

REPORT TO: POLICY AND RESOURCES COMMITTEE – 18 MAY 2015

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

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 128-2015

1. PURPOSE OF REPORT

To highlight some of the 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 the Council's use of the Govmetric system.

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) encourage departments to maintain their efforts to listen to and respond to feedback from customers and to identify any further customers who should be consulted with a view to achieving service improvements

3. FINANCIAL IMPLICATIONS

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

4. LISTENING TO CUSTOMERS AND SERVICE USERS

- 4.1 As in the past 5 years, the Chief Executive's Department issued a pro-forma to 'customer facing' departments which asked them to identify any changes made to services in the last year as a result of customer surveys, meetings with representative groups or feedback from service users such as complaints, comments or suggestions. The returns from departments are summarised in Appendix 1 to this report and show a wide range of improvements across all Council services.
- 4.2 In addition, the Council now uses the Govmetric system to gather and act on the results of 'real time' feedback from customers. Comments can be left on the touch screens at Dundee House and the two District Housing Offices; at the end of telephone calls to Customer Services, and online on every page of the Council's website. A report on the use made of Govmetric in 2014/15 is attached as Appendix 2.
- 4.3 The Council also provides information to customers on how their feedback has been acted upon. This is sent to the individual if they leave their email address with their Govmetric feedback, but is also more widely publicised in the form of "we listened we acted" messages on the website and on posters in offices. Highlights from this report will be displayed on the 'we listened.....we acted' page on the website and services will be encouraged to display the "we listened we acted" posters in offices and establishments to inform customers how services have been changed in response to their feedback.

- 4.4 The numerous improvements by departments which are set out in Appendix 1 illustrate the value of seeking feedback from customers. It is recommended that departments 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 Govmetric comments, with a view to achieving continuous improvement.

5. **POLICY IMPLICATIONS**

- 5.1 This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality and Risk Management.
- 5.2 The key issue is that 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 also aim to capture the views of people who do not currently use services, as well as those who do.

6. **CONSULTATIONS**

The Director of Corporate Services, the Head of Democratic and Legal Services and the chief officers of the departments referred to in Appendix 1 have been consulted in the preparation of this report.

7. **BACKGROUND PAPERS**

None

David R Martin
Chief Executive

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11/05/2015

Appendix One

EXAMPLES OF IMPROVEMENTS MADE AS A RESULT OF CUSTOMER FEEDBACK

1 CHIEF EXECUTIVE'S – COMMUNITIES

1.1 Adult Learning

As a result of feedback from ESOL (English for Speakers of other Languages) learners about the need for more opportunities to practice English in every day settings, an ESOL Buddies volunteering network has been developed. Volunteers have been recruited and trained, then matched with a learner to buddy and do everyday tasks together where the learners can practice their new language skills. This has resulted in an increase in the learners' language skills and greater confidence to be out and about in the community.

1.2 Community Safety

Improvements as a result of feedback have included:

- Target Hardening – review of service delivery and means of referral to other agencies
- Safe Taysiders – additional sets have been added and others are being explored
- Personal Safety – amending services to meet group/individual needs and emerging trends

1.3 Outdoor Education

Ancrum staff responded to customer feedback by:

- Developing a 'mobile responsive' website so that users can view the website whatever device they choose to use
- Designing a service so customers can be given a quote for an activity over the phone
- Revamping the trip approval system to make it easier for education staff to complete the trip approval process
- Making printed sheets available for all activities that Ancrum provide
- Providing an e-newsletter service as customers were looking for information about up and coming courses and services
- Creating a waiting list for courses, with an online form also available so that customers can be added to the list
- Making lists of services and charges for services available on the website, in response to customer comments
- Creating new courses for adults, after comments highlighted that adults would be interested in the same courses geared towards juniors

1.4 Youth Work

1.4.1 The Corner

The Corner carried out regular customer consultation including:

- Survey Monkey – during last year 4,844 young people made comments or suggestions which are used to improve Corner services
- Backchat forms are available to young people in The Corner Drop-in and through The Corner's website to give their views, complaints and compliments
- Consultation with young people to improve services included consultation on health campaigns (designed in response to young people's needs), Cool 2 Talk website images, relocation of Ninewells Sexual Health clinic and the Sexual Health Website
- Healthy Transitions – the first year of the Healthy Transitions programme was reviewed by S2 peer educators and P7 recipients, and changes were made in partnership with young people
- The Support U+ Youth Work counselling service was developed in response to an increase in the volume and complexity of emotional and mental health issues being experienced by young people. The Corner ran a pilot from April 2014 – March 2015 to further develop support for vulnerable young people and a proposal has been made to extend this for a further year
- The establishment of a Clinical Nurse Specialist post has enabled The Corner to offer enhanced/extended Sexual Health Services. Also, non clinical staff have been trained to offer some services, reducing the need to signpost young people to other venues and making the young person's journey much smoother
- A Partnership between Addaction and The Corner has been operating for the past year. Plans are in place to seek further funding to continue to offer prevention work through education and information to young people about the impact and effects of alcohol/drugs misuse
- The Corner Action Network will be a multi-functional social tool, working in consultation with young people to promote, develop and influence issues and services relevant to their needs. The network will have a Corner Facebook page which will act as an information sharing tool to highlight current trends, useful links and opportunities as well as changes to services etc. There will also be an online working group (through Facebook) where young people will be invited to take part in consultations and opportunities that will help shape services
- In response to feedback from young people on the need for wi-fi access, it is hoped to get this service operational during 2015

1.4.2 Youth Work Teams

A fundamental element of the Youth Work programme is consultation with young people and discussion about how the programme should develop. The main elements of this consultation/discussion are:

- Participant Feedback – annual sample survey of participant satisfaction
- Consultation at the start of Youth Work programmes
- Evaluations at the end of Youth Work programmes including 1:1 sessions

As a result of this engagement, the following changes were made:

