

**DATA LABEL: OFFICIAL**



**PERFORMANCE COMMITTEE**

**SERVICE PERFORMANCE AND WLAM OUTCOME REPORT – LEGAL SERVICES**

**REPORT BY DEPUTE CHIEF EXECUTIVE**

**A. PURPOSE OF REPORT**

The report provides Performance Committee with an overview of a service assessment from the West Lothian Assessment Model process (2017/20).

It also provides a summary of recommendations from the officer-led scrutiny panel that have been identified for action and are to be delivered by the service management team.

**B. RECOMMENDATIONS**

It is recommended that the Performance Committee:

1. Note the outcome from the WLAM and Review Panel process;
2. Note the recommendations for improvement;
3. Agree any other recommendations that may improve the performance of the service.

**C. SUMMARY OF IMPLICATIONS**

I.	Council Values	Focusing on our customers' needs; being honest, open and accountable; providing equality of opportunity; developing employees; making best use of our resources and working with other organisations
II.	Policy and Legal	The West Lothian Assessment Model programme is a key part of the council's Best Value Framework, ensuring that there is robust internal scrutiny and support for continuous improvement of services.
III.	Implications for Scheme of Delegations to Officers	None
IV.	Impact on performance and performance indicators	The report provides a summary of performance indicators from a council service to support effective elected member scrutiny.
V.	Relevance to Single Outcome Agreement	The council has adopted an EFQM-based approach to performance management. This is reflected in the

		type of indicators used, including council indicators in the SOA.
VI	Resources - (Financial, Staffing and Property)	From existing budget.
VII.	Consideration at PDSP/Executive Committee required	Service performance is considered at the appropriate PDSP on an ongoing, scheduled basis.
VIII.	Details of consultations	None.

## **D. TERMS OF REPORT**

### **D.1 Background**

Self-assessment is an important part of the council's Best Value Framework, ensuring that there is rigorous challenge of performance and continuous improvement is embedded at all levels of the organisation. Regular, programmed self-assessment is also an integral part of improvement planning and preparation for external inspection.

This report provides the outcome from the self-assessment of Legal Services and the agreed recommendations for improvement for the service, as well as a summary overview of performance.

The WLAM applies an evidence-based, rigorous assessment model – the European Foundation for Quality Management (EFQM) framework. This requires employees to consider the long-term impact of the service in the stated strategic objectives. In detail, the service must consider the effectiveness of leadership, strategies, policies, processes and procedures and also, how effectively the service manages relationships with employees, partners and customers.

### **D.2 Service Overview**

Head of Service: Julie Whitelaw, Head of Corporate Services

Service Manager: Carol Johnston, Chief Solicitor

As an enabling service, Legal Services provides a range of advice, support and representation to all council services. The service also provides elections support and advice, committee administration and administration of Civic Government/Hire Car Licensing regimes, legal advice and clerking to the Licensing Board, in addition to, Integration Joint Board (IJB) and its Committees, Asset Transfer Committee and Asset Transfer Review Body.

The service has a key role in the development and implementation of the council's strategic objectives, particularly in relation to its transformation programme and project related business. The service manages delivery of all legal services to the council and, in exceptional circumstances, will engage external legal advisors to support delivery of specialist support and advice to the council.

The main activities of the service are:

- Delivery of Committee Administration services
- Support Community Councils
- Local Government Law Services

- Provision of Freedom of Information, Data Protection and GDPR advice and support
- Support development of HR Policies and provide Employment Law advice and assistance
- Administer Hire Car and Miscellaneous Licensing schemes
- Provide legal advice and support relating to Planning Law Services
- Clerking and advice to Development Management Committee and Local Review Body
- Raise, pursue/defend and provide representation in Employment Appeal Tribunal, Sheriff Court and Court of Session Litigations
- Undertake a full range of Social Work Law Services to support implementation of Social Policy strategic objectives and statutory functions
- Education Law Services including representation at Additional Support Needs Tribunal, clerking/advising of Placing in Schools Appeals
- provision of support and advice in relation to school consultations and to Head Teachers
- Administration of Liquor licensing scheme and Clerking of Licensing Board
- Provision of support and advice relative to Procurement and Contract Law matters.

A summary of the service activities and resources is contained within Appendix 1.

### **D.3 Service Contribution to Corporate Priorities**

The service enables delivery of the council's eight corporate to ensure the council operates efficiently, effectively and in compliance with legal requirement and council policy. The service is also responsible/partly responsible for the following deliverables in the Corporate Plan:

- Enabler 2.2 – Continuing to operate and review the political and managerial structures and processes to govern council decision-making; making sure that members and officers work together to achieve a common purpose with clearly defined functions and roles.
- Enabler 2.3 – Defining a series of local procedures and practices which together create the framework for good corporate governance as described in the CIPFA/SOLACE Framework Corporate Governance: A Keystone for Community Governance.
- Enabler 2.5 – Engaging the community in the decision-making processes of the council, through a range of open and targeted forums.

### **D.4 West Lothian Assessment Model**

The service went through the West Lothian Assessment Model process in January 2020, with a representative group of employees from the service critically evaluating the service effectiveness in the nine criterion parts of the assessment model.

The service scored a total of 544 (out of 1,000).

This was an improvement on the service score in the last programme (2014/17) and above the current council average of 532. A total of 34 services have been assessed in the council's rolling three-year programme.

An overview of the service's scores in the last four cycles is set out in table 1. The trend column is based on a comparison between the base position (2008/10) and the current WLAM score.

Table 1: WLAM Scores (2008/10 to 2017/20)					
WLAM Criteria	2008/10	2011/13	2014/17	2017/20	Trend
1 Leadership	57	57	75	70	↑
2 Strategy	38	55	58	62	↑
3 People	48	55	63	68	↑
4 Partnerships and Resources	45	54	61	68	↑
5 Services and Processes	72	60	60	69	↓
6 Customer Results	65	53	57	64	↓
7 People Results	14	31	37	41	↑
8 Society Results**	6	20	40	50	↑
9 Business Results	41	53	52	52	↑
<b>Total score</b>	<b>386</b>	<b>438</b>	<b>503</b>	<b>544</b>	↑
<b>WLC average total score</b>	<b>385</b>	<b>411</b>	<b>468</b>	<b>532*</b>	

\* WLC Average (based on 34 assessments)

\*\* Criterion is scored corporately and uses validated scores from external EFQM assessments.

The scores show that the service has improved scoring in all parts of the Model during the period (2014/17 to 2017/20), excluding Services and Processes and Customer Results. The results criteria have increased from the last assessment, excluding Business Results, which has remained at a consistent level. Society Results is given a corporate score in all assessments.

The service has scored below the current council average for the Strategy criterion and above the council average in all other criteria in the Model. The total WLAM score is an increase when compared to the previous year and above the current council average.

To increase the WLAM score further, the service would need to assess and refine approach to service planning.

The service may also consider increasing the scope and relevance for Business Results, ensuring key priorities / activities are recorded and review the approach to customer engagement and feedback gathering to improve the integrity of Customer Results. Results overall could be improved through greater use of benchmarking with relevant comparators.

## D.5 Review Panel Outcome

The Review Panel in the WLAM Programme 2017/20 has three possible outcomes that will identify the progress and risk level of service performance and subsequently, the level of scrutiny that will be applied to the service during the period of the WLAM programme (three years).

The Review Panel outcome is determined by a Panel of three senior officers and is chaired by the Chief Executive.

Table 2: Review Panel Outcome
Review Panel Cycle

Cycle 1	The service will return to the panel within three years
Cycle 2	The service will return a report to the Panel within 12 months, who will determine if the service is to move to Cycle 1 or 3
Cycle 3	The service must return to the Review Panel no later than one year (12 months) from the date of the last report. ✓

The service was placed on **Cycle 3** by the Review Panel in February 2020 and will return to the Panel in 12 months.

This outcome was determined as an update on the service employee results and benchmarking activity is to be reported to the Panel in the next 12 months.

#### Performance management

Performance management standards have been established to help the Panel consistently identify good or poor practice in relation to performance management and to help services address any deficiencies in their performance or management approaches. The following table sets out the evaluation for the service:

Table 3: Evaluation of Performance Management in the service	
Management standard	Service evaluation
Scope and relevance of performance data	The service has identified performance indicators to monitor progress in the key activities and outcomes / priorities
Compliance with corporate requirements	The performance framework of the service meets the basic corporate requirements.
Approach	The service approach to managing performance is insufficient.
Management of data	There is not enough engagement in managing and reporting performance from the service management team.
Management of information	Performance is reported and communicated to most key groups (including; Elected Members, senior officers, employees and the public).
Performance trends	The key performance indicators show good performance and the Panel has confidence that there is capacity in the service for improvement.
Targets and thresholds	Targets and thresholds rationale can be unclear for performance indicators and it is not evident how they support performance management and improvement.
Benchmarking	The service has limited comparative data for the key performance indicators (in relation to the priorities /key activities).
WLAM score	The service achieved a score of over 500 in the WLAM process.

The service will also continue to report key performance publicly and through agreed committee performance reporting arrangements.

#### **D.6 Recommendations for Improvement**

A number of recommendations have been set out for action by the service to improve performance.





