunities	Threats
◆ Partnerships with other authorities & potential external funding to do so	◆ To be taken over by another local authority/competitor
◆ Take over other local authorities service	◆ Loss of market share to competitors
◆ Delivery of consistent service over large geographical area - economies of scale	◆ Public sector spending cuts - reduced income / reduced workforce / reduced service / reduction in customer satisfaction
◆ To adopt a more competitive approach and maximise upon the LA's secured position within the market place at a time of recession	◆ Reduced Income from Central Government to the LA
◆ Streamline and re-engineer service delivery	

A SWOT analysis for Approved Corporate Inspectors is as follows:

Strengths	Weaknesses
◆ Focussed service not distracted by other local authority demands	◆ Need to make a profit
◆ Experienced & trained staff	◆ Cost focussed/reduced service
◆ Flexibility	◆ Inadequate local knowledge
◆ Choose clients and areas of work	
◆ Covers large geographical area - known in the market place	

◆ Cost driven	
◆ Higher salaries	
◆ Relationship marketing with large developers	
◆ Less bureaucratic	
◆ No local accountability/ impartiality	
◆ High levels of marketing activity - "website"	

Opportunities	Threats
◆ Poach qualified staff from local authority	◆ Business takeover
◆ Increase market share - take over other service suppliers who do not weather the recession - aggressive competitor strategy - take advantage of public sector cuts	◆ Bankruptcy/liquidation
◆ Expansion of service, numbers of skilled personnel & resources	◆ Staff retention & lack of trained staff entering profession
◆ No restrictions on diversification into other areas	◆ Effects of recession

A SWOT analysis for Approved Inspectors is as follows:

Strengths	Weaknesses
◆ Limited overheads	◆ Lack of resources
◆ Choose clients and areas of work	◆ Entry into the market place difficult
◆ Close working relationship with developers	◆ Limitations for expansion
◆ Flexibility	◆ Limited local knowledge, other than by ex Partnership staff
◆ No local accountability/impartiality	◆ Need to make a profit
◆ Less bureaucratic	

Opportunities	Threats
◆ Partnering with other providers in other locations	◆ Bankruptcy/liquidation
◆ Diversification into other business areas	◆ Business takeover
◆ Business expansion	◆ Difficulty to maintain profitable service during recession

◆ Employ ex Partnership staff who have local knowledge, relevant qualifications and experience	
◆ Take advantage of public sector cuts	

Over the next 12 months the Partnership needs to assess the following areas:

- ◆ Continue with the robust competitor monitoring systems that the Partnership has introduced to help define strategies to minimise activity
- ◆ Increase marketing activity in line with the Marketing Plan - contact customers/prospective customers
- ◆ Be attentive to existing customers and their needs - do not take them for granted. Undertake developer/agent survey.
- ◆ Analyse and re-engineer where necessary all areas of service including supporting technology.
- ◆ Extend LABC partnering arrangements with architects and developers
- ◆ Continue to approach other local authorities to establish potential partnerships
- ◆ Develop and closely monitor the implications of the new charge regime introduced October 2010.

## Evaluation of Current Situation

The performance of the Partnership, compared to other established partnerships, continues to be good. Over the last year the Partnership has continued to investigate the potential to expand into neighbouring authorities.

There is development work still to be undertaken across all authorities in relation to Document Imaging; housekeeping of old data systems; competent persons; improved mobile working solution; review and streamlining procedures.

A SWOT analysis for the Partnership is as follows:

Strengths	Weaknesses
◆ High level of expertise and experience within workforce	◆ Limited resources to expand the service
◆ Knowledge of how a local authority works	◆ LA perception of building control now that the service is not based within each Council
◆ Speed/quality of delivery of service as acknowledged within customer and stakeholder surveys	◆ Bureaucracy - five authorities - decision making process
◆ Local knowledge	◆ Inconsistent IT support across the authorities

◆ Investment in training and development of staff	◆ Lack of available resources to move forward with new technology - stagnation of available systems
◆ Liaison with other Council departments	◆ Internal and external communication systems
◆ Continuous provision of local authority service (publicly accountable & cannot go bankrupt)	◆ Insufficient resources allocated to marketing the Partnership
◆ High levels of customer loyalty - strong relationships built up over several years - helpful/courteous/professional staff as highlighted within customer and stakeholder surveys	◆ Reduction of staff has made the service more vulnerable in times of sickness/holiday
◆ LABC Partnership member	
◆ Continuous professional development	
◆ Regional Construction Awards/ Technical Seminars	
◆ ISO & IIP accreditation	
◆ Ability to offer Housing Warranty through LABC Services	

Opportunities	Threats
◆ Increase number of LABC partners	◆ Public sector cuts
◆ One stop shop development team approach	
◆ Streamline/automate systems to become less bureaucratic	◆ Take over by private sector
◆ To adopt a more competitive approach and maximise upon the LA's secured position within the market place at a time of recession; to gain a competitive advantage and boost confidence in the market place; to enhance the image of the Partnership and local authorities by supporting customers	◆ Reduction in customer service and satisfaction leading to customers swapping to our competitors
◆ Resource the development of IT systems to their full potential thereby providing improved services and efficiencies including cost savings	◆ Decision making process - adopting strategies that could be detrimental to the long-term success of the Partnership
◆ Increase local authority partners (economies of scale)	

◆ Enhance Partnership image by supporting customers	
◆ Promote warranty schemes	
◆ Reviewing services that a charge can be made for	
◆ Implement the new fee regime to help enhance market position	