- Strathmartine Active Youth (diversionary football sessions) – increased provision to include an additional evening (Monday) as the Wednesday group are a ‘targeted’ group and young people did not wish to attend with that specific group. Also extended the Monday evening to include a primary school age group session
- Girls Groups – groupwork sessions organised based on need expressed through consultation with local young women. Sessions now available in Whitfield and Kirkton, tailored to suit the age and needs of the young women involved
- Blast-off Group within Baldragon – short evaluation with young people highlighted that they wanted more time to spend on the programme
- Request from young people for more ‘joined up’ learning opportunities and to continue working with CLD staff
- Request from young people for more volunteering opportunities led to an increase in the amount of opportunities at a local level open to young people.
- YYI Partnership Consultation – took place in December 2014 on The Bus at the South Road MUGA. 20 young people provided feedback on the range of activities they want included in the partnership programme for this year. The programme is currently being implemented with young people participating in Outdoor Education sessions
- Duke of Edinburgh Group Consultation – took place in August 2014 in Menzieshill Community Centre. 13 young people took responsibility for planning the programme to achieve the volunteering and participation section of their award.
- Skate Park Consultation – phase two of this consultation saw youth work and regeneration staff, alongside Architects, consult 150 young people on the planning of the new park on South Road. Finalised plans have now been submitted.
- Shortcuts Media Project – Youth Work staff consulted 60 young people on the opportunity to participate in a citywide film making project. The project took place in Lochee and four young people took part in a film which was premiered in January
- Regeneration Fund Bid Consultation – 70 young people across Lochee were consulted on the content of the bid. The bid was successful and the group have achieved an award of £1,300 to purchase new equipment for group activities

1.5 Centres and Projects

Examples of customer consultation during the past year include the ‘non users’ survey which engages with people who have never used or have stopped using community centres, evaluation of the Hilltown Project and consultation on the plans for Menzieshill Community Centre:

- Non Users Survey Recommendations

- Each Community Centre, in partnership with their local management group and other agencies, are looking at existing services to see if they match the needs of the community and considering possible new ideas/activities
- Community Centres will develop a more innovative approach to publicising their programmes and events
- Each Community Centre will continually evaluate their marketing methods to ensure they are reaching as wide a population as possible
- The Council needs to continue to assess the cost of activities and private hire to ensure this is affordable for local families
- Each Community Centre will provide volunteering opportunities to participants
- Community Centres will engage with all those who have said they would like to get involved
- The next Community Consult will take place in 2016. However, the section will support each local management group to undertake annual consultations relevant to their programme developments

- Hilltown Project

The Hilltown Digital Photography Group was supported in the following ways:

- skilled photographer sourced to provide camera skills training to the group
- funding secured to update equipment and software (all of which was over 10 years old)

Staff have also acted on feedback from evaluation of IT courses e.g. arranging cleaning of PCs and expanding the list of courses

- Menzieshill Community Centre

Detailed layout drawings for the new centre are being developed based on the feedback from users and the local management group about the need for specific facilities/rooms.

1.6 Regeneration and Health

Feedback from community engagement events allows staff to adjust timings and refine preferred methods of communication with local people. Also, in terms of the types of buildings which are used, to ensure that people with disabilities can attend as much as possible e.g. new lift to improve access at Arthurstone and Blackness Libraries.

There has also been a shift in the way the team works with Community Regeneration Forums as demands for more pro-active involvement in project development are made. Activities such as estate walkabouts and events to plan and commission services have become commonplace. Concerted efforts have been made to strengthen working links between Regeneration Forums and Local Community Planning Partnerships. Local Community Planning Partnerships have consolidated their role as a key structure for improving and developing partnership working.

Dundee Partnership funding to Regeneration Forums has continued and new monies have been allocated to the Local Community Planning Partnerships in The Ferry and West End wards. This has resulted in a wider range of local people becoming engaged in identifying priorities and how the funding is allocated.

Examples of initiatives in Local Community Planning Partnership areas include:

- Strathmartine

Strathmartine Regeneration Team co-ordinated a multi-agency engagement with shoppers at the ASDA store in Kirkton to identify what people felt about services and activities in the ward and to try to key them into areas of interest. This was very successful and resulted in significant number of people being signposted and supported to use services they had not accessed previously

- Lochee

The Regeneration Team, in partnership with the local youth team engaged young people in the design of a Skatepark as part of the redevelopment plans for South Road. Examples of similar skateparks in Scotland were provided to give a sense of scale and budget. Young people were asked to comment on the look, the design from the perspective of anyone using a scooter, skates and bikes and from a safety perspective. The option was given to come up with their own designs and this resulted in healthy engagement from approximately 50 young people aged 12-18. The result is that a design group will be formed with young people involved in the tender process, design and implementation.

- West End

Residents in the Magdalen Green area have taken a key role in consulting with local people to upgrade the play park at the bottom of Roseangle. This has included liaison with a range of individuals and private sector companies to make donations to assist in achieving the target figure. The work has been highly motivated and driven by local people themselves.

- Coldside

Coldside Community Forum took the lead in a Community Engagement event on The Law to form a "Friends of Dundee Law" group. The event included activities for children, nature walks, dog training sessions, eco school activities, a charity bake sale and hospitality and refreshments for participants. This attracted approximately 45 people. In addition, Maxwell Centre have continued to receive support from the Coldside Regeneration Team and one of the positive outcomes was "Every1's Garden" being announced as winner of the SURF Award in the "Infrastructure and Social Benefits" section.

- Maryfield

Members of Dundee's Brazilian community came together at Dundee International Sports Centre (DISC) to celebrate music, sport, dance and food. People from a range of nationalities took part. Helpful outcomes included the links made between DISC and the Dundee Futsal league and the University of Dundee Brazilian Society.

- North East

The Crescent opened in 2014 and includes a multi agency work base for staff from Social Work, NHS Tayside, Leisure and Culture Dundee, Community Learning and Development as well as a library, café and retail facilities. The design and location for the building has meant that Regeneration staff have had to refine their approaches to ensure that there is constant usage from members of the public, which has resulted in more outreach work being undertaken. In addition, Regeneration staff played a key role in the Open Day which was held to promote The Crescent and attracted approximately 400 local people.

