

## SERVICE ANNUAL PERFORMANCE REVIEW

<b>NAME OF SERVICE: LEGAL &amp; REGULATORY SUPPORT</b>	<b>PERIOD: FINANCIAL YEAR 2020/21</b>
<b>1. DELIVERING OUR OUTCOMES</b>	
<p><b>Our case studies help illustrate the positive contribution the Service has made to our communities and provides examples of good service delivery.</b></p>	
<p><b>Corporate Outcome - People Live Active Healthier And Independent Lives</b> <b>Business Outcome BO102: We Provide Support, Prevention And Opportunities To Help People Make Better Lifestyle Choices</b></p> <p><b>Success Measure: LRS102_01-Advice and assistance from Welfare Rights is provided to Clients to ensure they maximise their income</b></p> <p>a) We worked with service partners to deliver the redesigned advice service to cope with demand from vulnerable and non-vulnerable clients. Advice and assistance from Welfare Rights is provided to Clients to ensure they maximise their income. Exceeded targets despite difficult delivery.</p>	
<p><b>Corporate Outcome - People Will Live In Safer And Stronger Communities</b> <b>Business Outcome BO104: Our Communities Are Protected And Supported</b></p> <p>a) The Trading Standards Team maintained a reactive presence to deal with all premises identified as high risk.</p> <p>b) Developed the Community Safety Partnership Strategy 2021-2023 which underpins the Argyll and Bute Outcome Improvement Plan and sets out strategic priorities in relation to:</p> <ul style="list-style-type: none"><li>• We live in a safe and positive community</li><li>• We encourage safer road and water use</li><li>• Our natural and built environment is protected</li><li>• Our communities are supported and included</li></ul> <p>It also identifies how key partners including the Council, Police Scotland, Scottish Fire and Rescue Service, HM Coastguard, Health &amp; Social Care Partnership (HSCP), Third Sector Interface (TSI) and local groups will bring together resources to ensure that Argyll and Bute is a safer place to live, work and visit.</p>	

## SERVICE ANNUAL PERFORMANCE REVIEW

### Corporate Outcome - Our Economy Is Diverse And Thriving

#### Business Outcome BO110: We support businesses, employment and development opportunities

- a) The Procurement, Commercial and Contract Management Team provided a strong lead to ensure we continued the percentage of Council spend that is under a contract or service level agreement while also maintaining the percentage of all Small Medium Enterprises (SMEs) that win council contracts. We also worked to improve the delivery of contract management on all high risk contracts.

We effectively planned and coordinated the release of tenders to avoid overwhelming the market, in particular the local market – by issuing invitations to tender where the regulations allowed. For 2020/21, we awarded 128 contracts and of these 103 were Quick Quotes (ITQ's).

Our procurement processes were simplified and streamlined, ensuring that documentation was as straightforward as possible and engaged with local Economic Development colleagues and other collaborative stakeholders, to support emerging priorities that will support the economic recovery within Argyll and Bute.

The percentage of total bids by and contracts awarded to local and SME suppliers is monitored monthly, however, not all requirements can be fulfilled by the local supply market. To gain a better understanding of performance, the number of tenders bid for and subsequently won by local suppliers is also monitored and detailed below.

<b>2020/21 - Total No. of Tenders</b>	<b>2020/21 - Total receiving local bids</b>	<b>2020/21 - Total won by local bidders</b>	<b>2020/21 % Success Rate</b>
128	54	31	57.4%

The level of local spend was monitored in 2020/21, and the overall percentage with our local suppliers was 34.4%.

The team recognises the strategic importance of maximising the economic benefits from directing Council spend to local businesses in terms of benefiting the local economy. Whilst it would not be acceptable to give preference to local businesses during any particular procurement, efforts are made to ensure that local businesses are upskilled so as to have the greatest chance of being successful in winning Council and other public sector business.