The Review Panel recommendations for the service are:

1. The Panel acknowledge the improvements made by the service in most of the WLAM criteria, resulting in an increased overall score.
2. To increase scores in the 2020/23 cycle, the service should consider benchmarking their approaches with other professional services in the council.
3. The Panel encouraged the service to identify benchmarking opportunities to improve performance in the key indicators.
4. The service should introduce a robust approach to capturing and recording internal customer complaints, clearly identifying any lessons learned or service improvements derived from complaints.
5. The Panel encouraged the service to improve employee engagement, with the aim of increasing employee satisfaction results (7a.1 to 7a.7).
6. The Panel encouraged the service to enhance the level and reach of customer engagement activity. This should include reviewing the point when engagement surveys are issued, with the aim of improving survey response rates and encouraging more feedback from customers.
7. The service should segment their different customer groups and ensure they are clearly defined in the customer results (6a.1 to 6a.8).
8. The Panel encouraged the service to improve the general standard of trend chart commentary for indicators, in line with the corporate guidance clearly explaining the changes in performance and improvement activity.
9. The service should review performance targets and thresholds ensuring a consistent and challenging approach to target setting and fully explain target setting rationale for the current year and the coming year.
10. The Panel encouraged the service to review the overall approach to performance management and ensuring that there is engagement from all teams and a performance-focused culture is promoted to all staff.

Progress in these actions will be reviewed at the next Review Panel.

## D.7 Service Performance

The service has a total of **52** performance indicators on the council's performance management system (Pentana) that were considered by the Panel. At present, the status of the indicators is as follows:

Summary of Performance Indicator status (RAG)	
Status (against target)	Number of PIs
 Green	31
 Amber	2
 Red	7
 Unknown	12

An overview of the performance indicators categorised as Public or High Level for the service is included in Appendix 2.

#### **D.8 Service Benchmarking**

There is no relevant performance/ranking information in the Local Government Benchmarking Framework (LGBF) that related to the activities of the Legal Services.

Historically, it has been challenging for the Service to secure Benchmarking opportunities. The Service Manager is a member of the SOLAR Benchmarking and Best Practice Group. Despite efforts to secure benchmarking via the group, it has undertaken no benchmarking activity for some time

During 2020, the Service sought Benchmarking opportunities by pursuing individual requests to all 31 other local authorities and 11 public bodies. A question set of 14 items of relevance for Benchmarking purposes was issued by the Service. Of the local authorities, 13 responded, in addition to responses received from all of the public bodies approached. Benchmarking information has also been obtained by way of internal review, of appropriate Service indicators, and comparable professional services within the Council.

#### **E. CONCLUSION**

Legal Services completed the WLAM process as part of the council's corporate programme of self-assessment. This is a critical part of the council's internal scrutiny arrangements and helps to ensure that excellent practice and performance is supported and that the principle of continuous improvement is adopted in all council services.

The service achieved a total score of 544 and was placed on Cycle 3 by the Review Panel and will return to the Review Panel within 12 months.

#### **BACKGROUND REFERENCES**

[West Lothian Council Corporate Plan 2018/23](#)

Appendices/Attachments: 2  
Appendix 1\_Corporate Services Management Plan Extract  
Appendix 2\_Performance Indicator Report

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**Graeme Struthers**  
**Depute Chief Executive**  
**1 February 2021**

## APPENDIX 1

### Legal Services

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**Service manager:** Carol Johnston, Chief Solicitor

**Number of Staff:** 29.4 (full time equivalents)

**Location:** Civic Centre

#### Purpose

As an enabling service, Legal Services provides a range of advice, support and representation to all council services. The service also provides elections support and advice, committee administration and administration of Civic Government/Hire Car Licensing regimes, legal advice and clerking to the Licensing Board, in addition to, Integration Joint Board (IJB) and its Committees, Asset Transfer Committee and Asset Transfer Review Committee.

The service has a key role in the development and implementation of the council's strategic objectives, particularly in relation to its transformation programme and project related business. The service manages delivery of all legal services to the council and, in exceptional circumstances, will engage external legal advisors to support delivery of specialist support and advice to the council.

#### Activities

The main activities of the service during the period of the Management Plan will be:

- ◆ Delivery of Committee Administration services
- ◆ Support Community Councils
- ◆ Local Government Law Services
- ◆ Provision of Freedom of Information, Data Protection and GDPR advice and support
- ◆ Support development of Council Policies and procedures
- ◆ Provision of HR and Employment Law advice and assistance
- ◆ Administer Hire Car and Miscellaneous Licensing schemes
- ◆ Provide legal advice and support relating to Planning Law Services, Clerking for Development Management Committee and Local Review Body
- ◆ Raise, pursue and provide representation in Employment Appeal Tribunal, Sheriff Court and Court of Session Litigations
- ◆ Undertake a full range of Social Work Law Services to support implementation of Social Policy strategic objectives and statutory functions
- ◆ Education Law Services including representation at Additional Support Needs Tribunal, clerking of Placing in Schools Appeals, provision of support and advice in relation to school consultations and to Head Teachers
- ◆ Administration of Liquor licensing scheme and Clerking of Licensing Board
- ◆ Provision of support and advice relative to Procurement and Contract Law matters

#### Key Partners

The service actively works with our partners to plan, design and deliver improved services for our customers.



Our key partners include; other council services, Scottish Courts Service, Police Scotland, Scottish Childrens Reporters Administration, Licensing Forum, Community Councils, Licensed Trade, Employment Tribunal Services and Civic Centre Partners.

## Customer Participation

The service will actively engage customers and potential customers in the delivery and re-design of services to ensure that they are accessible and focused on their needs and preferences.

### Customer Consultation Schedule 2020/21

Customer Group	Method	Frequency	Responsible Officer	Feedback Method
<b>Council services</b>	Customer satisfaction survey	On completion of a transaction	Chief Solicitor	Annual consultation report provided to Heads of Service
<b>Adoption Panel</b>	Adoption Panel	Monthly	Litigation Manager	Annual report to Adoption Panel Business Meeting
<b>Licence holders</b>	Customer Satisfaction Surveys	On completion of licence application process or when licence being issued	Licensing Manager	Annual report published on Council website
<b>Licence holders and key stakeholders</b>	Consultation with customer group on proposed amendments to licensing scheme for street traders	As required	Licensing Manager	Annual report published on Council website Report to Environment PDSP and Council Executive
<b>Property Services</b>	Meeting with internal customer	As required	Property and Planning Manager	Monthly meetings with senior management
<b>Planning Services</b>	Meeting with internal customer	Monthly	Property and Planning Manager	Monthly meetings with senior management
<b>Heads of Service</b>	Meeting with internal customer	Monthly and/or <i>ad hoc</i> as required	Chief Solicitor/Legal Services management Team as appropriate	Meeting with Heads of Service as required and/or regular monthly scheduled meetings
<b>Placing in Schools Appeals Committee</b>	Customer satisfaction survey	Annually	Chief Solicitor	Annual report published on Council website, annual email to LAC, PDSP Lead Officers and Community Council Secretaries
<b>Looked after Children (LAC) and Policy Development Scrutiny Panel (PDSP) Lead Officers</b>	Customer satisfaction survey	Annually	Chief Solicitor	
<b>Community Council Secretaries</b>	Customer satisfaction survey	Annually	Committee Officer	

## Activity Budget 2020/21

Legal Services								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2020/21	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2020/21 £	Revenue Income Budget 2020/21 £	Net Revenue Budget 2020/21 £
<b>Legal</b>	To provide legal advice and services to support Council's businesses including conveyancing, litigation, tribunals and inquiries, planning, transportation, social services & education. Provision of advice to Working Groups, Boards and other groups in relation to corporate governance business and other matters.	Enabler Service - Corporate Governance and Risk	LS111_Cost of Legal Services per £1m Budget Expenditure. Target: £2,585	Public	17.2	928,557	(253,285)	675,272
			LS058_Percentage of Debt Recovery writs/ summonses lodged within 20 working days of receipt of full instructions. Target: 100%	WLAM				
<b>Licensing Board</b>	To provide legal advice, committee clerking and services to support the Licensing Sub-committee, and administration of taxis, private hire car and other Council licensing. Also the administration of the private landlord registration scheme. To review compliance with Licensing Standards and Conditions. To administer liquor licensing and betting/gaming on behalf of the licensing board. To carry out statutory Licensing Standards Officer function in terms of the Licensing (Scotland) Act 2005.	Enabler Service - Corporate Governance and Risk	LS111_Cost of Legal Services per £1m Budget Expenditure Target: £2,585	Public	7.0	396,203	(577,213)	(181,010)
			LS053_Percentage of Taxi/Private Hire Car Drivers Licences Suspended. Target: 1%	WLAM				

## Legal Services

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2020/21	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2020/21 £	Revenue Income Budget 2020/21 £	Net Revenue Budget 2020/21 £
<b>To administer the council's decision making process and provide administration services</b>	To provide a comprehensive committee administration service to meetings (Approximately 1 Council, 2 Council Executive Committees, 12 committees, 9 PDSP's, 9 LAC's, 2 Joint Consultative Groups and 7 other bodies), including Placing in Schools Appeals Committee. The provision of Community Council's scheme to service 38 Community Council areas, plus West Lothian Association of Community Councils.	Enabler Service - Corporate Governance and Risk	LS111_Cost of Legal Services per £1m Budget Expenditure. Target: £2,585	Public	5.0	367,485	0	367,485
			LS072_Target Percentage of committee action notes issued within target. Target: 100%	Public				
<b>Service Support</b>	Provision of management and administrative Support.	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.		0.2	32,156	0	32,156
<b>Total:</b>					<b>29.4</b>	<b>1,724,401</b>	<b>(830,498)</b>	<b>893,903</b>

## Actions 2020/21

The service will undertake a range of actions to support corporate priorities and objectives, improve services and deliver transformation.

