

I am delighted to be able to present my first year Portfolio Budget to you.

This has been a learning curve for me and I would like to put on record my sincere thanks, specially to Teresa and the whole of her individual teams, for the patience and support whilst I have been, and still am, learning the ropes of this diverse portfolio.

The services we provide include a very broad and wide range to support Employers, Employees and Residents within our district. This year we have also stepped in to assist and manage services for other District / Borough Council's in Building Control, Licensing and Food Inspections. This has been on a temporary basis but has had the welcome effect of contributing to our overall income. This however has put constraints on our staff but they have gone the extra mile in all cases for which I thank them.

We have seen many achievements this year, the success of our work and skills programme with the construction industry, the refurbishment of Enderby Leisure Centre and the Pavilion making these up to date and welcoming for both our residents and indeed the wider community. Fantastic work was done on putting together and securing Heritage Lottery Funding to restore the Ice House in Blaby, which will form part of our Tourism offer. We have improved conditions on our mobile home sites by the use of licensing conditions and we are now commencing the exciting work on our green agenda and climate change, with our Green Officer coming on board in December. We are conscious that this should be a practical working strategy not just words on a paper which others have done by declaring a climate emergency policy rather than instituting physical and sustainable change!

The priorities for my portfolio are

- To ensure that the refurbishment of Enderby Leisure Centre and the Pavilion remains on target and that we begin to see a return on our investment.
- Ensuring that BDC can benefit from Tourism, including delivering the new tourism growth plan
- To deliver our Work & Skills Plan
- Ensuring that we manage empty homes to be turned around and back into use
- That we implement any new regulatory requirements as and when required
- To expand our offer to health including the provision of staff for the social prescribing role
- Continue to work to move our car parks to a position where they are cost neutral.

- To deliver actions within the air quality strategy.
- Monitor the Building Control contracts with other local authorities
- To develop a green strategy and action plan.
- To deliver Walk & Ride

The risks and challenges to my Portfolio are

- External funding of a number of posts within the Health & Leisure Services Team.
- Performance of the Leisure Contract.
- Commitment from partners including health, local tourism businesses, developers and contractors in terms of delivery of our work & skills offer.
- Market share for Building Control who are in competition with many private sector Building Control Providers.

**Portfolio Holder: Councillor Sharon Coe**

**Senior Officer: Regulatory & Leisure Services Group Manager**

**Portfolio Total**

	<b>2019/20 Approved Budget</b>	<b>2019/20 Revised Estimate</b>	<b>2020/21 Proposed Budget</b>	<b>Variance [C] - [A]</b>	<b>Variance [C] - [B]</b>
<b>Health Improvement, Leisure &amp; Regulatory Services - Total</b>	<b>[A]</b>	<b>[B]</b>	<b>[C]</b>		
<b>Establishment Costs</b>	<b>£1,770,418</b>	<b>£1,969,173</b>	<b>£2,015,542</b>	<b>£245,124</b> 13.85%	<b>£46,369</b> 2.35%
<b>Other Gross Direct Expenditure</b>	<b>£583,363</b>	<b>£965,478</b>	<b>£619,251</b>	<b>£35,888</b> 6.15%	<b>-£346,227</b> -35.86%
<b>Direct Income</b>	<b>-£1,260,326</b>	<b>-£1,375,976</b>	<b>-£1,646,187</b>	<b>-£385,861</b> 30.62%	<b>-£270,211</b> 19.64%
<b>Net Direct Expenditure</b>	<b>£1,093,455</b>	<b>£1,558,675</b>	<b>£988,606</b>	<b>-£104,849</b> -9.59%	<b>-£570,069</b> -36.57%
<b>Overall No. of Posts (FTE)</b>	<b>44.05</b>	<b>46.88</b>	<b>49.51</b>	<b>5.46</b> 12.40%	<b>2.63</b> 5.61%

