

REPORT TO: POLICY AND RESOURCES COMMITTEE - 24 AUGUST 2020

REPORT ON: IMPROVING SERVICES THROUGH LISTENING TO CUSTOMERS AND SERVICE USERS

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 161-2020

1. PURPOSE OF REPORT

To highlight improvements which have been made to Council services as a result of listening to the views of customers and service users over the past year and to report on feedback from customer contact channels.

2. RECOMMENDATIONS

It is recommended that Committee:-

- (i) note the contents of this report, and agree that similar reports should continue to be submitted annually.
- (ii) agree that highlights from the report, as set out in Appendix 1, are published on the 'we listened, we acted' page of the Council's website.
- (iii) encourage services to maintain their efforts to listen to and respond to feedback, and to identify any further customers who should be consulted with a view to achieving service improvements.

3. FINANCIAL IMPLICATIONS

Each service should make provision for any costs of customer research within their existing revenue budgets.

4. LISTENING TO CUSTOMERS AND SERVICE USERS

4.1 The Council uses a wide range of methods to gather feedback from those who use its services, including:

- surveys and feedback forms
- focus groups
- public consultations
- involvement of users in planning new services and facilities
- meetings with representative groups eg tenants, carers, parents and people with disabilities
- meetings with partners
- analysis of individual complaints, comments and suggestions

This report gives examples of how we have used this feedback to improve services, demonstrating that we listen, learn from and act on feedback received from whatever source.

4.2 As in the past ten years, the Chief Executive's services asked 'customer facing' services to identify any changes made in the past year as a result of taking opportunities to listen to the views of customers and service users and act on the results. The detailed returns are set out in Appendix 2 to this report and show a wide range of improvements made across all Council services.

- 4.3 The Council publicises how customer feedback has been acted upon in the form of a "we listened, we acted" page on its website. Highlights from this report, grouped into themes, are set out in Appendix 1 and it is proposed that these are published on the "we listened, we acted" page.
- 4.4 The improvements highlighted in Appendix 1, and the many more which are set out in detail in Appendix 2, illustrate the value of seeking feedback from customers. It is recommended that services maintain their efforts to do this and seek to identify any further customers who should be consulted or offered opportunities to give their feedback, as well as continuing to respond to comments, complaints, suggestions etc with a view to achieving continuous improvement.
- 4.5 The annual report on complaints, which was submitted to the Scrutiny Committee in June, gave further examples of how customer feedback, in the form of complaints, is used to identify service improvements to prevent problems recurring. Along with the report earlier this year on the Annual Citizen Survey, these reports show the range of ways in which the Council seeks and acts on feedback from service users.
- 4.6 Feedback from surveys carried out by Customer Services with people accessing services face-to-face or on the telephone is set out in Appendix 3, along with information on satisfaction with the Council's website.

5. POLICY IMPLICATIONS

- 5.1 This report has been subject to an assessment of any impacts on Equality and Diversity, Fairness and Poverty, Environment and Corporate Risk. There are no major issues.
- 5.2 Equalities should be taken into account in the planning, delivery and monitoring of all services, so customer satisfaction research should aim to capture the views of groups covered by the Council's equality and diversity strategy. Where possible, research should aim to capture the views of people who do not currently use services, as well as those who do.

6. CONSULTATIONS

The Council Management Team were consulted in the preparation of this report.

7. BACKGROUND PAPERS

None.

HIGHLIGHTS



Service users influencing policy

- Through the work of the Young Persons Participation Group and the Care Leavers Group, a number of changes have been made to services for looked after young people. These include aligning the payments received at Christmas and birthdays by young people in children's houses to the same rates paid in foster care.
- Dundee's Climate Change Action Plan was the culmination of a year's worth of collaborative work recognising that a concerted city-wide effort is required, with many organisations contributing to the research, workshops and action planning.
- The Dundee Action Plan for Change in response to drug deaths was informed by the input of people with lived experience.
- Over 2,500 responses were received during the annual rent consultation following comprehensive door canvassing. Following feedback from tenants and DFTA, a summary is now issued to tenants with rent bills detailing how the housing budget is spent.
- Following discussions with DFTA, a solution was found to eliminate the shower charge without increasing other tenants' rents to do so.
- In response to complaints about odour from Riverside Composting Facility, waste services developed an odour management plan.
- Changes were made to arrangements for 'bring to' glass recycling points following feedback from residents, including relocation of some bins or replacement with less noisy alternatives.

Streamlining and modernising services

- Business Gateway used feedback and evaluations to improve the way they deal with calls and drop-in enquiries and to broaden the range of workshops.
- Driven by customer demand, 79% of all building warrant applications are now being processed electronically, up 10% on the previous year, while the service has acquired mobile devices to maximise the benefits of digital working.
- A new process was developed to deal with bin/recycling queries, enhancing the customer journey.
- A new trade waste database was developed to improve the management of the service which provides for recycling of commercial waste, paper and glass from private businesses.
- An 'electronic handover' was introduced to switch warden call systems to the Social Care Response Service at the end of shifts, removing the need for individuals to call in and block the switchboard with calls.

Involving people in service delivery

- The Young Person's Participation Group was involved in the recruitment and selection process for Children's Panel members, while young people have also been involved in interviews for residential staff and staff in the fostering team.
- At the request of local architects, Building Standards held workshops on challenges in the building standards system, exemplar building warrant submissions and changes to building regulations.
- Following a survey of members of the Trusted Trader Scheme, significant efforts have been made to market the scheme through social media, including advertising on a new Facebook page.

Meeting the needs of particular groups

- A Guaranteed Job Interview Scheme has been introduced for applicants up to age 29 who are, or have been, in care with the Council and meet the essential criteria for a job.
- A dedicated Health and Wellbeing Worker has been appointed to the Throughcare and Aftercare Team, which has already led to initiatives on food, sanitary products, contraception and signposting to mental health services.
- Further supported housing provision has been made for care leavers, including dedicated support from Action for Children in Arthurstone Terrace and development of 5 one bed flats in Rosefield Street supporting Care Leavers to move on in a graduated and supported way.
- A dedicated community space is being developed for kinship carers.
- Reception staff at Dundee House now use a table which connects to ContactScotlandBSL to better serve deaf customers who use BSL. Dundee House has also introduced 'Welcome by Neatebox' which allows customers with specific accessibility requirements to notify these in advance of a visit.
- White Top Centre has continued to develop a range of methods to ascertain the views of service users with profound and multiple learning disabilities who do not communicate in traditional ways. This has included increasing use of switch technology, Makaton and object signifiers.
- Drop-in sessions have been organised for tenants at Adamson and Elders Court who were experiencing isolation and finding it difficult to contact relevant agencies for assistance. Services available include health checks and advice, referral to foodbanks, support for those recovering from drug or alcohol issues, home safety and housing advice.
- A revamped newsletter for sheltered housing tenants includes more standardised information and allows services to be highlighted and good news publicised.
- A new weekly drop-in was established for people recovering from addictions.