Legal Services Actions 2020/21							
Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
<b>Online Licensing Applications and Payments</b>	Implementation of new licensing system module.	Optimisation of processes to support more efficient service delivery.	Legal Services Manager	September 2018	December 2020	Active	First Phase implemented, Project ongoing with further planned roll out following testing during 2020/21. A number of challenges have been identified and consideration is also being given to other opportunities to optimise processes and improve customer experience through alternative digital transformation and modernisation options.
<b>Community Council Scheme Review</b>	Review of Scheme of Administration of Community Councils.	Ensure Scheme is reviewed to meet Community Council requirements.	Legal Services Manager	January 2020	December 2020	Active	Council approval was given in January 2020 to commence initial work to support review of scheme.
<b>Administration of Council Decision Making Process and Administrative Support</b>	Review of Committee Processes and System.	Optimisation of processes to support more efficient service delivery.	Legal Services Manager	April 2020	April 2022	Planned	Opportunity to review processes and electronic systems to achieve digital transformation and related efficiencies identified. Initial discussion with Digital Transformation Team. Planned discussion seeking approval of project to be undertaken.
<b>Review of support for Regulatory Committees</b>	Review of technical advice provided to Regulatory Committees.	Ensure robust decision making.	Legal Services Manager	April 2020	September 2020	Planned	Initial discussion with Legal Services Managers regarding current level of support provided by professional employees engaged in provision of technical advice.

## Legal Services Actions 2020/21

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
<b>Digital transformation projects</b>	A programme of activity to ensure that the council is well placed to take advantage of opportunities offered in the digital age.	To deliver improved user-focused digital public services.	Head of Corporate Services	April 2018	March 2023	Active	The service continues to support the delivery of digital ambitions. The ICT Strategy and corporate systems are supporting digital processes across the council.
<b>Project Support</b>	Support for delivery of strategic transformation programme projects.	Optimisation of resources to support more efficient service delivery and reduction in spend.	Head of Corporate Services	April 2018	March 2023	Active	Continue to support Project development and implementation of ongoing projects.

## APPENDIX 2

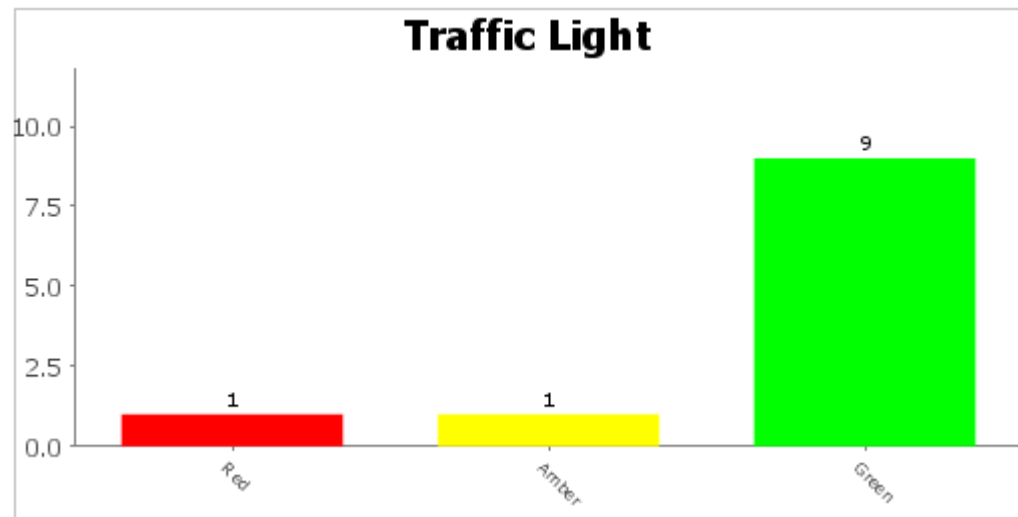
### Legal Services - Performance Committee


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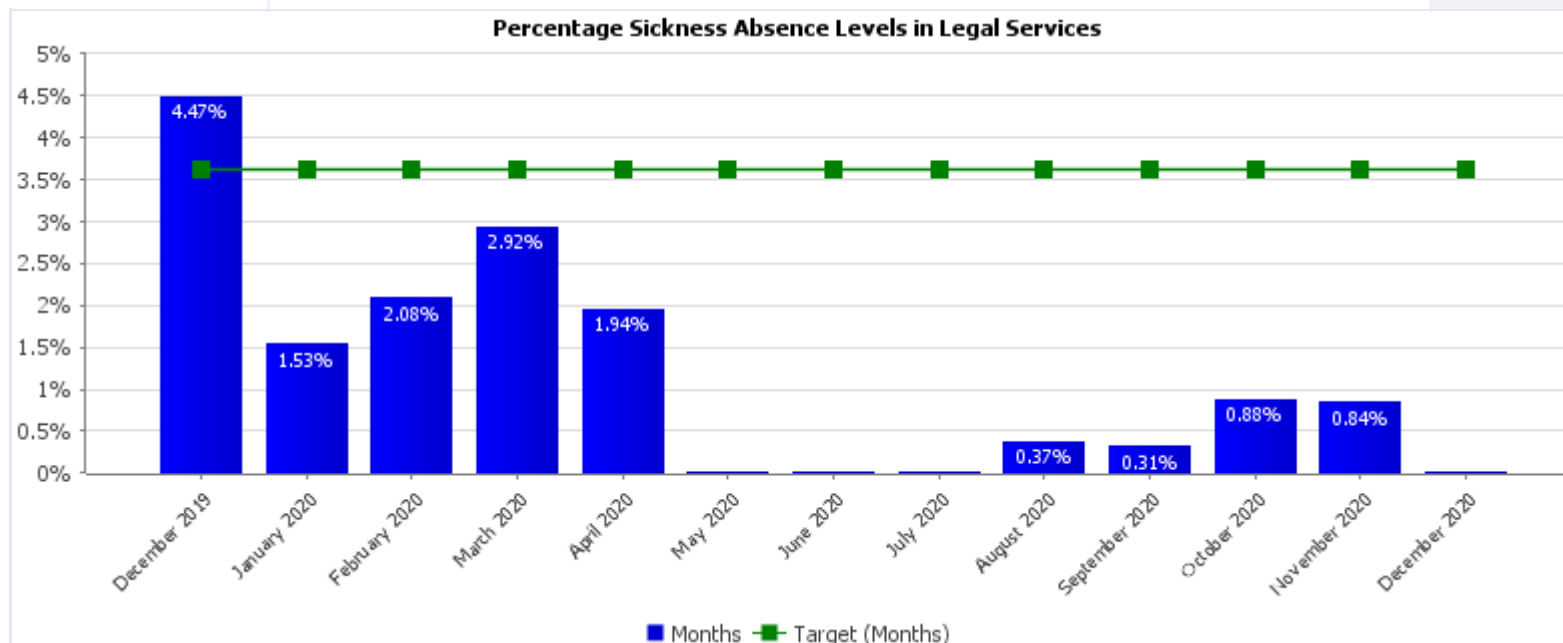
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<b>PI Code &amp; Short Name</b>	<b>P:LS007_7b.1 Percentage Sickness Absence Levels in Legal Services</b>	<b>PI Owner</b>	zLS_PIAdmin; Carol Johnston
<b>Description</b>	This measure records Legal Services Sickness Absence levels as reported through monthly management reports from HR Pay and Reward. This indicator measures the actual absences during each month. It is used to review the effectiveness of sickness absence management. The sickness absence data for each month is not available until the 18th of the following month.	<b>Traffic Light Icon</b>	
		<b>Current Value</b>	0%
		<b>Current Target</b>	3.6%