## Leisure Centres

<b>Leisure Centres</b>	<b>2019/20 Approved Budget</b>	<b>2019/20 Revised Estimate</b>	<b>2020/21 Proposed Budget</b>	<b>Variance [C] - [A]</b>	<b>Variance [C] - [B]</b>
	<b>[A]</b>	<b>[B]</b>	<b>[C]</b>		
<b>1.Establishment Costs</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>
<b>2.Other Gross Direct Expenditure</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>
<b>3.Direct Income</b>	<b>-£239,596</b>	<b>-£247,120</b>	<b>-£549,807</b>	<b>-£310,211</b> 129.47%	<b>-£302,687</b> 122.49%
<b>4.Net Direct Expenditure</b>	<b>-£239,596</b>	<b>-£247,120</b>	<b>-£549,807</b>	<b>-£310,211</b> 129.47%	<b>-£302,687</b> 122.49%
<b>5.Overall No. of Posts (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## Reasons for Variances

1. Not applicable.
2. Not applicable.
3. Increased in line with schedule and inflation.
4. Net impact of variances listed above.
5. Not applicable.

## Health & Leisure

	2019/20 Approved Budget	2019/20 Revised Estimate	2020/21 Proposed Budget	Variance [C] - [A]	Variance [C] - [B]
Health & Leisure	[A]	[B]	[C]		
1.Establishment Costs	£235,059	£381,942	£310,810	£75,751 32.23%	-£71,132 -18.62%
2.Other Gross Direct Expenditure	£77,809	£335,813	£102,038	£24,229 31.14%	-£233,775 -69.61%
3.Direct Income	-£11,000	-£184,795	-£43,894	-£32,894 299.04%	£140,901 -76.25%
4.Net Direct Expenditure	£301,868	£532,960	£368,954	£67,086 22.22%	-£164,006 -30.77%
5.Overall No. of Posts (FTE)	6.15	8.48	8.83	2.68 43.58%	0.35 4.13%

## Reasons for Variances

1. The 2020/21 Establishment budget takes account of the estimated pay award yet to be confirmed, contractual increments where applicable, and increases to employer's national insurance and pension contributions. Revised budget includes externally funded posts that hadn't been confirmed at the time of budget setting. 2 x Social prescribing link workers have also been added.
2. Revised budget includes externally funded project expenditure (level currently unknown for 2020/21) as well as various non-recurring expenditure carried forward from 2018/19. The proposed budget includes Tourism action plan budget.
3. Awaiting level of external funding to be confirmed.
4. Net impact of variances listed above.
5. Externally funded posts have been removed from the budget where this funding has not yet been confirmed for 2020/21. Tourism post added and funding confirmed for a new graduate post.

## **Environmental Health and Environmental Services**

	<b>2019/20 Approved Budget</b>	<b>2019/20 Revised Estimate</b>	<b>2020/21 Proposed Budget</b>	<b>Variance [C] - [A]</b>	<b>Variance [C] - [B]</b>
<b>Environmental Health</b>	<b>[A]</b>	<b>[B]</b>	<b>[C]</b>		
<b>1.Establishment Costs</b>	<b>£860,026</b>	<b>£911,898</b>	<b>£954,826</b>	<b>£94,800</b> 11.02%	<b>£42,928</b> 4.71%
<b>2.Other Gross Direct Expenditure</b>	<b>£368,832</b>	<b>£391,303</b>	<b>£359,747</b>	<b>-£9,085</b> -2.46%	<b>-£31,556</b> -8.06%
<b>3.Direct Income</b>	<b>-£443,490</b>	<b>-£363,821</b>	<b>-£419,621</b>	<b>£23,869</b> -5.38%	<b>-£55,800</b> 15.34%
<b>4.Net Direct Expenditure</b>	<b>£785,368</b>	<b>£939,380</b>	<b>£894,952</b>	<b>£109,584</b> 13.95%	<b>-£44,428</b> -4.73%
<b>5.Overall No. of Posts (FTE)</b>	<b>21.78</b>	<b>22.28</b>	<b>23.14</b>	<b>1.36</b> 6.24%	<b>0.86</b> 3.86%

### **Reasons for Variances**

1. The 2020/21 Establishment budget takes account of the estimated pay award yet to be confirmed, contractual increments where applicable, and increases to employer's national insurance and pension contributions. Green Officer and Technical Officer Post added.
- 2.
3. Reduced income in line with reduction to car parking income following free parking period in Blaby and theft of parking machines, other reductions in line with income received to date, and expected by year end.
4. Net impact of variances listed above.
5. See above point 1. Also Apprentice post removed.