IMPROVEMENTS MADE AS A RESULT OF CUSTOMER FEEDBACK

1. Chief Executive's Services

1.1 National Entitlement Card

- The team introduced Social Media for NEC and as a result of enquiries have also made amendments to the Frequently Asked Questions that are published on the website, and have listened to many customers' feedback over the last few years with regards to the website and are currently reviewing the entire website to improve it.

1.2 Communications

- More extensive use of LinkedIn to deliver information about jobs and business.
- Regular programme of Instagram posts
- Increased use of video

1.3 Fairness

- A key part of the work of the Fairness Commissions has been listening to those with lived experience of poverty. A summary of progress presented in May 2019 set out how far the city has come, with achievements including:
 - Becoming the first Living Wage City in the UK
 - Establishing the Big Noise Orchestra in Douglas
 - Launching the Breakthrough mentoring project
 - Opening the Lochee Community Hub
 - Joining the Stick Your Labels anti-stigma campaign
 - Significantly raising the value of school uniform grants from £81 to £100
 - Reducing the level of fuel poverty across the city from 35% in 2017/18 to 31% in 2018/19
 - Delivering welfare rights support in GP surgeries
 - Expanding social prescribing across more services and practices
 - Providing an extensive programme of school holiday activity and meals

2. Children and Families

2.1 Champions Board

The Champions Board continues to grow with increased representation from Corporate Parents, particularly those who are in a position to make changes. The Young Persons Participation Group (YPPG) and the Care Leavers Group (4Change) have continued to be involved in shaping services and in challenging the Champions Board to make changes to service delivery in our role as Corporate Parents. Examples from this year include:

- Aligning the payments made at Christmas and birthdays to young people in the Children's Houses to rates paid in Foster Care, making this comparable.
- Laptops have been provided for staff recording so they don't have to be office based, leading to more interaction with young people.
- Work is ongoing to develop a social media platform or app to engage young people in a user friendly way and take account of their views.
- Young People from YPPG have been actively involved in the recruitment and selection process of new panel members. Children's Hearing Scotland have also involved these young people in discussions about training for panel members about how we implement that learning nationally.

- The YPPG were supported to attend the Independent Care Review Dundee Roadshow where there was a display board about Dundee CB. Also showcased were the 2 films “Experiences in Care” and “Grit”.
- Continued the development of school based Champions Boards and members of the YPPG attended a Champions Board National Event in Perth where participants worked together to begin creating a national charter for Champions Boards.
- The Council has introduced a Guaranteed Job Interview Scheme which guarantees an interview to applicants up to the age of 29 who are, or have been, in care in Dundee, who meet the essential selection criteria for a job. It also gives any GJIS applicant who is unsuccessful access to the selection criteria for a job and access to the Employment Support Service.

2.2 Children’s Houses and Foster Care

A number of changes have been made following consultation with young people, many of them taken to the Champions Board. Developments in the service delivery include:

- Our young people are always involved in interviews and recruitment of residential staff and have been involved in the interviews for staff in the Fostering Team.
- Young people were part of a recent service development day and their views will form part of the ongoing action plan.
- Regular consultation forums have been set up allowing young people in the Children’s Houses to meet with senior manager for feedback on the service they receive.
- Weekly young person's house meetings in all our Children’s Houses.
- There is a complaints and suggestions process available to all our young people in our houses. Through this young people from two of our houses will be involved in the planned design, build and refurbishment of two houses, Fairbairn - rebuild, Drummond refurbishment.

2.3 Care Leavers

4Change have continued to raise issues and this has led to the following developments:

- To raise awareness of the issues faced by for Care Leavers to a wider audience, a group of Care Leavers were supported to produce a short film. They produced GRIT that was launched at the Steps Theatre in August 2019. The film offers a unique insight into the challenges young people can face in making the transition from Care. It was produced in partnership between young people in Dundee with care experience, Dundee City Council’s Throughcare and Aftercare Team, The Corner and Life Changes Trust. The film highlights the journey to independent living from the Care Leavers perspective and has been very well received. There have been 28 screenings to over 800 professionals with plans to arrange further screenings.
- The need for support with emotional and mental wellbeing was raised, leading to a dedicated Health and Wellbeing Worker being appointed to the Throughcare and Aftercare Team. This has led to the development of a number of initiatives including -a partnership with FareShare which has provided an additional stock of foodstuffs which is available to young people at the Throughcare and Aftercare base and access to free sanitary products, contraception and signposting to mental health services available to all at Discover Works.
- A Health and Wellbeing “Drop In” now takes place every month at the Throughcare and Aftercare Team, there are a range of partners attend including - The Corner, Web Project, LAC Nurses, Oral Health Team, Feeling Strong, Penumbra. The Health and Wellbeing worker is undertaking an audit of the health needs of Care Leavers and developing a partnership approach with the enhanced LAC Nursing Service in Dundee.

- Accommodation for Care Leavers was also raised, particularly the need for more supported accommodation options. This has resulted in Action for Children providing dedicated support to Care Leavers in their Arthurstone Terrace StreetLevel project. In addition, in partnership with Hillcrest Futures, Dundee City Council Throughcare and Aftercare Team and Housing Support Team have developed 5 one bed flats in Rosefield Street. This provides further provision to support Care Leavers to move on in a graduated and supported way, with a 24 hour concierge service and additional support from the teams involved.
- Support in employment rather than support to get employment was also highlighted by 4Change. This has led to a Care Leavers Employability worker based within Discover Works. This post was created through LAC attainment funding provided by the Scottish Government, and is developing an integrated vocational training and progression pathway for care leavers and help to reduce barriers to employment. A further initiative is the Circle Café Project which is a partnership between The Circle, Dundee City Council Throughcare and Aftercare Team, Barnardo's Works and Leisure & Culture Dundee. The project is based on offering Care Leavers from Dundee paid employment, via Community Jobs Scotland and Modern Apprenticeships to run the community café and to undertake training that enhances their employability skills. There are now Care Leavers in two Community Jobs Scotland posts with Care Leavers appointed to two Modern Apprenticeships posts this month.
- Many young people leaving care lack family support and have a difficult relationship with the professionals and limited support networks which leads to isolation and poverty. There has been a benefit freeze since 2015 which means that although there have been increases in the cost of food and utilities there has been no increase in the amount of money they have to survive on. Young People under 18 currently in receipt of £57.90 weekly living allowance who are not in education, training or employment who live independently who agree to accept support to look at employment or training opportunities will be provided with a £20 food voucher.

2.4 Kinship Care

- Following discussion with Tayside Council on Alcohol and a working relationship built up over several years, a consultation was carried out with approximately 30 kinship (mainly residence) carers looking at what they would like to see delivered in terms of supports and services. Feedback included:
 - More training, support and respite.
 - Some carers also expressed a desire for a dedicated community space specifically for kinship carers.
- In October 2018 a potential space was identified at 101 Whitfield Drive (previous Whitfield housing office) which hosts a number of community groups. The lease was signed off in January 2020. This is a joint project between the statutory and voluntary sector, providing an opportunity for more joint working in developing services and delivering training events for kinship carers. It will also allow structured drop in's for kinship carers with bespoke services such as wellbeing checks from the Nurses within the Inequalities Team and Welfare Rights advice.
- A kinship event took place in September in partnership with TCA Kith n Kin which was hosted by Cairn Fowk, a local mental health charity in Dundee. This focused on recovery and self-care for kinship carers and was attended by approximately 50 support staff and kinship carers.