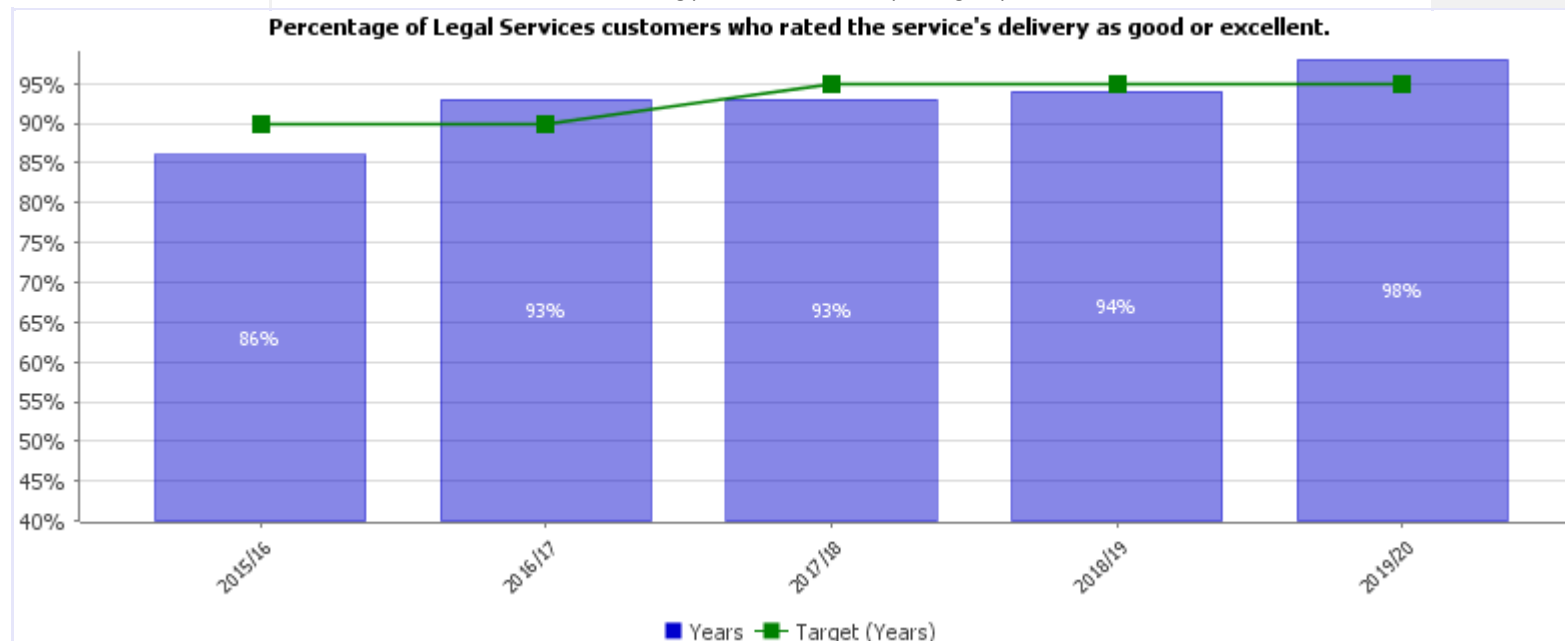
#### Trend Chart Commentary

The chart shows that whilst there have been variations in levels, the service is consistently well below the corporate target. During December 2019 target was exceeded as a result of several short term absence issues.

As Legal Services are a relatively small team, a few absences can have a significant impact on the sickness absence return. Incidents of short term sickness absence experienced are due to minor ailments. There are no general patterns of sickness absence within Legal Services which would give rise to particular concerns and all absences are managed through the Councils sickness absence policy.

The target for 2020/21 will remain at 3.6% in line with the Corporate target.

<b>PI Code &amp; Short Name</b>	<b>LS016_6a.2 Percentage of Legal Services customers who rated the service's delivery as good or excellent.</b>	<b>PI Owner</b>	zLS_PIAdmin; Carol Johnston
<b>Description</b>	<p>Customer satisfaction surveys are issued to all customers by Legal Services at the end of a transaction. This performance indicator measures the percentage of customers who rated the service's delivery as good or excellent from a five-point scale (excellent, good, adequate, poor, very poor). The data from surveys is analysed to identify service improvements and the results are reported at the end of the financial year.</p> <p>A one page survey has been developed by legal services and is being issued to customers on conclusion of a lengthy or major transaction. The success of these methods shall be reviewed regularly. Methods of consultation will continue to be reviewed with a view to maintaining performance and improving response rates.</p>	<b>Traffic Light Icon</b>	
		<b>Current Value</b>	98%
		<b>Current Target</b>	95%



**Trend Chart Commentary:**

The chart shows positive, improving performance during the reporting period. Whilst that there have been variations in performance during the period 2015/16 to 2019/20, generally results have been around the annual target. Whilst target was not met in 2015/16 and 2017/18 and 2018/19, overall improvement in performance has been achieved, with the target exceeded in 2019/20.

In 2015/16, the target was reduced to reflect resourcing pressures arising from planned sickness absences and anticipated challenges in prioritisation of workload to ensure service delivery. In recognition of improved performance during 2016/17 the target was increased to reflect anticipated improvement in customer satisfaction.

In 2018/19, 4 out of 68 responses rated the service below Good all 4 rated the service as poor but provided no comment to explain the customers evaluation.


In 2019/20 performance improved and target was achieved. 162 surveys were issued with 34% return rate achieved.

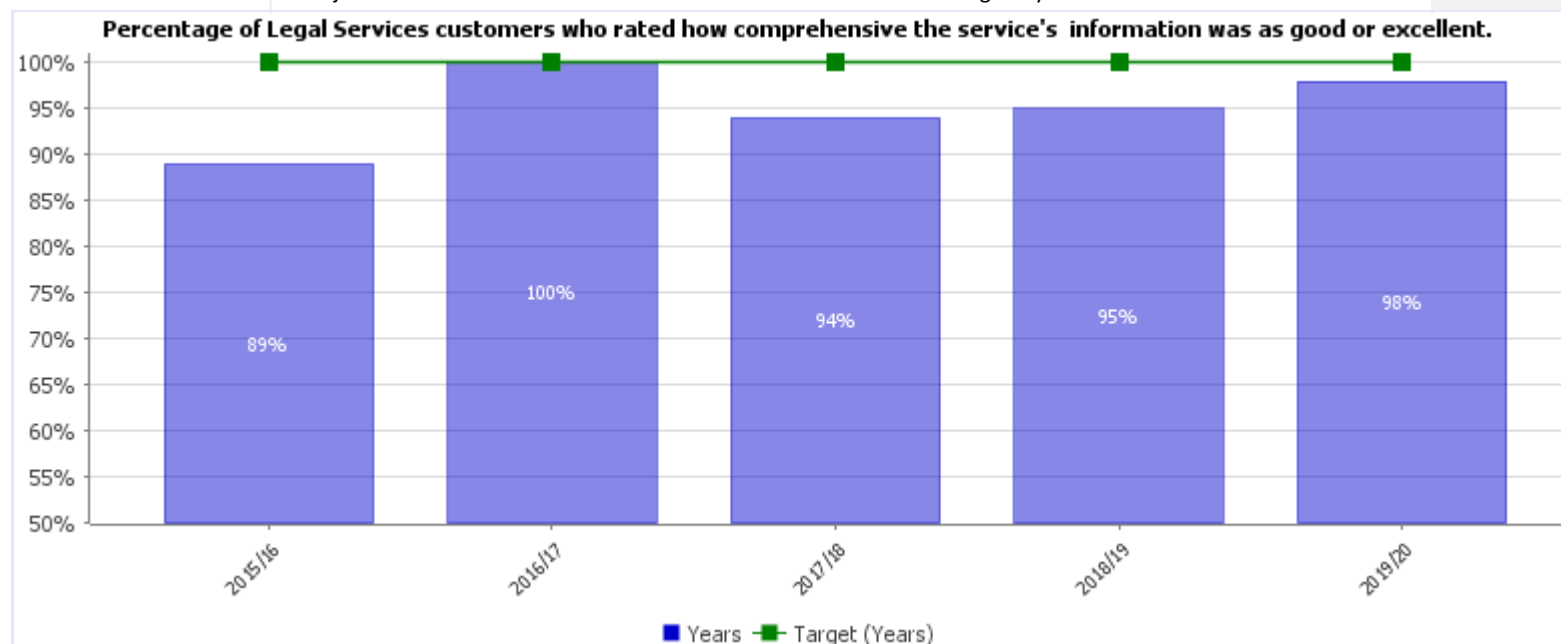


To support continued improvement in performance, the service undertakes a review of key customer projects and timescales to allow improved support from the service within identified timescales and support appropriate workload and resourcing considerations. This is supported by attendance at senior management team meetings, strategic client groups and regular performance review within the service. In recognition of some of the issues which customers have identified as being of concern to them, and in light of issues which have been identified within the service which affect service delivery, the service is currently developing terms of instructions which will ensure clarity of understanding between customers and the service, particularly in relation to responsibility for tasks and critical timescales to allow timely provision of advice and assistance.

During 2020, benchmarking was undertaken with all 31 other local authorities and 11 public sector bodies. Full responses are not expected until mid January 2021, however, of those 12 local authorities who have responded to date, only 2 conduct regular customer satisfaction surveys. Of the 11 public sector bodies only 2 undertake customer satisfaction surveys. The survey information provided by those who have responded is being analysed and will be reported, along with the service 2020/21 customer survey results, during Q1 2021/22

Following review of historical performance, scrutiny by legal services management team and consideration of customer feedback achieved via informal engagement, the target for the year 2020/21 is 95%.

PI Code & Short Name	LS025_6a.8 Percentage of Legal Services customers who rated how comprehensive the service's information was as good or excellent.	PI Owner	zLS_PIAAdmin; Carol Johnston
Description	<p>Customer satisfaction surveys are issued to all customers by Legal Services at the end of a transaction. This performance indicator measures the percentage of customers who rated how comprehensive the service's information was as good or excellent from a five-point scale (excellent, good, adequate, poor, very poor). The data from surveys is analysed to identify service improvements and the results are reported at the end of the financial year.</p> <p>A one page survey has been developed by legal services and is being issued to customers on conclusion of a lengthy or major transaction. The success of these methods shall be reviewed regularly.</p>	Traffic Light Icon	
		Current Value	98%
		Current Target	100%



#### Trend Chart Commentary:

The chart shows that positive performance has been achieved with increasing performance during the last 3 reported years. Whilst there have been variations in performance during the reporting period results have been above 89%.

In 2019/20, 162 surveys were issued with a 34% response rate. 1 out of 55 responses rated the service below Good, and rated it as poor. Customers did not provide comments to explain the customers evaluation.


