

**REPORT TO: POLICY AND RESOURCES COMMITTEE – 22 APRIL 2013**

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

**REPORT BY: CHIEF EXECUTIVE**

**REPORT NO: 172-2013**

**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.

**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
- iii) note that a project is underway under Phase 2 of the Corporate Improvement Programme to review how the Council engages with its customers and that specific proposals will be brought forward later this year

**3. FINANCIAL IMPLICATIONS**

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

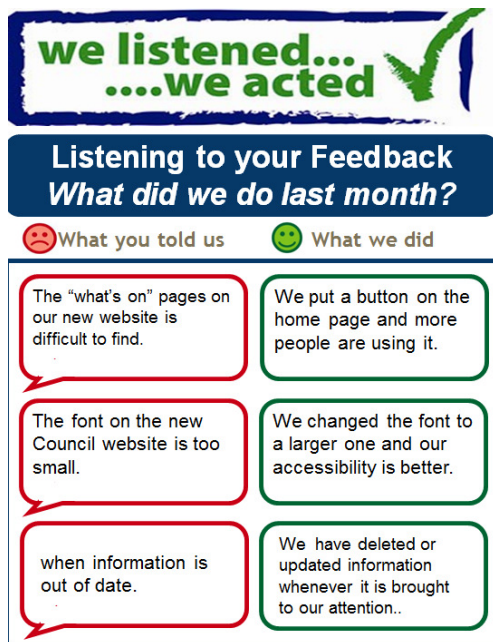
**4. LISTENING TO CUSTOMERS AND SERVICE USERS**

- 4.1 As in the past 3 years, the Chief Executive's Department issued a pro-forma to 'customer facing' departments asking them to identify any changes made to services as a result of customer surveys or feedback from service users such as complaints, comments or suggestions.
- 4.2 The returns from departments are summarised in the Appendix to this report and show a wide range of improvements across all Council services.
- 4.3 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 kiosks at Dundee House, recently extended to the two District Housing Offices; at the end of telephone calls to Customer Services; and online on every page of the Council's website. 19,190 customer ratings were made in 2012/2013 with many customers leaving comments for staff to act upon. The customer feedback ratings are being adopted as key performance indicators in the Council Plan and Departmental Service Plans. The Govmetric company supply this system to councils throughout the UK and gave Dundee City Council their annual 'Council of the Year' Award for generating and acting on this level of feedback and, in comparison to their other users, the high rates of satisfaction.

- 4.4 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 that we are in the top ten for two out of three ways customers contact the Council. All of the ratings from good to poor are added together to arrive at one number between 1 and -1.

<b>Benchmarking customer feedback – January 2013</b>		
<b>Channel</b>	<b>Dundee</b>	<b>Govmetric top ten</b>
Face to face	0.70	0.60
Telephone	0.93	0.91
Website	-0.10	0.19

- 4.5 The ratings from Govmetric are available on a daily basis and increasingly form part of the regular frontline staff briefing and training. The generally positive feedback on the phone and face to face service generated 1,146 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.
- 4.6 There were 580 written comments from customers accompanying poor ratings and overwhelmingly these relate to the website. There are over 7,000 active pages of information on the Council's website and this feedback helps to alert the Council to information which is out of date and to customer expectations of what they expected 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.
- 4.7 The Council is also starting to operate a method of providing feedback to customers on how their comments have been acted upon. This can be sent to the individual if they leave their email address with their feedback, but is also more widely publicised in the form of "we listened ..... we acted" messages on the website and posters in offices. An example of a recent poster displayed in Dundee House is shown below.



- 4.8 The examples above and the detailed information from departments which is set out in the Appendix 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, with a view to achieving service improvements.

- 4.9 Members are also asked to note that a project is underway under Phase 2 of the Corporate Improvement Programme to review how the Council engages with its customers. Proposals will be brought forward later this year.

5. **POLICY IMPLICATIONS**

This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality and Risk Management.

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 mentioned in the Appendix have been consulted in the preparation of this report.

7. **BACKGROUND PAPERS**

None

David K Dorward  
Chief Executive

.....

15/04/2013

## APPENDIX – Examples of improvements made as a result of customer feedback

### 1 CHIEF EXECUTIVE'S - COMMUNITIES AND POLICY

#### 1.1 Adult Learning

- Carried out research on three key projects:
  - Working for Families
 

100% of participants felt they had developed knowledge and skills and made changes to their lives. 92% said their confidence had improved. Ongoing informal support and guidance were highlighted as the most useful services
  - Learning Around
 

81% of participants reported an increase in confidence and 82% provided evidence of positive changes in their life as a result of working with Learning Around
  - Literacies Learner Research
 

Provided evidence of the impact of literacy learning on confidence, gaining qualifications or employment, mental wellbeing, reduced isolation and greater engagement in their children's learning
- As a result of feedback from parents/carers on the impact of their learning on their families, additional funding has been secured from Education Scotland to pilot targeted family literacy learning in St Mary's and Kirkton
- Feedback from a 4 week course aimed at developing parents'/carers' capacity to support their children who are finding it difficult to learn resulted in families being given access to take over use of classroom accommodation and learning support materials at Mitchell Street one evening per week so that they can develop a peer support model of family learning

