

Legal Services

Customer Satisfaction Results

Legal Services, Liquor Licensing and Taxi Licensing

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1. Introduction

- 1.1. There were 3 separate online surveys carried out between the 9th and 29th of June 2014. The first survey was of internal customers who had used Legal Services and the other two surveys were of external customers to Liquor and Taxi Licensing.
- 1.2. The surveys contained a mix of questions on how satisfied people were with the service provided, accompanied with specific questions on changes that had been implemented as a result of a previous survey.
- 1.3. The response rates for Legal Services and Liquor Licensing were reasonable at just under 60 but Taxi Licensing only received 16 responses.
- 1.4. Each survey was used to calculate a Customer Satisfaction Index score. This is a weighted score out of 100 based on the 5 key drivers of Customer satisfaction; Delivery, Timeliness, Information, Professionalism and Staff Attitude.

2. Executive Summary

- 2.1. The first 2 questions were common to all 3 surveys and related to how often respondents contacted Legal Services and the method they used. The majority of contact was less frequently than monthly and by either telephone or email.
- 2.2. The new Advice Request Form introduced for internal Legal Services customers does not appear to have had the desired effect, most had not heard of it and others felt it had not been in place long enough to make a judgement. The suggested introduction of SMS text messaging for Liquor and Taxi Licensing had a mixed response with taxi licence holders more in favour.
- 2.3. The majority of respondents were either very satisfied or satisfied with the service provided by the various areas of Legal Services, some took the time to comment on the level of service provided and singled out particularly helpful and knowledgeable members of staff.
- 2.4. Common areas of dissatisfaction were the length of time things took and not being kept updated on progress, although these are in quite small numbers. Ideas to improve this were to employ more staff and one respondent suggested a Licensing Standards Officer (LSO) would be particularly beneficial.

- 2.5. The Contact Centre is now the initial point of contact for both Liquor and Taxi Licensing and most people were also satisfied with this. However, the length of time people were in the telephone queue was highlighted as an area of dissatisfaction. Also the Contact Centre staff members weren't always as knowledgeable and therefore not able to assist. One respondent felt the introduction of the Contact Centre just slowed the process down.
- 2.6. When the survey results were compared against the previous results from 2012 there were mixed results. Legal Services and Taxi Licensing had improved whereas Liquor Licensing did not receive as positive a response. However, Liquor Licensing still has the highest Customer Satisfaction of 84.2 with the others close behind. There has been a levelling off in Customer Satisfaction across the service and taking a common approach to customers such as using the Contact Centre and changes in the LSO arrangements within Trading Standards will have contributed to this. Any service improvements should now aim to raise customer satisfaction levels evenly across the service.