To support continued improvement in performance, the service undertakes a review of key customer projects and timescales to allow improved support from the service within identified timescales and support appropriate workload and resourcing considerations. This is supported by attendance at senior management team meetings, strategic client groups and regular performance review within the service. In recognition of some of the issues which customers have identified as being of concern to them, and in light of issues which have been identified within the service which affect service delivery, the service is

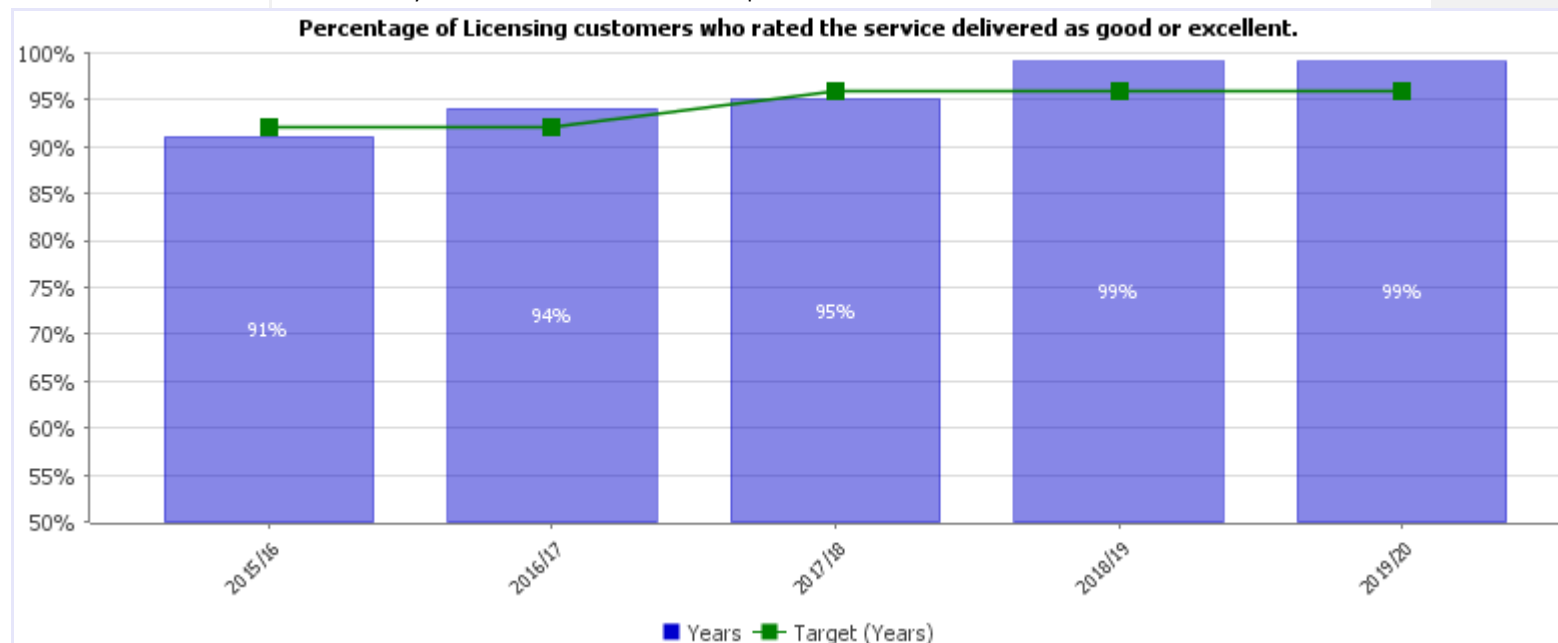
currently developing terms of instructions which will ensure clarity of understanding between customers and the service, particularly in relation to responsibility for tasks and critical timescales to allow timely provision of advice and assistance.

Surveys are ongoing throughout the year. Methods of consultation will continue to be reviewed and discussed with customers with a view to maintaining performance and improving response rates.

During 2020, benchmarking was undertaken with all 31 other local authorities and 11 public sector bodies. Full responses are not expected until mid January 2021, however, of those 12 local authorities who have responded to date, only 2 conduct regular customer satisfaction surveys. Of the 11 public sector bodies only 2 undertake customer satisfaction surveys. The survey information provided by those who have responded is being analysed and will be reported, along with the service 2020/21 customer survey results, during Q1 2021/22

Following review of historical performance, scrutiny by legal services management team and consideration of customer feedback achieved via informal engagement, the target for the year 2020/21 is 100%.

<b>PI Code &amp; Short Name</b>	<b>LS031_6a.2 Percentage of Licensing customers who rated the service delivered as good or excellent.</b>	<b>PI Owner</b>	zLS_PAdmin; Audrey Watson
<b>Description</b>	<p>Customer satisfaction surveys are issued to all customers by Licensing Services at the end of the Licensing process. This performance indicator measures the percentage of customers who rated the service delivered as good or excellent from a five-point scale (excellent, good, adequate, poor, very poor). The data from surveys is analysed to identify service improvements and the results are reported at the end of the financial year.</p> <p>Since 2011 surveys have been issued to all customers when licences are issued at the end of the application process and this resulted in an improved response rate. Methods of consultation were reviewed in early 2013 and telephone surveys were trialled but were not found to result in an improved response rate.</p> <p>Surveys have been emailed since April 2013 to all customers who have supplied email addresses. Most now provide email addresses. Paper surveys are issued to all other customers at the end of their application process. The use of emailed surveys has led to an increase in the response rate.</p>	<b>Traffic Light Icon</b>	
		<b>Current Value</b>	99%
		<b>Current Target</b>	96%



**Trend Chart Commentary:**

Results of the 2020/21 surveys will be reported during Q1 2021/22.


The trend shows that although the target has been increased during the reporting period from 92% to 96%, performance has generally been at or slightly above target ranging from 90% in 2014/15 to 99% exceeding target in 2018/19 and 2019/20.

No particular issues of concern have been identified in the survey responses which explain customers dissatisfaction where that has been expressed.

Surveys are issued throughout the year mainly by email to licence applicants and their agents. Methods of consultation will continue to be reviewed with a view to maintaining performance and improving response rates.

as a result of the Covid 19 pandemic, the volume of licensing business was restricted during Q1 2020/21 but has been increasing steadily to near business as normal levels during the course of the year. The number of surveys issued and anticipated responses is likely to be impacted by the initial business impact of the pandemic.

The target for 2020/21 is set at 96% having regard to historical performance and in particular the trend of increasing performance.

<b>PI Code &amp; Short Name</b>	<b>LS035_6a.7 Percentage of customers who rated the overall quality of the Licensing service as good or excellent .</b>	<b>PI Owner</b>	zLS_PAdmin; Audrey Watson
<b>Description</b>	<p>Customer satisfaction surveys are issued to all customers by Licensing Services at the end of the Licensing process. The process of determining applications for a license, involve referral to and input from third party agencies. The manner in which those agencies manage their input into the process can affect the progression of the application from the point it is made, to the point it is determined. The Licensing Service has no influence over those parts of the process which rely upon third parties either in respect of timescales or outcomes. This can have an impact on overall customer satisfaction levels. This performance indicator measures the percentage of customers who rated the overall quality of the whole Licensing Service, from application to determination, as good or excellent from a five-point scale (excellent, good, adequate, poor, very poor). The data from surveys is analysed to identify service improvements and the results are reported at the end of the financial year.</p> <p>Since 2012 surveys have been issued to all customers when licences are issued at the end of the application process and this resulted in an improved response rate. Methods of consultation were reviewed in early 2013 and telephone surveys were trialled but were not found to result in an improved response rate.</p> <p>Surveys have been emailed since April 2013 to all customers who have supplied email addresses. Most now provide email addresses. Paper surveys are issued to all other customers at the end of their application process. The use of emailed surveys has led to an increase in the response rate.</p>	<b>Traffic Light Icon</b>	
		<b>Current Value</b>	99%
		<b>Current Target</b>	95%




