

ITEM No ...5.....

REPORT TO: POLICY AND RESOURCES COMMITTEE - 23 APRIL 2018

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

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 36-2018

1. PURPOSE OF REPORT

To highlight improvements which have been made to Council services as a result of listening to the views of customers and service users over the past year and report on feedback from surveys with customers who have contacted Customer Services face-to-face or by telephone.

2. RECOMMENDATIONS

It is recommended that Committee:-

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

3. FINANCIAL IMPLICATIONS

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

4. LISTENING TO CUSTOMERS AND SERVICE USERS

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

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

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

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

- 4.3 The Council publicises how customer feedback has been acted upon in the form of a "we listened, we acted" page on the website. Highlights from this report, grouped into themes, are set out in Appendix 1 and it is proposed that these be featured on the "we listened, we acted" page.
- 4.4 The improvements highlighted in Appendix 1 and the many more which are set out in detail in Appendix 2 illustrate the value of seeking feedback from customers. It is recommended that services maintain their efforts to do this and seek to identify any further customers who should be consulted or offered opportunities to give their feedback, as well as continuing to respond to comments, complaints, suggestions etc with a view to achieving continuous improvement.
- 4.5 The annual report on complaints, which will be submitted to the Scrutiny Committee in June, will give further examples of how customer feedback, in the form of complaints, is used to identify service improvements to prevent problems recurring. Along with the recent report on the Annual Citizen Survey, these reports show the range of ways in which the Council seeks and acts on feedback from service users.
- 4.6 Last year's annual report informed members that we would no longer be using the Govmetric system to capture feedback from customers visiting offices, telephoning or using the website and that each channel of customer contact would move to its own specific feedback system. Feedback from surveys carried out by Customer Services with people accessing services face-to-face or on the telephone is set out in Appendix 3.

5. POLICY IMPLICATIONS

- 5.1 This report has been screened for any impacts on Equality and Diversity, Fairness and Poverty, Environment and Corporate Risk. There are no major issues.
- 5.2 A 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 aim to capture the views of people who do not currently use services, as well as those who do.

6. CONSULTATIONS

The Council Management Team was consulted in the preparation of this report and agrees with its contents.

7. BACKGROUND PAPERS

None.

HIGHLIGHTS



More Streamlined Processes

- National Entitlement Card team simplified the application process to ensure customers have all the information available to allow them to apply first time.
- Employability Services have implemented data sharing arrangements with the Department for Work and Pensions and external delivery partners which reduce the need for service users to give information to multiple organisations.
- Procedures for Educational Maintenance and Free School Meals have been improved to increase take-up.
- Integration of Housing Advice and Information staff into Customer Services has meant visitors to the East and West District Offices receive a more efficient approach to enquiries.

Extended Services

- A 'Dundee Welcome Team' was developed to help visitors coming to the city for major events.
- The Convention Bureau hosted 'An Inclusive Learning Journey' - an event to help businesses make Dundee a more inclusive city for visitors with disabilities, with follow-up mentoring, equipment hire and funding.
- The new website and MyDundee citizen portal were launched. The new site is clearer and fully optimised for use on mobile devices, while MyDundee gives easy online access to more services and more detailed information on the stages of service delivery.
- Greater use is being made of social media and video in our communications.
- The Strategic and Commissioning Plan for substance misuse reflects proposals from stakeholders on greater integration of services delivered from community settings and improved co-production processes with individuals, families and communities.
- A number of facilities for older people or people with disabilities have increased the range of services available eg:
 - at Oakland Day Centre, an improved garden area and new activities such as yoga, bread making and stamp collecting;
 - at the Mackinnon Centre, a singing appreciation group, bingo machine, self-service hot drinks station and wi-fi;
 - at Craigie House, outings to other care homes for activities such as a domino tournament and entertainment.
- Crisis and roofless services for homeless people are now available at the Lily Walker Centre as well as the East Office, following a rough sleepers conversation café.