2.5 Children with Disabilities

- Following discussions with families who had children with additional support needs, some of these parents were keen to employ Personal Assistants of a similar age and with similar interest to provide support to their children through the direct payment scheme.
- A pilot programme was run in partnership with Young Carers Project, Children with Complex and Additional needs Children and Families Service, Discover Works and Learning Organisational Development. 9 young people completed the programme with the aim of them becoming carers.

2.6 Community Justice Service

- Unpaid work - Dundee CJS's provision of unpaid work placements is firmly embedded in listening to the public, both in terms of recipients of service and those completing unpaid work hours as part of a Community sentence. Elected Members, Local Community Planning Partnerships, Faith Organisations, Charitable Organisations, Community Gardens, Schools (especially primary schools) and Neighbourhood groups all have a strong history of requesting projects that may be suitable for unpaid work. Feedback sheets are completed at the end of projects by recipients of service and by those undertaking UPW. The responses are overwhelmingly positive. We do have individuals who find the group element of projects more difficult and links are established with a range of individual placement providers, such as charity shops.
- Research into Voluntary support alongside Electronic Monitoring - between April 2018 and March 2019 Dundee CJS worked with the Scottish Government to assess the value of voluntary support to people on Restriction of Liberty orders (ROLOs). ROLOs are usually a stand-alone order, requiring the individual to abide by the curfew monitored through an electronic tag. There is not normally a requirement for individuals to also accept support while on a ROLO. For a year-long pilot, Dundee CJS offered people on ROLO voluntary support. The offer was also made to their families, as people in the same household are impacted by having someone tagged to an address. The research showed a low percentage uptake of the support offered but the views of those declining provided useful learning. Some stated they already accessed support on a voluntary basis, some expressed that they did not have needs requiring outside help, others said that they wished to only be impacted by what the Court ordered and not have extra input. One mother of a young man on a ROLO stated it was nice to be asked if she wanted support but she believed she could manage. The feedback from service users was passed to Scottish Government and helped inform the Management of Offenders (Scotland) Act 2019 which introduced Electronic Monitoring as a potential compulsory requirement within a Community Payback Order and not a voluntary offer.
- Service user "lived experience" testimonies - one service user was willing to meet with Dundee City Council counsellors, to discuss their experience of the criminal justice system. This was supported by the individual's former Support Worker. As well as providing first-hand information to counsellors, the chance to make positive use of their previous negative experience, was viewed as helpful by the person sharing their lived experience.
- Domestic Abuse - since April 2019 Dundee has been implementing the Caledonian Programme to address domestic abuse. When a Court Report is being compiled and a domestic abuse programme is considered a possible outcome, the Caledonian process mandates that the report writer, supported by the Caledonian women's worker, should attempt to meet with the victim of the offence to gain their perspective. Co-operation with this process is voluntary for the woman. Care is taken to ensure that the women's views are not directly referenced in the resultant report to reduce the possibility of the perpetrator blaming them for the sentence received. Through this process of listening to the victim, alongside collection of multiagency information, Court reports are now better able to reflect issues such as whether there is an apparent pattern of behaviour.
- Individuals who complete Programmes such as Caledonian and MFMC: Moving Forward Making Changes (for men convicted of sexual offences) complete feedback on the programme and its impact. This feedback is collected in Dundee as in the other areas that run these national programmes. Collectively the feedback contributed part of the information considered within national Evaluations of MFMC and Caledonian.

2.7 Ardler Primary School

- Following parent consultation and support of councillors and the property department, we have managed to alarm a door to ensure our children's safety is paramount.
- We have also worked closely with our parents and children over the past session to refresh our school values.

2.8 Pupil Support Workers (LAC - Looked After Children)

- On taking up post the 8 Pupil Support Workers for our LAC children asked if it was possible to have additional training in a variety of areas to help them better support the young people they were working with.
- In consultation with our Educational Psychology Service we devised a series of weekly sessions for them from September to December. The sessions included: Restorative Approaches, Understanding behaviour through a self-regulation lens, Nurturing Approaches, De-escalation training as well as considering ASN legislation and Cost of the School Day implications. The programme was well received and, following a request from the Breakthrough CEO, was opened up to the school Breakthrough Coordinators giving them the opportunity to share in this learning.

3. City Development

3.1 Sustainability and Climate Change - Responding to the Climate Emergency

- In responding to the climate emergency (declared by Policy and Resources Committee in June 2019) and requests from staff for more information on what they could do, the Sustainability and Climate Change team reviewed and updated the Council webpages. More information was included on what actions the Council is taking along with practical actions that staff can take at work and at home to live more sustainably as well as links to further advice and resources on energy, travel, waste and resilience.
- The Council's Sustainable Development E-learning module was also updated and re-launched as part of Earth Hour 2019 to help staff improve their understanding of the Council's sustainability obligations, and how they can contribute to reducing the organisation's carbon footprint whilst at work/carrying out their post responsibilities, as well as their own carbon footprint at home.
- To allow a coordinated approach for ongoing engagement and consultation, and to ensure people can find out about climate change activities in Dundee, the Sustainable Dundee brand has been developed. It is intended to raise awareness of, and link up, sustainability and climate change issues and progress, both internally and to the wider community. The logo now features throughout internal and external webpages containing related information as well as printed publications from the various sections involved, acknowledging the position of such projects within a broader 'vision' or goal.
- The Sustainable Dundee twitter account (@sust_dundee), continues to be a main conduit for sharing news on what Dundee's public bodies, business and community groups are doing to tackle climate change, with follower numbers increasing to over 470 in one year since it was launched.
- The Dundee Climate Action Plan was launched in December 2019 and was the culmination of a year's worth of collaborative work, led by the Council and co-designed with public, private and community organisations, recognising the fact that a concerted city-wide effort is required if Dundee is meet its target of achieving net-zero greenhouse gas emissions by 2045 or sooner. The Plan was informed by a Baseline Emissions Inventory, Climate Risk and Vulnerability Assessment, statutory Strategic Environmental Assessment, partnership workshops and public consultation.
- The draft Plan was prepared and issued for public consultation for a 6 week period between June and August 2019. The Plan and its statutory Environmental Report were also submitted to Scottish Environment Protection Agency, Scottish Natural Heritage and Historic Scotland (known as Consultation Authorities) for comment under Strategic Environmental Assessment legislative requirement.
- During the consultation period, the Sustainability and Climate Change team met with Dundee's Green Groups (a network of environmental interest groups) to discuss the draft plan and elicit their views. Two follow up meetings were held to discuss specific aspects of the draft plan. Over 39 organisations, partnerships and forums contributed to the research, workshops, and action planning necessary to develop the Climate Action Plan. All formal and informal comments received during the consultation were taken into consideration and used to help prepare the final Climate Action Plan.