**Trend Chart Commentary:**

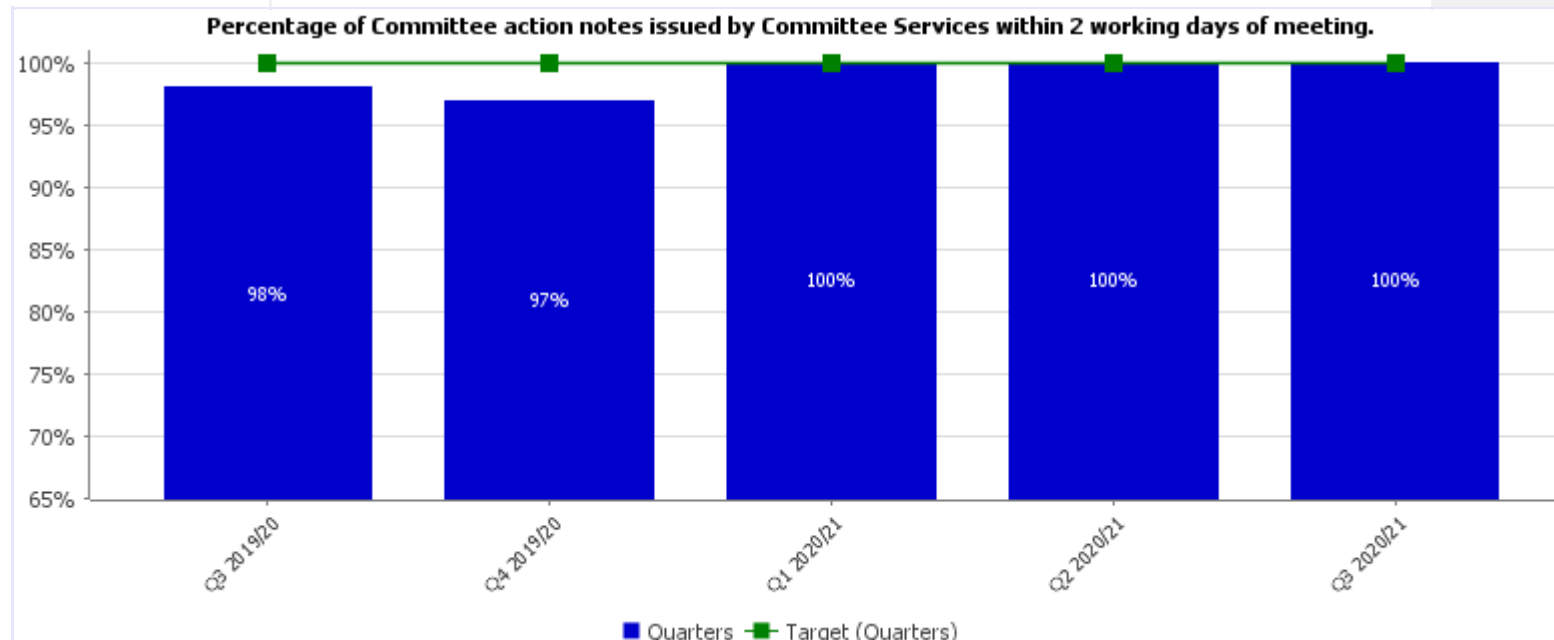
The trend shows positive and improving performance during the reporting period evidencing performance of between 91% and 99%.

During 2019/20, 1614 surveys were issued with a response rate of 10%. Survey responses do not highlight any particular issues or causes for concern regarding performance although it is possible that some customers perception of the service could be affected by the outcome of the application process

As a result of the Covid 19 pandemic, the volume of licensing business was restricted during Q1 2020/21 but has been increasing steadily to near business as normal levels during the course of the year. The number of surveys issued and anticipated responses is likely to be impacted by the initial business impact of the pandemic. Results of the 2020/21 surveys will be reported during Q1 2021/22.

The target for 2021/22 will be 100% to reflect historically improving performance levels.

PI Code & Short Name	P:LS072_9b.2 Percentage of Committee action notes issued by Committee Services within 2 working days of meeting.	PI Owner	zLS_PAdmin; Carol Johnston
Description	With effect from Quarter 1 2017/18 this indicator reports on the percentage of Committee actions notes issued within 2 days having previously reported on the percentage of action notes issued within 3 days. Data is collated by Committee Services in relation to the production and issuing of action notes to support quarterly reporting in this indicator. The number of action notes issued within 2 working days is reported as a percentage of the total number of action notes issued.	Traffic Light Icon	
		Current Value	100%
		Current Target	100%




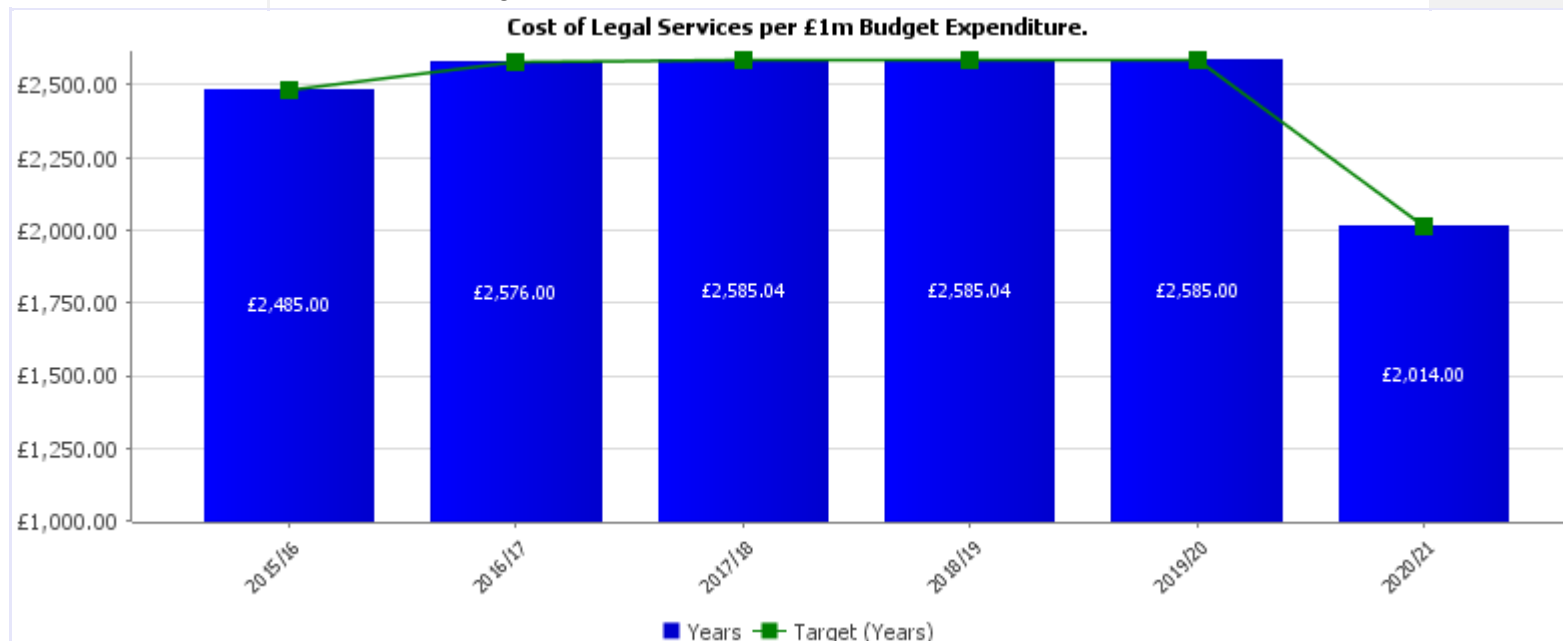
**Trend Chart Commentary:**

The trend shows consistent good performance, ranging between 97% and 100% during the reporting periods. A reduction in performance is evidenced during Quarter 3 2019/20 and Q4 2019/20. Reasons for the variations in performance relate primarily to the necessity to prioritise other business although in 2 instances during Q4 2019/20 it related to the necessity to provide additional information prior to finalisation of the action note. There was no prejudice to Officers or interested third parties as a result of the reduction in performance. The chart evidences that target is otherwise being met.

Having regard to historical performance the target for 2020/21 is 100%.. This reflects past performance and remains challenging for the team.



<b>PI Code &amp; Short Name</b>	<b>P:LS111_9a.1d Cost of Legal Services per £1m Budget Expenditure.</b>	<b>PI Owner</b>	zLS_PAdmin; Carol Johnston
<b>Description</b>	<p>This Performance Indicator measures the cost of Legal Services per £1 million of West Lothian Council's budget expenditure. This is calculated by dividing the total cost of Legal Services by West Lothian Council's budget expenditure for the financial year and multiplying by one million.</p> <p>The Performance Indicator provides an understanding of the corporate resource commitment to legal services, support and advice to all Council Services, for the provision of committee administration services and administration of the Civic Government and Hire Car licensing regimes, and administration and provision of legal advice and clerking services to the Licensing Board</p>	<b>Traffic Light Icon</b>	
		<b>Current Value</b>	£2,014.00
		<b>Current Target</b>	£2,014.00