More Engagement with Customers

- Parent Council representatives have influenced the design of new schools on aspects as varied as parent drop-off, religious identity, play equipment and classroom furniture.
- Tenants of Supported Living have chosen new decor for their homes and been supported to choose and buy soft furnishings.
- Interest groups have made important contributions to the development of the new Smart Health and Care Strategy, including the support and assurances required if people are asked by clinicians to use technology to monitor their own symptoms.
- The Macmillan 'Improving the Cancer Journey' project has made the role of workers clearer and has improved letters and marketing materials.
- A ballot is now in operation about the colour of closes in External Cyclical Maintenance projects.
- Through a range of engagement methods we achieved the highest ever level of tenant responses on the rent consultation exercise (17% of all tenants).
- Drop-in sessions have been held 6-8 weeks ahead of proposed changes to bin collection arrangements, to address residents' concerns about on-street bin placements wherever possible.
- The results of Engage Dundee have been used to inform new Local Community Plans and the development of the 'Dundee Decides' Participatory Budgeting initiative.
- Parents' concerns on 'cost of the school day' (eg trips, dress down/up days) have been addressed.

Better Information

- Responses from statutory consultees to planning applications have been made available to all through the Council's website.
- An information sharing portal has been created to share information with third sector stakeholders on homelessness assessments.
- Community Health's website has been refreshed to make it easier to access the What's On guide and information on training, while the use of social media has been enhanced to give people greater information about health and wellbeing activities in their local community.
- Range of initiatives have been implemented to improve communication between schools and parents, notably the use of Twitter.
- Schools have been issuing support items for studying for impending exams.

IMPROVEMENTS MADE AS A RESULT OF CUSTOMER FEEDBACK

1. Chief Executive's Service

1.1 National Entitlement Card Programme Office

- Continued to respond to customer enquiries and suggestions from the website www.entitlementcard.org.uk and continually look to improve the website based on the suggestions submitted by customers.
- Simplified and reviewed the application process to ensure that customers have all the information available to allow them to apply first time. One example is the additional information on provision of proofs with regards to Deaf and Visually Impaired applicants for Dundee.
- Reviewed the content of Dundee City Council NEC webpages to provide direct links to services and application processes.

1.2 Communications

- The Communications team continues to monitor comments made by users of the Council's website, and to ask services to refine and improve information as required to ensure this is clear, comprehensive and up-to-date.
- Much greater use is being made of social media and videos to communicate with service users and the public in general.
- Key priorities when writing and publishing major strategic documents such as the City Plan and Council Plan were use of plain English and ease of access online.

2. Children and Families Service

2.1 Fintry Primary School

- A survey indicated that Friday afternoon activities need to be more structured across the whole school. As a result, the school introduced Friday House Time:
 - The school has moved to a House System named after the Nine Trades.
 - Children are making links with local businesses in connection with their Trade.
 - Children are placed in Houses according to families.
 - All children work together in House Time (P1-7) to complete tasks and foster good links between classes.
- Communication still being raised as issue between home and school. In response:
 - Website is now fully functional with all notes put onto it.
 - Twitter account established to keep parents up to date with daily learning.
 - Home diaries purchased and used as home link.

2.2 Longhaugh Nursery School

- A recent survey indicated:
 - It would benefit working parents to have a daily diary of events to let parents know how children spend their time.
 - Maybe make a Facebook page for the nursery as not everyone has Twitter.
 - Parents said it would be good to know if their child has had a snack or not.
- We currently put regular updates of daily and weekly events and activities on Twitter for all parents to access at any time; we send home a 'Help at Home' planning sheet with every child every 4 weeks, with details of the planned learning experiences for the 4 week block; we hold a coffee and catch-up morning every Friday; and we offered parent/contact meetings this term over 2 days and one evening. We will develop this further by:
 - Adding a seating area where the profiles and journals are displayed to allow parents time to look at these with their child.
 - Developing a 4 week termly evaluation sheet to let parents know what children have been learning, talking and thinking about.
 - Talking and Thinking Floorbooks are now on display in the foyer for any parent to look through when they come into nursery.
- Unfortunately, we do not have permission to hold a Facebook page for school. Staff can support any parent to access the Twitter page.
- The snack menu is currently displayed within the foyer to let parents know which foods are on offer daily. We will develop this further by:
 - Tweeting the weekly snack menu.
 - Discussing this as a staff team to find a way to let parents know quickly and easily if their child has had a snack. We do not have capacity for staff to send a slip home with every child. We considered a sticker but felt this would fall off during the course of the day.