From the SWOT analysis the following are seen as the greatest risks to the delivery of services:

- ◆ Limited resources to invest in IT to improve and drive forward service delivery and efficiencies through automation / streamlining thereby not achieving maximum efficiencies and cost savings.
- ◆ Adopt appropriate strategies in both **short and long-term** to deliver an effective, efficient and economic service
- ◆ Appropriate support from local authorities
- ◆ Take over by the private sector
- ◆ Aggressive competitor strategies and loss of market share
- ◆ Public Sector cuts that could impact not only on the public sector but also the private sector

### Benchmarking

The Partnership continues to bench mark against other similar building control partnerships to inform best practice. A major theme being driven by partnership working and the need to make efficiencies is in the area of a paperless environment. From discussions with our statutory consultees there is an increasing need to develop online consultations with them to speed up processes and reduce time and cost.

The Partnership intends to visit sites where authorities have implemented the “End to End Building Control Package” integrated with a document management system.

### Customer Information

- There was an increase from 13% to 37% of respondents who could not identify an area that they felt required improving.
- Prompt issuing of completion certificates - although the number of complaints is small there was an increase from 1% to 4% of respondents referring to the issuing of the completion certificate. Remind staff of the need to advise customers at an early stage of the requirement to supply supporting documentation ie electrical certificates.



- Communications - Avoidable Contact - staff have been provided with the comments that were received. In addition to this local authorities have been provided with new contact details following the amalgamation of Richmondshire into the Partnership.
- Communications - it is clear from some comments that customers may not be receiving information supplied to agents on their behalf. Need to investigate how information can reach the customer (home owner). The new Partnership website may be one medium.
- Feedback from customers shows that they increasingly value the availability and responsiveness of staff and advice provided, along with their helpfulness and friendliness.
- Cost of service - the new fee structure should better reflect the actual cost of the service received which should be viewed favourably. Include on the website what is included in the charge. Investigate providing customers with a list of the inspections they should receive.
- Communications - continuity of advice provided by officers - ensure all site inspections are fully recorded to enable any inspecting officer to have a full awareness prior to visiting the site and improved liaison between officers.

## Market Information

- ◆ Revision of charge structure -taking account of the actual cost of providing the service. Closely monitor and evaluate the situation.
- ◆ VAT rate to increase to 20% - alter documentation accordingly.
- ◆ Competent Persons - introduction of a new submission format along with additional competent persons and schemas - alter the systems accordingly
- ◆ Public sector cuts - closely monitor the impact upon the market (reduced capital works).

## Stakeholder Research

- ◆ “Maintain high levels of service currently being provided” This point was emphasised several times throughout the survey - need to ensure that staff remain motivated and feel valued through involving them in the decision making process by maintaining an open door policy/staff meetings etc.
- ◆ “Follow up verbal communications with an e-mail for records would be good” - encourage staff to use the email facility as a form of recording discussions/agreements reached.
- ◆ “To secure continuous improvement, regular training on enforcement is recommended for consideration” - continue to provide training to all Partnership staff and technical seminars.
- ◆ “Moving towards more Councils participating” - review the merits of expanding the Partnership further.

Other stakeholder comments:-

- ◆ Staff questionnaire (IIP)
  - ensure staff joining the Partnership or those who are changing their role are provided with an induction programme that allows them to have an understanding of the Partnership and their role within it
  - ensure that staff are given an equal opportunity to training and development opportunities - ensuring appraisal outcomes are fed into the training and development plan
  - line managers to establish benefit of training undertaken by their staff through discussion and how this will be of benefit to them within their roles
  
- ◆ Management questionnaire (IIP)
  - The response rate of the Directors and Councillors was disappointing.
  - Respondents felt that line managers should evaluate the benefits of training and development - include within the agenda item on training - individual perceptions of the training received; constructive feedback should be given to staff in a timely and appropriate manner; have a more meaningful induction programme in place for not only new starters but for employees who are changing their role.
  
- ◆ Staff meetings/Training/Open Door/Management Team Meetings/Avoidable Contact
  
- ◆ Staff meetings/open door/management team meeting – continue to monitor and keep the team informed of competitor activity across the five areas; Avoidable contact process, several calls misdirected from local authorities - local authorities provided with new contact details when Richmondshire joined the Partnership, customers double checking whether action carried out, a small number of queries passed to officer when admin could have dealt with them, customer could not find information on website and old fee sheet found, site inspection not achieved - information on the comments received have been circulated to the team and should be raised at a staff meeting; open door policy -continue to assess staff suggestions in relation to potential service improvements.

## Competitor Analysis

Of the 33 Approved Inspectors currently operating within the Partnership area, the top 5 have been identified as:-

- James Burke
- NHBC
- Yorkshire Building Control
- AEDIS
- Yorkshire Dales Consultancy

These inspectors predominantly operate in one area but have been identified as being the second highest competitor in an adjoining area. There has been a change in the past 12 months with STMC losing position and being overtaken by the NHBC which traditionally have always been within the top five but dropped out due to the effect of the recession on the housing market.