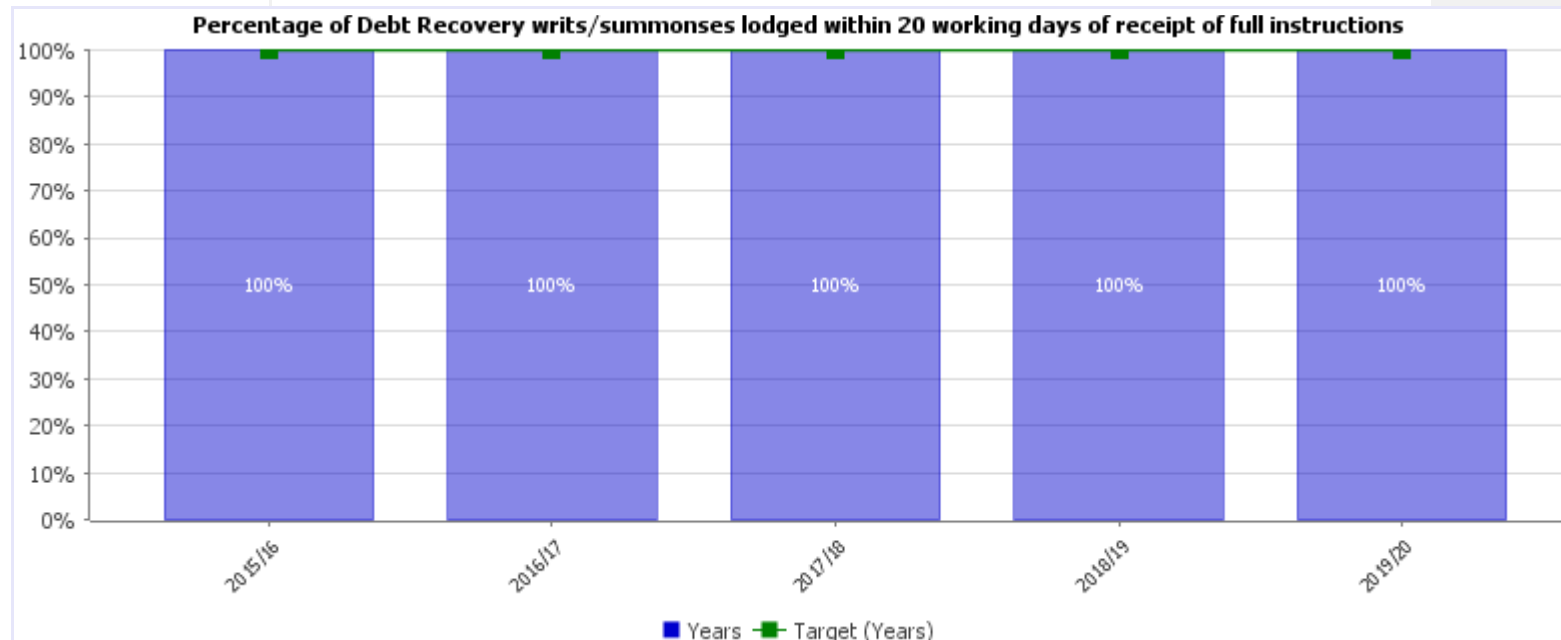
#### **Trend Chart Commentary**

The trend shows that the cost of delivering Legal Services to the Council, its officers and elected members has been stable during the reporting period with a reduction in cost evidenced during 2019/20. During 2020/21 the cost of delivering Legal Services to the Council reduced to £2,014. This reflects the efficiencies which have been achieved in the service as part of the Councils modernisation programme.

During 2020 benchmarking was undertaken seeking information from all 31 other local authorities and 11 public bodies. To date 13 local authorities and 8 public authorities have responded to enquiry regarding cost of legal services. Each body is uniquely budgeted and is not directly comparable to the funding of the Service, however there is information which can be extrapolated and will be reported by end January 2021 following final analysis of responses.

The target for 2020/21 is £2,014

<b>PI Code &amp; Short Name</b>	<b>LS116_9b.1a Percentage of Debt Recovery writs/summonses lodged within 20 working days of receipt of full instructions</b>	<b>PI Owner</b>	zLS_PIAAdmin; Linda Fowler
<b>Description</b>	Legal Services has agreed a service standard of lodging debt recovery writ/summons in the sheriff court within 20 working days of receipt of full instructions. Instructions can be received at any time during the month. This indicator reports annual performance in relation to processing of all heritable arrears cases, service accounts, general debt recovery and anti social behaviour order applications to the Sheriff Court. Service level has been agreed with services as lodging summons/writ in court within 20 working days of receipt of full instructions. The target set by legal services is to lodge 100% of writs/summonses within timescale.	<b>Traffic Light Icon</b>	
		<b>Current Value</b>	100%
		<b>Current Target</b>	100%




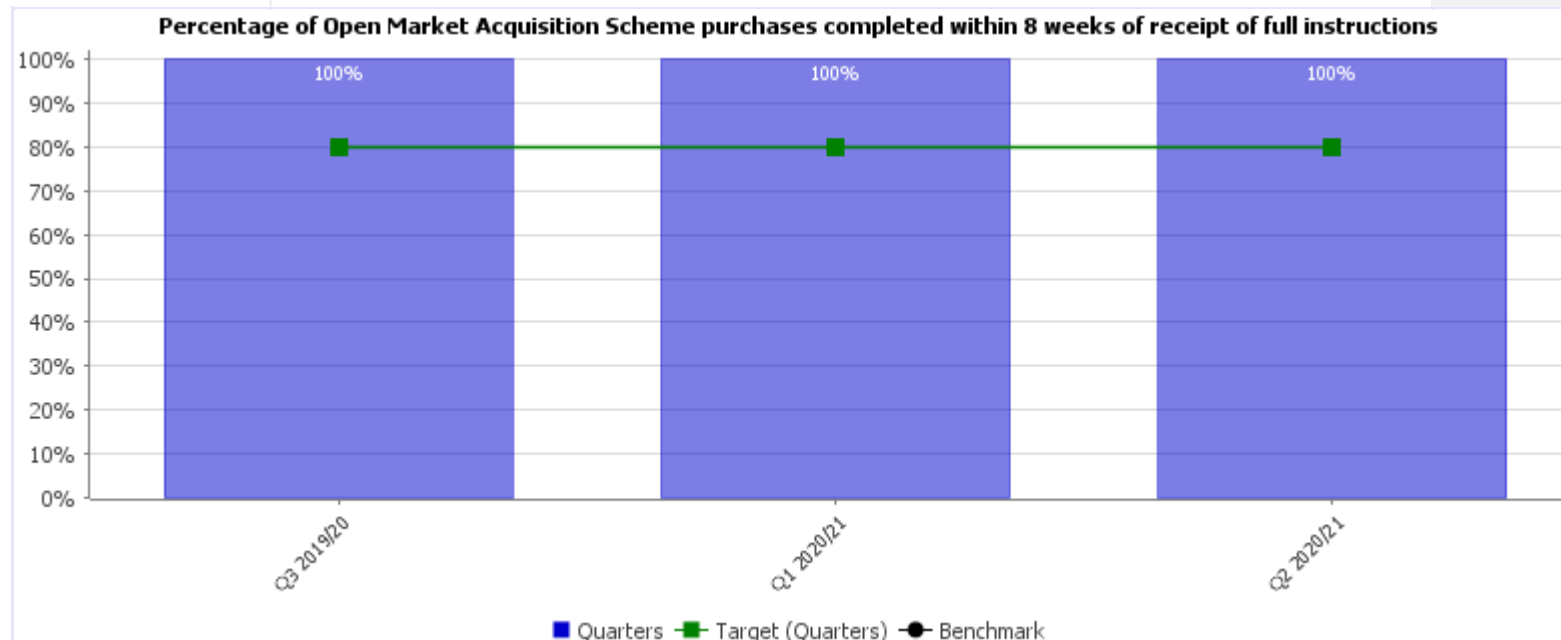
**Trend Chart Commentary:**

The trend evidences consistent positive performance during the reporting period.

During Q4 2020, the Covid 19 pandemic impacted both the number of instructions being received and ability to process and lodge these as a result of Courts closures and legislation suspending rights to pursue actions for recovery during the Pandemic. The restrictions are ongoing and only limited types of actions are being processed on an essential basis. Of the 181 cases to be pursued, 160 were raised and lodged within timescale. The remaining 21 could not be lodged as a result of court closure although there were prepared and ready for lodging. Data for 2020/21 will be reported in Q1 2021.

The target for 2020/21 is 100%. In discussion with Legal Services Management Team, and client services, the timescale for lodging will be reviewed. Changes to procedures regarding debt recovery, and the move to electronic completion and submission of actions will also be taken into account to ensure that customer needs are met and the overall target remains appropriately challenging.

<b>PI Code &amp; Short Name</b>	<b>LS124_6b.5 Percentage of Open Market Acquisition Scheme purchases completed within 8 weeks of receipt of full instructions</b>	<b>PI Owner</b>	zLS_PAdmin; Lesley Montague
<b>Description</b>	<p>This indicator measures the percentage of Open Market Acquisition Scheme Purchases completed within 8 weeks of receipt of full instructions as a percentage of the total number of full instructions received. This indicator measures the end to end process of completing transactions, which includes engagement with third party purchasing representatives.</p> <p>This indicator should be reviewed along with LS138_6b.5 which reports on the performance of the service in relation to those elements of the process which are unaffected by third party actions.</p>	<b>Traffic Light Icon</b>	
		<b>Current Value</b>	100%
		<b>Current Target</b>	80%