2.3 St Mary's RC Primary School

- Parents told us that:
 - Cost of trips can be a financial burden for parents who have more than one child in the school.
 - Cost involved if it's a 'come as you like day' for families.
 - World Book Day can be a financial burden buying costumes for children.

In response we are:

- Using PEF money this session to pay for all school trips, alleviating the financial burden for parents and giving all children the opportunity to extend their learning through the experience of school trips.
- Asking for one donation per family not per pupil on 'come as you like' days.
- No costumes will be worn this year for World Book Day. The sole focus will be on books. Parents are happy they do not feel the necessity to purchase costumes.

2.4 Ballumbie Primary Schools

- Parents' nights changed from September to November following feedback from parents and further consultation with the Parent Council.
- Cross-check system put in place to ensure children safely move from class to school clubs.

2.5 Morgan Academy

- Parental questionnaire at 6 parents evenings - adjusted timings and organisation of appointments.
- Senior phase evening evaluation - provided more workshops for parents on Career options.
- Parental questionnaire - provided literacy and numeracy workshop for S1 Parents
- Pupil questionnaire - evaluated anti bullying policy and carried out discussions with pupils on bullying in school, promoted anti bullying policy through assemblies and displays, trained pupils as peer mediators and promoted at assemblies for self-referral.
- Pupils evaluation of learning - allows adaptation by departments to learning resources and pedagogy.

2.6 Family Placement

- All Social Workers within the Fostering Resource Team run a carer support group for the Foster Carers they supervise. Following feedback from Foster Carers a selection of focused support groups have been introduced in the past year, namely teenager carer support group and baby carer support group. We are currently developing a male carer support group which grows on the success of our established Sons and Daughters group which began the previous year.
- As a means of celebrating the fantastic work carried out by our Foster Carers and the long term dedication of those who have offered placements for over 15 years we organised a Civic Reception during Foster Care Fortnight honouring this group of Carers.
- Following consultation, by means of a survey to all Locality Teams, the Family Placement Team now run regular "get to know the team" sessions whereby new workers and students are invited along to the service and get an opportunity to learn more about the work carried out within the Teams.

3. **City Development**

3.1 Housing, Property and Construction Partnership

- The Housing, Property and Construction Partnership has now been operating for over 12 months. This has brought together the overall programming and budget requirements for projects within the Capital Plans for both General Services and HRA. The governance is delivered through an Executive Group (comprising Heads of Service Design and Property, Housing, Construction Services and Finance) and assisted by a Steering Group comprising service managers and Procurement.
- This provides a mechanism for an improved and inclusive stakeholder review of project assessment, prioritisation, budget and programme alignment, procurement compliance and delivery. The Partnership has successfully delivered on the Shore Terrace retail development, the Minor Works Education programme and several HRA projects with improved programming and cost certainty.
- This partnership approach informed the content and delivery of the recently approved Five Year Capital Plan and continues to look to the delivery of this programme.