## **Building Control**

	<b>2019/20 Approved Budget</b>	<b>2019/20 Revised Estimate</b>	<b>2020/21 Proposed Budget</b>	<b>Variance [C] - [A]</b>	<b>Variance [C] - [B]</b>
<b>Building Control</b>	<b>[A]</b>	<b>[B]</b>	<b>[C]</b>		
<b>1.Establishment Costs</b>	<b>£462,129</b>	<b>£462,129</b>	<b>£538,155</b>	<b>£76,026</b> 16.45%	<b>£76,026</b> 16.45%
<b>2.Other Gross Direct Expenditure</b>	<b>£32,584</b>	<b>£66,031</b>	<b>£50,694</b>	<b>£18,110</b> 55.58%	<b>-£15,337</b> -23.23%
<b>3.Direct Income</b>	<b>-£502,600</b>	<b>-£512,600</b>	<b>-£567,225</b>	<b>-£64,625</b> 12.86%	<b>-£54,625</b> 10.66%
<b>4.Net Direct Expenditure</b>	<b>-£7,887</b>	<b>£15,560</b>	<b>£21,624</b>	<b>£29,511</b> -374.17%	<b>£6,064</b> 38.97%
<b>5.Overall No. of Posts (FTE)</b>	<b>9.61</b>	<b>9.61</b>	<b>11.61</b>	<b>2.00</b> 20.81%	<b>2.00</b> 20.81%

## **Reasons for Variances**

1. The 2020/21 Establishment budget takes account of the estimated pay award yet to be confirmed, contractual increments where applicable, and increases to employer's national insurance and pension contributions. Also 2 Apprentice posts added.
2. Partnership marketing budget added which is partly funded from partners, one off ICT Equipment purchases added and travel costs increased in line with spend to date and expected spend at year end.
3. Increase in line with Partnership agreement.
4. Net impact of variances listed above.
5. See 1 above.

## **COMMUNITY DEVELOPMENT WORK & SKILLS**

	<b>2019/20 Approved Budget</b>	<b>2019/20 Revised Estimate</b>	<b>2020/21 Proposed Budget</b>	<b>Variance [C] - [A]</b>	<b>Variance [C] - [B]</b>
<b>Partnerships</b>	<b>[A]</b>	<b>[B]</b>	<b>[C]</b>		
<b>1.Establishment Costs</b>	<b>£213,204</b>	<b>£213,204</b>	<b>£211,751</b>	<b>-£1,453</b> -0.68%	<b>-£1,453</b> -0.68%
<b>2.Other Gross Direct Expenditure</b>	<b>£104,138</b>	<b>£172,331</b>	<b>£106,772</b>	<b>£2,634</b> 2.53%	<b>-£65,559</b> -38.04%
<b>3.Direct Income</b>	<b>-£63,640</b>	<b>-£67,640</b>	<b>-£65,640</b>	<b>-£2,000</b> 3.14%	<b>£2,000</b> -2.96%
<b>4.Net Direct Expenditure</b>	<b>£253,702</b>	<b>£317,895</b>	<b>£252,883</b>	<b>-£819</b> -0.32%	<b>-£65,012</b> -20.45%
<b>5.Overall No. of Posts (FTE)</b>	<b>6.51</b>	<b>6.51</b>	<b>5.93</b>	<b>-0.58</b> -8.91%	<b>-0.58</b> -8.91%

### **Reasons for Variances**

1. The 2020/21 Establishment budget takes account of the estimated pay award yet to be confirmed, contractual increments where applicable, and increases to employer's national insurance and pension contributions.
2. 2019/20 revised estimate includes non recurring expenditure brought forward from 2018/19.
3. Includes S106 contributions to cover the cost of employing the Employment, Skills and Training Co-ordinator in 2020/21.
4. Net impact of the variances listed above.
5. No significant change.

## **Movement in budget and staff from last year**

### **Leisure Centres**

Last year saw the start of the Council's new 10-year contract with SLM. Since April 2019 SLM have been operating both Enderby Leisure Centre and the Pavilion Leisure Centre. This led to a financial benefit of just under £140,000 in 2019/20. The management fee for 2020/21 is set to rise by around £300,000 to just under £550,000 as the full impact of SLM's business case begins to take effect. The net annual benefit to the Council is expected to average £340,000 per annum over the life of the 10 year contract.