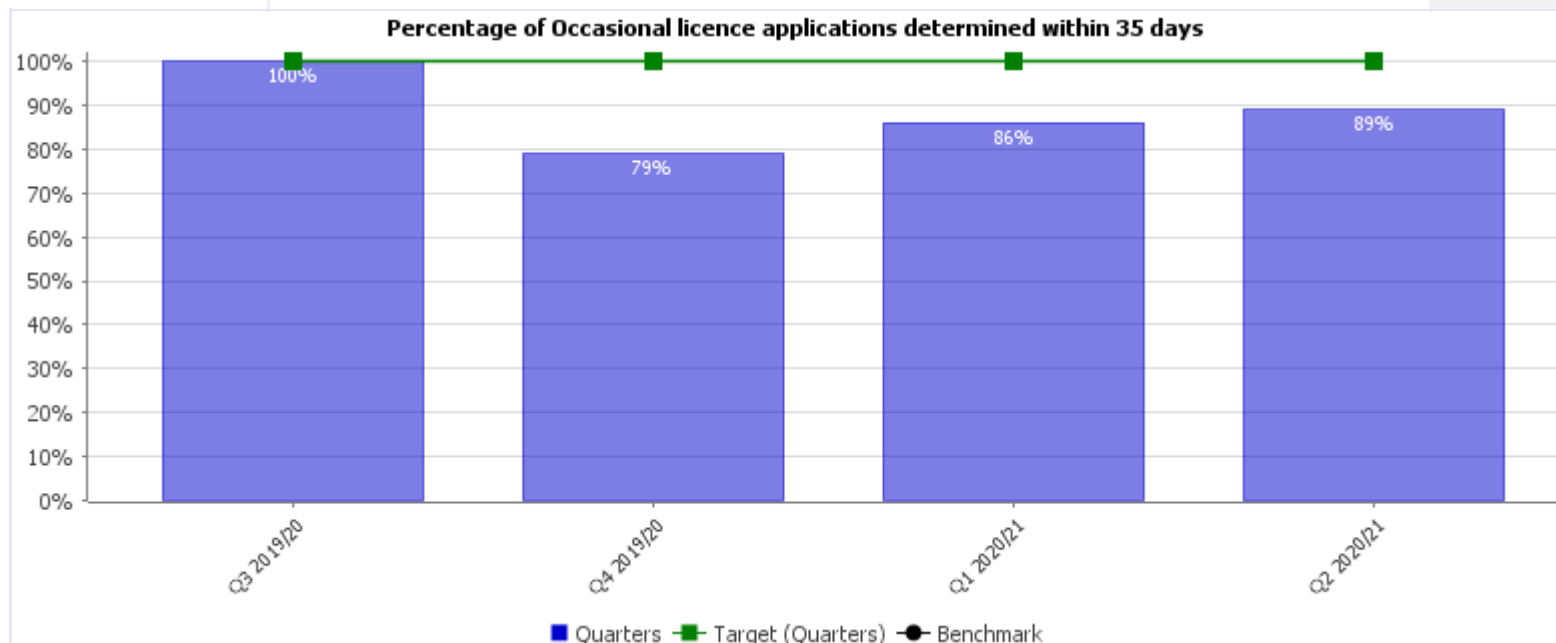
#### Trend Chart Commentary

The trend shows positive performance exceeding the target during the reporting period. Data for Q3 2020/21 will be reported by end January 2021.

The number of instructions has been impacted by the restrictions initially imposed on the property market as a result of the Covid 19 pandemic. As these have relaxed it is anticipated that the volume of instructions will increase during the coming year.

The target for 2020/21 is 80% but will continue to be reviewed and set following discussion with the customer service to ensure that the target accurately reflects expectations in relation to service delivery in light of the impact of issues beyond the control of the service.

PI Code & Short Name	LS127_6b.5 Percentage of Occasional licence applications determined within 35 days	PI Owner	zLS_PIAAdmin; Audrey Watson
Description	This indicator measures the percentage of applications for occasional licences which are determined within 35 days of receipt as a percentage of the total number of applications received. The process of determining applications requires engagement with third party agencies and statutory advisors which can introduce periods of extended consideration of applications and protraction of the 35 day period. The service have no control of those elements of the process.	Traffic Light Icon	
		Current Value	89%
		Current Target	100%




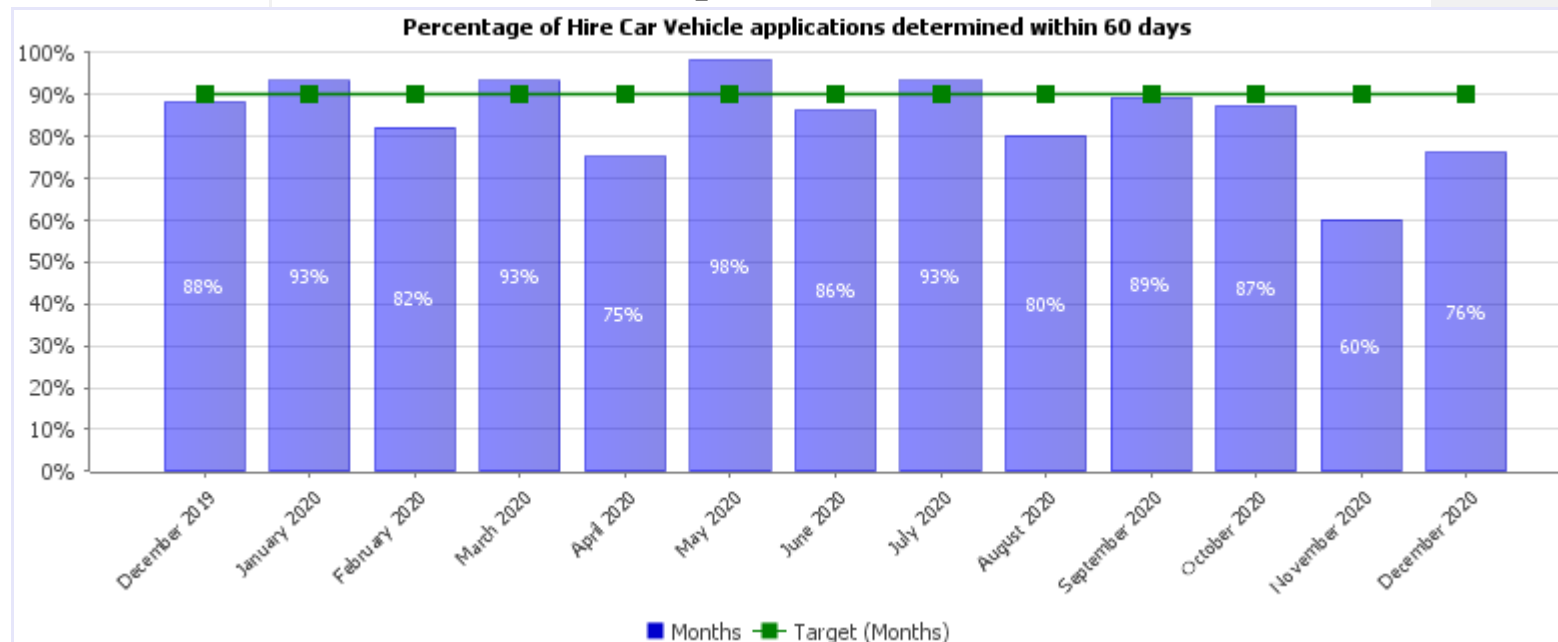
#### Trend Chart Commentary:

The trend evidences positive, improving performance during the reporting period. The reduction in performance evidenced in Q4 2019/20 was the result of the impact of the Covid 19 pandemic when licensing business was impacted as a result of the impact of third parties on the end to end process of determining applications. This was large due to the necessity for those third parties to prioritise resources to their pandemic response. The trend since then evidences that performance has been improving as a result of third parties adjusting their business plans to accommodate day to day licensing business.

There are no underlying concerns regarding performance arising from extended timescales for determining applications. As early applications are encouraged for large events, there is no adverse effect on the customer due to the time taken to process these applications. Given the data required this indicator cannot be updated until a month after the end of the quarter concerned. Data for Q3 2020/21 will be reported by end January 2021.

The target is reviewed at service performance meetings and having regard to historical trends in performance. The target for 2020/21 is 100%

<b>PI Code &amp; Short Name</b>	<b>LS157_6b.5 Percentage of Hire Car Vehicle applications determined within 60 days</b>	<b>PI Owner</b>	zLS_PAdmin; Audrey Watson
<b>Description</b>	<p>This indicator was introduced in April 2017 and combines the information previously reported in LS043_6.b.5 and LS135_6b.5 as there is no distinction between applications for Private Hire Car and Taxi vehicle licences in terms of their determination. Both of those indicators have been archived.</p> <p>The Civic Government (Scotland) Act 1982 provides a statutory deadline of 9 months for Private Hire Car and Taxi vehicle applications to be determined effective from 1 May 2017. That deadline has been temporarily extended to 12 months following the coronavirus pandemic. The Licensing Team has set a local target of 90% of all applications to be determined within 60 days.</p> <p>This indicator reports the total percentage of applications determined each month. The indicator represents the end to end process in determining an application. The overall process involves external agencies over which the Service has no control.</p> <p>Vehicles require to undergo a test at the Taxi Examination Centre (TEC) and vetting must be completed by the Police at the TEC prior to applications being granted. Any objections received result in the application requiring to be considered at a Licensing Committee meeting.</p> <p>This indicator should be viewed with LS156_6b.5</p>	<b>Traffic Light Icon</b> 	<b>Current Value</b> 76%
		<b>Current Target</b>	90%



**Trend Chart Commentary**

The trend evidences that performance is generally positive but has fluctuated and the target was not achieved on several occasions. During those periods where a reduction in performance is evidenced these are primarily due either to renewal applications being made early creating artificial delays as test dates are allocated one month prior to licences expiring, or delays by applicants in presenting vehicles for test or delays arising from the Covid 19 pandemic. The testing centre closed in March 2020 due to the coronavirus pandemic and other processes have been affected by it. The testing centre reopened in late July but performance is likely to continue to be affected until the end of 2020 as there is a backlog of vehicles to be tested. The testing centre has increased capacity and is confident that the vast majority of outstanding tests can be undertaken by the end of December 2020.

Despite the reduction in performance during some months the statutory timescale for determining applications was met. The statutory timescales have been extended by emergency legislation during the pandemic.

The target for 2020/21 is 90% having regard to historical performance and fluctuations evidence this target is reasonable but remains challenging. It has been reviewed in light of the impact of the pandemic however is not being adjusted since the trends reflect historical performance pre-dating the pandemic.