- In June 2019, the Council agreed, in principle, to support a Climate Change Citizens' Assembly and remitted officers to engage with the Dundee Partnership, relevant professionals and organisations, including those already supporting citizens' assemblies elsewhere to determine best practice and the most appropriate vehicle for delivery. The Sustainability and Climate Change team explored different approaches to citizens' assemblies and how they have been used elsewhere to strengthen community engagement on climate change. Whilst citizens' assemblies were found to be a good way to elicit views from local people who may not participate in established community planning structures, they were found to be a significant undertaking, can slow down the policy making process and unlikely to be cost-effective. The team therefore proposed an alternative model that offered many of the attributes of a citizens' assembly at an affordable budget, i.e. that the Dundee Partnership host a biennial Dundee Climate Change Conference to consider climate change matters and progress achieved towards meeting net-zero emissions. This would provide a forum to involve interest groups, communities, local and national partners and elected members in a regular review of climate change matters and Dundee's response and influence the direction, policies and investment of community planning partners. The first conference was planned to coincide with the UN Climate Change Conference (COP26) to be held in Glasgow.
- As part of the Council's awareness raising actions for Scotland's Climate Week (October 2019), the Sustainability and Climate Change team ran an internal travel survey to better understand how staff travel to work. Over 700 responses were received and the data gathered was used to provide baseline information on staff commuting as well as business related travel.
- The Sustainability and Climate Change team are now using the data to develop a new Council Staff Travel Plan, outlining the various initiatives and options to help staff travel more sustainably where possible. The team will conduct the survey again in two years to see if any of the initiatives have helped to reduce car travel, although it is recognised that car travel is essential for many of our staff. A new intranet page will be launched alongside the new Staff Travel Plan to help staff find out more about staff travel measures in place.
- For a number of years, Dundee had the lowest number of Eco-School Green Flag schools in Scotland. Despite their many eco-related activities, schools were put off by the cumbersome Eco-Schools application process to attain their Green Flag, with substantial paperwork required as well as school inspections and a tiered approach to obtaining the green flag. The Sustainability and Climate Change team liaised with Keep Scotland Beautiful to understand the new, simpler process and, with the help of the Education Team, set up a pilot scheme to support schools wishing to participate and help them with the new application process. Regular meetings now take place with interested schools, providing them with an opportunity to share their experiences and activities whilst also learning from others. A support pack of local resources and information has been developed and the Sustainability and Climate Change team provide on-going support and information when required. There are now 11 schools participating in the pilot and an Eco-Schools Conference is planned to coincide with Earth Hour week. This will involve around 60 pupils from 9 Dundee schools attending workshops related to topics as well as providing greater opportunity for teachers and pupils to share their eco activities and ideas.

3.2 Business Gateway

Business Gateway Tayside try and listen to clients as much as possible and make changes where we can. Feedback from clients can be provided verbally to advisers, from Evaluation Forms following events or from monthly customer feedback. Examples include:

- We are contracted to respond to enquiries from clients within 2 days, however a regular comment in feedback was clients were not hearing from us, and when exploring this with advisers they were struggling to establish contact with clients. As a result, advisers now take calls as they come in, or a call back will be arranged at a time that suits the client if an adviser is not available. This change in service has worked positively for clients and advisers.
- We took the same approach with walk-in clients with advisers meeting walk-ins rather than an administrator taking client details and assigning an adviser to make contact.

- We introduced Getting Started which is a reduced version of Awareness workshop providing practical information and removing exercises designed to encourage discussion. Clients are always made aware of the benefits of attending a full three hour Awareness workshop.
- We introduced 4-hour and full-day start-up workshops into our schedule for Q4 of 2019/20. This provides clients with more options than only attending 4 separate 3-hour workshops.
- Clients told us they want to network more at workshops, so after a period of trialling reducing workshop length from 3 to 2 hours, we reverted back to 3 hours to ensure networking opportunities with like-minded clients.
- Another comment re networking was our Go Network sessions therefore we reduced speaker time which increased opportunity to network.
- Expert Help - broadened range of specialists to meet client demand.
- Introduced Digital Bookkeeping as more clients are using online resources and were asking for support.
- Introduced HR Getting Started workshops.
- ERDF Masterclasses schedule has been shaped around most popular, eg Customer Personas, retail.

3.3 Business to Business Communication - Dundee Tourism Action Group

- We have limited the number of emails we send from Dundee Tourism Action Group and point businesses to www.d-tag.co.uk where we host information on images, hashtags, toolkits, stats etc. It is a resource that can be used at any time and one we can point to without sending attachments.
- In addition to this we also have closed facebook pages where we can all share key information and open to all to share, comment etc. We have 380 members over the 2 pages.

3.4 Building Standards Service

- Customer Focus Group Meetings - at the request of one of our key customer groups, the Dundee Institute of Architects (dia), workshops were held throughout 2019 and focused on the following:
 - Workshop 1 - 21 February 2019
Topic: Challenges in current the Building Standards System
Main Focus: e-building standards portal, SER Scheme, Feedback from National Customer Survey.
 - Workshop - 22 May 2019
Topic: Exemplar building warrant submissions
Main Focus: Best practice, competent submissions, pre warrant consultations.
 - Workshop 3 - 28 November 2019
Topic: Changes to Building Regulations
Main Focus: Preparing for changes to building regulations, October 2019.
- Developing electronic ways of working - driven by customer demand, 79% of all building warrant applications were processed electronically in 2019. This is a rise of 10% on the previous calendar year. Also, the service has recently secured mobile devices which will maximise the benefits of digital ways of working and provide opportunities for customers to access real time information.

3.5 Electrical Team (Design and Property)

- We have annual customer reviews as part of our QMS where selected clients have the opportunity to score and feedback on areas of service i.e. time delivery, value for money, reliability, responsiveness, communication, health and safety, overall performance and environmental impact. The scores and comments are then reviewed with required improvements actioned. Outcomes have been added to the Architects Improvement Action Table. This includes:
 - Organise programmes better to prevent projects advancing to site without the proper building control paperwork in place.
 - Organise programmes better to prevent team failing to meet their own target dates.
 - Hold regular design team meetings to review programme and relay issues to Client earlier through the design.
 - Ensure proper design checking processes being implemented by all parties.
 - Hold regular design team meetings to ensure all parties are informed of the project and the Clients requirements.
- We are also looking to embed client, consultant and contractor satisfaction surveys for individual projects subject to a current review of Architectural Services QMS procedures. This will be helpful in understanding service performance as it is carried out at operational level.