#### 1.2 Community Centres

- Community Centres have undertaken more specific targeting of advertising including more use of the web, and have continued to respond to feedback on the range of and timing of activities and the layout and décor of facilities. The Dundee Association of Local Management Groups Marketing Strategy has been developed and implemented within all community centres
- Community notice boards are being used more frequently and more people and organisations are getting information from websites such as Skills Development Scotland and Gumtree for one off events. Some Centres continue to expand their electronic displays at receptions, to advertise programmes and cultural events
- The results of the major customer satisfaction research, Community Consult, have been developed into separate community centre reports which have become part of each centre's development plan in partnership with its local management group. Each community centre continues to act on this information to further develop the programme. This includes the diversity of provision on offer and the accessibility of activities.
- The Commonwealth Games Legacy consultation process and the use of VOiCE has increased the capacity of local people within community centres as trustees to engage both locally and city wide in developing programme ideas within their location. The Communities Division is taking on board these results with a view to looking at how they can meet these local needs and encourage access, especially for disadvantaged groups

- Examples of improvements made by particular centres include:
  - Ardler have increased the number and variety of fitness machines. They have also introduced a parent and toddlers group. The complex also started a women's group and increased the number and variety of family events with skills displays by the gymnasts and the dance group being very popular
  - Kirkton are using the results of engagement about access to sports and physical activity to devise a local plan which overcomes the barriers identified to participation, and includes a marketing strategy to reach out to non-participants and encouragement to access facilities through discounts
  - Finmill are to trial some new health-related activities, especially aimed at those new to exercise or with reduce mobility
  - Douglas are taking forward ownership of vacant land with a view to developing community health and wellbeing projects and developing social enterprise, and are developing plans for a Fitness Suite

### 1.3 Community Regeneration

- Feedback from Community Engagement reviews allowed staff to adjust timing of meetings, preferred methods of communication with users and identified areas where improvements were required such as written formats and administration
- There has 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
- Use of the 'How Good Is Our Community Learning and Development' Self Evaluation tool identified areas for improvement with regard to engaging with hard-to-reach audiences and signalled the need to create new and additional engagement opportunities
- Feedback from Local Community Plan Impact Assessments has been analysed and routed back through Local Community Planning Partnerships and then to service providers
- Local Community Planning Partnerships have consolidated their role as a key structure for improving and developing partnership working. Around 10,000 people were consulted on the new Local Community Plans
- Community Engagement Action Plans were reviewed in June 2012 to be consistent with actions in Local Community Plans. Both plans for each ward are posted on the Dundee Partnership website

### 1.4 Community Safety

- Feedback after talks on personal safety and internet safety has resulted in the presentations being modified to incorporate needs and emerging trends highlighted during the sessions. The emerging trends are then fed into more strategic discussions to ensure co-ordinated responses as appropriate

### 1.5 The Corner

- Listening to young people's views through a range of mediums is central to the ethos of The Corner. As well as ongoing web-based monitoring and use of 'back chat' forms, there have been a number of specific consultations with young people resulting in:

- Opening Hours for Drop-in – changed to Monday to Friday 2 – 6 pm and Saturday 1 – 4 pm so young people aged 11-18 can access services and support after school
- Support U – to coincide with the change to drop-in hours, staff have been working towards the development of the Support U service evolving individual support where older young people are provided with an appointment between 12 and 2 pm
- Developing young people's sexual health services at Ninewells – following on from consultation with young people, The Linc clinic began as a pilot in February 2011 in partnership with The Corner. The success of the pilot went from strength to strength so a second weekly clinic has been added. The Linc clinic offers contraception and sexual health services to ages 18 and younger. Workers are from a variety of professional backgrounds and different agencies to support young people with a wide range of topics by direct one to one, or by arranging agency's involvement
- Sexual health app/smartphone – “Need Tay Know” app has been developed and has since been revised following consultation with young people
- Website – The Corner launched its new website in September 2012
- Dundee Transport – feedback being passed to Youth Council Dundee

#### 1.6 Outdoor Education

- A new website is being developed to enhance public awareness of the services and courses on offer at Ancrum
- A new system has been developed for the ski, board and bike servicing service, involving completion of a pre-inspection pro forma

#### 1.7 Youth Work

- Communities Division are progressing plans to further integrate Youth Work Teams to ensure that opportunities for young people to progress from one activity to another are clearer
- Youth Information services are being reviewed to ensure that they are providing the service that young people need, and the Youth Council is being supported to feedback to young people the actions arising from consultations to ensure young people are clear about what happened as a result of giving their views
- Changes made as a result of feedback on specific projects include:
  - Off Road Motorbike Project : the service now includes two areas of track linking up and, as a result of feedback from peer mentors, the safety clothing is organised into kits of the same colours/sizes to allow better organisation at start of each course
  - Midnight Football : as a result of the feedback from participants, the youth team are trying to implement more youth information sessions during the time the league runs, more sexual health sessions and access to information that is requested by young people accessing the provision. The team are also looking at the length of time the league runs and the session times, to see if this could be changed in the future

#### 1.8 Equality and Diversity

- 82 individuals, representing more than 30 statutory and voluntary agencies, came together at the Dundee Partnership Equality event in June 2012 to discuss Dundee's equality outcomes – the positive changes that will result for individuals

and communities from action to eliminate discrimination, advance equality and foster good community relations