To counter the impact of competitor activity the Partnership needs to:-

- ◆ Continue with the robust systems introduced to monitor competitor activity and help define strategies to minimise competitor impact - this will include website interrogation, market activity, site/user feedback and use of performance indicators.
- ◆ Approach neighbouring local authorities to establish partnership potential.
- ◆ Increase marketing in line with the Marketing Plan focussing on user awareness in relation to changes to legislation and its implications through technical seminars, producing newsletter items and utilising the website; consider what we can do to help customers through the economic downturn ie staged payments and competitive pricing.
- ◆ Visit other local authorities and learn how they are achieving best practice.
- ◆ Continue to be attentive to existing customers and their needs - do not become complacent; Visit customers and market the service in order to ensure repeat business; Senior Officers to apply flexibility in negotiating terms on large developments.
- ◆ Analyse and re-engineer all areas of service delivery.
- ◆ Develop IT systems to deliver a flexible and efficient building control service.
- ◆ Monitor and evaluate new charge structure to ensure it remains competitive.

## Service Aims, Strategies and Objectives

A table showing how the Partnership's strategies help to deliver the Partnership's objectives is located at Appendix C.

## Our Services

The Partnership will deliver the following services during 2010/11:

- ◆ **Building Control** - to ensure the health, safety and welfare of people in and around buildings and the conservation of fuel and power. To encourage sustainable development.
- ◆ **Dangerous Structures** - take action where premises are found to be in such a condition that they are prejudicial to the health and safety of the public.
- ◆ **Demolitions** - to register demolition notices and ensure all relevant parties are notified.
- ◆ **Street Naming and Numbering (Scarborough BC)**, to carry out street naming and numbering under the Town Clauses Act.

- ◆ **Disabled Access/Facilities** - to ensure that new developments comply with Part M of the Building Regulations. To advise on the implications of the Disability Discrimination Act 1995.
- ◆ **Enforcement** - to carry out appropriate enforcement action where necessary to ensure compliance with the Building Regulations.
- ◆ **IT Integration** -to continue to investigate how best to utilise/implement technology to achieve greater effectiveness and efficiencies.

## **Resources**

A structure plan is located at Appendix A.

The improvement plan is located at Appendix E.

A staff training plan is located at Appendix F.

The Partnership will operate two budgets:

**Chargeable Budget** - Building Control Operational (relates to fee earning application and inspection work) see Appendix G

Expenditure £1,134,490

Income £1,218,270

**Non-chargeable Budget** - Building Control Non-operational (non-fee generated work ie enforcement and dangerous structures) see Appendix G

Expenditure £195,260

Income £224,250

The Partnership has liabilities of approximately £111,721 resulting from a support loan granted by the four Partner Councils over the recent recession period, which will be paid back in accordance with the recovery plan.