- East End

East End Older Person's Steering Group have been involved in a series of community engagement events. Issues identified include the need for older people to be more active, more informed about services and more involved in the local community. The Steering Group then went on to work in partnership with the local Sports Centre to run a series of "Get Active, Get Involved" events, which aimed to provide a range of opportunities to try different activities and to access information on volunteering opportunities and availability of services. The Steering Group are currently working with the Focus on Alcohol Initiative to create a drama exploring older people's misuse of alcohol.

- The Ferry

Broughty Ferry was one of three finalists in a UK Great Neighbourhood Award competition. Partners from the Local Community Planning Partnership including a number from local community groups, local businesses, Dundee City Council and Police Scotland worked on a detailed submission over a number of weeks which was presented to a panel of judges. Local representatives were actively involved in all the work and formed a key part of the presentation panel on the judging day.

Dundee Healthy Living Initiative have used a diverse range of methods and approaches to gain the views of service users. One is a generic snapshot survey that is carried out yearly to gain the perspective of service users on improvements to their physical, mental and social wellbeing by attending DHLI activity groups. The self-reported health improvement results were better than expected for some of the activities and further analysis of these results was undertaken. DHLI are now working in partnership with NHS Tayside's Health Intelligence Officer to make additions to the survey and to analyse the questionnaires using a more advanced IT package which should assist in identifying best practices for making health improvements. A recent social media development is the creation of a DHLI Facebook page and Twitter account to gain feedback from local people. As a direct result of engaging with communities in public places, a diverse range of new groups were established in community regeneration areas.

2 CITY DEVELOPMENT

2.1 Transportation

Sustainable Transport

- Reviewed layout of the timetable displays at bus stops to include pearl bar maps highlighting journey times from this stop

- Introducing tablet friendly mapping onto www.dundetravelinfo.com to reflect changes to devices people use – most access smartphones and tablets as opposed to PCs
- Roll out of expanded electric vehicle charging infrastructure to meet growing demand and avoid inappropriate charging practices from terraced housing/tenemental areas

Parking

- Increased the number of Parking Enforcement patrols operating in electric vehicles from one to two to increase presence at schools and to attend to ad hoc requests for assistance i.e. people parking in disabled bays without permits
- Changed Enforcement rotas to better match enforcement presence with parking demand and ensure duty officer available seven days a week 0800 – 1800 hours
- Assisting police in reducing parking restriction management on match days around Dens and Tannadice

Network Management

- Listened to Dundee FC, Dundee United FC and Police Scotland and experimenting with new match day traffic management techniques that significantly reduce requirement for police officers – utilising temporary traffic management and civilian stewards. Reducing costs for football club and better utilisation of police officers

Traffic and Transport

- Claypotts junction improvements – listened to concerns of traders and supermarkets and realigned works programme to minimise impact on the trading period in run up to Christmas
- Completed the conversion of pedestrian crossings to Puffin across Dundee to ensure that all our crossing facilities assist visually impaired and elderly/slow walking pedestrians

2.2 Planning

Through engagement with Homes for Scotland and other national and local house builders, a request for greater clarity on the progress of sites allocated for housing in the Local Development Plan was received. This included up to date information on which sites were being developed (including house numbers), by which developer and which sites remained available for investment.

In response, an in-depth monitoring system has been developed and is now in operation. It provides accurate and up to date information and is published on a 6 monthly basis. This is proving to be a valuable tool to housebuilders in better understanding the housing market in Dundee and the opportunities available for future development and investment. It also provides other stakeholders with up to date information on which sites have planning applications submitted and the status of each site (e.g. planning permission granted, refused, work commenced or development completed).

The monitoring system also identifies and records those applications for new housing on sites not allocated in the Local Development Plan to ensure a comprehensive picture of all housing activity is available. The information is contained on a map to allow for the complete picture across the city to be seen by all interested parties. The system has been used in meetings with developers since its inception and has been welcomed as a valuable tool in understanding the potential for housing within the city.

2.3 City Engineer's

In response to suggestions from service users, the Roads Maintenance Partnership improved the information available on the Council's website in relation to winter maintenance by providing interactive winter maintenance maps with all gritting routes, their priority and grit bin locations. Also in response to suggestions from service users, the Roads Maintenance Partnership is to introduce a client information leaflet/satisfaction survey questionnaire for issue to affected residents in advance of works commencing.

2.4 Support Services

The introduction and growth of Flickr in the Archives is due to customer requests and enquiries. Photographs have been published in books, the Courier etc and this is now a regular source of photographs and information for many outside bodies.

3 **CORPORATE SERVICES**

Customer Services staff have been given targets to improve the amount of feedback from customers, which has increased to 30% in the last year. Overall, satisfaction for both telephone calls and face to face interactions remains very high. While performance in relation to time taken and information provided by an advisor, has improved performance in relation to decisions and query resolutions has dropped from the previous year. For all the services provided by the Customer Services team, these are governed by the appropriate Regulations and as such, staff have no discretion in the vast majority of decisions.

The Revenues Division Visiting service carried out customer satisfaction research which showed over 99% satisfaction with the courtesy and professionalism of staff, information given and answering of questions and fair treatment.

4 **EDUCATION**

4.1 Downfield Primary School

The school has adopted a "Floor Book Time" lesson each Friday to allow the children to reflect on their learning and give the teacher an insight into changes and challenges that need to be made immediately. The children's voice is now heard in every class.

Each teacher meets with management twice yearly to discuss attainment. SMT is in classes, staffing permitted, on a weekly basis and the Pupil Council now monitor jotters and learning as well as the staff.

Respect is two-way and the school is trialling a scheme called Bounce Back to make the school a community with a shared respect.

The House Captains, with our School and Family Development Worker, will be working to increase buddy systems and playground games in the playground this year.