- Feedback from the event is being used by:
  - The Council as a whole to highlight and inform equality issues within the Fairness Strategy Action Plan
  - Departmental Equality Groups to inform a review of departmental service plans to identify relevant equality outcomes
  - Community Learning and Development to shape new service actions
  - Social Work to inform developments within the Protecting People Agenda
  - Transportation to raise awareness of transport issues impacting on people with protected characteristics
  - Dundee's Hate Incident Multi-agency Partnership to inform the development and delivery of effective partnership action to tackle hate incidents and crimes
  - Dundee Voluntary Action to inform the agenda of the voluntary sector's Equality Forum
  - NHS Tayside to contribute toward a range of equality outcomes measures currently under development

## 2 CITY DEVELOPMENT

### 2.1 Home to School Transport Contracts

- Feedback from parents of school children with additional support needs was that they wanted regular drivers. Conditions were changed to make it mandatory that regular drivers and escorts are employed on all school contracts. This took effect in August 2012 when new contracts were awarded to taxi/minibus operators and contractual conditions seek regular drivers and escorts

### 2.2 Safer Routes to Schools

- Feedback from school management, elected members and parents has been reflected in a whole range of minor traffic management changes (barriers/dropped kerbs) through to significant Traffic Regulation Orders such as one-way in Seafield Road, Broughty Ferry and a proposal for part-time prohibition of vehicles outside Forthill and St Mary's Primary Schools

### 2.3 Convenient Payment for Car Parking

- Lack of choices of payment for parking fees has been identified over the years and significant changes have been achieved to match these needs. This has included payment by phone (RingGo) in 2011, pay on foot roll out at Gellatly Street and New Olympia multi storey car parks in 2013, where payment is made at the end of your stay
- Pay and Display parking meters on street and at smaller off street car parks have been upgraded to allow credit and debit card payments to be taken. These improvements reflect customer expectations and support city centre businesses by having a modern and convenient parking payment system in place to encourage people to visit Dundee city centre

### 2.4 Penalty Charge Notice – 24/7 Appeals Service

- A new web portal has been developed so that customers can now view the Parking Attendant's photographs of the parking contravention online, and can make representations/appeals via this web page 24/7 rather than having to visit Gellatly

Street Car Park office or having to request copies of the photographs be sent by post/email.

## 2.5 Mobile Parking Enforcement Team

- The Parking Enforcement Team have formed a mobile enforcement team, allowing them to react to customer concerns over parking such as disabled persons parking space abuse or bus stop parking. It also allows attendance at a school both morning and afternoon every school day. This service was created following approaches from individuals and elected members. The next development to address public and member concern is extending mobile enforcement to 8 pm compared to 6 pm currently

## 3 **CORPORATE SERVICES**

### 3.1 Revenues

- As stated in section 4 of the report, the Council use the GovMetric software to monitor customer feedback. Analysis of the information allows managers to identify possible areas for service improvement. The results in respect of face to face and telephone contact with the public regularly place these services within the top ten performing Councils, who use the GovMetric product. This consistency has previously led to the Team of the Year award and now the Council of the Year award. The feedback from customers on face to face and telephone contact, in the vast majority of cases, praises the staff for their professionalism and excellent service.

### 3.2 Information Technology

- Through Govmetric, every page on the website gives users the opportunity to leave feedback on any issues encountered when using the site. This provides realtime feedback to the Community Information Team and departmental website champions who can fix any errors and also feed more generic issues into the website steering group

### 3.3 Finance

#### Corporate

- Management Team now has standing item to highlight any customer 'Complaints and Compliments'

#### Sales Ledger

- Worked with groups such as Deaf Links and the Blind and Partially Sighted Society to listen to any issues affecting the people they represent and see if they can help or make any changes
- Introduced a Voicemail system so customers can leave messages if they cannot get through on the phone because staff are all busy on calls
- Helping customers by consolidating invoices for different types of care at home

#### Pensions

- In response to customer requests, and to enhance efficiency, the section is aiming to move Pensions information online to allow relevant access for employers, employees and pensioners



## 4 EDUCATION

### 4.1 St Clement's Primary

- Introduction of Support Staff briefings before morning interval to update on any pertinent issues
- Wednesday morning drop-ins for all parents to visit classes from 9 to 9.30 am
- Open afternoons for parents each term
- Commitment to give initial response to any parental queries within one working day

### 4.2 Clepington Primary

- Learning Log now more streamlined and user friendly and consistent across the school
- Changed open afternoon to open evening for session 2013/14
- Partnership Working Group to work with parents on areas of parental interest instead of school led focus

### 4.3 Craigiebarns

- Survey of parents about school uniform led to some changes to the uniform policy:
- At parents evening, parents were asked for 2 'stars' to say what the school was doing well and a 'wish' to let the school know what could be better. The stars and a wish survey led the school to:
  - consider more carefully the number of events costing parents money and make sure they are more spread out over the session
  - evaluate the new format for P1 planners and consider returning to the same type of planner that the rest of the school uses

### 4.4 Craigowl Primary

- Introduced Twitter as a means of communication
- Introduced a leaflet style newsletter with short bursts of information
- Provided parents with opportunity to pay for residential trips by standing order
- Opened doors earlier in the morning generally and specifically on wet/cold mornings
- Provided small shelter in infant playground
- Implemented Active Maths across the whole school as a result of pupil (and teacher) feedback

### 4.5 Forthill Primary

- Made changes to the entrance/exit routes into nursery
- Working group consulting parents to gain views in relation to quantity and frequency of homework
- Tayside Contracts and dinner lady have talked to the pupils through the Pupil Council and offered to attend a Parent Council meeting. A nutritionist and the school dinner lady attended the school's Open Afternoon and spoke to parents
- Overhaul of the school's policy and systems with regard to behaviour management and celebrating achievements
- Timings for participation in Lexia were investigated and where appropriate changed