## **Risk Management**

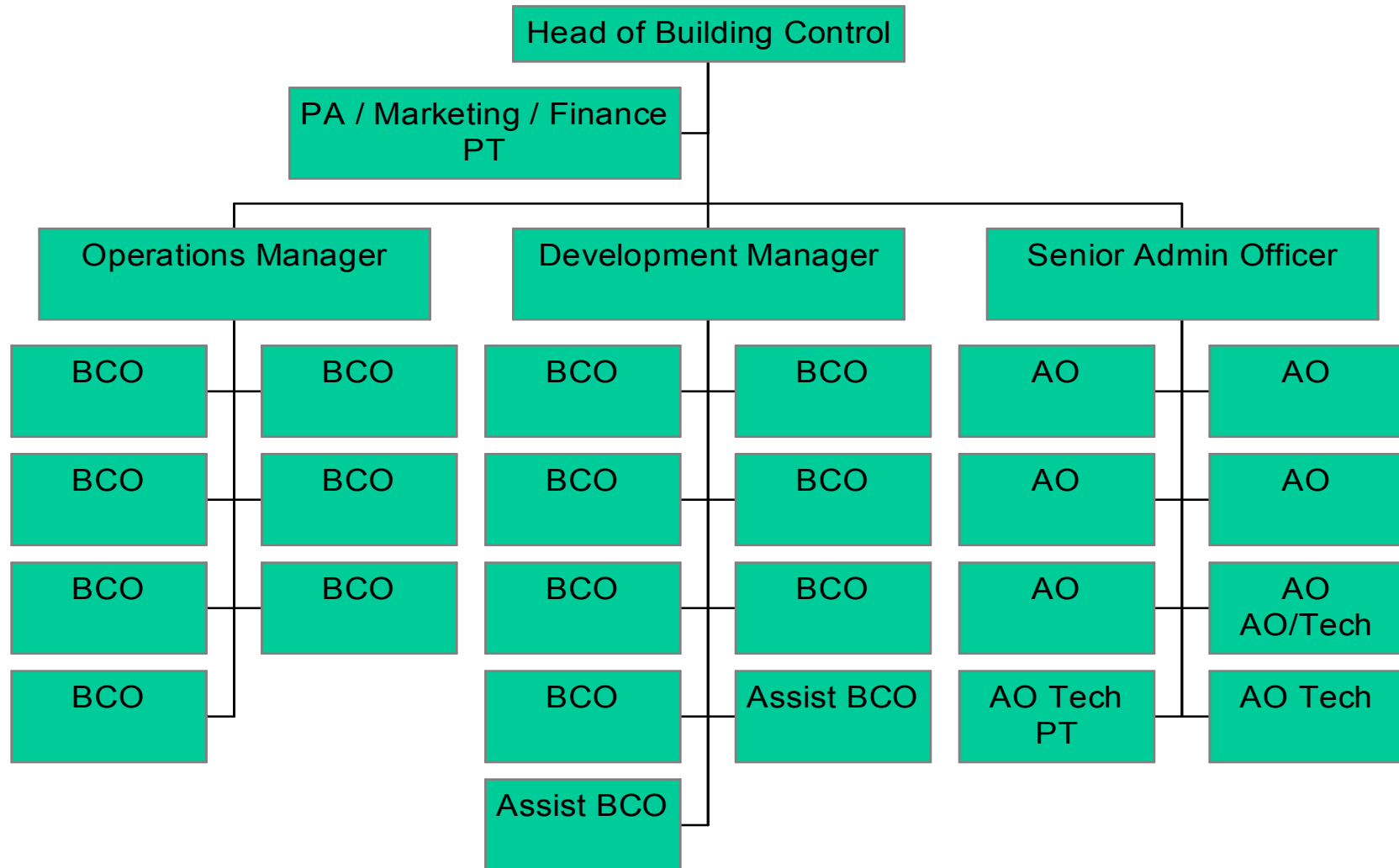
See Appendix D

## **Performance Management Arrangements**

To ensure the Partnership meets its annual performance indicator targets and delivers the actions described in Appendix B, the following arrangements have been put in place:

- ◆ Senior staff attend management meetings.
- ◆ Annual appraisal of Head of Building Control by the Ryedale District Council Director.
- ◆ Appraisal interviews with each member of staff within the Partnership take place once a year. Each person will receive a personal performance management statement. These will clarify individual targets that are to be met and what tasks are to be accomplished by the year end.
- ◆ Staff meetings will take place bi-monthly, during which performance will be reviewed and published on the notice board.
- ◆ Performance reports are presented quarterly to the Building Control Management Board.
- ◆ Performance information is supplied to each local authority on a monthly or quarterly basis.
- ◆ ISO internal audits are carried out throughout the year, with an external assessment carried out twice yearly. The outcomes of the Management Reviews are notified to all staff following assessment. Where infringements are found these will be reported back to staff at the staff meeting and additional audits will be undertaken.
- ◆ Investors In People accreditation is reviewed every three years.
- ◆ Continual performance management/evaluation is undertaken as a consequence of normal working arrangements.
- ◆ Performance monitoring software.
- ◆ Introduction of timesheets.
- ◆ Avoidable Contact.

# Structure at April 2011



## Appendix B

### PERFORMANCE INDICATORS

LOCAL PERFORMANCE INDICATORS	TARGET
LPI 1	90% of full plans to be checked within ten working days.
LPI 2	93% of building notices to be accepted within two working days.
LPI 3	100% of full plans to be approved within statutory time limit of two months.
LPI 4	90% of full plans applications approved first time.
LPI 5	95% of site inspections undertaken on the day requested.
LPI 6	80% of completion certifications issued within five days of notified satisfactory inspection.
LPI 7	Actual inspections to equal target inspections per project.
LPI 8	85% of dangerous structures inspected within 2 hours.
LPI 9	Achieve 95% response rate to complaints in accordance with the Partnership's complaints procedure.
LPI 10	To measure fire authority satisfaction with the active fire precautions and means of escape of the completed development against a scoring regime of 1 - 10, where 80% of projects score 8 or more.
LPI 11	To achieve 60% of market share within Schedule 1.
LPI 12	To achieve 80% of market share within Schedule 2 & 3 Domestic and Commercial developments.
LPI 13	Professional staff attain 35 hours CPD training per year.
LPI 14	80% of customers consider the service to be Good/Excellent.
LPI 15	Income gained through LABC partnership applications to equal income lost to competition in schedule 2 and 3.

PARTNERSHIP OBJECTIVES & SERVICE STRATEGIES

PARTNERSHIP OBJECTIVE	SERVICE STRATEGY	PERFORMANCE INDICATOR	TARGET
To facilitate and encourage quality sustainable enterprise and employment	by facilitating, in liaison with others, development within all partner authorities	Percentage of site inspections undertaken within 24 hours	95%
		Percentage of full plans checked within 10 working days	90%
		Actual inspections to equal target inspections per project.	100%
		Percentage of full plans decided within statutory time period	100%
		Percentage of building notices accepted within two working days	93%
		Percentage of full plans approved first time	90%
		Percentage of completion certificates issued within 5 days of satisfactory completion	80%
		Percentage of market share within Schedule 3	80% of market
		Time taken to respond to complaints against the Partnership's complaints procedure	95% within 10 days of receipt



		Percentage of satisfaction of fire authority with the active fire precautions and means of escape of the completed development	On a scale of 1 -10, 80% of projects to score 8 or more.
		Percentage of income gained through LABC partnership working to income lost to competition in schedule 3	100%
<b>To act and lead by example as a reputable employer</b>	by maintaining Investors in People accreditation, treating all staff with respect and affording equal opportunities to develop to their full potential	Maintain Investors in People	3 yearly
		Staff training - CPD events technical/product seminars	35 hours yearly per officer
<b>To promote health provision</b>	by ensuring developments are constructed to an appropriate standard, thereby reducing potential health risks due to poor ventilation, damp, inadequate drainage, etc.	Percentage of full plans checked within 10 working days	90%
		Actual inspections to equal target inspections per project.	100%
		Percentage of site inspections undertaken within 24 hours	95%
		Percentage of full plans decided within statutory time period	100%
		Percentage of dangerous structures inspected within two hours of notification	85%
		Percentage of customers satisfied with the Building Control Service	80%
		Percentage of income gained through LABC partnership working to income lost to competition in schedule 3	100%