4. Corporate Services

4.1 Human Resources and Business Support

- HR administrative processes are being transformed using digital solutions. Various employees/managers across all Council services are invited to participate in co-design workshops to redesign processes to better meet user's needs. The focus is on streamlining and automating processes as well as enhancing effective communication.
- Complaints regarding information in the telephone directory being inaccurate led to a development to link it to the Resourcelink HR/Pay System. This reduced manual maintenance and improved accuracy of the information held, as well as including manager and peer information.
- Resourcelink Working Group was developed as a platform to discuss potential issues and/or developments to improve the management information held by the Resourcelink HR/Pay System, as well as considering how the information held can be linked to other digital developments across the Council to support improving other services' processes.
- Stress Survey was sent to staff who have been absent due to mental health reasons to identify areas for improvements on how managers/the Council could have better supported them leading up to, during or after a period of absence.
- Implementation of electronic mileage and expenses claims through MyView. This improvement is the next step in our quest to reduce paper forms and to improve efficiency and accuracy. It benefits managers, employees making claims and also payroll processing the claim.
- Introduction of corporate travel booking process. This change has resulted in a saving for services, as there is no booking fee added to train fares. The process also means there is consistency of approach across services, a reduction in travel claims being submitted and ease of reporting.
- We changed our health and safety calendar for 2020 to be more responsive to service needs. Instead of delivering specific training courses on pre-determined dates on which delegates can book a place, a new system has been introduced. Rooms are booked and trainers are

allocated to deliver training of specific dates, but the courses are delivered in response to demand. The demand is not determined by only the volume of delegates wishing a particular course, but also where a pressing situation has arisen where training for a group of employees is a priority.

- It was found that when groups within a service receive risk assessor type training, it does not always have the desired impact of a volume of high quality risk assessments now being produced. The Health and Safety Team having been working with managers to co-ordinate assessments to ensure that those submitted for evaluation are for tasks or activities where such risk assessments are required. This ensures that each assessment is scrutinised and re-submitted until it is suitable and sufficient. The other approach taken to achieve higher quality of assessment is to run mentoring groups to coach recently trained risk assessors collectively to produce higher quality risk assessments.
- A survey was undertaken with employees who have been off with stress for at least 4 weeks in the past two years. Responses received identified that 35% indicated that their absence could have been prevented by listening to their issues and concerns before they went off ill. Focus Groups are now being organised to address this and make improvements in our procedures to reduce the length of absences and where possible reduce the number of absences.
- New templates were developed for procurement to appoint small contractors following our work with a removals contractor, as our local contractors stated that they found working with procurement difficult due to the amount of paperwork required. A new form was developed and is being trialled now with Tayside Procurement Consortium. Positive feedback has been received during the trial.
- Scotland Excel have not weighted health and safety requirements in a consistent manner. We are now in the process of working with Scotland Excel to take the health and safety element higher than previously to ensure that health and safety is correctly weighted in relation to other criteria. It is proposed that the health and safety weighting will be increased to reduce the burden on each Local Authority then having to evaluate health and safety competence on their own at a later date.
- In partnership with customer services, we looked at how the bin/recycling queries were being dealt with. We looked at the customer journey and through consultation with staff and managers we found that this could be greatly improved. Whilst researching current methods, staff were struggling to log queries efficiently, the customer's telephone contact numbers were outdated and some back office tasks didn't comply with GDPR. In transforming the service all queries for missed bins, bulky uplifts, back door collections and special collections were put onto Firm step and controlled centrally by the customer service team on one central telephone number. This new process freed up time for staff to do other tasks and also allowed the various services to work in tandem to rectify the customer's query. This gave the customer more autonomy over their query and enhanced their customer journey.
- The Trusted Traders scheme involves members paying by invoice every month to be part of the City Council Trusted Traders database. Staff would invoice and credit on a monthly basis to 165 members who were part of the scheme. This was both time consuming and relied on staff to monitor and communicate with the customer. To streamline the service we asked members if they would participate in the direct debit scheme. 80% of members are now on this scheme with new members being encouraged to join the scheme on that basis. This has saved costs on monthly invoices, freed up time for staff and better communication with the trader.
- Trade waste provides a service to private businesses for the recycling of commercial waste, paper and glass to around 1500 customers citywide. The service relied on staff to invoice customers monthly and register new clients onto a basic spreadsheet. Customers experienced problems with receiving their invoices on time and as the list of trade waste customers grew, it was hard for staff to manage the expectations of the customer. We reviewed the existing process and, working in partnership with IT, a new trade waste database was created to manage all new and existing clients. This database generates invoices automatically, lets staff update existing members and easily input new member details. The database also allows staff to regulate existing terms and conditions and this has seen an upturn in revenue and also enhances the customer experience.

4.2 Customer Services and Benefit Delivery

- Due to customer feedback with regards to waiting too long to be served at Dundee House, an appointment system has been introduced for Council Tax and Housing Benefit queries. Customers can e-mail, call or come in to see staff on reception to make an appointment to discuss any of these topics.
- In order to better serve Deaf customers who are BSL users, staff on reception use a tablet which connects to ContactScotland BSL which allows us to deal with their queries promptly.
- 'Welcome' by Neatebox has been installed in Dundee House which allows customers with specific accessibility requirements to request visits to Dundee House. Staff are notified of the customer's visit and also receive an overview of their condition to better aid interaction with them.
- As a result of several complaints regarding the tone of the wording of Council Tax reminder letters, a review of these letters was undertaken. The wording was changed to show understanding of the difficulties customers may be experiencing with their finances and to encourage them to contact the Council for assistance. The letter also acknowledges that a late payment may have been as a result of an oversight on the customer's behalf and if they have paid recently no further action is required.
- As a result of a customer complaint, Council Tax credits are now refunded in the same manner as they were paid. Previously only Council Tax credits paid by Direct Debit were refunded via BACS, and this process has been expanded to incorporate payments that have been made using a bank card.
- A review of the Council Tax pages within the Council's website was undertaken (after comments from customers) to streamline the information, to make it clearer and easier to navigate.
- Customer Services carried out an analysis of the reasons why customers were visiting our offices. From this a facility was introduced to allow customers to provide information requested online. This reduces the need for the customer to contact our offices in person or by phone.

4.3 Information Technology

- Changes to Telephone Directory Services - a complaint/suggestion was made to extend internal telephone directory services to enable enquirers to find alternate numbers if a member of staff was not answering a call. The internal Telephone Directory was extended to include options to show both an individual's peer group and their team members. As well as providing the additional facilities, standardisation and removal of a bespoke system was achieved by using the post to post relationships and contact details within Resourcelink.

4.4 Council Advice Services

- With regard to personal information that goes out in relation to Corporate Appointeeship services and Scottish Welfare Fund, we now have a checking service in place in each section to ensure that we reduce the risk of client information being incorrectly sent to the wrong recipient by post. As a result of this change there have been no instances of data breaches since the new procedure was put in place. Both changes were put in place due to data breaches that previously occurred in each section and were the subject of complaints.