4.2 Rosebank Primary School

More informal opportunities have been introduced for parents to engage with their child's learning in school such as art lessons, class observations and stay and play. The school introduced Pupil Learning Logs which the pupils take home twice a year, and changed the format of the "meet the teacher" event to be less formal and a drop-in as parents requested.

4.3 Kingspark School

A focus group with partner agencies found that:

- partners find the school a friendly and welcoming environment
- the school is good at communicating
- Barnardos' carers report that there is good communication with the school and an 'open door' policy
- staff are flexible when working with AHPs and will contact parents or carers to pass on AHP messages and/or support AHP recommendations
- staff support child protection processes and pass on concerns
- promoted staff (HT, DHTs and PTs) communicate well with partners and always make themselves available to speak to partners. The team are seen to be responsive in responding to initiatives

Staff attend NHS clinical meetings on a monthly basis and meet with nursing team representatives twice per term. These meetings are seen to be positive and helpful. PTs meet with nursing staff in relation to their departments. These meetings are helpful in ensuring information is passed on and dealing with any issues that may arise.

A 'Compliments Box' at the front door of the school has compliment slips that can be completed by any visitor to the school regarding any aspect of their visit they would want to compliment.

Visitor badges now have details on the back, explaining to all visitors how they can use the compliments box as well as how they can raise any concerns or issues they might have.

4.4 St Clement's RC Primary School

A Parent Survey suggested the following areas for development – taking parents'/carers' views into account more; asking for parents'/carers' views more; and improving the range of outside clubs/activities, especially for younger children.

A Pupil Survey identified key areas for development as increasing pupil involvement in decision making; increasing pupil participation in "out of class" activities and school clubs and raising their awareness of community activities.

Other changes included:

- clearer information for parents/carers on costings for school trips, including subsidies from school fund, and balance sheets available to parents/carers
- earlier notification to parents/carers of upcoming trips
- revised home learning policy
- introduction of P7 leavers' disco organised by pupils and parents
- changes to playground access on the new campus to improve pupil safety
- provision of 10 mph signage on school driveway and traffic calming humps to improve pedestrian safety
- use of text messaging and now email to communicate with parents/carers – less 'schoolbag maildrops'
- more regular invitations to parents/carers to comment on school issues outwith the Parent Council
- additional 'school specific' interval each week – now Mondays and Fridays
- greater consultation with pupils, especially Pupil Council, on key issues
- planned introduction of formal pupils complaints system
- working with Active Schools to increase range of pupil clubs in school and to source community clubs

4.5 Craigowl Primary School

Through listening to parents at Meet the Leadership Team meetings, the school has introduced an extra parent contact meeting for this session and changed our homework expectations. As a result of the survey after P1 pupils have started, the information given to prospective parents has been adapted.

As a result of feedback from parents, the school has introduced 'Reading for Enjoyment' books for home reading for pupils in P2. These supplement the work being done through Read Write Inc.

4.6 Ancrum Primary School

Learning Journals and Sharing Jotters sent home together once a month in place of homework jotters/grids making it a more valuable experience for pupils and parents/carers.

Anti-bullying policy revised in accordance with Dundee City Guidelines and Respect Me and after sharing with stakeholders.

P1 induction evening format continues to be successful and attentive to the needs of the parents. In future the school will ensure information regarding the evening is sent out in sufficient time with reminder nearer the time; continue to liaise with all nurseries, to ensure all parents/carers are suitably informed; ensure all documentation is sent out in sufficient time and packs are prepared for the evening.

Alternative ways to share RWI information was offered. Parents/carers of P1 pupils are given information at P1 curriculum evening early in term 1. Another curriculum evening offered to parents of P2-3 pupils but parents/carers intimated the RWI leaflet was sufficient. Continue to send out as required.

Purchase of outdoor classroom for playground and painted by parents. Planters with seating purchased and bulbs planted with support of parents and Evergreen Nursery. Eco group involved also. Ancrum Parent Partnership shared ideas, contributed to purchases and supported the school in leading the playground development.

4.7 Barnhill Primary School

Parents asked if they could keep learning logs longer so they have more time to add their and their child's responses. They are now sent home for longer and over a weekend also.

Following a survey on uniforms, the school is investigating whether or not to take on on-line ordering of uniforms. 76% of parents who responded would favour an on-line system.

Following a survey on school dinners, the system was reviewed to optimise the speed at which the dinners are able to be carried out.

After a complaint from a parent about lack of supervision at lunchtime in the playground a new procedure was introduced. A PEYSA now is in the playground each day before the bell rings at lunchtime, so that children who are out first are still supervised.

4.8 Craigie High School

Every pupil and their parents are invited into school to meet with the house head at S1, S3 and S4 level. The aim is to gain feedback of their child's experiences, raise any issues they have and discuss their son/daughter's progression through course choices. These are very positive meetings and further strengthen the relationship between school and home.

One of the key changes made, after receiving a number of complaints from local residents regarding littering, was that School Support workers (SSW) now periodically leave the premises over lunch breaks and remind Craigie pupils of the standards expected. The SSW have also visited every person who has complained to reassure them of the action being taken and how seriously the matter is taken. The school has also liaised with Environment who have visited the local area over lunch times to monitor the problem and spoken with local businesses to react to the refuse container needs around their shops. The problem has been reduced dramatically and the action taken has strengthened relations between ourselves, local businesses and the community.

4.9 St John's RC High School

The formation of the Positive Destinations Policy Group has consolidated a number of related work streams enabling a strategic overview to ensure young people gain the necessary employability skills to support them into future destinations.

Booklets are published for parents to help inform them of the new national courses and what the assessment and homework requirements would be.

Study leave for all National 5 pupils will be given this year for prelims and SQA exams.

Each department now has a dedicated member of staff as their web link who will ensure that course contact, feedback and updates are communicated to parents. The school has also now signed up to use Athena as a means of gathering feedback from all stakeholders and, by utilising email addresses, parents/carers will have an additional method of communication.