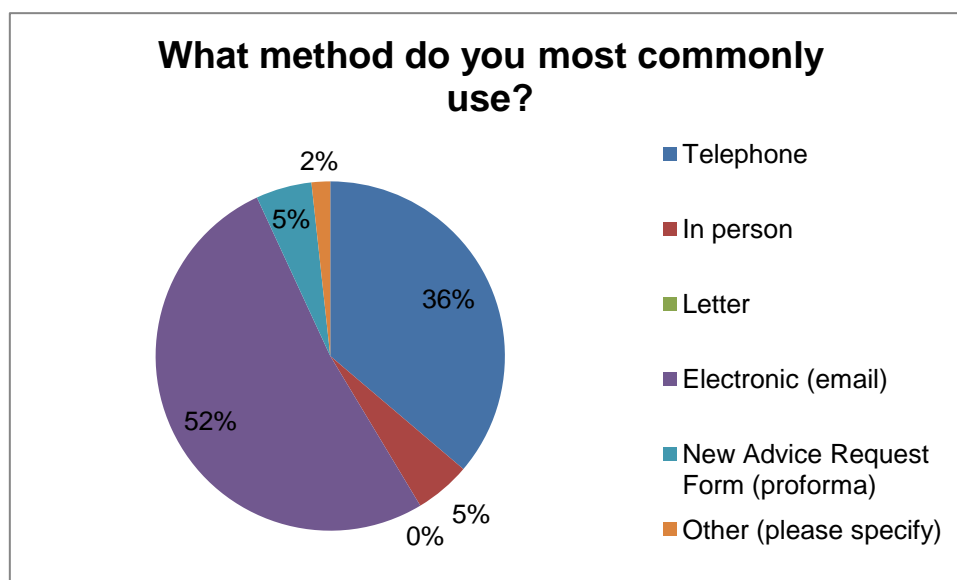
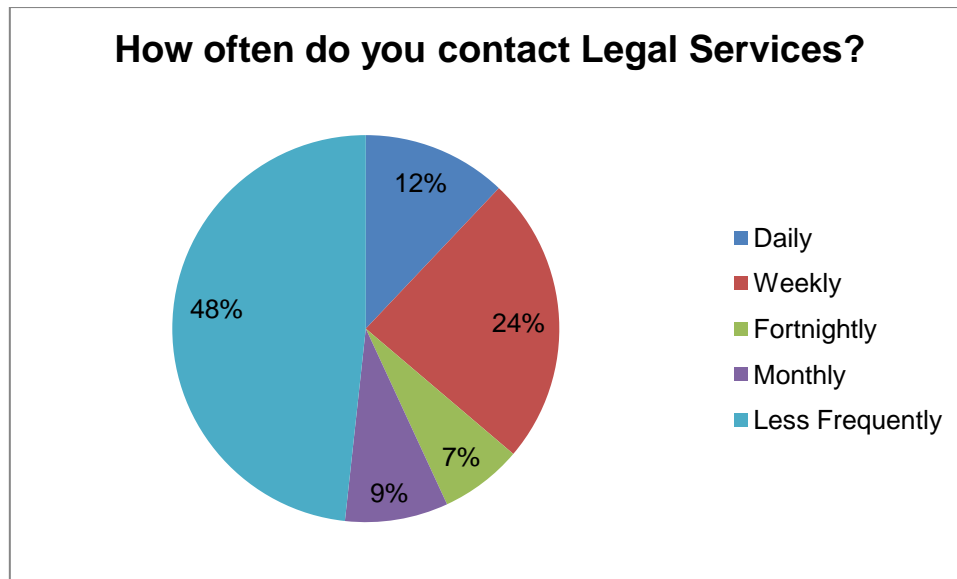
3. Customer Satisfaction Results

3.1. Legal Services

- 3.1.1. All responses to this survey were made online and there were a total of 58 completed surveys. The vast majority of responses to the questions were positive and 83% indicated that they were either very satisfied or satisfied with the overall standard of service.

I do not use the service often, but when I have, I have found the advice helpful. The advisor has been very pleasant and has instructed me how to proceed.

- 3.1.2. The first 2 questions were asked to determine how often the respondents contacted Legal Services and the method of contact they most commonly used. As can be seen from the 2 charts below the majority contact Legal Services less frequently than monthly with a significant number contacting them at least once a week. Most contact is carried out by either email or telephone.



3.1.3. In response to comments from a previous survey an Advice Request Form was introduced to try and improve contact with Legal Services. Only 6 (11%) of the respondents thought the form had improved contact with Legal Services. Most respondents (67%) indicated that they were not aware of the form. Of those that were aware of the form and indicated it had not improved their contact said that it did not always meet their needs and that they preferred to either telephone or email. Some said that responses took longer when they used the form. If this form is the preferred method of requesting Legal Services advice then an awareness campaign is required to increase its use. The form may also require amendment to ensure that it meets both the service and customer requirements.

3.1.4. Respondents were asked for the reason they normally contacted Legal Services, this is shown in the table below ordered by frequency of response.

The 7 occasions where 'other' was used had the following reasons identified; Road Bonds, PPP, advice on interpretation of legislation, Antisocial Behaviour, Community Asset Transfer, Harbour related legislation and debts.

Residential/Commercial property issues	12
Contract/Procurement advice	9
Housing advice	7
Other	7
Community Care	6
Transportation advice/TRO's	5
Flood alleviation queries/related matters	5
Liquor, Civic Government and other statutory licensing	5
Rent arrears recovery/NOP's	5
Council House Sales	4
Planning advice/planning agreements	4
Employment matters	3
Data Protection/FOI queries	3
Dept Recovery	3
Rights of way/access issues	3
Child protection	3
Permanence for children	2
RIPSA	1
Education advice	1
General child care advice	1
Adult protection	0

3.1.5. A number of questions were then asked on how satisfied the respondent was with various aspects of how Legal Services performed. The results of the questions were then used to calculate the Customer Satisfaction Index of 81.2. The question responses are summarised in the table below.