5. Health and Social Care Partnership

5.1 Psychological Therapies

- In May 2018, NHS Tayside Psychological Therapies Service asked every service user how satisfied they were with the service. All service users were asked to complete an anonymised questionnaire. It was emphasised that the Psychological Therapies Service was interested in hearing all views, both positive and negative. Five questions were asked:

- Did your clinician listen to you and treat your concerns seriously?
 - Do you feel that the service has helped you to better understand and address your difficulties?
 - Did you feel involved in making choices about your treatment and care?
 - On reflection, did you get the help that mattered to you?
 - Did you have confidence in your therapist and their skills and techniques?
- Each of the above questions were rated on a five-point scale - At all times, Most of the time, Sometimes, Rarely, Never. Over 500 replies were received. The data was considered by the Clinical Care and Professional Governance Group of the Psychological Therapies Service. The opinions of service users were overwhelmingly positive on all of the items listed above. This positive appraisal applied to all specialties within the Psychological Therapies Service.
 - This exercise is to be repeated in 2020 thereby enabling comparison of service users' level of satisfaction with the service over time.
 - The Psychology Service has a strong commitment to the training of University of Edinburgh D Clin Psych Trainees. The service has been part of a pilot study organized by the University of Edinburgh Clinical Psychology training programme, to develop a Confidential Trainee Survey regarding trainees' satisfaction with the support provided by Clinical Supervisors. Results from this survey were consistently positive and this Confidential Trainee Survey will now become part of routine practice.

5.2 White Top Centre

- Many people with profound and multiple learning disabilities do not communicate in traditional ways and it takes time to establish a relationship to know the person and to understand their unique likes, interests and wants. The communication skills of someone with PMLD can lead them to be socially disadvantaged and deprived of opportunities to communicate their preferences and choices. It is our aim therefore to overcome these barriers, to recognise individual ways people with PMLD communicate and develop skills to enable individuals to experience positive social interaction whilst maximising their communication potential.
- To achieve our objective we have developed and will continue to develop a variety of different methods of ascertaining service users' views and opinions. This has included an increased use of switch technology, Makaton and the use of object signifiers within the service. We have also introduced taster sessions sheets which allows us to detail levels of the people who we support engagement in activities. As a result, a new timetable of activities have been introduced with increased opportunities to access various community and centre based activities.
- The introduction of increased intensive interaction and a newly developed reporting sheet to document this allows us to listen to the people we support and provide/adapt our support appropriately.
- We have developed and implemented a service specific Service User/Carer Involvement information booklet which provides carers, supported people and potential users of the service detailed information on the ways in which they can be involved within the service.
- In February 2019, we held a launch event and signed up to the Charter of Involvement, as a result of which we have reviewed and updated our Participation and Involvement Strategy to embed the 12 statements of the Charter into our practice.
- Following a suggestion at our annual carers meeting we have reviewed and implemented a new respite summary document to ensure effective communication between the service and family carers.

- We hold 6 monthly and annual reviews and have implemented PowerPoint presentations at these to provide the opportunity to the people who we support to tell their story and to increase participation and involvement.

5.3 Protecting People Team

- The Dundee Partnership commissioned an Independent Drugs Commission in 2018 in response to the increase of drugs deaths in the city. The Commission's report was released in August 2019. The report provided 16 recommendations for change. It was recommended that there needs to be meaningful involvement of people who experience problems with drugs, their families and advocates. In response to this the Alcohol and Drug Partnership sought to find out how people with lived experience would like to be involved in decision making and improving services and what would be meaningful to them. This event was the beginning of a journey of how the community and services can work together in a real way to make change and break down barriers people face. The ADP did not seek to prescribe how they were going to involve people with lived experience within the ADP, but to be as co-productive as possible. The ADP ventures to work together with people with lived experience to develop the mechanism for having sustainable and meaningful involvement of individuals with lived experience embedded into the structure of the ADP and the wider delivery of support. This meeting with people with lived experience informed actions that were added to the Dundee Action Plan for Change regarding meaningful involvement of people with lived experience.
- Actions approved within the Dundee Action Plan for Change in relation to embedding meaningful lived experience into the ADP are:
 - Expand the recruitment of volunteers to support recovery and tackle stigma within communities, incorporating a volunteer training programme.
 - Establish a Lived Experience Quality group to ensure that involvement of people with lived experience is embedded effectively and meaningfully across the ADP structure and the wider delivery of support.
 - Support the delivery of two development sessions each year to bring together people who use supports, families and service providers to share information and test out progress.
- The input gathered from people with lived experience will continue to be used as this process progresses, along with continual input from people with lived experience as relevant.

6. Neighbourhood Services

6.1 Tenancy and Estates

- Adamson and Elders Drop-In Sessions

Evidence suggested that tenants of these blocks felt isolated and found it difficult to contact relevant agencies for assistance. In addition, there were a number of sudden deaths at the blocks. A multi-agency meeting was set up in April 2019 to find out if drop-in sessions could be put in place. At the meeting were representatives from Lochee Parish Church, Tenancy and Estates, Lochee Community Hub, Police Scotland, Community Health Team, Addaction, The Corner, Penumbra.

It was agreed a session every Friday from 9-11 would be held with representatives from each agency being on a rota to be available for the tenants. A leaflet was designed, printed and distributed to every flat in the blocks and also placed in the foyers within the blocks. The various agencies are set up to be able to provide:

- Outreach health checks.
- Referrals to other health agencies, foodbanks etc.
- Support to community groups and deliver courses to improve health eg cooking groups, stress management and healthy lifestyle.

- Community support to individuals seeking recovery from drug or alcohol issues. This includes one to one support and advocacy as well as encouraging people to get involved in community groups and activities within and/or outside the Church.
- General Housing Advice and Assistance.
- Services to individuals or families who need help to keep their tenancy aiming to prevent homelessness.
- Encouragement to tenants to reach their full potential and keep them safe in their homes.
- Health, wellbeing and information services and offer information on sexual health, emotional wellbeing, and crisis support.

The drop-in sessions started in May 2019. Although initial attendance was quite low, for those who did attend, significant help, advice and support was provided. It takes time for this kind of initiatives to bed in and for word to spread, so the drop-in sessions have continued for the rest of 2019 with a further review meeting to be held in 2020.

The Tenancy Officer for the blocks now regularly holds additional drop-in sessions for local tenants. This is done in collaboration with the caretaker, and this seems to encourage and give the tenants the confidence to approach, as they are familiar with the officers who have good working relations with the local tenants.