4.10 St Andrew's RC Primary School

Some parents would like a review of "reporting to parents" agenda and this will be undertaken by a focus group of parents and staff.

Changes to the way monies are collected and received from nursery parents.

Changes in the way the school communicates with parents of Primary 1 children in the first term of the school year.

Plans to establish formal school diaries for each pupil in the session 2015-2016.

4.11 Craigiebarns Primary School

In response to suggestions from parents:

- focus groups for parents were introduced to provide parents with relaxed and informal meetings to share ideas for improvements to the school
- website has been updated and is much more informative
- learning logs have been updated to include Health and Wellbeing and social skill focus

In response to suggestions from pupils:

- older children leading lunchtime clubs
- changes to behaviour policy to include stickers and gold badges instead of certificates to record achievements and termly rewards for children who remained on 'green' every day
- new packed lunch trolleys being trialled by two classes

5 **ENVIRONMENT**

5.1 Customer Research

Satisfaction levels are monitored through the Council's annual consumer survey and continue to be high:

- Cleanliness of streets – 99%
- Refuse collection – 98%
- Parks and open spaces – 95%
- Provision of play areas – 89%

Reviews left by the public on the Trusted Trader website indicate that the Pest Control service enjoys a 96% satisfaction rating and Trading Standards have been rated at a 97% level of satisfaction.

5.2 Response to Complaints and Other Feedback

Improvements were made to customer call monitoring procedures within the Animal Control service to ensure the effective provision of services during holidays periods.

Additional staff are now used on the Special Collection services to answer telephones during peak period.

Some staff have been reminded that, when they encounter service users in the course of their activities, they are representatives of Dundee City Council and must bear in mind the impression they make.

The Corporate Fleet section have issued new guidance to all council drivers highlighting the importance of showing consideration to other road users when operating council vehicles; the necessity of maintaining high situational awareness in areas of high pedestrian traffic; and avoiding traffic movements within school areas at peak times.

In response to customer comments, supervisors investigating complaints have been reminded to keep complainants up to date on the progress of their complaints.

Staff development and induction processes have been improved to ensure high levels of performance and customer focus.

5.3 Community Consultations and Feedback from Local Community Planning Partnerships

The upgrade of Dawson Park Tennis Court, with funding from Lawn Tennis Sports Scotland and the Council, has now been finished.

Ten larger bins have been purchased and installed along the Broughty Ferry beach front. Another 10 will be situated along from the Windmill toilet areas to the Lifeboat Station in Broughty Ferry.

The authority to issued Fixed Penalty Notices for dog fouling has been extended to enforcement officers in Environmental Protection as part of the dog fouling strategy.

The recently demolished Murrayfield Gardens block areas are being landscaped, returning this area to an open green space.

There will be a major project to thin out and cut back some of the trees and bushes on Dens Road.

Environment Department representatives are visiting community groups, Tenants Associations etc and individual householders to inform them of the changes to the domestic recycling service.

An environmental plans has been developed for Whorterbank, which includes a multi-use games areas and an improved play area.

Community allotments have been created at Ancrum Road and Douglas.

A new play area and skateboard park will be created at South Road as part of play area improvements in the Lochee area.

6 HOUSING

6.1 Tenant Scrutiny

As part of the Scottish Social Housing Charter, the Housing Department has set up a Tenants' Scrutiny Panel to scrutinise performance in meeting the standard and outcomes of the Charter. Tenants and service users were consulted and chose to set up sub groups on lettings, repairs, antisocial behaviour services and communications. Through these groups, tenants' suggestions and comments can be discussed and improvements made. Although the groups are in the early stages, tenants and residents have scrutinised our performance compared to other authorities and RSLs in our annual return on the Charter and have plans for further in-depth scrutiny of services. Initial improvements to services have been agreed as follows:

6.1.1 Antisocial Behaviour Service

Group members queried the procedure for reporting antisocial behaviour cases related to substance misuse/drugs. Following tenants' comments, the team leader immediately held refresher training for all staff to ensure that they were fully aware of the procedure for dealing with such complaints.

Tenants and residents were consulted about setting target timescales for the resolution of cases, and 6 months was agreed between tenants, residents and officers. It was further agreed that cases should only be closed once the complainant has been contacted by the ASB officer and closure of the case is agreed between both parties.

6.1.2 Lettings

The Lettings Service sub group felt that improvements should focus on:

- Reviewing the days taken for each trade (e.g. electrician, painter and decorator etc) in re-letting a house to speed things up in order to improve on lost rents
- Reviewing the 5 day target for refusal of an offer on housing. This has now been reduced to 4 days to improve efficiency of the lettings service
- Involving disabled tenants in the design of adapted houses

6.1.3 Repairs Service

The service will:

- Investigate the introduction of an appointments system
- Gather and analyse data in order to review their categories
- Investigate the feasibility of proactive use of GIS
- Review the process for learning from complaints and customer satisfaction surveys

6.1.4 Communications

Another requirement of the Scottish Social Housing Charter is that we publish a Landlord's report to inform tenants of our performance in meeting the standards and outcomes of the Charter. The Communications Group members have worked with officers to agree the content, design and layout of this report. It is planned that the group will act as an editorial panel for Housing Department publications in future, ensuring they are in plain English and are easily understood.

6.2 Other Changes made as a result of feedback from customer satisfaction surveys or from individual complaints, comments or suggestions

6.2.1 District Housing Offices

Housing officers have completed e-learning customer care training covering the importance of meeting timescales and deadlines in relation to getting repairs carried out timeously.

Where customer service has fallen below expected standards, senior managers have carried out awareness raising exercises, customer care training and supervision with staff.

Tenants were unhappy about wheelie bins being left out on the street. This has been resolved by replacing the standard bins with Euro bins, resulting in an improvement in the cleanliness of the street and a more pleasant environment for tenants.