How satisfied are you with the following? (Results may not total 100% due to rounding)	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
staff are courteous and approachable	54%	33%	11%	0%	2%
staff show commitment to finding solutions which suit your needs	33%	47%	13%	4%	2%
advice given is understandable, informative and jargon free	36%	49%	9%	4%	2%
staff keep you informed and updated	26%	46%	17%	9%	2%
staff are efficient and respond within appropriate timescales	24%	49%	18%	4%	4%
staff are proactive in providing training on relevant issues	18%	27%	45%	3%	6%
the way the member of the legal team did their job	44%	40%	9%	2%	4%
the adviser was accessible	27%	53%	16%	4%	0%
the adviser had regard to any changing needs	36%	38%	24%	2%	0%
the advice provided was consistent and clear	44%	42%	9%	4%	0%
the advice was constructive	44%	33%	16%	4%	2%
overall standard of service	33%	51%	7%	4%	4%

- 3.1.6. Most results from above show that the majority are at least satisfied with the service and when asked to make comments most were positive highlighting individual members of staff they had dealt with.

'My experience of contacting legal services staff is positive. They provide me with advice which answers my questions, and are happy to discuss any supplementary questions that I may have and to clarify any points that I raise with them.'

'First class standard of service provided at all times.'

- 3.1.7. Staff keeping the customer informed and updated is the question where the largest proportion expressed dissatisfaction. There were also a higher number of neutral responses towards staff being proactive towards training and having regard to changing needs.

- 3.1.8. Respondents were specifically asked to comment if they were dissatisfied with any aspect of the service and the only 5 comments are shown below;

'Usually good standard of service provided and staff helpful/constructive. Some issues with accessibility of staff due to part time/flexible hours.'

'Excellent service received, could probably have a few more legal people working in the department to speed up service in general.'

'Had to twice chase up request advice, it was then full of jargon but advice given didn't represent case requested'

'Whilst appreciating that legal terminology is used, The Council does operate a "Plain English" policy and I feel that this is forgotten when providing advice/comments etc. Some advice can be lost on me because of this.'

'Have written and never had a response back.'

- 3.1.9. When asked whether the preferred deadline on the Advice Request Form had improved timeliness of advice there was an almost even split with 6 saying it had improved and 7 saying it hadn't. Respondents said the form hadn't been in use long enough for them to make a decision and 2 had used the form once and deadline was exceeded. One person made a request for an email template of the form;

'Can you create an email template of the form that I can pick from my own Outlook, this way I would be more likely to use it? I wouldn't know where to look for the form and even if I did I wouldn't if email was quicker.'

- 3.1.10. Keeping officers updated on progress was also an issue highlighted in a previous survey. 62% of respondents said that this area had improved but is still indicated as the area with most dissatisfaction from this survey. Nobody indicated that the issue had got any worse but some did say it had remained the same. Those indicating that they were at least satisfied with being kept informed or updated rose from 65% in 2012 to 72% in 2014.

- 3.1.11. The final question in the survey asked for any other comments with relation to Legal Services. Again these comments were mostly positive about the service provided. The only two other comments were a reiteration that more staff would improve the time taken to deal with cases and that Legal Services were very poor at supplying any information.

- 3.1.12. It is not possible to provide an exact comparison to the previous survey carried out in 2012 as the questions asked were different and the way the

survey was carried out altered. This was to bring it in line with questions set by SOLACE to carry out benchmarking. However where the questions had remained the same it was clear that satisfaction levels had improved. These are shown in the table below with % of respondents that were at least satisfied with the service.