Argyll and Bute Council will be taking part in the Meet the Buyer: Live Virtual Event on 8th June 2021

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- b) Civic & Liquor Licensing- we put in place arrangements for continuing to deliver the civic and liquor licensing functions including the holding of virtual Board meetings and a system for the fast tracking of occasional applications for the licensing of outdoor areas.
- c) As part of the easing of lockdown measures, agreements were put in place to enable businesses to utilise public spaces identified by the Council

### Corporate Outcome - Getting it right

#### Business Outcome BO115: We Are Efficient And Cost Effective

- a) Delivered 2 local by-elections and a Scottish Parliamentary Election while continuing to meet the electoral performance standards as set by the Electoral Commission. New processes, risk assessments and procedures were devised and implemented to meet Covid responsibilities while delivering a successful outcome.
- b) Increased Elected Member Transactions through paperless processes e.g. improved iPad functionality, arrangements for on-line surgeries and on-line expenses. These arrangements and technological developments facilitated the move to virtual ways of working throughout the year and supported the continued functioning of committees and Elected Member decision making and operating processes throughout the year which placed a heavy reliance on harnessing technology and new ways of working.
- c) Development and Delivery of on-line/ virtual programme of seminars and training events to support Elected Member Development, Elected Member Induction and Election Administration and Delivery.
- d) Supported key Council services to improve process and response times to Elected Members' enquiries through Casebook, the electronic case management system used by Elected Members to record and manage constituent enquiries.
- e) Review of the Charitable Trusts and Bequests and Trust Funds to simplify and update processes where possible and ensure ongoing compliance with charity regulations and the original terms of the bequests. The review took cognisance of the fact that a large number of the charitable funds managed in trust by Area Committees were established many years ago, and as a consequence of changes in society over time the intended beneficiaries of the bequests are no longer easily identified.
- f) Provided a strong Governance presence which allows the Council to continue to meet and exceed target response times in regards to the percentage of complaints resolved at Stage 1.
- g) The review and improvement programme of Pecos\* which aids the user experience, increase Pecos usage, improves control arrangement, governance and contracted spend. *\*Pecos is the name given to the procurement system.*

## SERVICE ANNUAL PERFORMANCE REVIEW

### Corporate Outcome - Getting it right

#### Business Outcome BO116: We Engage And Work With Our Customers, Staff And Partners

- a) Led the Council's Tactical Group and provided a co-ordinated response across Legal & Regulatory Support Teams who lead on Health & Safety and the implementation of Council Wide suite of emergency and resilience plans throughout 2020/21 presence which allows the Council to continue to meet its ongoing obligations.
- b) Extended the Customer Service Excellence Award to include all aspects of the Legal and Regulatory Support service. Accreditation was achieved with a number of additional criteria being upgraded to compliance plus. Achievement of this nationally recognised external accreditation demonstrates our commitment to positive and constructive relationships with customers and partner and how we use this to drive continuous improvement in our services.
- c) The Governance Team extended the provision of governance and committee support to the Integrated Joint Board and the meeting reports and minutes for key strategic committees are all hosted on ModGov\*. In addition arrangements were put in place to support virtual meetings and undertake recorded sessions which are also posted on ModGov.

*\*ModGov is the name of the document management system used for all council committee meetings.*

## 2. SIGNIFICANT CHALLENGES

**The significant challenges faced by the Service during 2020/21. These challenges either created specific pressures on the Success Measures or impacted on delivery. Specific additional activity or mitigating actions were carried out to reduce the negative impact on service delivery.**

### Corporate Outcome - Our Economy Is Diverse And Thriving

#### Business Outcome BO110: We support businesses, employment and development opportunities

- a) Additional requirement at short notice to administer Taxi Support Fund in addition to business as usual. Required new forms, procedures and appeals process with around 250 applications dealt with. All processed and paid within the deadline.

### Corporate Outcome - Getting it right

#### Business Outcome BO115: We Are Efficient And Cost Effective

- b) Delivered 2 local by-elections and Scottish Parliamentary election while continuing to meet the electoral performance standards as set by the Electoral Commission. New processes and procedures were devised and implemented to meet Covid responsibilities while delivering a successful

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outcome. This was completed while the Election Team were also putting arrangements in place for the Scottish Parliament Election in 6<sup>th</sup> May 2021. A significant volume of works was undertaken in relation to the planning arrangements.