3.2 New Build School and Community Project Outcomes

- Feedback from recently completed projects has been used to assist with the development of the new build programme. Survey work and feedback meetings have been held to gather information to use within design development.
- Project Boards have been governing the development of School/Community projects for some time. This has now been augmented to improve the level of information being received by project teams at the appropriate stage and better inform the users at each stage of the project. For example, consultations have been carried out with school management and staff to ensure school specific details are included in the design, for example enhanced provision and additional support areas within a primary setting or practical subject laboratory or workshop layouts within a secondary school.
- Meetings have been held with Parent Council representatives allowing them to communicate thoughts and opinions covering a wide variety of issues from parent drop-off or religious identity to external play equipment and classroom furniture.
- Community user groups have benefitted from visits to other Council facilities to generate ideas and form opinions of what may work within their new centre. Workshops have been held to listen to concerns and ideas for the design. This platform also allows questions to be answered in relation to the planning and construction process and programme dates. In addition, Local Community Planning Partnership groups have had the opportunity to be involved in the process and make comments and suggestions to officers attending their meetings.
- During the construction process, local communities and schools are kept up-to-date with progress through regular site visits, newsletters and improved social media updates from the Council and the building site via the contractor. Schools have also benefitted from curriculum-based initiatives and workshops to give the pupils and staff further involvement during the construction period.

3.3 Employability

- Data sharing to improve services to customers - the review of Employability Services engaged a number of customer groups and wider stakeholders. The complex array of services and lack of cohesion was identified as an issue. The need for customers to register and share information with multiple organisations was identified as inefficient and a barrier to the successful engagement of workless citizens. As part of a wider commitment to develop a more joined up and cohesive Employability Service, City Development staff have implemented practical data sharing arrangements between the Department of Work and Pensions, Dundee City Council and external delivery partners. This has enabled the sharing of information and reduced bureaucracy for customers and delivery staff. The approach has also been shared through national employability networks and adopted by other Local Authority areas as best practice.
- DD4 Neighbourhood Employability Pilots - following a recommendation in the review of Employability Services, the Dundee Partnership has developed Integrated Neighbourhood Service pilots in the DD4 area (Mid-Craigie/Whitfield/Finty). The involvement of participants from the local communities was built into the service design process, beginning with workshops in late summer/early autumn 2016 with local practitioners and local volunteers. Individuals then worked with local practitioners in developing the service over nine weekly sessions facilitated by the Council's Organisational Development Service. Now that the pilots are operational, one ongoing way in which DD4 collates feedback from the participants of the service is by asking them to complete feedback postcards at the end of their visit.

3.4 Planning

- Planning decisions - several customers expressed concern that consultation responses to planning applications from statutory consultees were not accessible. Since May 2017, responses from statutory consultees have been made available to all via public access on the Council's website.
- Format of weekly list of planning applications - in response to comments regarding the clarity of the weekly list of planning applications, the format was revised to focus on the ward, the development and the location rather than other less relevant details. This was completed in November 2017.
- Visual information at Planning Committee - in response to concerns regarding the quality of visual material available to members of the Planning Committee, the template for Committee Reports has been revised to increase the size of the visuals within the reports and make them colour so that they are easier to view, particularly for viewing electronically. At the same time, Planning commenced a trial of showing the plans/visuals electronically on a large digital screen in addition to paper copies within the Council Chamber.

3.5 Building Standards

- As the 2016 average customer satisfaction result had dropped from the previous year - from 9/10 in 2015 to 7.1/10 in 2016 - the service embarked on a training initiative. Over the past year, 50% of the Building Standards Team have either completed or are close to completing the Council's Customer Service Professional Training. As a result of this initiative, the 2017 average customer satisfaction result has improved to 8.6/10.

3.6 Volunteers at Slessor Gardens Events

- The use of Slessor Gardens for major events prompted consideration around what would be helpful for visitors arriving in the city to understand where the event venue was and address any of their visitor/event information needs. The importance of ensuring that visitors were given a warm and friendly welcome and left with a positive impression of the city was recognised. A pilot project was developed to create a "Dundee Welcome Team" who would be on site at key times around the big music concerts taking place on Slessor Gardens. This team was recruited from existing members of Council staff keen to help promote Dundee in a positive light and with good personal skills to engage with members of the public. The team, dressed in the "Dundee Welcome Team" uniform, located themselves at key points and key times to assist visitors with queries regarding the event or the city prior to them entering the event arena. The volunteers enjoyed helping at the events and felt it increased their pride in their city, whilst visitors appreciated the additional welcome and having people on hand to assist with queries such as where to find restaurants, directions, event information and general "banter" to pass the time whilst in queues with local people who knew the city well.