- New systems were put in place for judging the Christmas competition and the possibility of filming the Christmas Cheer event was investigated
- Safe Routes to School Pamphlet produced
- School uniform supplier has been contacted and changes have been made

#### 4.6 Downfield Primary

- An end date for letters/money/parents requests will be entered on letters
- Changes to Christmas parties are being considered
- Increased promotion of Twitter, the school website and SMS messaging so parents know where to check for last minute changes/updates
- Highlighting practice of school in meeting individual needs to parents/carers who feel that a child's needs are not being met
- Homework is being addressed to ensure more consistency of expectation and submission dates across the school
- School Anti-Bullying policy is being personalised, updated and verified in conjunction with Parent Council
- A common agenda, Respect, is set for personal and social wellbeing and is discussed in assembly every week and throughout the class PSD lessons
- Car park gates are closed and more direct pedestrian routes are open at busy times of the day
- SMS messages are sent to parents at the earliest opportunity, but not in the evening, re changes to a normal school day – snow closures, different entrance etc
- Information re winter closure days is posted on Glow at all times and school newsletter reminds parents about procedures on winter closure days
- All children from P1-P7 have Glow username and password available to them so that education can be provided during snow closures

#### 4.7 Rosebank Primary

- Extra-curricular clubs were extended
- Improvements were made to the weekly behaviour sheets that are sent home to parents, showing both behaviour in class and in the playground, which has had a positive impact on playground behaviour
- The House Captains and Prefect programme was extended to give pupils more responsibility and this has had a very positive impact on leadership. Pupils are also given leadership roles within the school library

#### 4.8 St Fergus Primary

- More pupil learning on internet safety – hosted a parents' information night on internet safety, hosted an in-house CPD for staff and added internet safety development into the CfE development timeline
- More information to parents on timetabling of enhanced provision – termly information provided to parents on individual children's time spent in class/enhanced provision department. This includes balance of time and subjects assessed in mainstream
- Development of social skills – many more children accessing Barnardo's, KIKO, social skills groups, church pupil support worker, Big Pal/Wee Pal and soft start programme extended

- Development of individual responsibility and inclusion – allocation of more class, group and individual roles across school community e.g assembly roles, fundraising group, litter gang, development of lunchtime activities and re-allocation of staff to strengthen inclusion
- Playground experiences, including more equipment and designation of specific areas for play - successful applications for funding totalling £11,000 for equipment including an adventure trail, painting of white lines for designated play areas, appointment of playground equipment monitors
- More assemblies and physical education/outdoor learning - increased frequency of 'celebrating success' assemblies and developed a partnership with Dundee Twinning Association
- Termly newsletter includes a tear-off section allowing parents to feedback on specific topics - feedback led to development of more opportunities for extra-curricular activities. All teaching staff to lead a lunch or after school activity all year round
- Meet the teacher event - feedback led to information evening on sacramental preparations for parents, introduction of homework diaries and a presentation on transition from HT at St Pauls
- Following a complaint from a parent on bullying, the HT named Anti-bullying Co-ordinator in handbook and reviewed recording of complaints/concerns. A complaints leaflet is also under construction.

#### 4.9 St Andrew's Primary

- As a result of concerns raised by parents, carers and staff regarding safety, a car park barrier is being installed to restrict access to the car park to staff and official visitors only. The impact will be monitored and views of all sought

#### 4.10 Glebelands Primary

- Staff developing school website
- Staff, early years pupils and P7 pupils have set up Health and Wellbeing blogs
- Working to set up parent learning classes in maths – when established will do the same for literacy
- In addition to weekly core homework activities, every child will have a shared homework task each term with their parent/carers/siblings linked to some aspect of learning in school – these are displayed in school for parents/carers to view and comment upon and have been highly successful in promoting learning at home
- Introduced house system which has led to further improvements in behaviour
- Community Police Officer worked with whole school on role-play activities focused on anti-bullying; staff tutor worked with P7s during anti-bullying week to develop a child-friendly anti-bullying policy; school assemblies during Term 2 focused on promoting fair play; and pupil playground leaders have been introduced to promote fair play
- Parents/carers were surveyed separately about school uniform and over 93% of families responded – most parents preferred their child to wear school uniform and parents agreed that wearing uniform encouraged pupils to take a pride in themselves and the school; there has been a marked and sustained improvement in pupils wearing school uniform; wearing of uniform has been linked to house points and pupils have responded positively

#### 4.11 St Mary's Primary

- Following feedback from parents the annual sports day is now held in Lochee Park. Pupils partake in traditional sports activities
- There was a wider variety of activities included in health week, addressing all areas of health and wellbeing
- A wall within the nursery was knocked down, creating a much larger, open space for the children to work and play in. Parents were instrumental in applying for and acquiring funds to improve the outdoor environment. Children, staff and parents designed the outdoor space and selected equipment for the playground
- Through discussions with parents snack time in the nursery was changed. Some children did not eat breakfast before coming into nursery but needed a snack soon after arriving. Snack is now available from the start of the nursery session
- Parents requested that the timings for open days be moved to a time when they are either bringing children to school in the mornings or collecting their children at the end of the school day. Timings have been altered to allow children to begin/ end the day with their children