		Time taken to respond to complaints against the Partnership's complaints procedure	95% within 10 days of receipt
		Percentage of satisfaction of fire authority with the active fire precautions and means of escape of the completed development	On a scale of 1 -10, 80% of projects to score 8 or more.
		Percentage of completion certificates issued within 5 days of satisfactory completion	80% within 5 days of satisfactory completion
<b>To protect environmental quality and safety by promoting green issues</b>	by encouraging the use of environmentally-friendly products and processes within construction and ensuring that buildings are constructed in line with current legislation pertaining to energy conservation	Percentage of full plans checked within 10 working days	90%
		Actual inspections to equal target inspections per project	100%
		Percentage of site inspections undertaken within 24 hours	95%
		Staff training - CPD events - technical/product seminars	35 hours yearly per officer
		Re-engineer processes to reduce the quantities of paper, envelopes, ink etc used	Ongoing - reduction in cost
<b>To promote community safety</b>	by encouraging developments to incorporate within their design the recommendations specified in the North Yorkshire Police Secured by Design Guidance	Percentage of satisfaction of fire authority with the active fire precautions and means of escape of the completed development	On a scale of 1 -10, 80% of projects to score 8 or more.

		Staff training - CPD events - technical/product seminars	35 hours yearly per officer
<b>To provide suitable, quality and affordable housing</b>	by ensuring that all new developments meet with the requirements of the Building Regulations, which set the minimum standard	Percentage of full plans checked within 10 working days	90%
		Actual inspections to equal target inspections per project	100%
		Percentage of site inspections undertaken within 24 hours	95%
		Percentage of full plans decided within statutory time period	100%
		Percentage of market share within Schedule 1 Housing	60%
		Percentage of customers satisfied with the Building Control Service	80%
		Time taken to respond to complaints against the Partnership's complaints procedure	95% within 10 days of receipt
		Staff training - CPD events - technical/product seminars	35 hours yearly per officer
		Speed of issuing completion certificates	80% within 5 days of completion
<b>To provide for vulnerable residents</b>	by ensuring that The Building Regulations Part M (Access for All) are adhered to for new and altered buildings and giving guidance on the Disability Discrimination Act 1995	Staff training - CPD events - technical/product seminars	35 hours yearly per officer

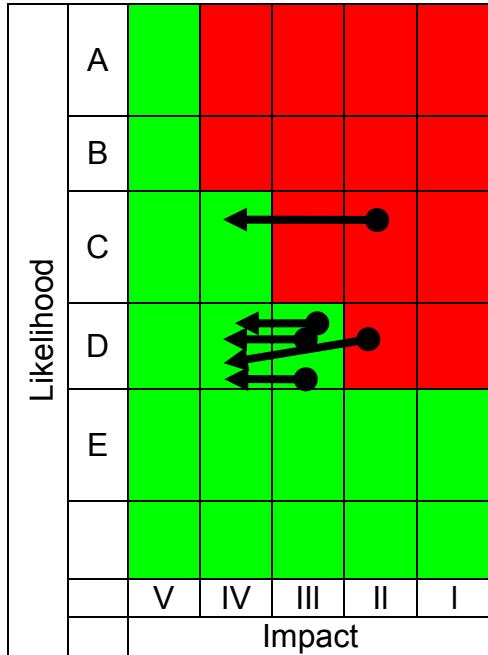
<p><b>To maximise profitability</b></p>	<p>By expanding and developing the business through diversification</p> <p>By delivering the service more effectively and efficiently</p>	<p>Staff training and development</p> <p>Re-engineering processes through IT to make them more effective and efficient</p>	<p>Delivering a balanced budget over a rolling three year period</p>
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## Service Risk Register

No	Cat	Risk Area	Inherent Risk-Score	Consequence of Failure to Manage	Existing Control	Residual Risk Score	Reviewed Risk Score	Target Risk Score
<b>BC1</b>	Prof	Maintaining staff levels	C2	Poor image with partners and partner authorities.  Failure to deliver customer expectations  Credibility  Low staff morale  Potential loss of income  Increased expenditure due to additional training/relocation	Employment contracts  Conditions of service  Staff development reviews  Home Working  Modifying work arrangements to meet personal needs  Absent Management Policy	<b>D3</b>		<b>D4</b>
<b>BC2</b>	Legal	Effective implementation of legislation	B1	Financial cost to NYBCP and partner councils  Credibility	Professional training  Member/officer training  Procedure manuals	<b>D3</b>		<b>D4</b>

No	Cat	Risk Area	Inherent Risk-Score	Consequence of Failure to Manage	Existing Control	Residual Risk Score	Reviewed Risk Score	Target Risk Score
				Poor reputation Reduced staff morale	ISO/IIP CPD Seminars In-house technical seminars			
<b>BC3</b>	Tech	IT Failure	A1	Service fails Reputation Loss of business Financial loss Loss of data	Systems backup at partner Councils and NYBCP  Contingency plan  Field officers use B C laptops for fieldwork, limiting the loss of operational data	<b>D2</b>		<b>D4</b>
<b>BC4</b>	Fin	Loss of revenue to competition and decline in market and reduced capital developments.	B1	Service fails. Increased charges – reputation – loss of business	Marketing Plan.  Other contracts outside the partner Councils  Close monitoring of economic factors	<b>C2</b>		<b>C4</b>
<b>BC5</b>	Prof	Failure to identify and support 'business continuity'.	B1	Failure of the Partnership  Staff redundancies Financial cost Reputation	Business Continuity Plan for the Partnership and for each Partner Authority drawn up in line with the Civil Contingencies Act	<b>D3</b>		<b>D4</b>