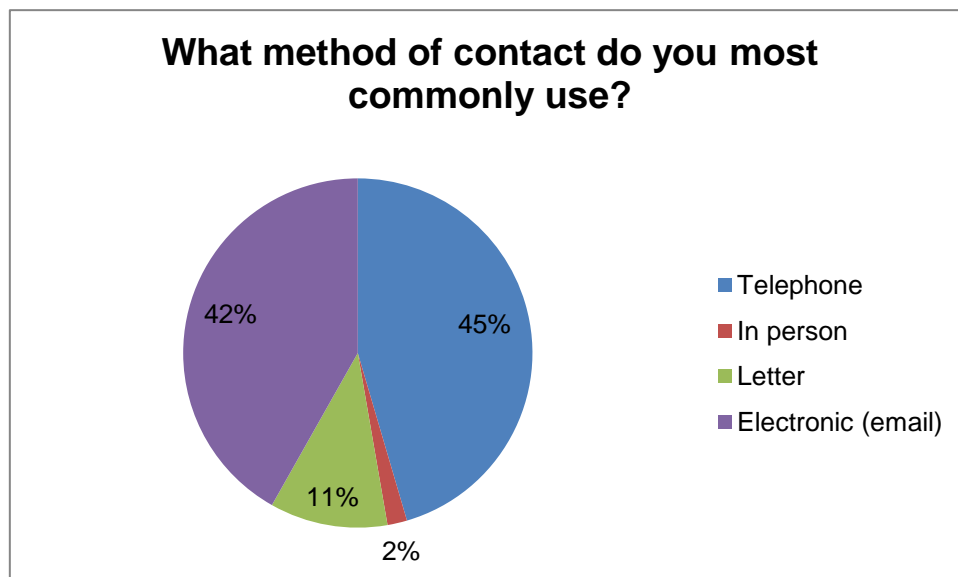
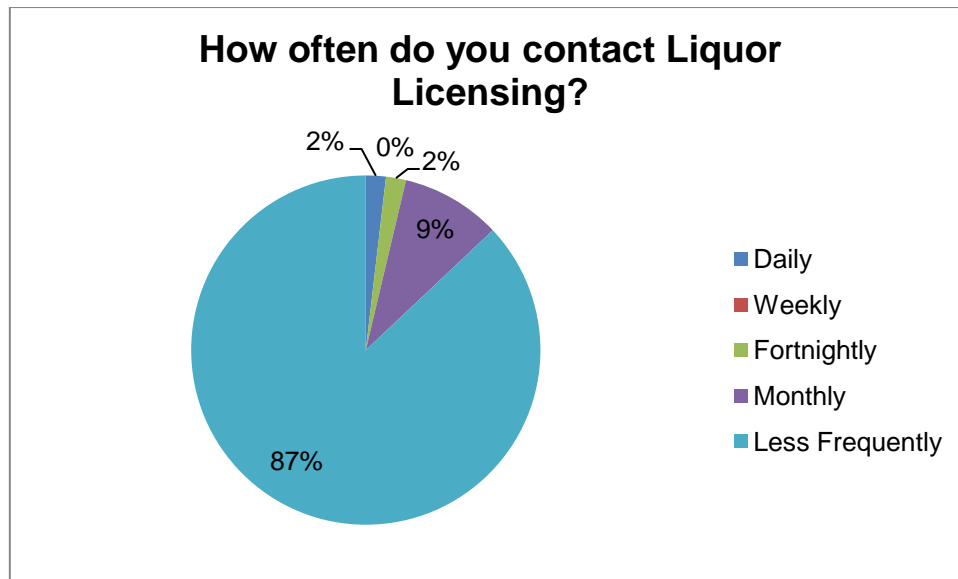
How satisfied are you with the following?	Very satisfied or Satisfied	
	2014	2012
The adviser had regard to any changing needs	74%	71%
The adviser was accessible	80%	67%
The advice provided was consistent and clear	86%	80%
The advice was constructive	77%	79%
The way the member of the legal team did their job	84%	71%

3.2. Liquor Licensing

- 3.2.1. All responses to this survey were made online and there were a total of 55 completed surveys. Again the majority of responses were positive and 84% indicated that they were either very satisfied or satisfied with the overall standard of service.

‘As you can see from my review of service I received, I am more than happy with the service. Nothing seemed to phase or distract the rep. during my enquiries.’