6.2.2 Repairs Service

All repairs complaints are reviewed at Repairs Board Meetings to identify potential service improvements. Improvements to services have been made where complaints have been used as case studies enabling both Housing and Environment Department staff to learn from them. Communications issues between Repairs Service and District office staff have been discussed and improved to ensure good communication between sections. Tenants can now view the progress of repairs online.

6.2.3 Homeless Services Unit

The Unit has introduced a revised procedure to ensure formal communication is improved for all homeless applicants.

6.2.4 Housing Investment Unit

Procedures have been improved to ensure that:

- The standard of service from contractors does not fall short of the high standards expected by the Council
- Completed works are checked by a Council official prior to being signed off and spillages etc are reported to the contractor and cleaned up
- Tenants are notified in advance when delays may occur to planned work
- Existing problems are identified and resolved before scheduled maintenance work commences
- Contractor is informed of work and employee related issues
- When works are delayed in a tenant's house they are given a reason for this delay

6.2.5 Lettings Service

Through secure authentication, applicants can now check their application details i.e. points, property size, type and areas they have chosen.

6.2.6 Housing Support

A new leaflet aimed at prospective tenants/service users has been designed and leaflets have been made available in Polish and Russian.

6.2.7 Tenant Participation Team

The Housing Department supports the Bottom of the Hill Tenants' Association to manage the Community Space. It was identified during the weekly cooking group that some residents would not be celebrating at Christmas due to a range of circumstances. After discussions with residents, staff and volunteers decided to organise a Christmas lunch. Food was partly funded through NHS Health Communities and selection boxes, crackers and other items were provided from donations by the Bottom of the Hill Tenants Association and the Housing Department. Meals were also provided to older residents in their homes. Activity sessions are being planned in consultation with the residents who use the Community Space.

6.2.8 Antisocial Behaviour Service

Tenant Led Inspection resulted in these improvements:

- Keep in Touch leaflets are now sent out with acknowledgement letters
- Cases are checked during supervision sessions to check consistency of information being given to tenants
- Following a review of the website, additional information was added, including timescales
- A move away from using standard letters to allow officers the flexibility to personalise letters for individual cases/tenants

6.2.9 Changes to the Website

As a result of comments left by users of the website, the following improvements have been made:

- Text added to the Housing Options page to clarify the definition of "rooms" in relation to the average rent
- Link added to the "who can apply" section of the Housing Options page to take the reader to the allocations policy, as a user had commented that there was not enough information available on the page
- Link to the location of sheltered housing added to the Housing Options page
- Link to online reporting added to the Antisocial Behaviour page

7 SOCIAL WORK

7.1 Blue Badges

To improve customer experience of blue badges and prepare for potential implementation of new statutory duties, a review of administration of the scheme was undertaken during 2014. The review was informed by analysing the key themes arising from customer complaints, councillor enquiries, feedback from website responses and service performance. The review identified collection of badges, provision of information, time taken between application and issuing of badges, appeal process and provision of performance information as areas for improvement. In response, the team made the following changes:

- Increasing accessibility by implementing blue badge collection points at all libraries, housing offices and Dundee House in addition to DILCEC from February 2014
- Decreasing time taken to process blue badge application forms through completion of a STEP programme

- Increasing information about blue badges by updating the Council's website with information on eligibility, how to apply, appeal process, fraud, complaints and compliments
- Implementing an appeal process to provide an opportunity for decisions to be reviewed
- Implementing a customer satisfaction survey to gain views about their experience with the service, the outcome of which will drive continuous improvement

7.2 Carer's Assessment

Carers advised that the existing assessment document did not take account of their priorities or record what was important to them. The Carers' Assessment Tool has been redesigned with input from local carers and was developed as a "prototype" by testing the format with carers. Key changes introduced are:

- The new document is a Carer Assessment and Support Plan Tool. Staff completing the assessment will support carers to look at the outcomes they want to achieve and make a plan to support them
- The document records positive aspects of the caring role as well as things that could be addressed/improved
- The document records if a formal review is needed and who will be responsible for this

7.3 Integrated Children's Services

Integrated working focuses on enabling and encouraging professionals from different agencies to work together to put the family at the heart of all decisions. Examples of how we improve services through listening, and meet the requirements of the new Child and Young People Act, include:

- Lochee Early Years Pathfinder

Lochee Community Hub – families said they wanted a one stop shop to access information and services. This led to the current work progressing the Lochee Community Hub which aims to change how services come together to make themselves easy to reach and work with people in communities. Communities are also at the heart of shaping services which will be delivered from the hub.

Lochee Family Fun and Food – families said that they find it hard to find affordable activities to do together in holiday times. We are now offering holiday activities at no cost for whole families to take part in activities together and the families are also assisting with delivery and design of that service.

- Corporate Parenting

Support to establish "On the Whole" as a supportive, young person run facility for young people who are looked after - "On the Whole" ran Summer and October programmes to reach other young people.

Making meetings more child friendly - a working group is to look at adaptations within the Hearing Centre and the LAC review team manager is considering changes within LAC reviews.

Dealing with “stigma” - young people accommodated said they found it more difficult to stay over with friends than children living at home. A short life working group (including young people) reviewed operating procedures and ensured that residential houses and foster carers were working to a flexible interpretation.

Peer mentoring – after attempting a specific LAC group, it has been decided to ensure the existing Xplore peer mentoring programme is available and supportive of LAC mentors and mentees.

Housing needs of 16+ young people looked after at home, who need to leave home, was raised by young people and an interim solution was found for two young people last year.

Young people asked for a national event to promote the Champions Board as a Scotland-wide model. ICS are close to agreeing an event with Life Changes Trust.

The LAC SPG has a “care experienced” young person as a member, as does the care leaver’s consortium.

A review of advocacy arrangements is underway (replacement of children’s rights officer) and residential managers and foster carers have been consulted.

We also have a ‘self improvement’ approach to shaping services part of which involves listening to children, young people and their communities. We do this through bespoke engagement and research studies such as the Dartington ‘Child Count Survey’ and focus groups.