6.2 Housing Asset Management

- Smoke Detector Programme
 - Staff held a number of awareness raising and information events to inform residents of changes to legislation supported by Scotland's Fire and Rescue Service.
 - By listening to customers, the project is on track to complete all housing stock by 1 February 2021 with 47% of stock upgraded and compliant. This is within the target date set by Scottish Government for all Local Authorities.
 - Joint working with the boiler replacement programme means less disruption for tenants.
 - Joint working with the gas servicing team maximises opportunities to access properties.
- Environmental Improvements
 - Project to create 28 off-road car parking spaces along Balunie Drive preventing cars from having to use grass verges to park on and also alleviating the problems of car parking on the road restricting the flow of traffic along a busy section of road.
 - Completed another section of steps replacement at Dallfield MSDs whilst also preparing the next phase of steps replacement works as part of a major investment in the area that is being funded over multiple financial years.
 - Completed steps replacement between Pentland Crescent and Pentland Crescent for residents.
 - Continued the investment to replace the slabbed paths in Lilybank Terrace area with tar paths reducing trips hazards and future repairs spend.
- Multi-Storey Development Improvements
 - Communal lighting and external lighting upgrades started in Dallfield MSDs replacing all light fittings with a more energy efficient fitting which will then be rolled out to Adamson and Elders Courts in due course.

- Working with Energy Billing to improve the customer experience for customers with District Heating in MSDs.

6.3 Tenant Participation

- Rent Consultation

- Dundee City Council carries out its Annual Rent Consultation between October and December. The aim is to engage, inform and consult with as many tenants as possible, involving them in deciding the level of rent increase for the coming year.
- A wide range of methods are used to inform tenants about the consultation including noticeboards in community centres, local Council offices, libraries, sheltered lounges, local newsletters social media, council and partner websites, local media, and public meetings.
- A strong team effort between Communities and Housing staff enabled the Council to carry out a comprehensive door canvassing of Council tenants. All of this effort contributed to achieving 2,503 responses, which equals to over 20% of our tenants. A report outlining the result of the Rent Consultation and recommendations for rents and service charges for 2020/2021 was agreed by the Council on 27 January.
- In association with Dundee Federation of Tenants' Associations (DFTA) the Council held a second 'How Your Rent Is Spent' event in June 2019. This provided tenants with information on what their rent pays for and how rent levels are set each year and understanding of the HRA account following on from the HRA strategy published last year, and to give their priorities for spending from the HRA account. A summary of the event has been fed back to all participants, displayed in local offices, sent to the DFTA and Registered Tenant Organisations and posted on social media sites. All this information is then fed into the rent setting process and used for the rent consultation.
- Following feedback from tenants (including the DFTA) we are now issuing a summarised document to all tenants with the rent bills detailing what the Housing HRA budget is spent on and how it is funded. This document is a communication from the Neighbourhood Services Convener and, in addition to the detailed budgetary information, it also includes detail of the strategic priorities for the housing service. This information leads to greater awareness for tenants in how we spend the rent money collected.
- Feedback from DFTA General Meetings (5 per year):
 - At these meetings presentations are given by the appropriate Council staff and there is the opportunity for tenants to raise questions. Staff often take away individual tenant issues to follow up on, particularly in the area of repairs and maintenance.
 - DFTA, along with other tenants who are members of the Focus Group, hold meetings with Housing Asset Management twice per year where they are presented with information on EESH, SQHS as well as cyclical maintenance and are given the opportunity to ask questions directly to the relevant Managers.
 - In August 2019, following discussions with DFTA, a new Consultation Policy was brought into effect: 'The Council will notify and consult on policies in relation to housing management, repairs or maintenance, where the proposal, if implemented, is likely significantly to affect the tenant. We will also consult on the standard of service in relation to housing management, repairs and maintenance which we intend to provide and on our Tenant Participation Strategy. For major policy reviews and issues within 12 weeks, for less significant and routine issues within 4 weeks.'
 - This will allow the DFTA to have an appropriate timeframe for discussion both within themselves and with the RTO's in order to provide a full and considered response to changes which will affect tenants. The Tenant Participation Strategy Review and Allocations Policy are due to be tackled in 2020 as part of this.

- Feedback from tenants via the DFTA, and from the rent consultation, was that they overwhelmingly find that External Wall Insulation a positive solution to lower fuel bills, and to have warmer homes. New boilers also received similar feedback. The DFTA were concerned with tenants who were missing out in this work due to an owner refusing the work. They raised this with Neighbourhood Services Management and were pleased with the response that the Legal Team were working hard to find a solution to this matter. They are however still concerned with those tenants who missed out on this work, and keen to ensure they receive other energy efficiency measures such as internal wall insulation.
- The DFTA have been in discussions with DCC with regards to the Shower Charge and had asked senior financial managers to find a way to eliminate this charge without putting up all tenants rents to do so. The DFTA were pleased when a solution to this was found through financial restructuring as from the new financial year in April 2020 and believe that this now represents a fairer deal for tenants.

6.4 Sheltered Housing Service

- Consultation Between Sheltered Housing and Social Care Response Service
 - Switching Warden Call Systems over to SCRS at the end of each shift was resulting in the switchboard at SCRS being blocked with incoming calls.
 - The Service met with McGill Electrical to discuss possible solutions using existing Warden Call System technology. An "Electronic Handover" was introduced in 2019 where systems are handed over to SCRS at the end of each shift without the need for physically dialling through to SCRS.
 - Feedback from SCRS has been extremely positive as this has significantly reduced calls to SCRS thereby preventing backlog of calls building up. Electronic Handover is an example of introducing the use of a previously unknown function already built into the technology in Sheltered Housing complexes.
- Sheltered Housing Comfort Fund
 - Regular consultation with Sheltered Housing tenants takes place in all complexes via quarterly tenant meetings chaired by Sheltered Wardens. At a tenant meeting held in Clyde Place complex, the tenants highlighted that they would like to take over the administration of their own complex Comfort Fund. All complexes have a Comfort Fund and this is administered by the Sheltered Wardens on behalf of tenants from each sheltered development. These funds go towards providing goods and sundries that tenants may wish for their complexes such as tea, coffee, biscuits and also paying for such things as entertainments and buffet food for parties held in complexes.
 - Tenants set up their own bank account at Clyde Place and officially took over the running of their Comfort Fund on 1 September 2019. Since then, tenants from Clyde complex have been enjoying doing their own banking and ordering food for the weekly brunch held in the complex.
 - They have bought a stock of birthday cards so that all tenants from the development get a birthday card every year. They organised a day trip to Kirkcaldy and also Christmas dinner outing to the Queen's Hotel. Tenants have said that they feel empowered by taking over their complex fund. They are enjoying being responsible for planning, organising and paying for things and they feel a greater sense of involvement in supporting their local sheltered community by doing these things for themselves.
- Garden Improvements at Powrie Place Sheltered Housing Complex
 - At a tenant meeting chaired by the Sheltered Warden, tenants asked if they could be supported to apply for funding to make improvements for the communal garden at Powrie Place complex. The Sheltered Housing Activities Co-ordinator applied for Community Regeneration funding and the application was successful and the

complex was awarded £400. Two planting boxes were purchased as well as plants and flowers. This encouraged tenants to take an interest in the garden and to help with garden work.

- Tenants themselves are making voluntary financial donations for the garden and this has helped to purchase a greenhouse. The garden is now a vibrant, colourful and cheery place where tenants enjoy sitting out in during the warmer weather. The transformation to the garden has been so significant since 2017 that it was entered in the Dundee City Council Garden and Allotment Competition 2019. The garden was awarded a gold certificate and 1st place in the category, Community Living Spaces. The local press featured the garden in an article in the summer of last year.