- 3.2.2. The first 2 questions were asked to determine how often the respondents contacted Liquor Licensing and the method of contact they most commonly used. As can be seen from the 2 charts below the majority contact Liquor Licensing less frequently than monthly with very few contacting them more than once a month. Most contact is carried out by either email or telephone and after the initial licence application very few had reason to make further contact. Any additional contact was to seek clarification or make minor variations.



3.2.3. Respondents were asked their views on introducing SMS text messaging as a means of improving contact. There were 20 (36%) who said they would use it and 4 gave examples of why it was a good idea;

'Gives another form of contact, if say away from home working etc.'

'Any updates of seasonal trading'

'Of course we are all mobile these days or heading that way, great idea, get it going'

'Quicker way to learn about new things and changes'

- 3.2.4. A number of questions were then asked on how satisfied the respondent was with various aspects of how Liquor Licensing performed. The Customer Satisfaction Index score based on these results is 84.2. The responses are summarised in the table below.

How satisfied are you with the following? (Results may not total 100% due to rounding)	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
The time taken to speak to someone about an enquiry	32%	43%	22%	3%	0%
Someone took responsibility for your enquiry	35%	51%	14%	0%	0%
Being able to deal with someone who could help	33%	50%	14%	3%	0%
The quality of the information received	36%	53%	11%	0%	0%
Staff are courteous and approachable	35%	57%	8%	0%	0%
The way the licensing staff did their job	48%	43%	10%	0%	0%
Staff are efficient and respond within appropriate timescales	37%	46%	15%	2%	0%
Staff keep you informed and updated	36%	45%	14%	5%	0%
The time taken to deal with the matter from start to finish	39%	44%	12%	5%	0%
The Licensing staff did what they said they would	41%	46%	10%	2%	0%
The overall service that you received	37%	47%	12%	5%	0%
The newsletter	25%	58%	11%	3%	3%

- 3.2.5. Most respondents were satisfied in all areas with the service they had received. The only expressions of dissatisfaction are the length of time things had taken and staff keeping them informed and updated. Most comments on how staff did their job were positive about the service and individual staff members.

‘Dedicated and very efficient. You always get a reply to a query.’

‘I was given sound advice to my questions, there was a common sense approach from the lady I spoke to.’

There were only 2 negative comments;

‘Missing information/educational visits from licensing office’

'I haven't heard anything back as of yet'

- 3.2.6. One individual made a general comment on how the service could be improved;

'In comparison with some other Scottish council licensing teams Moray are excellent. Having a dedicated LSO would be beneficial as it often appears licensing work is an add on to the Trading Standards officers. They do not have the knowledge held by {previous LSO}; a replacement of one dedicated person would probably reduce the work load for {Licensing staff} as I understand many questions are referred to them. This would also allow Trading Standards to focus on their given remit and skill set. That said they are always very helpful and will find answers if they can't answer a question immediately.'

- 3.2.7. Most people had not attended a Licensing Board meeting but of those that had, none expressed any dissatisfaction with the administration arrangements for the meeting or the meeting itself.

- 3.2.8. Only one person had a problem when dealing with Liquor Licensing and they were satisfied with how it was resolved. The nature of the issue is below;

'Having to speak to the call centre slows down the response to questions as they often do not know the answer. A dedicated LSO would fill this gap and save Trading Standards and licensing office time in dealing with licensed trade queries.'

- 3.2.9. An issue surrounding customer call backs was raised in a previous survey and measures were put in place to improve this. Respondents were asked if it had improved and the 1 person who answered said it had although they made the following comment;

'But not having the need to call back would be better. If the question could be answered at time of initial call the TMC staff would have a little less work to do and the caller (licensed trade member) would get the answer they need and not have to wait a call back. Should licensing queries be channelled to Trading Standards LSO pool or to Licensing staff via the contact centre. Perhaps this could be highlighted in the next newsletter.'

- 3.2.10. The final question was an opportunity to comment on anything about the Licensing Service not already covered in the survey. These comments were all positive about the service provided and the staff members and how Moray compared favourably against other Scottish councils.