#### 4.12 Kingspark School

- Annual questionnaires are circulated to parents, pupils, school staff and NHS staff who also work in the building. As a result of the findings:
  - the 'Helping Pupils without making them Helpless' project is a three year project supported by DEPS and taken forward by a school working group to address pupil:staff interactions and how these can be improved to address individual needs as well as helping pupils to focus on what they need to learn
  - the 'Senior Phase' project is working on a new way of delivering the curriculum from S4-S6 which will give pupils greater choice and promote their independence thus making it easier for them to move on into adult services. It is also being devised to challenge pupils at an appropriate level
  - visual targets are now required in all classrooms in order that pupils can make connections between what they are learning and what are their targets. They are also a visual reminder for all staff of what each pupil is working towards that term
- A Partnership Focus group is held on an annual basis with representatives from the agencies the school works with invited to attend. The key results from the last meeting were:
  - consultation with the nursing team should take place regarding the timetable
  - shared goals with NHS staff should be promoted across the school as appropriate
  - training sessions with staff at The Brae should take place for school staff attending these sessions. One session has already taken place and more are planned for 2013

#### 4.13 St John's RC High School

- The school week now has 31 periods which allows the school to deliver 2 periods of PE from S1-S6 as well as 2 periods of Religious Education and 1 period of PSE
- The structure of the Junior Phase of Curriculum for Excellence has been agreed and implemented

- The Senior Option form for S5/6 was changed following extensive consultation. The changes agreed followed advice given by an external consultant and analysis of SQA results

#### 4.14 Craigie High School

- S1 parents : feedback sought in the form of an exit sheet after Information Evening for parents about Literacy. Many parents felt pupils' literacy levels were too wide ranging for a general meeting. As a result of this feedback, every pupil and their parent/carer has an individual meeting with a member of the management team or PT Guidance during their first term
- S6 pupils : senior pupils felt there was a lack of study areas common room within school. A quiet study room in the Learning Resource Centre was identified and cleared for senior pupils. S6 pupils were also given access to the dining centre during the school day to use for study/group discussions
- Staff/pupils : staff expressed concern at the level of pupil latecoming and the growing trend of pupils treating attendance at House Tutor time at the start of the school day as optional. A trial period of moving house tutor time to follow period 2 was introduced. Following the success of this trial, the school reorganised the timings within the school day. Parents, staff and pupils were consulted.

#### 4.15 Morgan Academy

- Tightened up on homework and clarified procedures
- Provided parents/carers with more support in relation to helping them support their children's learning (maths and other curriculum areas)
- As a result of Parent Council feedback, changed the time of Parent Contact evenings to better suit parents
- Consultation with parents to change the school day/introduce 33 period week – this was not popular with parents/carers and was therefore not introduced
- As a result of discussion with parents, City Campus model to deliver AH courses was modified
- Introduced new broad general education in S1-S3 through discussion and consultation
- About to introduce new S4 curriculum and new national qualifications (S4-S6) through discussion and consultation with parents/carers
- As a result of Pupil Council feedback, improved choice of food in canteen
- More social seating around the school was provided in response to request from pupils via Pupil Council
- After consultation with pupils a new senior school tie was introduced last session

#### 4.16 Menzieshill High School

- Prizegiving – parents were surveyed as part of a project to rationalise and revitalise the prizegiving ceremony. The duration was reduced by looking at what was actually presented and focused on the more significant awards. Held a separate ceremony in school for Behaviour for Learning certificates and this made a huge impact on reducing the time of prizegiving without omitting these certificates altogether. Prizegiving was made to be more of a celebration and key people were invited in the community (e.g. Universities) and were encouraged to donate trophies for subjects to award to pupils. Pipers were a popular inclusion to welcome parents to the Caird Hall and the programme was re-formatted to maintain interest for all and avoid it being a huge time commitment. The seating order in the Caird Hall was also

changed to ensure less parents and pupils left during the prizegiving. A survey was re-issued before the start of the session to find out how 2013 prizegiving can be further improved

- Parents' Evenings – parents are asked how evenings can be improved. One requested a translator so the school incorporated a paragraph in the invitation letter which asked that they inform the school in advance if they had any specific requirements including a translator. In response to comments on the location of meetings, the seating arrangements in the hall were changed to provide more privacy to parents when having meeting with teachers
- ICT – more PCs were purchased for the library in the Refresh programme and whiteboards were issued for departments that previously did not have these
- Change of the school day – parents were consulted on proposed changes to the school day. A shorter lunch break was implemented as well as an earlier closure. This helped to rationalise period times and positively influence behaviour, reducing lateness and unrest at lunchtimes
- Anti-bullying survey – drafted a new policy and hand-out for all stakeholders on how the school deals with bullying. Re-evaluated after one year through pupil focus groups, very positive
- Focus groups – consultation informed new Learning and Teaching policy, new homework policy and evaluation in extended review. Evaluation very positive that stakeholders feel a shared vision and included
- Homework/handheld devices – survey carried out to establish level of homework, consistency and use of handheld devices. Exploring effective use of handheld devices and new homework policy being written.
- Transition programme – pupil evaluation informed practice to further develop this session