### **Health & Leisure Services**

The reduction in income and expenditure in relation to Health & Leisure Services is in recognition of the fact that no confirmation has yet been received of external funding. External funding currently supports services such as exercise referral, positive activities for young people, heartsmart and 'falls prevention' programmes.

The service provides a range of outreach services across the District engaging over 5,000 residents, and continues to be successful in securing significant levels of external funding from various sources.

### **Tourism**

The Council will be launching its Tourism Growth Plan; this includes the appointment of a Tourism and Heritage Officer.

### **Environmental Health and Environmental Services**

A bid has been submitted to DEFRA for an Air Quality Grant, we should know the result of this in February 2020. Business rates and water rates for the car parks have increased in this year, however a number of the car parks have now been gifted to the Parish Councils. Due to the delay with implementation of the Idox system increases in the maintenance costs for existing software packages have occurred.

### **Building Control Services**

The Service continues to operate as a lean self-financing business unit, competing for work against the private sector. Competition is still fierce and, therefore, Blaby's Building Control charges have remained the same as last year to enable it to maintain its customer base and income streams. Income figures for the current year have been positive. In the last 4 years the team have delivered a year on year increase in income levels. Harborough District Council, Oadby & Wigston Borough Council, Hinckley & Bosworth Borough Council and Melton Borough Council have signed up to a shared service agreement for the delivery of this service. A Management Board has been established which meets quarterly and reviews performance and income.

## **Portfolio Priorities**

1. Monitor and manage the performance of the Leisure Contract with SLM.
2. Implement a new Tourism Growth Plan.
3. Increase physical activity levels across the District by delivering the Sport & Physical Activity Commissioning Plan, a Playing Pitch Strategy and the new 'Active Blaby' scheme.
4. Protect and improve the health, safety and wellbeing of local residents, visitors and people who live and work in the District of Blaby.
5. Ensure the safety and quality of the built environment.
6. Lead and maintain a Building Control Partnership with other local authorities.
7. Deliver the Work & Skills Action Plan.
8. Deliver our Air Quality Action Plan
9. Deliver the Buried Bouskell Heritage Lottery Fund Project
10. Continue the development of our Walk & Ride Work
11. Develop a Green Strategy and action plan.

## **Services**

### **Leisure Centres**

The Pavilion provides a range of leisure services including; a fitness suite (gym), exercise classes, all weather pitches, squash courts, sports hall, café, dance studio, Virtual Spinning Studio and meeting room. This service is delivered through a leisure contract with SLM (expires 2029).

Enderby Leisure Centre provides a range of leisure services including a swimming pool, swimming lessons, fitness suite, health suite, indoor bowls, golf course, fitness studios, all weather pitches, café and meeting room (some of these will be developed during 2019/20). This service is delivered through a leisure contract with SLM (expires 2029).

### **Health & Leisure**

- Health Improvement & Arts Development – services include A Place to Grow, Dementia Action Alliance, Health Promotion, delivering the Blaby District Staying Healthy Partnership and an Arts Development Programme. This area of work also includes delivery of the Social Prescribing model and links with our Clinical Commissioning Group (CCG), Public Health, GPs and other partners around health.
- Tourism & Heritage – services include the delivery the Blaby District Tourism Growth Plan, new Tourism Website, a range of projects such as Walk & Ride, English Tourism Week and developing the local Tourism Partnership.
- Sport & Physical Activity – these services complement the universal offer in our Leisure Centres by providing outreach programmes throughout our District to residents who may not be able to access our centres. They also provide support to help develop our network of community sports clubs. The services include exercise referral, outreach physical activity sessions, cardiac rehabilitation scheme, falls prevention, older people activities, weight management, inclusive

activities, sports development, events, a commercial programme, the Positive Activities Referral Scheme (PARS), Sports Awards, JUST (women's activity programme), national and local awareness campaigns and co-ordinating the Local Sports Alliance (LSA). This service secures a significant amount of external funding from Public Health (this amount is still to be confirmed for 2020/21).

### Environmental Health and Environmental Services

Environmental Health is predominately a statutory service that safeguards public health and the environment. The areas of work include food safety, noise, 'envirocrime' (graffiti, fly posting, litter, fly tipping, abandoned vehicles), supported through the recruitment of an Envirocrime Officer, private sector housing enforcement, empty homes, waste accumulations, filthy and verminous premises and hoarding, health and safety at work, public health, infectious disease control.