### **Business Outcome BO116: We Engage And Work With Our Customers, Staff And Partners**

- a) Review and redevelop the Elected Member Induction Programme ahead of the 2022 local government elections. The Elected Member induction programme underwent a review based on feedback arising from the previous local government elections and this provided the basis for the development of a virtual programme to support election of two new Councillors in March 2021.

### **3. CONSULTATION AND ENGAGEMENT - WE ASKED, YOU SAID, WE DID....**

**The following are all the consultations and resulting actions that the Service has carried out during this period.**

- a) A review of Taxi Fares was conducted during 2020/21. In terms of Section 17 of the Civic Government (Scotland) Act 1982, the Local Authority requires to fix maximum fares and other charges in connection with the hire of taxis operating in their area and to review the scales for taxi fares and other charges on a regular basis. The review process commenced in April 2020 and in June 2020 it was proposed that there would be no change to the existing scales. This was advertised with response invited within a month. Adverts were placed in local newspapers with a deadline given for any responses. No representation was received so the Head of Legal & Regulatory Supports and the Chair of the Planning, Protective Services and Licensing Committee (PPSL) agreed that there would be no changes to the current fares.
- b) Procurement, Commercial and Contract Management Team conduct regular Customer and Supplier Surveys. The feedback from our Customers on previous surveys was very positive in areas such as obtaining advice and assistance, awareness of contracts available and goods or services accurately corresponded to requirements. The feedback from our Suppliers was also positive with an increase in supplier satisfaction in knowing where to find contract opportunities, clearly defined performance measures, attending regular meetings to ensure effective contract delivery and happy with the way the Council engages with their business over the term of the contract.
- c) Procurement, Commercial and Contract Management Team carried out wide consultation on the Council's Procurement Strategy – received wide ranging responses and addressed each one in reporting to Council on refreshed Strategy

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## LEGAL & REGULATORY SUPPORT – ANNUAL SCORECARD 2020/21

**Legal & Regulatory Support Scorecard 2019-22**  
 Scorecard owned by: **David Logan** FY 20/21

Click here for all Business Outcomes and Success Measures

Click here for Ex. Director Douglas Hendry Scorecard

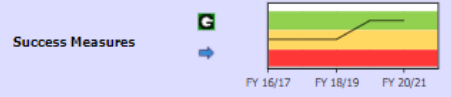
Governance Team Scorecard

Procurement & Contract Management Team Scorecard

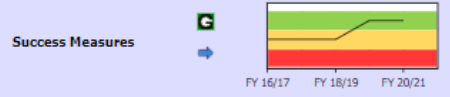
Legal Services Team Scorecard

Compliance & Regulatory Team Scorecard

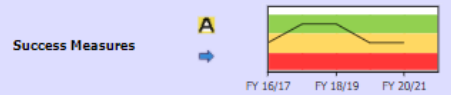
### BO102: We Provide Support, Prevention And Opportunities To Help People Make Better Lifestyle Choices [LRS]



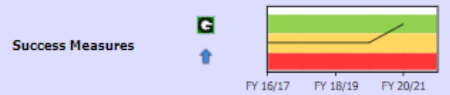
### BO111: We Influence And Engage With Businesses And Policy Makers [LRS]



### BO104: Our Communities Are Supported And Protected [LRS]



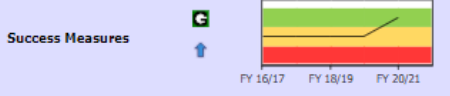
### BO113: Our Infrastructure Is Safe And Fit For The Future [LRS]



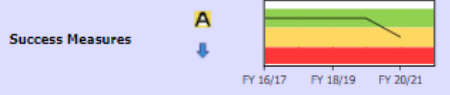
### BO110: We Support Businesses, Employment And Development Opportunities [LRS]



### BO115: We Are Efficient And Cost Effective [LRS]



### BO116: We Engage And Work With Our Customers, Staff And Partners [LRS]



### Management Information

RESOURCES				
People	Benchmark	Target	Actual	Status Trend
Sickness absence LRS		6.0 Days	2.6 Days	
PDRs LRS		90 %	7 %	
Financial		Adjusted Budget	Actual	Status Trend
Finance Revenue totals LRS		£17,967,237	£17,942,910	