3.7 Dundee and Angus Convention Bureau

- Dundee had the opportunity to host the Promoting Inclusion Transforming Lives Conference from 14-16 June 2017, attracting 187 delegates from nine countries led by PAMIS (who support people with profound and multiple learning disabilities, PMLD, their families, carers and professionals and TCELT at the University of Dundee). As the conference title suggests, a key theme was about creating a more inclusive society, which led to ensuring we were able to deliver an inclusive conference. During planning it became apparent that more could be done to make our city more inclusive and we began working with Kiki MacDonald, co-founder of Euan's Guide, with a view to making our city more inclusive. The conference was a great success.

- Following on from the conference, it was apparent from post event and organisers' feedback that there was an opportunity to make the destination more inclusive for all visitors. In conjunction with Euan's Guide, PAMIS and Neatebox, DACB hosted our first Learning Journey event 'An Inclusive Learning Journey' at the Apex Hotel in December 2017. The event provided a platform for businesses to gain an insight into inclusion and have the opportunity to discuss the benefit and impact any changes we make will have on all visitors and their business. Over 40 businesses attended, demonstrating an enormous desire to develop and implement change. An Inclusive Ambassador and Mentor Programme was launched at the event by PAMIS, offering the opportunity of a free training mentor programme - offering help and support through partnering with disabled families, access to hire of equipment such as hoists and funding sources - to which six businesses have already signed up.

4. Corporate Services

4.1 Customer Services and Benefit Delivery

- Integration of Housing Advice and Information staff into Customer Services has meant that customers visiting the East and West District Offices will receive a more efficient and streamlined approach to their enquiry.
- The use of a mobile device incorporated in with the new queuing system in Dundee House allows customers to be picked out of the queue and their quick queries dealt with. This in turn reduces the length of time a customer has to wait to be served.
- Content of letters issued to customers has been amended in line with feedback received.
- As a result of customer feedback, where we recognise a customer may be vulnerable, contact is made by telephone to advise that our visiting officers are to be coming out to their home.
- Wording on the website about Council Tax legislation has been simplified as a result of a customer complaint.
- A guide to the Valuation Appeal process is included with appeal correspondence as a result of a customer suggestion.
- Educational Maintenance procedures have been improved to ensure income maximisation for pupils.
- The procedure for Free School Meals for nursery children has been improved to maximise free school meals for nursery children.

4.2 Council Advice Services

- We have adopted an 'opt out' approach to requesting statement of reasons from Tribunal decisions in order to improve feedback in representation cases. A new caseworker agreement is also being drafted to ensure better clarity between caseworker and client. This will be co-produced with former clients of the service.
- We are expanding on the work of the Social Return on Investment report into co-located advice services which identified, through customer feedback, that service users seeing customers in GP practices felt less stigmatised and preferred services that were based in trusted locations.

4.3 Financial Services

- Service amendments have included:
 - Change of strategy in relation to implementation cycle of new pension system following staff engagement;

- Repatriation of Transport Fund to Main Fund following employer consultation;
- Abolition of abatement of pension following employer consultation.
- Communication events have been held with employers, members and new entrants.

4.4 Health and Safety

- We developed and delivered a training course - "Health and Safety for Managers" - which has been evaluated with positive feedback. We will continue to deliver this course in the programme of health and safety training during 2018.
- As a follow-up to the Council's Employee Survey, a number of initiatives were recommended by employees from a series of focus groups and consultation with trade unions and senior managers. A Corporate Action Plan was developed.
- The Occupational Road Risk Policy was revised and the feedback from managers was there is too much information in the document. The decision was made to run a roadshow, briefing managers in their responsibilities and providing a handout for supervisors to deliver a similar briefing to drivers. During this process, both supervisors and drivers are given their own checklists to help achieve compliance with the revised guidance.
- We received feedback that managers were having difficulty in accessing forms from the Health and Safety Toolkit. A separate folder was set up, containing 30-40 health and safety forms which are easily accessible and downloadable.