#### 4.17 Braeview Academy

- Pupil Council – it was clear from consultation with pupils that they were not aware that changes which had taken place in the school had resulted from recommendations by the Pupil Council. The Pupil Council now has a higher profile
- Tutor Time – staff and pupils have been consulted about the impact of Tutor Time in the first six months of its implementation. The responses were very positive: they indicated that they were enjoying the content but felt that time allocation was insufficient. The time allocation has been increased by five minutes per day
- Restorative Practices – parents and pupils in S1-S3 and all teaching and support staff have completed a questionnaire on pupil behaviour, relationships and interactions in school. This has been done in consultation with nursery, primary and community learning and development partners. The results showed that staff would benefit from developing a greater understanding of social, emotional and behavioural needs and that a cluster approach to Restorative Practices would be most effective. The school is providing CPD for staff on Restorative Practices. In preparation for the training in Restorative Practice, SEBD training is provided for all staff in the cluster
- Parent Survey – a parent survey highlighted that the majority of parents (86%) would not find a parent's room a useful resource. The same survey identified that communication via letters from the school and the school newsletter were the most useful method, followed by Group calls. Greater use is now being made of Group calls as a more cost effective method of communication with parents

- Online Homework Survey – a survey completed in Glow by the pupils highlighted some subjects as not having a consistent approach to issuing and managing homework. The whole school procedures for managing homework were reviewed and this remains a major focus

## 5 ENVIRONMENT

### 5.1 Environmental Management

- Analysis of service requests and complaints identified a number of issues requiring improvement. As a result, £50,000 has been spent on redesigning areas which in the past have been difficult to maintain. For example, overgrown shrubs at various sites throughout the city were removed and either replanted or grassed over. This makes maintenance of the areas easier and less prone to attracting litter or creating a security concern
- Improvements have been made to floral displays. For example, the Lochee Road banking summer bedding scheme has been completely redesigned to produce all year round colour
- The department worked with Community and Friends Groups to develop and improve play facilities at Dudhope Park, South Road Park, Whitfield and other sites in the city
- As a result of concerns raised by the public, sport facilities improvements are being carried out on tennis courts and football pitches
- The department continues to engage with and support Friends of Parks Groups and similar groups. These groups are included in the management of issues within parks and open spaces

### 5.2 Construction

- As a result of feedback from tenants who had major refurbishment work carried out to their homes, a Tenant Liaison Officer was appointed to improve communications with tenants before, during and after refurbishment works
- A Customer Care Toolkit was developed and introduced
- A Housing Repairs Improvement Forum has been established to provide tenants with a platform to raise suggestions, issues or concerns relating to the Housing Repairs Service. Examples of improvements from this engagement include:
  - the review of the gas safety check cycle. Tenants were concerned that the current process may result in safety checks being carried out more often than necessary
  - tenants being kept informed by letter of progress with programmed works such as repairs to rainwater goods or roofs
- A tenant led inspection of the Housing Repairs Service resulted in the following changes:
  - a more informative recorded message for people calling the Repairs Centre
  - refresher training for staff to ensure that tenants are provided with more and better information about their housing repair
  - tenants being asked to provide up to date contact details so that tradesmen can phone ahead prior to visiting

### 5.3 Environmental Protection

- A review of the request and complaints system for missed bins identified potential delays in responding to reports from the public. At peak times this resulted in customers having to contact the service on more than one occasion to receive a response. A new customer bin reporting system linked to the citizen account has been developed in partnership with the IT section to speed up the time to respond to requests or complaints, reduce the incident of mis-recording information and allowing analysis of root cause for the missed collection. The system will also allow requests for new or replacement bins to be reported on-line.
- Following a number of complaints concerning waste build up in tenement back areas, the collection systems have been reviewed and replaced with alternative collection methods in a number of areas. These changes have improved the local environment by reducing the incident of loose waste and litter and wheelie bins being left permanently on kerbside.
- To satisfy public demand for local facilities to recycle plastics, cans and glass, the waste section introduced a 240 litre burgundy bin collection system to a further 3,000 households.

## 6 **HOUSING**

### 6.1 Capital Programme (Heating, Kitchen and Bathroom Projects)

- Fitting floorcoverings rather than giving vouchers
- Use of gift cards which results in savings on VAT and a 14% discount and greater flexibility to tenants
- Information given to tenants has been reviewed as a result of feedback
- During capital works contractors must provide tenants with an information pack on how to prepare for the works and what to expect

### 6.2 Help with Neighbour Problems

- Community Safety Hub is now co-located at the West District Housing Office and will help to co-ordinate various agencies to ensure a cohesive approach to community safety
- A youth officer is based in the Antisocial Behaviour Team to assist in helping young people manage their tenancies
- All publicity material has been updated and distributed around schools, libraries, community events and tenants/residents groups

### 6.3 Customer Care and Information

- Housing Options Service introduced to improve housing advice services and give a customer focused approach to each customer's individual housing needs
- The Youth Housing Options Service has been extended following a successful pilot. From February 2013, all youths up to age 21 will be referred to Action for Children to have a detailed assessment of their housing needs carried out. Emphasis will be on areas such as conflict resolution, mediation, parenting skills etc
- Use of private rooms for interviews with customer about housing options, advice and information for termination of tenancies
- Staff are being trained to HomePoint National Advice and Information Standards



- Quality assurance checks by supervisors and team leaders for housing options, terminations and tenancy signing procedures have been introduced
- Induction Loop now in operation at West District Housing Office
- Where tenants have provided us with a mobile telephone number, we are using text messaging to make offers of housing and to send out reminders for gas servicing