The Champions Board is a unique collaboration between service users (young people either currently or formerly looked after, elected members and senior officers). The agenda for every meeting and the priorities for the year are led by the young people.

7.4 Criminal Justice

Service user feedback has informed a number of improvements and changes, including:

- Significant physical changes to the Unpaid Work Project workshops, particularly in relation to rest areas and amenities on site
- Greater flexibility in working patterns for offenders on Unpaid Work orders
- Improved guidance to Unpaid Work Project staff in relation to how they engage more effectively with service users
- A focus on increasing the availability of suitable individual unpaid work placements
- New group work programmes at East Port House
- Adaptations to planned menus at East Port House

- Changes to interview rooms and groups room at Friarfield House to make them more conducive to being able to engage in constructive ability/programmed work. This has included different furnishings, lighting etc
- Improved links with third party organisations who can offer support with a broad range of social and welfare needs

7.5 Children's Residential Services

Young people meet regularly with the Who Cares workers who document their views and thoughts about the service and advise the Residential Service about suggested improvements or issues that young people may have. The workers also encourage the young people to be involved in consultations.

All young people in the service were consulted about pocket money by the Who Cares worker which resulted in a letter to the head of the residential service and team managers outlining suggestions about what they feel would be a better way of dealing with some of the issues of pocket money. This has resulted in a change in the pocket money and the way it is distributed, with changes to commence at the beginning of the financial year.

Front door key policy for young people – this came from older young people who felt they should be considered responsible to come and go from where they live without having to disturb staff and other residents.

Leased cars for all the residential houses for young people – this was a result of young people who lived in houses where they did not have access to a car and commented that it was unfair that other young people did.

Wi-fi being fitted in all the residential houses for young people – this came from a request from a young person.

7.6 Home Care

Home Care West has promoted further interest and participation in service user focus groups during 2014.

Staff focus groups have taken place across 2014, allowing Social Care Organisers and Social Care workers to comment on the quality of services and management.

Home Care West have devised a training matrix and undertaken employee personal development reviews this strengthens skills within the teams. As part of a recent survey service users requested that staff have an understanding of all aspects of individual health and social needs and this matrix will support the service and staff development.

Home Care has begun to share training across health and private providers and intends to develop this further in the coming years.

7.7 Community Care Personalisation

Dundee Personalisation Project Service User and Carer Reference Group ran until the implementation of the Social Care SDS Act in 2014. The purpose was to advise the Personalisation Project Board. Members were local people with care and support needs who use or may use social work services and carers of people with care and support needs. A total of 20 individuals took part in meetings where they shared their views and made comments and recommendations that influenced the work of the personalisation project.

In addition, service users aged 16-65 with a disability and their carers participated in activity to inform the assessment process with respect to self-directed support. Individuals tested assessment tools along with qualified Social Work staff and individual feedback was collated. The individuals and their carers who were willing and able to attend also came to workshops sessions to discuss their views.

Overall systems and procedures around delivering Outcome Focussed Assessment and personalised care and support through Self Directed Support have been developed through the involvement of customers and potential customers.

One example of the influence the Personalisation Reference Group had is regarding the Self Directed Support Leaflet – ‘Your Life, Your Care, Your Support’. The group identified a number of important points:

- The tri-fold leaflets sometimes used to convey information to the public can be confusing and are difficult for people whose disability affects their hands
- Members of the public can be irritated by waste, so specialist published information (such as information about SDS) should be targeted at those who need it, with facilities to ask for printed copies when needed, rather than sent out in a scattergun way
- It is important that images and pictures do not confuse the reader
- People with different abilities and disabilities could benefit from different formats for written information

As a result:

- The ‘Your Life, Your Care, Your Support’ leaflet has been published as a bi-fold booklet
- A small print run was arranged with a copy on the website that can be downloaded and the leaflet has been distributed to relevant professionals and services to share with customers and potential customers and their carers
- The reference group were consulted about the images on the leaflet and gave final approval prior to publishing
- Further consultation with groups of people with specific disabilities has taken place when developing written material in other formats (which will be available shortly)

7.8 Mental Health

7.8.1 Development of New Mental Health Strategy

A local engagement and consultation exercise was undertaken between March and June 2014, co-ordinated by the Council and NHS Tayside and facilitated by a range of partnership agencies including Dundee Association for Mental Health; Scottish Association for Mental Health, Dundee Voluntary Action, The Richmond Fellowship, Dundee Service Users Network, Penumbra and Transform. This took the form of electronic questionnaires distributed to 3rd sector providers, local authority employees and NHS staff. In addition, focus groups and semi-structured interviews were undertaken with professionals and service users. The exercise culminated in an event in June 2014.

7 broad themes were identified during the consultation - health, safety, future, community, distress, relationships and decisions. Views were also sought from all involved about how best to involve service users, carers and other stakeholders in future planning and delivery of mental health services in Dundee.

A result of the engagement and consultation exercise there was a reformation of the Strategic Planning Group for Mental Health Services in Dundee which includes representation from all the major stakeholders in Dundee, including mental health service users and their carers. This group are to take the findings from the report and translate this into an action plan for the next 5 years.

Each of the 7 themes identified will be an area within the strategy and will have a dedicated workstream planning and taking action to address priorities. A workstream will also be dedicated to 'how best to involve service users, carers, other stakeholders in future planning and delivery of mental health services in Dundee'.

7.8.2 Short Breaks for Users of Mental Health Service

For some time, the ongoing involvement processes in the area of mental health have demonstrated a need for a range of different types of short breaks.

Monies devoted to fixed respite contract arrangements were freed up to allow individuals to have more choice and control over their respite arrangements. Commissioning has moved towards new approaches demonstrating a desire for more personalised supports tailored to individual need and preference. Some individuals continue to prefer a more traditional residential provision while others have benefited from innovative personalised individual arrangements. However there is a considerable middle ground of people who know the outcomes they want from short breaks and recognise they could benefit from something different but do not want to experiment, design and orchestrate their own package. It was felt people in this group could benefit from having a greater menu of provision to inspire them.