- **Revamped Sheltered Housing Newsletter**

- At several tenant meetings led by Sheltered Wardens during 2018, tenants said that information in their newsletters was different across complexes.
- To address this, senior wardens were tasked with producing a revamped newsletter that would include standard information eg useful telephone numbers. The new newsletter started in January 2019.
- This allows the service to reach all sheltered tenants across the city with uniform information and to highlight different services and also publicise good news stories from within the service. This has improved communication for tenants and staff.

6.5 Community Health/Health Inequalities Service

- Healthy Minds Drop In - East End, has changed its time of delivery in response to a query from parents (recovery friendly ambassadors) who attend the CHT North East/East End Sub-group meetings. The change of time, from 2-4pm to 1-3pm, allows parents with children at school to attend. The second change occurred after a request from group attendees and volunteers at the co-design event held at the Drop In in September 2019. Members requested a weekly group and the East End Drop In has run weekly since November 2019 at Rock Solid Project, Douglas and Mid Craigie Church on Mondays from 1-3pm. This provides a variety of activities and support for improving mental health and wellbeing.
- During the recovery friendly sub-group meetings, local people in recovery who attend the meetings explained they really missed the drop in that used to be held at Addaction. The meetings had stopped as the venue was unavailable. Through negotiation with Link-up, a new weekly drop in was established within the community services complex, supported by volunteers: CHT, Keep well, Peer recovery support staff and various other people.
- Main Street Café is a community café run by a steering group of local people who are supported by a range of partners from the statutory and voluntary sectors, including the Community Health Team. The steering group oversees the running of the café and shapes café developments with a view to meeting community need and increasing sustainability. The café is run by volunteers and a café co-ordinator. Based on discussions with volunteers we have implemented changes to help improve communication and relationships between volunteers, the coordinator and the steering group.
- Volunteers did not feel they had ample opportunity to bring up any concerns or feedback - they now attend regular volunteer meetings with the café co-ordinator and have one-to-one meetings with steering group members so they are better supported. Volunteers felt that they did not know some members of the steering group nor could they contact them if they felt it necessary. Volunteers now have named points of contact within the steering group and have attended an in-service day to help bring both parties together for some team building and to look at future developments for the café, hopefully forging a closer relationship. A volunteer also now sits on the steering group so that there is a consistent direct link.

6.6 Waste and Recycling Collections

- Glass recycling - over the past couple of years we have introduced communal 'bring-to' sites for recycling domestic/household glass. Initially we used 1280ltr Eurobins at locations across the city which were carefully selected taking into account local circumstances (proximity to

properties, user access, etc). At several sites we received feedback from residents asking to review the location of the containers or remove them altogether. The main complaint related to noise from the glass when being deposited in the containers. In these instances we reviewed the original location of the container and relocated it where practical. In some cases we replaced the 1280ltr container with a different container set up whereby we changed to a Neighbourhood Recycling Point which are wheeled bins contained within a metal housing unit. This reduced the noise associated with the glass deposit and is considered a better looking option in comparison to the larger container.

- Odour complaints - complaints were received by Waste Services regarding the Riverside Composting Facility during 2019, principally during green waste shredding operations. Waste services developed an odour management plan, effectively managing potential odour releases associated with the operations at the facility.

6.7 Trading Standards

- Scams - community groups frequently request information on scams. To meet this demand we regularly attend events to give talks at a grassroots level, sharing information with individuals and organisations. This ultimately prevents consumers from being scammed or financially harmed. In addition, we are taking a top-down approach when dealing with scams through creating leaflets to encourage families to chat about the various types of scams together.
- Trusted Trader - a survey of scheme members sought suggestions on how best to market the scheme. Responses suggested social media was preferred, so significant efforts have been made to advertise on Facebook which involved the creation of a Facebook page and bespoke Trusted Trader advert.

FEEDBACK FROM CUSTOMER CONTACT CHANNELS

FACE-TO-FACE

Reception staff at Dundee House use a tablet to collect feedback from customers. The results from April 2019 to March 2020 are set out below (with figures from the previous year in brackets)

Customers are asked to rate the service as either Excellent, Good, Average or Poor.

- Excellent - 89.17% (77.87%)
- Good - 10.23% (20.57%)
- Average - 0.48% (0.85%)
- Poor - 0.12% (0.71%)

Customers were able to rate the reason for their response and this ranged from:

- Helpfulness of the advisor – 58% (64.26%)
- Information given – 6.02% (6.52%)
- Wait time – 8.30% (14.61%)
- Enquiry was fully resolved – 1.48% (2.84%)
- Other – 27.2% (11.77%)

For 'Other' – the majority advised that they would have picked 'all of the above'

All customers were also given the choice to leave feedback to which 51 customers did. Comments ranged from:-

- Friendly and professional staff
- Everyone was helpful
- Very good service and welcoming
- Good service and no waiting time
- Really friendly service, eased any worries I had
- Appointment system an improvement on previous arrangements

To:-

- Was not advised properly about information required on previous visit
- Difficulty in providing blue badge evidence as could not park outside without leaving the badge on display in the car. Would be helpful if some other means of providing the evidence could be considered.

Where areas for improvement are highlighted, these are considered by Customer Services or the service concerned to ensure high standards of customer service are provided at the first point of contact.

TELEPHONE

Customers who phone Customer Services are asked to stay on the telephone to be put through to the survey. Detailed below are the results from April 2019 to March 2020 (with the previous year's figures in brackets)

Customers are asked to rate the service as either Excellent, Good, Average or Poor.

- Excellent - 85% (84%)
- Good - 10% (12%)
- Average - 3% 2(%)
- Poor - 2% (2%)

Customers are able to give reasons for their Average and Poor responses which are detailed below:

- Advisor unhelpful
- Not dealt with fully
- Too long to answer
- Information not clear
- Combination of the above

Customers also have the opportunity to leave feedback/comments but not comments have been left.

WEBSITE

Users of the Council's website can give feedback on the pages they visit using a 'Was This Useful?' icon.

Results for April 2019 to March 2020 (with the previous year's figures in brackets) were:

- 9,319 good (18,584)
- 12,593 poor (18,754)

Action to increase customer satisfaction by Communications includes:

- Working with service areas to promote their services and campaigns digitally, using both web and all social media platforms that we have to ensure that our customers receive the information no matter the channel they choose to use:
 - Paperless Council Tax Billing
 - Low Emission Zone Consultation
 - Rent Consultation
 - Budget Consultation
 - Take Pride
 - Education Maintenance Allowance
 - Council Tax
 - Recycling
 - Paperless Council Tax Billing
 - Rent Consultation
 - Budget Consultation
 - Delivering the Council Plan
- Using LinkedIn more extensively to deliver information about jobs and business.
- Using Instagram daily providing a regular programme of posts - where possible following a theme over all platforms.
- Responding to social media enquiries.
- Increased use of video to encourage good recycling habits.