#### 6.4 Help with Rent Payment Difficulties

- The Rent Arrears team has agreed an Information Sharing Protocol with Shelter to make referrals for money advice with the agreement of tenants under a pilot arrangement

#### 6.5 Estate Supervision

- The number of estate walkabouts has been increased to ensure problems are picked up early

#### 6.6 Private Sector Services

- Following a request from a landlord, an IT request has been submitted requesting enhancements and public access to the HMO over-provision GIS Mapping data

#### 6.7 Repairs

- Repairs Improvement Forum established, comprising staff from the Repairs Partnership and representatives from Dundee Federation of Tenants Associations
- Case Review process established, where staff from the Housing and Environment Departments meet to discuss actual repairs that have been carried out and identify learning opportunities that might arise from them
- Trades are mobile working and calling ahead has reduced the number of abortive calls
- Processes for dealing with unsatisfactory work and for updating tenants on progress of works are being reviewed
- Caretakers and wardens can access the repairs system to update tenants on the progress of jobs
- A programme of staff training covering job logging, Right to Repair and gas safety is almost complete, with a few sessions on Gas Safety still to be delivered. E-learning training for job logging is being developed to improve accuracy
- Job shadowing at the Housing Repair Centre will form part of the induction process for all staff required to log jobs
- Booths have been set up in District Housing Offices to allow tenants to report repairs directly to the Housing Repairs Centre and contact other departments
- Housing Repairs Centre staff have access to a system alerting them about vulnerable tenants
- The recorded message for callers contacting the Housing Repairs Centre has been reviewed and amended

## 7 **SOCIAL WORK**

### 7.1 Older People

- Celebrate Age Network was commissioned by the Dundee Partnership's 'Reshaping Care for Older People' group to facilitate consultation in preparation for the Older People's Commissioning Framework. This involved gathering views of service

users, a community conference asking older people and carers to identify their priorities and bringing together stakeholders and older people in each Local Community Planning Partnership area to develop local action plans

- Many of the issues raised at the focus groups and conference are being addressed through either the Change Fund or through existing or developing services
  - The development of an older people's helpline and linking it with the CAN Forum home visiting service and older people's advocacy should help with older people and carers
  - The healthy home checker initiative should facilitate agencies in working together to help people access services across sectors
  - See off Scams initiative should alleviate some of the concerns that older people have about fraudsters and scams
  - The Social Work Department have invested additional resources in the social care response service (previously community alarm service) cutting down waiting times
  - Dundee Community Transport has been given some funding to look at developing a volunteer social car sharing scheme, which may assist with transport. However, there is still an identified need for a demand responsive transport service
  - Hillcrest Housing Association have been given funding to look at the possibility of developing a social enterprise, which will look to providing 'lend a hand' and repairs for owner occupiers. This will give older people direct access to safe and reliable services and increase access to funding such as the minor repairs grants system, which can fund security
  - Additional Funding is being allocated to Older People Engaging Needs to provide more gentle exercise and strength and balance classes
  - The Council has agreed to facilitate a meeting across sectors to look at ways of integrating and improving transport services. This will include the development of a demand responsive transport system

## 7.2 Occupational Therapy

- As a result of the ongoing evaluation of customer feedback, Occupational Therapy have continued to improve the information provided to service users which now includes all services available and how clients can use the Independent Living Centre if they require advice on private purchase. The team have also changed the way they deal with service requests
- In a recent survey of users of the occupational therapy service, 84% were satisfied with the information they were given about available options. The majority of respondents (96%) indicated that they were either satisfied or very satisfied with the waiting time for assessment. When asked if they had got the equipment they asked for, 90% felt they had
- In relation to the impact of the service on these individuals, the results of the survey are particularly positive, with 96% of individuals saying they felt safer and 88% saying they were able to do more independently

## 7.3 Joint Equipment Service Users

- In a service user survey, the overwhelming number of respondents (39/40) indicated that they were satisfied with the service, 39/40 found the drivers helpful, 39/40 were satisfied with the delivery service and 36/40 were satisfied with the standard of equipment. However 12 respondents needed better understanding on the use of the

equipment. As a result the service is now planning to improve the understanding of service users on the use of the equipment. Discussion will be held with the Occupational Therapy Service and other relevant agencies to find the best way to address this issue

#### 7.4 Adult Support and Protection

- A self evaluation group that included service users and their representatives identified communication difficulties which may arise due to lack of consistency in taking specific needs of individuals into consideration by the agencies as a matter of routine. To address this need, the group has now developed an 'inclusion protocol' for staff members. This will be piloted in two older people services for evaluation before it is fully implemented across all services
- The group also identified the need to ensure that advocacy is consistently offered to all individuals. As a result the Advocacy Briefing Sessions for all social work staff are now in place to raise their awareness in order to address this need
- Following positive feedback from carers and other stakeholders, additional resources have been invested by the learning disability service to provide further opportunity for service users to access drama activities covering themes which include support and protection issues

#### 7.5 Blue Badge Scheme

Social Work have taken a number of actions locally to offset the impact of the national Blue Badge Reforms and in response to early complaints:

- improved acknowledgement letters to provide better information on the process and timescale
- made it easier for people to provide proof of their identification.
- advised applicants of the support they can receive from Customer Services in filling in the application form
- provided more detailed information on the reasons why applications have been unsuccessful
- plan to split the application form so that there is one for individuals and one for organisations, to make it easier to complete