As a result of consultation and involvement processes which identified the need, and research undertaken locally into respite provision, Public Social Partnership monies were sought and secured. A project, led by the Dundee Carers Centre, has been set up to develop short breaks for people affected by mental health which supports their carers.

7.8.3 Mental Health Officers Team Review

The Steering Group for the review of the Mental Health Officers service sought views of people who use services, carers and other stakeholders. The response was very positive, with an overall satisfaction level of 85%. Engagement undertaken as part of the review included an electronic survey of NHS and Council staff and 3rd sector partners, individual interviews/questionnaires and group discussion with service users and carers. The following areas for improvement were highlighted and have been incorporated into an action plan:

- Ongoing consultation with people who access the MHO service, their families and carers and other stakeholders is to become a part of the MHO service delivery
- Accessible written and verbal information materials and leaflets about the MHO's role and remit are to be developed
- Appointment cards and actions notes are to be developed so that people who access the service know what to expect and what actions and decisions have been agreed
- Better communication with families/carers so that they know what is happening
- Pathways between the MHO service and advocacy are to be agreed
- A range of information about the Adults with Incapacity Act and the roles and responsibilities of welfare guardians is to be developed

7.9 Residential Care

Turriff House have introduced a more person centred approach with regards to activities. Through feedback from residents and relatives we have organised activities/outings that are meaningful to the individual. For example, one resident spoke often about her days living on a farm which held happy memories for her, and we were able to organise a trip for her to the farm and take photographs of her. Trips to the cinema have taken place for those who did this regularly when they lived at home and in-house activities have also been revised to accommodate individual wishes and views. At the request of residents, meal times have been changed.

7.10 Learning Disability Service

7.10.1 White Top Centre

A presentation on the use of technology within the White Top Centre was shown at a carers' meeting, with some short films shown as an example. Some parents viewed this as good practice which demonstrated service user involvement and the use of available technology. There was a suggestion by parents that this should be taken forward. As a result, we have trained a proportion of staff on how to use this creative software and focus on communication through sound, music and film as part of service user's day opportunities and have used the White Top Foundation money to purchase new equipment.

7.10.2 Wellgate

A carer's survey in October 2014 showed that 80% of respondents said we were either excellent or very good in ensuring that carers and service users take part in assessing and improving the quality of care and support provided within the centre. 79% replied that the service was either excellent or very good in involving carers and service users in planning for the needs of those who attend, to ensure they are supported to achieve their potential. This reinforces that we are meeting our key objective of listening to people to allow us to accurately plan for, and deliver, effective quality services to meet needs and deliver better outcomes.

We have introduced a monthly evening disco through our fundraising committee, following comments at a carers' meeting that there were not enough evening activities available to their family members to safely participate in with their peers. As this was a new venture, a survey was undertaken to ascertain if it was successful and the results highlighted that 80% of attenders stated that the activities provided were very good.

In relation to our recent refurbishment of the building, meetings have been held with service users to assist with the choice of decoration. The service users have also taken an active role in assisting with the design of the garden area through visits to garden centres and research in libraries.

As part of outcome planning, groups of service users visited various places of interest which included the Deer Centre, Stonehaven Open Air Swimming Pool, Dunfermline Ten Bill Bowling.

Our photographs and art group suggested that they would like to undertake an exhibition of their work. The groups chose to concentrate on lines that you can find all around us in our local area. An exhibition was then arranged within the Wellgate Centre Library which was a great success.

We have service users' meetings which provide the service users the opportunity to be consulted and involved in the planning and delivery of the service,. As a result, a tuck shop facility has been introduced to the centre, with service users helping to run it.

7.10.3 Joint Health and Social Care Learning Disability Services

The planning group for the Dundee Joint Strategic Commissioning Statements for people with autism and people with learning disability has processes in place to engage with customers. The draft strategy has been developed through consultation and involvement and local people identified six personal outcome areas and themes which are important to them and expressed their priorities for action. The outcome areas identified by local people (and their carers) who are supported by Learning Disability and Autism services are:

- Choice and Responsibility
- Family and Relationships
- Informed and Involved
- Safety
- Being part of the world
- Health and Wellbeing

Each of these areas will be a theme within the strategy and will have a dedicated workstream planning and taking action to address goals in the area.

In addition, a new Outcomes Focussed Assessment document has been developed which records people's goals in each of these personal outcome areas and makes plans to address their goals.

Appendix Two

Govmetric

- 1 25,575 customer ratings were made in 2014/2015 with many customers leaving comments for staff to act upon. The customer feedback ratings have been adopted as key performance indicators in the Council Plan and Departmental Service Plans.
- 2 Through Govmetric the Council is able to benchmark its overall ratings with 70 other local authorities throughout the UK using this approach. The table below shows Dundee's satisfaction rating compared to the average rating for each channel. All of the ratings from good to poor are added together to arrive at one number between 1 and -1.

Benchmarking customer feedback – December 2014		
Channel	Dundee	Average net satisfaction
Face to face	0.51	0.51
Telephone	0.97	0.92
Website	0.16	0.07

Satisfaction with telephone calls in Dundee is in the top quartile. For face-to-face contact, we just missed being in the top 10 but satisfaction with the website has been in the top 10 for most of 2014.

- 3 The ratings from Govmetric are available on a daily basis and continue to form part of regular briefing and training for frontline staff. Feedback on the phone and face to face service generated 1,470 written or verbal compliments about Council staff, giving the Council, for the first time, a systematic means of collecting and passing on customer compliments to teams of staff. There were 405 written comments from customers accompanying poor ratings.
- 4 There are over 7,000 active pages of information on the Council's website and this feedback helps alert the Council to information which is out of date and to customer expectations of what they expect to find. Satisfying public demand for instant online information is a major challenge and this customer feedback helps staff to drive up the quality of the Council's online information. The Website Steering Group are using a tracker system to ensure that every comment from the public is acted upon.