### IMPROVEMENT

LRS Service Improvements 2017-21				
Actions	Total No	Off track	On track	Complete
Legal & Regulatory Support Audit Recommendations	4	2	1	1
Health & Safety Service H&S Plan Actions	0	0	0	0
H&S Investigation Actions	0	0	0	0
Customer Service LRS				
Customer Charter	Customer satisfaction	93 %		
Number of consultations	Stage 1 Complaints	100 %		
	Stage 2 Complaints	100 %		

# SERVICE ANNUAL PERFORMANCE REVIEW

## Legal & Regulatory Support Scorecard 2019-22

Scorecard owned by: **David Logan**

FY 20/21

Click here  
for Full  
Scorecard

Click here  
for Outcome  
LRS110

### BO102: We Provide Support, Prevention And Opportunities To Help People Make Better Lifestyle Choices [LRS]

Success Measure **G** ↑

LRS102_01-Advice and assistance from Welfare Rights is provided to Clients to ensure they maximise their income	Actual	£K 3,334,516	<b>G</b>
	Target	£K 2,500,000	↑
	Benchmark	£K 3,334,516	↑

Covid Impact

### BO104: Our Communities Are Supported And Protected [LRS]

Success Measure **A** →

LRS104_01-Maintain the percentage of Anti-social Behaviour cases that are resolved within 13 weeks	Actual	100.00 %	<b>G</b>
	Target	80.00 %	→
	Benchmark	100.00 %	→

LRS104_02-Undertake visits to all premises identified as high risk on the Trading standards database	Actual		
	Target	100.0 %	
	Benchmark		

Covid Impact

LRS104_03-Resolve Trading Standards criminal complaints within 14 days of receipt	Actual	77 %	<b>R</b>
	Target	80 %	
	Benchmark	77 %	

### BO111: We Influence And Engage With Businesses And Policy Makers [LRS]

Success Measure **G** →

LRS111_01-Resolve trading standards requests received from businesses within 14 days from receipt of	Actual	95.6 %	<b>G</b>
	Target	88.0 %	↑
	Benchmark	95.6 %	↑

### BO113: Our Infrastructure Is Safe And Fit For The Future [LRS]

Success Measure **G** ↑

LRS113_01-Financial Management of the Schools Non Profit Distribution Organisation (NPDO) and Hub-Design, Build, Finance and Maintain (DBFM) contracts are actively managed	Actual	100 %	<b>G</b>
	Target	100 %	

LRS113_02-Project Management of the Schools Non Profit Distribution Organisation (NPDO) and Hub-Design, Build, Finance and Maintain (DBFM) contracts are actively managed	Actual	On track	<b>G</b>
	Target	On track	
	Benchmark	On track	

### BO115: We Are Efficient And Cost Effective [LRS]

Success Measure **G** ↑

LRS115_01-The percentage of draft minutes published and action mandates for Strategic Committees that are issued within one week	Actual	100 %	<b>G</b>
	Target	100 %	→
	Benchmark	100 %	→

LRS115_02-Continue to meet the electoral performance standards as set by the Electoral Commission	Actual	100.00 %	
	Target	100.00 %	→
	Benchmark	100.00 %	→

LRS115_03-All urgent legal advice is dealt with in 1 day	Actual	100 %	<b>G</b>
	Target	100 %	→
	Benchmark	100 %	→

LRS115_04-Requests for non-urgent legal advice are dealt with within 20 working days unless extended by agreement	Actual	100 %	<b>G</b>
	Target	100 %	→
	Benchmark	100 %	→

LRS115_05-The Percentage of Freedom of Information requests that are responded to within timescales	Actual	96 %	<b>G</b>
	Target	95 %	↑
	Benchmark	89 %	↑

LRS115_06-The percentage of subject access requests that are responded to within the Data Protection Act timescales.	Actual	81 %	<b>R</b>
	Target	100 %	↑
	Benchmark	75 %	↑