Environmental Service key areas are – air quality management, contaminated land, pollution control, car parking, land drainage/flood management, climate change, stray dogs and fouling, licensing of taxis and private hire operators, licensing of sale of alcohol, regulated entertainment and gambling.

### Building Control

A statutory service that safeguards public health and safety within the built environment in addition to controlling accessibility and improving energy efficiency of buildings by ensuring the requirements of the Building Regulations and associated legislation are complied with.

This service competes with other private sector building control providers. Additional services are provided to deal with dangerous structures, safe demolition of buildings and street naming and numbering, in addition to providing support and added resilience to the Council's Property Services team and other services as and when required.

Blaby Building Control currently supports the delivery of building control services at Harborough District Council, Oadby & Wigston Borough Council, Hinckley & Bosworth Borough Council and Melton Borough Council.

### Community Development, Work and Skills

The Community Grants scheme supports the voluntary and community sector to develop and strengthen facilities and activities. The health checks that are offered to community group's support them to have the correct governing documentation. Our community volunteer week supports the voluntary and community sector to achieve tasks it may not ordinarily have capacity to do. It also encourages individuals and groups to partake in social, charitable and environmental activities on a voluntary basis.

The Love Blaby Lottery is a weekly online lottery created to support local good causes within the district. The lottery mission is to raise money in the community for the community and has an annual income of around £30,000.

The Work and Skills action plan is our approach to how we will focus ideas to meet the 3 overarching themes contained within the plan. The themes have helped shape the priorities around the work and skills agenda, giving a clear timetable and defined steps for how this will be implemented, measured and reported against.

## **Key Points**

<p>Doing things differently – plans for the coming year</p>	<p><u>New Leisure Contract:</u></p> <ul style="list-style-type: none"> <li>• Increase usage of new facilities across both sites</li> </ul> <p><u>Health &amp; Leisure:</u></p> <ul style="list-style-type: none"> <li>• Launch Active Blaby</li> <li>• Beat the Streets project</li> <li>• Active Travel &amp; Rutland Cycling partnership</li> </ul> <p><u>Tourism:</u></p> <ul style="list-style-type: none"> <li>• New Tourism Growth Plan with a range of projects</li> <li>• Improve Tourism website</li> <li>• Deliver the Buried Bouskell HLF project</li> </ul> <p><u>Environmental Services</u></p> <ul style="list-style-type: none"> <li>• Scanning of licensing documents into the DMS system and getting rid of paper files.</li> <li>• Work continues to implement back office system for EPR, Contaminated Land, Service Requests, Licensing and Planning Consultations.</li> <li>• Online access to Licensing Services.</li> <li>• Further assess the taxi testing provision at the new depot and online access for all licenses to improve the customer journey.</li> <li>• Deliver actions within the adopted air quality action plan.</li> <li>• Deliver the Green strategy and action plan.</li> </ul> <p><u>Environmental Health</u></p> <ul style="list-style-type: none"> <li>• To develop the work around envirocrime including working more closely with colleagues at the depot and a more proactive enforcement element.</li> </ul> <p><u>Work &amp; Skills</u></p> <ul style="list-style-type: none"> <li>• To expand our work &amp; skills offer to other industries apart from construction for example Tourism and Retail.</li> <li>• To deliver a comprehensive offer to our schools and academies for those young people who are not choosing an academic route.</li> </ul>
<p>Income generation</p>	<p><u>Health &amp; Leisure</u></p> <ul style="list-style-type: none"> <li>• Secure income from the new Leisure Contract.</li> <li>• Continue to secure external funding to support front line delivery.</li> </ul>