#### 7.6 Day Support and Residential Services

- Involvement of service users and carers in services is continually promoted and evaluated in all Day Support Services. As a result of the proposals and suggestions made by users and carers, new initiatives are developed and existing arrangements are revised to meet identified needs
- In Wellgate Day Support Service, a detailed information leaflet on service user and carer involvement is made available and a regular newsletter is also produced to share information on new developments with users, carers and staff
- In response to consultation outcomes, anti bullying awareness sessions were organised for service users
- Surgery-type drop in meetings, including an evening surgery, have been introduced for the carers to meet with senior staff members. Transport is provided to carers in appropriate circumstances to facilitate the involvement process
- In Janet Brougham House, as a result of residents' meetings, a garden shed is being purchased and a raised garden for planting flowers is being explored. Some planters for residents to plant flowers have been purchased

- As another outcome of user consultation, the 'quiet room' has now been decorated with old fashioned furnishing, pictures and items to convert it into a 'reminiscence room'. A mural has also been painted to represent a 'window with a view'
- In response to suggestions for more activities outside of the Unit and in the community, outings such as bar lunches and trips to the theatre and cinema have already been organised. A small walking group of residents has been formed which, on nice/dry days, will walk together around the gardens and also take this time to reminisce
- At the suggestion of carers and relatives, the newsletter and other information is now sent via email to those who have this facility and are willing to use it
- At White Top Centre, safety in the car park has been improved following concerns raised by carers and staff. Access is now restricted in order to ensure safe access and egress for service users and visitors
- Through consultation with carers and service users new mini buses have been procured that best meet the needs of the service users being transported
- Following feedback from carers photo boards are now in place in the White Top Centre identifying staff on duty throughout the day and evening

#### 7.7 Education and Employment Support

- An In-College Support Service commissioned by the learning disability service continues to ensure that an increasing number of individuals with a learning disability have the opportunity to experience further education. In response to the wishes and needs of service users this service was further expanded during 2012
- The Employment Support Service provides support to individuals who face substantial barriers to employment due, amongst other things, to health problems and disability. On leaving the Support Service, service users are invited to complete an Exit Questionnaire which gives them an opportunity to provide feedback on the support and assistance they have received as well as encouraging them to make suggestions as to how we might do things better. This information is used for service improvement. One such example of an improvement to our service arising from service user feedback is that we can now offer service users appointments at Dundee House as well as at the Employment Unit.

#### 7.7 Advocacy and Support for Children and Young People

- In order to meet the recognised need, the Department has employed / commissioned two key professionals to work together to ensure that children and young people's rights are protected and promoted, and to improve their engagement with services. Dedicated children's rights services are delivered by the Children's Rights Officer and the part-time Young Persons Worker.
- As a result of increased awareness and publicity, the young people who are looked after and accommodated by the local authority are increasingly accessing the services of the Children's Rights Officer. In the year 2011-12 the Children's Rights Officer supported 97 children and young people involving a total of 424 referrals. In the same period the Young Persons Worker supported 38 Dundee young people, making over 100 visits to Dundee's young people's residential units, as well as some external residential establishments.
- High satisfaction levels with the services provided by both the Children's Rights Officer and the Young Person's Worker have been reported by the young people involved.
- As a result of the evaluation of complaints made by the young people themselves directly to the Department, a few instances came to light where the Children's Rights

Officer was brought in to the process at a relatively later stage. The Guidance for staff on the social work complaints process is currently being reviewed. The need to involve the Children's Rights Officer from the outset in all cases of complaints by young people, whether informal or formal, will be specifically emphasised in the guidance. This issue will also be addressed in the training and awareness sessions for staff.

#### 7.8 Involvement of Children and Young People in Care Planning

- Children and young people who are looked after and accommodated by the local authority and are of an appropriate age to participate are invited and encouraged to attend the formal Review Meetings to ensure that their views are taken into account and appropriate care plans are in place.
- In addition, special 'Have Your Say' forms have been designed, where all looked after and accommodated children and young people can record or have their views recorded for them. The information provided in these Have Your Say forms is collated centrally and is used to inform future service planning and delivery.

#### 7.9 Child Protection

- The Department has commissioned, as a partnership initiative, a Care and Protection Engagement Officer in order to help determine ways in which children, young people and their families might be supported to be more effectively engaged in child protection processes. The ways to promote the engagement of children, young people and families in the development of care and protection procedures will also be determined.
- In the period April 2012- March 2013, the Engagement Officer supported a total of 28 children and young people to participate in their child protection reviews. The learning gained will be presented as the first annual report to the Children and Young Persons Care and Protection Committee in April 2013, with a proposed action to strengthen the capacity of services to engage effectively with children and young people within the child protection system.

#### 7.10 Criminal Justice

- As a result of feedback from service users, Criminal Justice have been able to identify areas for staff training such as improving skills in assessing literacy and numeracy of the users as well as identifying additional required resources.
- Feedback has also informed the service of the type of working patterns that will be more conducive to getting service users through their unpaid work orders. They have responded by increasing the availability of work teams and staff at evenings and weekends.
- Evaluation of the last Community Payback Order service feedback shows a very strong correlation of satisfaction with the service delivered, the staff support and the outcomes of undertaking unpaid work. Where there was disagreement, specific comments were sought from the respondents to inform what might be changed.
- Feedback to our supported accommodation unit at East Port House has helped us to make simple but effective changes to day to day activities like menu planning and social activities within the Unit.