## Risk Management Action Plan



**Likelihood:**  
**A = Almost Certain**  
**B = Very Likely**  
**C = Likely**  
**D = Not Likely**  
**E = Very Low**

**Impact:**  
**I = Disaster**  
**II = Major**  
**III = Medium**  
**IV = Minor**  
**V = Low**

Inherent Risk Score	Residual Risk Score	Target Risk Score	Description
C2	D3	D4	Maintain staffing levels
B1	D3	D4	Effective implementation of Legislation
A1	D2	D4	IT Failure
B1	C2	C4	Loss of revenue to competition and decline in Market
B1	D3	D4	Failure to support business continuity

	Action/Controls Already in Place	Adequacy of Action/Control to Address Risk
1	Maintaining staffing levels - conditions of service / flexible working arrangements / training policy / performance monitoring / workload monitoring	Retention and development of staff to meet current and future service requirements

	<b>Action/Controls Already in Place</b>	<b>Adequacy of Action/Control to Address Risk</b>
2	Affective implementation of legislation - training policy / procedure manuals / ISO / IIP	Develop and resource an effective management strategy to implement proposed service changes  Develop flexible training to meet the changing needs of the service and to develop staff to achieve their full potential
3	IT Failure - system backed up at NYBCP and each partner authority	Service Agreements to be drawn up with each of the IT departments to ensure that all areas are covered
4	Loss of revenue to competition and decline in market - monitoring reports	Need to update the marketing plan and re-engineer processes to take advantage of developments within technology
5	Failure to identify and support 'business continuity' - business planning and monitoring activity	Appropriate strategies need to be implemented to address both long and short-term service delivery

	<b>Required Management Action/Control</b>	<b>Resource Implication</b>	<b>Responsibility for Action</b>	<b>Critical Success Factors &amp; KPI's</b>	<b>Review Frequency</b>	<b>Key Dates</b>
1	Retention and development of staff to meet current and future service requirements	Staff time and training budget	HBC, Dev Man and SAO	Availability of adequate resources – LPI13	Monthly	Ongoing
2	Affective implementation of legislation	Staff time and training budget	HBC, Dev/Opp Man & SAO	Availability of adequate resources – LPI13	Monthly	Ongoing



	<b>Required Management Action/Control</b>	<b>Resource Implication</b>	<b>Responsibility for Action</b>	<b>Critical Success Factors &amp; KPI's</b>	<b>Review Frequency</b>	<b>Key Dates</b>
3	Service Agreements to be drawn up with each of the IT departments to ensure that all areas are covered	Staff time	HBC/SAO/Partner Council IT Departments	Links to KPIs	Quarterly	September 2011
4	Need to update marketing plan	Staff time	HBC/SAO	LPI 11,12, 13, 14	Ongoing	31/03/2011
5	Failure to identify and support 'business continuity'	Staff and Board Member Time	HBC / Board Members /Directors	Informs all KPIs  Effective and timely decision making and process (short and long-term planning)	Ongoing	

ACTION PLAN 2010/11

PARTNERSHIP OBJECTIVES	KEY TASKS	PERSON RESPONSIBLE	ADDITIONAL/ EXTRAORDINARY RESOURCES	TRAINING AND DEVELOPMENT	TARGET DATE	ACHIEVEMENT TO (DATE)
<b>To facilitate and encourage quality sustainable enterprise and employment</b>	To actively promote the service through marketing and evaluate its effectiveness. Monitor competitor activity. Actively engage in pre-application advice	HBC/SAO/AO	Time needed to set up procedure and monitoring process	None	Ongoing	Marketing plan implemented and being reviewed
	To investigate with other authorities the potential to expand the Partnership	HBC	Time needed to prepare detailed information	None	Ongoing	Richmondshire joined 1 April 2010 - approach made to Craven
	Visit other local authorities within the Benchmarking Group and those achieving excellence in business	HBC/ Managers /SAO / Chairman of Board	Time and travel expenses	None	Ongoing	None to date

	To support customers through the period of economic downturn to help maintain levels of employment and development within the area by offering staged payments - discounts	HBC Managers	Time	None	Ongoing	Flexible payment arrangements and competitive discounting. New charge regulations 1 Oct 2010
<b>To act and lead by example as a reputable employer</b>	To embed IIP requirements to ensure training provision is effectively delivered, communicated and monitored	Operations Manager	Seminar costs and expenses	Update seminars	Ongoing	Achieved IIP - updating documentation
	Following Appraisal with each member of staff each person will receive a personal performance management statement. These will set individual targets that are to be accomplished by the year-end  Incorporating skills audit and constructive feedback	HBC/Managers/SAO	Appraiser training to be undertaken	None	Ongoing	Appraisals to be undertaken  Training has been provided

	To integrate IT systems in line with each authority CRM and e-government initiatives including the scanning of all plans and documents to allow consultation to internal dept via a D I P system as well as officer having access from home and mobile to all identified software packages	HBC / SAO	Continual liaison with IT and software suppliers	All officers to receive relevant user training to ensure that staff have the knowledge to maximise systems to their full potential	Ongoing	Reviewed and investigated areas of best practice  Continually trying to move systems forward in line with the new vision
	Undertake a full review of the operational structure to meet current and future levels of demand	HBC - SMT HR - Board	Time	None	Dec 10	Complete and implemented 1 Oct 2010  Ongoing monitoring of situation
<b>To promote health provision</b>	To increase monitoring of live and dormant applications	Operations Manager - SAO	Enhanced IT to provide documents on site	Review individual officers working procedures to develop a standard approach	Ongoing	Access report developed  Reduction in number of dormant applications