4.5 Website and MyDundee

- In response to customer feedback, and as part of the Council's Channel Shift programme, the new website and MyDundee citizen portal were developed and launched in October 2017.
- The new site is more engaging, with clear navigation and consistent terminology. It is fully optimised for use on mobile devices and has been carefully designed to find a balance between the look and feel of the site, improved functionality and ease of access to the contents. A key aim is to ensure that users can find the information they are looking for.
- To monitor customer feedback, a rating system was implemented on the bottom right hand on every page of the website that records a "Thumbs Up" and "Thumbs Down". An additional section of the new Contact Us form will be designed to record comments with regards the website and specific pages.
- The new MyDundee portal provides citizens with an easy access to more online services than they had before. Citizens can report issues, request a service or make a payment using better designed user-friendly forms. New processes are more automated and provide much more detailed information on the stages of the requested service as it moves through the process of being delivered.
- Citizens are already using the website and MyDundee portal. Since the launch, more than 1,200 citizens have created an account. There is a 57% increase in the number of self-service requests compared to the year before.

5. **Health and Social Care Partnership**

5.1 Adult Support and Protection

- Members of the Adult Support and Protection Stakeholder Group, chaired by Advocating Together, held meetings regularly throughout 2017, where the main focus of the work of the group has been their three priority areas: Self-Directed Support, Hate Crime and Financial Harm.

- The group has been active in helping out at events, arranged by the Protecting People Communication and Awareness Raising Group, such as the Self-Directed Support Carers' event and the Elder Abuse stall at the Farmers' Market.
- In the last year, the group undertook a survey on the progress that Dundee has made since their 2011 'Hidden in Plain Sight' report on the harassment of disabled people. They reported their findings to the ASP Committee. As a result of the recommendations made, the group has decided to increase their involvement with a focus on advocacy and awareness raising throughout 2018.

5.2 Integrated Joint Board

- The Integrated Joint Board approved a Participation and Engagement Strategy.
- The Communication and Engagement Sub-Group of the Integrated Strategic Planning Group continues to co-ordinate and support engagement activity across the Health and Social Care Partnership. The Sub-Group provides a link between the HSCP and Community Planning engagement structures.

5.3 Ethnic Minority Health and Social Care Integration Pilot Project

- The Race Equality Health and Social Care Pilot Project was initiated in September 2016 to help facilitate and develop sustainable engagement between the Dundee Integration Joint Board, Third Sector stakeholders and Ethnic Minority (EM) groups/communities. The Council for Ethnic Minority Voluntary Sector Organisations (CEMVO) Scotland was commissioned by the Scottish Government to manage and support this pilot. The overall aims of the pilot were to:
 - Develop sustainable engagement processes that will support the implementation of Health and Social Care Integration (H&SC).
 - Provide support to facilitate a dialogue between EM communities, voluntary sector and H&SC decision makers - building on processes already in place in Dundee.
 - Conduct a mapping exercise to document what is already in place to enable monitoring and evaluation of positive outcomes from the facilitated engagement process.
 - Propose plans to develop/restructure services to increase and improve support to people from EM communities.
- A number of areas for improvement and development were identified as a result of the Pilot Project and these were discussed with stakeholders at an event in October 2017. The Health and Social Care Partnership will continue to foster relations with the community groups who were involved in the pilot and support them to address identified issues.

5.4 Designing Healthy Weight in Dundee

- The Healthy Weight Partnership organised an event in October 2017 to kickstart a movement to design healthy weight. Over 100 people from a wide range of sectors took part.
- The challenges and opportunities of achieving and maintaining a healthy weight were outlined by inspirational healthy weight advocate and TV expert Professor Paul Gately, with local expert and team lead for NHS Tayside's Paediatric Overweight Service and Dr Laura Stewart outlining the picture in Dundee. Scotland's Chief Nursing Officer, Professor Fiona McQueen, who has led by example by personally taking positive steps to achieve a healthy weight, contributed to the day along with a diverse range of public,

private and voluntary sector organisations who shared ways of doing things differently. Participants had first-hand experience of the challenges to eating healthily and being active in the city.