LRS115_07-The percentage of complaints resolved at stage 1 [within 5 working days].	Actual	79.2 %	<b>G</b>
	Target	75.0 %	↑
	Benchmark	68.0 %	↑

Covid Impact

### BO116: We Engage And Work With Our Customers, Staff And Partners [LRS]

Success Measure **A** ↓

LRS116_01-The percentage of Elected Members very satisfied or satisfied with member services support	Actual	96 %	<b>G</b>
	Target	90 %	→
	Benchmark	96 %	→

LRS116_02-Percentage of Community Councils that are satisfied with the support received from Governance Team	Actual	84.2 %	<b>R</b>
	Target	85.0 %	→
	Benchmark	84.2 %	→

Covid Impact

LRS116_03-If applicable an investigation by the Health and Safety team will begin within 1 working day of being advised of an incident	Actual	100 %	<b>G</b>
	Target	100 %	→
	Benchmark	100 %	→

LRS116_04-All contractors have a health and safety competence assessment within 10 working days	Actual	100 %	<b>G</b>
	Target	100 %	→
	Benchmark	100 %	→

LRS116_05-Implement the Council wide suite of emergency and resilience plans for 2020/21	Actual	On track	<b>G</b>
	Target	On track	
	Benchmark	On track	

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## Legal & Regulatory Support Scorecard 2019-22

Scorecard owned by: **David Logan** FY 20/21

[Click here  
for Full  
Scorecard](#)

### BO110: We Support Businesses, Employment And Development Opportunities [LRS]

Success Measure **A** →

<p>LRS110_01-The percentage of taxi license &amp; civic government licenses with either objections or representation</p> <p>Actual 40 % <b>R</b> Target 95 % ↓ Benchmark 40 %</p> <p><b>Covid Impact</b></p>	<p>LRS110_07-All Section 75 Planning agreements are registered within 4 months from receipt of titles</p> <p>Actual 100 % <b>G</b> Target 100 % Benchmark 100 % ↑</p>
<p>LRS110_02-The percentage of competent Personal liquor license applications with no objections that a</p> <p>Actual 100.0 % <b>G</b> Target 95.0 % ↑ Benchmark 100.0 %</p>	<p>LRS110_08-Improve our annual score in the new Procurement Commercial Improvement Programme Assessment</p> <p>Actual Target 80.0 % Benchmark</p>
<p>LRS110_03-The percentage of extended hours liquor license applications that are determined within 32</p> <p>Actual 100 % <b>G</b> Target 100 % → Benchmark 100 %</p>	<p>LRS110_09-Maintain the percentage of all Council spend that is either under a contract or a Service</p> <p>Actual 91.07 % <b>G</b> Target 90.00 % ↓ Benchmark 91.07 %</p>
<p>LRS110_04-The percentage of occasional liquor license applications that are determined within 32 wor</p> <p>Actual 100 % <b>G</b> Target 100 % → Benchmark 100 %</p>	<p>LRS110_10-Maintain the percentage of local suppliers that benefit from the awards of contracts via the procurement portal</p> <p>Actual 27.3 % <b>R</b> Target 35.0 % ↓ Benchmark 27.3 %</p>
<p>LRS110_05-The percentage of Civic Government Licence applications with no objections or representati</p> <p>Actual 100.0 % <b>G</b> Target 100.0 % → Benchmark 100.0 %</p>	<p>LRS110_11-Increase the number of community benefits that are delivered through contracts we award locally</p> <p>Actual 0.0 % <b>G</b> Target 0.0 % ↓ Benchmark 0.0 %</p> <p><b>Covid Impact</b></p>
<p>LRS110_06-All property transactions including conveyancing, leases, securities and discharges are co</p> <p>Actual 100 % <b>G</b> Target 100 % → Benchmark 100 %</p>	<p>LRS110_12-Maintain the percentage of all Small Medium Enterprises [SMEs] that win council contracts</p> <p>Actual 86.8 % <b>G</b> Target 76.0 % ↑ Benchmark 86.8 %</p>