	To actively promote the service through marketing and evaluate its effectiveness. Monitor competitor activity	HBC/SAO/AO	Time needed to set up procedure and monitoring process	None	Ongoing	Marketing plan complete and being implemented  Marketing letter added to Development Control Module in some areas
<b>To protect environmental quality and safety by promoting green issues</b>	To increase awareness of staff through training of the environmental issues affecting buildings and sustainability	Dev Manager	Training on revised approved document G	Int/ext seminars	Ongoing	CPD seminars on environmental protection and sustainability
	Facilitate technical seminars and produce newsletter articles	Managers	Seminar costs	None	Ongoing	CPD seminars
	Re-engineer processes through technology to reduce usage of paper, envelopes, ink etc	Managers	Time required to investigate and implement	Relevant training	Ongoing	Email consultations, no file for WIN,IN etc
<b>To promote community safety</b>	To liaise with the Fire Authority on the level of satisfaction relating to fire precautions in completed commercial developments	Ops Manager	None	None	Ongoing	100% satisfaction rate achieved.  Improved consultation through IT

<b>To provide suitable, quality and affordable housing</b>	To increase awareness of staff through training on the quality issues affecting buildings and sustainability	Dev Manager	Seminar Costs	Internal and external seminars	Ongoing	CPD seminars on environmental protection and sustainability
	To actively promote the service through marketing and evaluate its effectiveness. Monitor competitor activity	HBC/SAO/AO	Time needed to set up procedure and monitoring process	None	Ongoing	Marketing plan complete and being implemented
<b>To provide for vulnerable residents</b>	One officer dedicated to access provision	Ops Managers	None	None	Ongoing	Advice provided. Setting up liaison with DAG found to be difficult
<b>To maximise profitability</b>	Pro-active marketing  Evaluate diversification into new areas of work  Re-engineer procedures to achieve maximum efficiencies and cost savings	HBC Managers SAO	Time	None	Ongoing	Re-engineering of processes being undertaken, increased marketing activity in line with the marketing plan

STAFF TRAINING PLAN

OFFICER	TRAINING IDENTIFIED	PROPOSED TRAINING METHOD TO BE PROVIDED
Les Chapman, Head of Building Control	Revisions to Building Regulations Management training and development Professional Development (CPD)	One day seminars External (Training Options)
David Todd, Operations Manager	Revisions to Building Regulations Management training and development Professional Development (CPD)	One day seminars External (Training Options)
Robert Harper, Development Manager	Revisions to the Building Regulations Management training and development Professional Development (CPD)	One day seminars External (Training Options)
Chris Stafford, Building Control Officer	Revisions to the Building Regulations & Continual Professional Development (CPD)	One day seminars
Mark Collins, Building Control Officer	Revisions to the Building Regulations & Continual Professional Development (CPD)	One day seminars
Angela Samuels, Building Control Officer	Revisions to the Building Regulations & Continual Professional Development (CPD)	One day Seminars
Simon Peart, Building Control Officer	Revisions to the Building Regulations & Continual Professional Development (CPD) RICS APC examination	One day Seminars RICS seminar and examination

Mike Hetherington, Building Control Officer	Revisions to the Building Regulations & Continual Professional Development (CPD)	One day Seminars
Ian Russell, Building Control Officer	Revisions to the Building Regulations & Continual Professional Development (CPD)	One day Seminars
Daniel Page, Building Control Officer	Revisions to the Building Regulations & Continual Professional Development (CPD) Diploma in Management	One day Seminars External course and examination
Michael Helm, Building Control Officer	Revisions to the Building Regulations & Continual Professional Development (CPD)	One day Seminars
David Morris, Building Control Officer	Revisions to the Building Regulations & Continual Professional Development (CPD) RICS APC examination	One day Seminars RICS seminar and examination
William Baldwin, Building Control Officer	Revisions to the Building Regulations & Continual Professional Development (CPD)	One day Seminars
Michelle Lanaghan, Assistant Building Control Officer	Revisions to the Building Regulations RICS APC examination Diploma in Management	One day Seminars RICS seminar and examination External course and examination
Ivan Wooler, Admin Officer	Internal procedures / changes	In-house training
Maggie Crowther, Marketing /Finance Officer	Internal procedures / changes	In-house training
David Hick, Admin Officer	Internal procedures / changes	In-house training
Lynn Turnbull, Admin Officer	Internal procedures / changes	In-house and external seminars



Julie Etherington, Admin Officer	Internal procedures / changes	In-house training
Tracy Roach, Admin Officer	Internal procedures / changes	In-house training
Joanne Ryall, Admin Officer	Internal procedures / changes	In-house training
Karen Phillips, Admin Officer	Internal procedures / changes	In-house training
Gary Darley, Admin Officer	Internal procedures / changes	In-house training - first aid training
Maria Podgorski, Senior Admin Officer	Updates to uniform / doc imaging systems / websites etc	In-house training and external seminars

## **BUDGET**

The market appears to have stabilised over the past 12 months with the reduction of applications levelling off. The larger commercial developments have not yet started to recover, although there has been a significant increase in the number of pre-application discussions for work within the commercial sector.

During the previous plan period there was a reduction of 1.5 FTE staff, which reduced employee costs with only minimal impact upon performance. During the next 12 months the Partnership will undertake further re-engineering of its systems and processes to ensure efficient delivery of all service areas.