5.5 Alcohol and Drug Partnership and the Integration Joint Board

- The Alcohol and Drug Partnership (ADP) and the Integration Joint Board (IJB) held a stakeholder engagement event focusing on the new Strategic and Commissioning Plan for substance misuse.
- The draft Strategic and Commissioning Plan for substance misuse sets out the strategic priorities and guides to the delivery of a transformational improvement programme across the city. Key features within the plan include these proposals taken from comments on the day from stakeholders:
 - Strengthening the governance arrangements for alcohol and drug responses.
 - Improvements to service delivery, including greater integration of services delivered from community settings.
 - Improving co-production processes and two-way communications with individuals, families and communities.
 - Increasing the focus on prevention and early intervention.

5.6 Developing Recovery Project Integrated Substance Misuse Services

- Developing Recovery is a project which views recovery through the lens of those living it. 40 film cameras were given to people in various stages of recovery from substance dependency. The project also engaged with families, relatives and carers recovering from the effects of a loved ones' substance misuse. The project sourced 40 "point and shoot" black and white film images and 40 stories depicting people's personal views of their recovery. Dundee Photographic Society provided professional and technical support to the participants. An exhibition of their work has been displayed in the Steeple Church. This project is an example of supporting people to tell their own story in a visual and creative way.
- The citizens survey and an online survey revealed that:
 - Women are more likely to worry about going out at night due to a perception of people misusing substances in their communities.
 - Older people are more likely to think that crime and social problems within their communities are worse due to substance misuse.
 - Individuals living within Lochee, East End, Maryfield and Coldside were more likely to agree with the statement that drugs and alcohol contribute to crime and social problems in their communities. In contrast, respondents from The Ferry had very low levels of agreement to this statement.
 - Respondents to the public consultation were more likely to report they know about alcohol units than those responding to the service users' survey.
- Information from both surveys has been used to inform the Strategic and Commissioning Plan. The information helped shape key priorities and actions. More specifically, following the surveys, one of the four key priorities in the plan is that of Resilient Communities - and actions will focus on working with and supporting communities to respond and prevent the impact of substance misuse.

5.7 Adult Mental Health Services

- The Making Recovery Real (MRR) partnership continue to work together listening to people with lived experience of mental health challenges. The partnership now have a dedicated worker based at Dundee Voluntary Action whose main role is to support the development of recovery. 12 story sharing facilitators have been trained and 35 stories have been gathered to date in various formats. An event was held to identify emerging themes and these will be shared with the Mental Health Strategic Planning Group.
- MRR has just released its second film, MRR in Dundee 'One City, Many Recoveries'. The film shares the unique experience of participants and their journey to recovery. The aim is to promote recovery and support the recovery of others. In addition, a further six week Peer2Peer training course commenced in January 2018, aimed at anyone who has their own lived experience of mental health difficulties who wish to use their experience to help and support others.
- A co-design event was held at the end of November 2017 to explore where and how more peer recovery opportunities in mental health could be created within communities, voluntary and statutory organisations. A number of services/supports attended (such as community mental health teams, mental health officers team, Addaction) and have committed to developing volunteer peer recovery opportunities in their own services/supports.
- The mental health service users' network held the second of two events this year to extend the network into localities. There are now three volunteers working with the network and the aim is to ensure the voice of mental health service users is firmly on the agenda.

5.8 Older People's Services

- Complaints identified a lack of stimulus within the Medicine for the Elderly wards in Royal Victoria Hospital. Activity support workers have been introduced as part of the redesign of Older People's Services.
- Previous transitional wards had one support worker and the benefits to patient mood and engagement in wider community were evidenced.
- There are currently three workers and it is intended to survey both our patient group and relatives to get feedback on how they feel this service is doing.