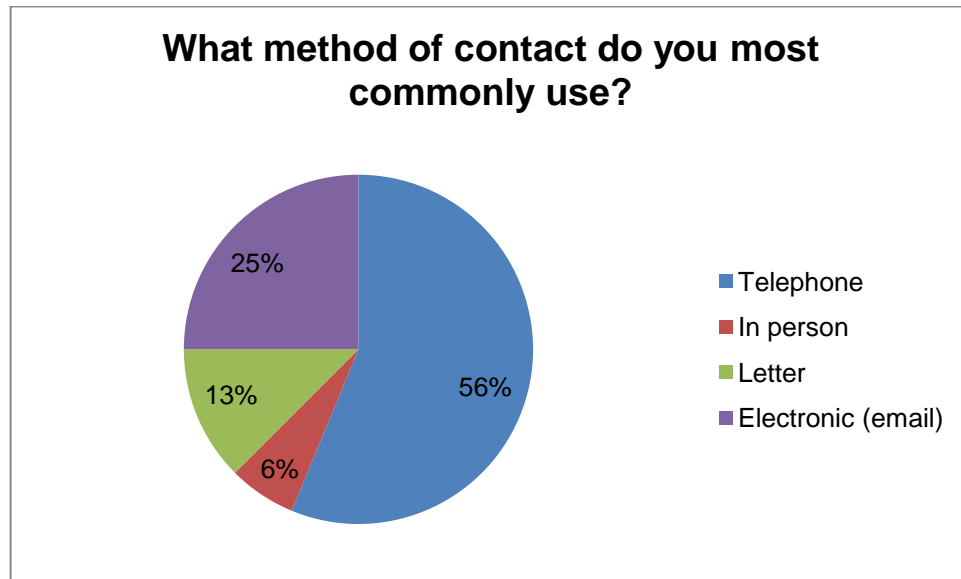
- 3.2.11. Comparison with the survey carried out in 2012 shows that the % of respondents at least satisfied with Liquor Licensing has reduced. There have been a number of changes in the service since the last survey with the changes in the LSO arrangements within Trading Standards and the use of the Contact Centre for initial call handling. Both of these changes will have contributed to an increase in the length of time and a dilution in expertise when answering queries. These changes will take time to bed in and there may also be a need to manage customer expectations before this performance improves.

How satisfied are you with the following?	Very satisfied or Satisfied	
	2014	2012
The time taken to speak to someone about an enquiry	75%	96%
Someone took responsibility for your enquiry	86%	100%
Being able to deal with someone who could help	83%	100%
The quality of the information received	89%	100%
The way the licensing staff did their job	91%	100%
The time taken to deal with the matter from start to finish	83%	100%
The Licensing staff did what they said they would	87%	94%
The overall service that you received	84%	100%
The newsletter	83%	92%

3.3. Taxi Licensing

- 3.3.1. All but 1 of the responses to this survey was made online and there were a total of 16 completed surveys. The majority of responses to the questions were positive and 84% indicated that they were either very satisfied or satisfied with the overall standard of service.
- 3.3.2. The first 2 questions were asked to determine how often the respondents contacted Taxi Licensing and the method of contact they most commonly used. 100% of respondents contact Taxi Licensing less frequently than monthly. Most contact is carried out by either email or telephone and after the initial licence application very few had reason to make further contact. One respondent who usually communicates by letter said;

'It is so difficult to meet anyone in person. It is much better if it could be so.'



- 3.3.3. Respondents were asked their views to introducing SMS text messaging as a means of improving contact. There were 10 (62%) who said they would be interested in this form of communication.

‘Especially when anything new comes into force.’

- 3.3.4. A number of questions were then asked on how satisfied the respondent was with various aspects of how Taxi Licensing performed. The results of these provided a Customer Satisfaction Index Score of 82.1. The responses are summarised in the table below.

How satisfied are you with the following? (Results may not total 100% due to rounding)	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
The time taken to speak to someone about an enquiry	13%	75%	0%	13%	0%
Someone took responsibility for your enquiry	25%	38%	13%	25%	0%
Being able to deal with someone who could help	25%	50%	25%	0%	0%
The quality of the information received	25%	75%	0%	0%	0%
Staff are courteous and approachable	29%	71%	0%	0%	0%
The way the licensing staff did their job	42%	50%	8%	0%	0%
Staff are efficient and respond within appropriate timescales	50%	50%	0%	0%	0%
Staff keep you informed and updated	33%	50%	8%	8%	0%
The time taken to deal with the matter from start to finish	36%	36%	9%	9%	9%
The Licensing staff did what they said they would	33%	58%	8%	0%	0%
The overall service that you received	42%	42%	8%	8%	0%
The newsletter	18%	55%	27%	0%	0%

3.3.5. Most respondents were satisfied in all areas with the service they had received. The only expressions of dissatisfaction are the length of time things had taken, someone taking responsibility for their enquiry and staff keeping them informed and updated. Most comments on how staff did their job were positive about the service and individual staff members.