The Partnership has increased its marketing activity in line with the marketing plan and has contacted all planning applicants who have submitted applications within the domestic market. This was not seen as a priority in the past as Approved Inspectors mainly focussed on developments within a more lucrative commercial sector. However, since the downturn in the market they have diversified into the domestic market.

This year has seen a major change in the charge regulations which now allows local authorities to charge a fee based on the actual time undertaken in processing an application, instead of previously being a prescriptive fixed charge. This will improve our competitiveness, certainly within the area of large competitive buildings. The regulations also allow for discounts to be applied which the Partnership has implemented on full plans applications where all monies are paid up front. This reduces the cost and time associated with invoicing and debt recovery. Future growth is estimated to be 1% to reflect the current trend.

The Partnership has recently introduced new income streams covering a scheme of charges to recover costs for Street Naming and Numbering for Scarborough Borough Council, undertaking Decent Home Surveys for Hambleton District Council, Flood Grants for Ryedale District Council and processing Demolitions.

Any surpluses made during the current year will be distributed back to the existing four partners to repay the funds provided to support the Partnership during the economic recession. Once the debt has been repaid the reserves will then be built up to £150,000 with any income above this level distributed equally to the five partners.

Given the recent changes to the Partnership structure the budget will be continually monitored during this financial period and any deviations reported to the Board and partner authorities.

## ESTIMATES 2008/2009 TO 2013/2014

	2008/2009 Actual £	2009/2010 Actual £	2010/2011 Approved Budget £	2010/2011 Revised Budget £	Draft 2011/2012 Budget £	Draft 2012/2013 Budget £	Draft 2013/2014 Budget £
<b><u>REVENUE ACCOUNT</u></b>							
<b><u>CHARGEABLE ACCOUNT</u></b>							
<b>INCOME</b>	<b>1,153,211</b>	<b>1,059,209</b>	<b>1,235,220</b>	<b>1,172,900</b>	<b>1,218,270</b>	<b>1,229,340</b>	<b>1,254,640</b>
<b>EXPENDITURE</b>							
Employees	1,016,108	879,584	959,730	924,730	888,910	898,760	941,780
Premises	43,658	44,630	49,600	47,440	49,820	52,310	54,920
Supplies & Services	84,449	86,053	128,350	127,100	136,500	139,470	142,000
Central Departmental Support	61,572	52,406	57,540	57,540	59,260	61,040	62,880
<b>Gross Expenditure</b>	<b>1,205,787</b>	<b>1,062,673</b>	<b>1,195,220</b>	<b>1,156,810</b>	<b>1,134,490</b>	<b>1,151,580</b>	<b>1,201,580</b>
<b>CHARGEABLE SURPLUS/(DEFICIT)</b>	<b>(52,576)</b>	<b>(3,464)</b>	<b>40,000</b>	<b>16,090</b>	<b>83,780</b>	<b>77,760</b>	<b>53,060</b>

**NON CHARGEABLE ACCOUNT**

<b>INCOME</b>	<b>181,773</b>	<b>221,754</b>	<b>218,850</b>	<b>220,110</b>	<b>224,250</b>	<b>225,840</b>	<b>230,130</b>
<b>EXPENDITURE</b>							
Employees	190,586	166,234	181,850	175,190	168,170	169,730	177,920
Premises	4,851	4,959	6,030	5,980	6,290	6,610	6,940
Supplies & Services	7,892	16,131	9,320	8,180	8,800	9,040	9,270
Central Departmental Support	11,728	9,982	11,660	11,660	12,000	12,360	12,720
<b>Gross Expenditure</b>	<b>215,057</b>	<b>197,306</b>	<b>208,860</b>	<b>201,010</b>	<b>195,260</b>	<b>197,740</b>	<b>206,850</b>
<b>NON CHARGEABLE SURPLUS/(DEFICIT)</b>	<b>(33,284)</b>	<b>24,448</b>	<b>9,990</b>	<b>19,100</b>	<b>28,990</b>	<b>28,100</b>	<b>23,280</b>
<b>REVENUE ACCOUNT SURPLUS/(DEFICIT)</b>	<b>(85,860)</b>	<b>20,984</b>	<b>49,990</b>	<b>35,190</b>	<b>112,770</b>	<b>105,860</b>	<b>76,340</b>

	2008/2009 £	2009/2010 £	2010/2011 £	2011/2012 £	2012/2013 £	2013/2014 £
<b><u>RESERVE ACCOUNT</u></b>						
<b>BALANCE AS AT 1 APRIL</b>	<b>5,000</b>	<b>10,000</b>	<b>10,000</b>	<b>26,990</b>	<b>10,000</b>	<b>78,899</b>
Partner Joining Fee	30,000		30,000			
Revenue Account Surplus/(Deficit)	(85,860)	20,984	35,190	112,770	105,860	76,340
Redundancy Costs		(71,845)	(48,200)	(10,000)		
<b>BALANCE AS AT 31 MARCH</b>	<b>(50,860)</b>	<b>(40,861)</b>	<b>26,990</b>	<b>129,760</b>	<b>115,860</b>	<b>155,239</b>
Contribution to IT Reserve				(10,000)	(35,000)	
Contribution from/(to) Partners	60,860	50,861		(109,760)	(1,961)	(5,239)
<b>REVISED BALANCE AS AT 31 MARCH</b>	<b>10,000</b>	<b>10,000</b>	<b>26,990</b>	<b>10,000</b>	<b>78,899</b>	<b>150,000</b>
Cumulative Contribution from/(to) Partners	60,860	111,721	111,721	1,961	0	(5,239)