	<ul style="list-style-type: none"> <li>• Achieve income goal for the Events Hire equipment scheme.</li> </ul> <p><u>Environmental Health</u></p> <ul style="list-style-type: none"> <li>• Regulatory income</li> </ul> <p><u>Environmental Services</u></p> <ul style="list-style-type: none"> <li>• Car parks</li> <li>• Licensing for animal health</li> <li>• Permitted process income</li> </ul> <p><u>Building Control</u></p> <ul style="list-style-type: none"> <li>• Building Control fees and charges are to remain the same as they have done for the last 4 years due to fierce competition from the private sector.</li> <li>• Market share and income levels are closely monitored. Blaby Building Control continues to perform well against both the private sector and other Leicestershire Building Control providers.</li> <li>• Blaby Building Control leads the Leicestershire Building Control Partnership covering HDC, OWBC, HBBC and MBC. This will generate revenue from partner income share and providing staff with an overhead recharge.</li> <li>• Lightbulb have commissioned Building Control to support the delivery of Disabled Facilities Grants.</li> </ul>
Capital plans for the portfolio	<ul style="list-style-type: none"> <li>• Deliver the Ice House restoration project with Funding Secured from the Heritage Lottery Fund.</li> <li>• Money to be carried forward from 2019/20 to ensure the equipment is maintained at the Pavilion with regard to landfill gas.</li> </ul>

### **Key Performance Indicators**

- Health, Leisure & Tourism Services:
- Active People Survey (measures levels of physical activity).
- STEAM Data (provides local Tourism statistics).
- Health Profile & Joint Strategic Needs Assessment (provides local Health statistics).
  
- Leisure Contract (Enderby & The Pavilion Leisure Centres):
- Usage levels
- Income levels
- Number of complaints
- QUEST score (independent inspection)
  
- Work & Skills
- Number of people supported to take up a work, placement, trial and or a job.

- Number of VCS groups supported via the Community Grants Programme and Health checks
- Number of community development projects completed

<b>PERFORMANCE INDICATOR</b>	<b>2018/19 RESULTS</b>	<b>2019/20 YEAR TO DATE</b>	<b>COMMENTS</b>
Building Control inspections carried out on the same day as requested	3,807 (100%)	2,819 to 16/12/2019 (100%)	Building Control has maintained its 100% record of undertaking inspections on the same day when requested to do so.
Total number of long term empty homes returned into use			Due to the transfer to a new database the data for this is year not available.  We do know that the number of long term empties (empty over 6 months) has increased by 9 – which due to the low number could just be down to speed of house sales/probate as the figure is taken from a single snapshot of one day of the return in October every year.
Number of large fly tipping incidents	534	327	We have undertaken a number of well publicised fly tipping prosecution cases this year and produced articles to raise the awareness amongst members of the public in relation to their legal responsibilities for the disposal of waste.  In addition to this a number of the large recycling

			banks have also been removed which were previously targeted as fly tipping “hot spot” locations which has reduced the number of incidents.
Number of food premises with a rating of 3 or above (satisfactory)	530 (figure is not cumulative)	550 (figure is not cumulative)	The standard of food hygiene within the premises in the district has generally been seen to improve even with an increase in the number of food businesses open in the district.
Total number of flare case management reviews			Due to the change in database used by the team – these have been picked up individually with the officers during monthly 1-2-1’s rather than recorded electronically on the system.

### **Customers**

- Use data to understand our customers and local trends, such as the Joint Strategy Needs Assessment, Health Profiles, Sport England data and Mosaic.
- Conduct evaluations and seek customer feedback to improve services.
- Collection of positive comments and compliments from our customers and partners.
- SLM – monthly joint working meetings and quarterly contract monitoring

### **Risks**

- External Funding:

External funding supports 6 posts (Physical Activity Development Officers – PADOs) across the Health and Leisure Services Team. These posts currently deliver physical activity and GP referral services that support inactive, vulnerable, the elderly, people with dementia and disability, residents at risk of developing health conditions including mental health and vulnerable young people.

Securing external funding is, therefore, essential to continue these services. A significant amount of this is received from Sport and Physical Activity Strategic

Commissioning funded by Leicestershire Country Council Public Health (PH). Informal indications for 2020/21 suggest we will receive a similar level of funding to 2019/20, although this has not been confirmed. Other funding is made available through partnership working with Leicestershire and Rutland Sport (LRS).

- Commitment from health partners and construction partners
- Performance of Leisure Contractor (SLM)
- Reducing Council budgets
- Recruitment and retention of qualified staff.
- Competency of all Regulatory Officers (continued professional development).
- Building Control's inability to react to increased workloads and economic upturn whilst funding and staffing levels within the Council and Public sector as a whole are in active decline.
- Market share for Building Control who are in competition with many private sector Building Control providers.