‘All seems pretty efficient.’

‘Very easily knew what they were doing regarding my query and payment.’

There was only 1 negative comment;

‘They assume that you are as versed as they are in solving your issue. If that was the case there would be no issues!’

3.3.6. There were 2 comments made about the overall service provided which both relate to information provided;

'Issue add taxi or vehicle to your fleet. The online instructions are not as user friendly as could be. This would also save time calling the team for help and being left looking a bit silly.'

'Haven't had a newsletter in ages.'

- 3.3.7. Most people had not attended a Licensing Committee meeting but of those that had, none expressed any dissatisfaction with the administration arrangements for the meeting or the meeting itself.
- 3.3.8. No respondents indicated that they had any problems when dealing with the Taxi Licensing Service.
- 3.3.9. An issue surrounding customer call backs was raised in a previous survey and measures were put in place to improve this. Respondents were asked if it had improved and nobody responded to this question.
- 3.3.10. The final question was an opportunity to comment on anything about the Licensing Service not already covered in the survey. These comments are shown below;

'For new people to this area of business, it is a minefield to wade through at times. My proposed solution would be for a short face to face format where people can meet legal services to get a clear picture of what is expected of them. This I would hope would speed up the service and save valuable service time for the legal team. Example would be for new taxi, private hire drivers or at least a one off overview visit of what the team carry out and your responsibilities when working with TMC.'

'The licence arrived rather late.'

'Taxi licence forms should be available online.'

'I do not contact the council that often, but I am always happy with the service I get from the council.'

'The licensing service takes too long to issue the taxi licence plates when an operator puts on a substitute vehicle. We can be more than a week off the road now, with no income and bills to pay.'

- 3.3.11. Comparison with the results obtained in 2012 shows that there has been an improvement in customer satisfaction in most areas. The only areas that have got worse are someone taking responsibility for the enquiry and being able to deal with someone who could help.

How satisfied are you with the following?	Very satisfied or Satisfied	
	2014	2012
The time taken to speak to someone about an enquiry	88%	55%
Someone took responsibility for your enquiry	63%	77%
Being able to deal with someone who could help	75%	81%
The quality of the information received	100%	84%
The way the licensing staff did their job	92%	86%
The time taken to deal with the matter from start to finish	72%	56%
The Licensing staff did what they said they would	91%	76%
The overall service that you received	84%	79%
The newsletter	73%	69%

3.4. Contact Centre

- 3.4.1. Many of the calls to Licensing are handled by the Contact Centre and respondents were asked how satisfied they were with a number of statements in relation to the Contact Centre. These questions were asked in both the Liquor and Taxi Licensing surveys so the responses have been amalgamated and are summarised below;

Can you please advise how satisfied you were with each of the following? (Results may not total 100% due to rounding)	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	Don't know/not applicable
The length of time you had to queue	11%	40%	16%	5%	2%	26%
Friendliness of the member of staff	26%	43%	8%	0%	0%	23%
Helpfulness of the member of staff	24%	45%	8%	0%	0%	23%
The member of staff had sufficient knowledge to deal with your enquiry	23%	40%	13%	2%	2%	21%
They had understanding of your situation	23%	37%	13%	2%	2%	24%
Their ability to deal with/sort out your problem/query	22%	36%	14%	2%	2%	25%
You were given information in a way which was easy for you to understand	19%	37%	13%	3%	0%	27%
Were you happy with the overall resolution of your enquiry	26%	43%	10%	0%	0%	21%

3.4.2. Most people were happy with the service provided by the Contact Centre with the main expression of dissatisfaction around the length of time they had to wait in the telephone queue. There was also some dissatisfaction expressed in the member of staff being able to understand and deal with the enquiry.