5.9 Kingsway Care Centre

- Following a relative questionnaire, we have revised the information given to patients admitted to in-patient areas. This has resulted in a change to format and language which we hope will make the information more user friendly and less clinical in nature.
- A similar process was carried out for users of the Dementia Post Diagnostic Support service which has resulted in a revised customer feedback questionnaire.
- A major project to produce a Tayside-wide Older People Functional Standards for use within community services has now been produced and is being implemented. Customer feedback was sought during the production of these standards, (eg from Dundee Older People Strategic Planning Group) to ensure that the standards are person focused as well as clinically appropriate.

5.10 Oaklands Day Centre

- Service user questionnaires were sent out in October 2017 to all service users and carers where required, seeking feedback on quality of support, suggested improvements etc. These are being evaluated and an action plan will be produced based on feedback.

- Stakeholder questionnaires sent out to a variety of disciplines who have involvement in our service, including Health and Social Care. Awaiting returns to evaluate.
- In response to service user and carer comments, we improved our outside area and added raised beds in our garden areas to enable all service users to participate in gardening activities. We are also growing a sensory garden with a variety of colours and smells.
- Service user meetings and results from the 2017 questionnaire showed new interest from both service users and carers in participating in our recruitment process. Three service users and two carers have now been given informal training which included confidentiality, discrimination, equality etc to support them in this, and have also been part of our recent domestic and driver recruitment panel.
- We have added to our range of activities due to individual service user requests. This includes yoga stretch, bread making classes and stamp collecting.
- Variety of outings held due to requests from service user committee meetings and consultations, such as Secret Bunker and trip to miniature Kelpies.
- The team manager's office was moved to the centre of the building for more accessibility to service users and visitors.
- A new white board system has been put in place to notify service users of what activities are happening and where - this includes pictures for people with cognitive impairment.
- Halal Indian Chef's table (amongst others) was held due to request from individual service user.
- A wishing tree was put up over the last year and a variety of service user wishes carried out due to this, some examples of wishes granted are: "I wish I could have fish 'n' chips at Arbroath Harbour, like I used to with my mum when I was young". "I wish I could go on a scenic bus tour, with a picnic".
- Service user's request for new signage to show the room names when walking down the corridor is now in place.

5.11 Craigie House

- A focus group was set up to review the food menus, involving residents and carers. The menus were changed including an increased range of options. The focus group is ongoing to make changes as requested by residents.
- More social activities and outings and a volunteer programme has been developed in conjunction with Volunteer Dundee.
- The management team is also engaging with the Rep Theatre on a project called 'A Guid Yarn' which is a cross generational project based around residents' stories, reminiscence and the arts.
- Outings to other care homes has commenced for activities such as a domino tournament and entertainment, with visitors from these homes also joining the residents at Craigie for a variety of events.

5.12 Working Health Services - Tayside

- Clients reported this to be an excellent service with friendly communication throughout and fast access to health interventions which made a difference to all aspects of life.

- Some clients felt that they had to be discharged too soon (WHS could only offer treatment for up to 12 weeks). 12 weeks was also felt by WHS providers across Scotland to be too short an engagement period and at times clients were discharged before their health was improved. This point was therefore taken to the Scottish Board for WHS, and it was decided that this should be increased to 20 weeks.
- On occasion, we were unable to contact clients for initial telephone case management assessment, clients then felt it took too long from referral to engagement with the service. As we were struggling to contact clients for case management when we were working from a client list we found this was delaying treatment and client feedback reflected this. We have therefore moved to a diary system for case management calls and clients are given a specific telephone appointment day and time. This has improved our efficiency and the patient journey.

5.13 Sexual Health Services

- HIV nursing service established and lead on a service user forum. Patients requested more updates on service changes and support and so a patient newsletter is now being developed.
- Tayside Sexual and Reproductive Health Service patient feedback that they were unable to get through to reception on occasion when calling the service - Netcall was installed as a telephone management and redirection system.
- Young people using The Corner fed back through survey monkey that they would like to be able to access more services at The Corner - full STI testing is now offered.
- Patient survey about waiting room in Ninewells TSRHS - patients said "make the space less clinical", so the information displayed was reduced, and the space made more "homely".

5.14 Homelessness

- An information sharing portal has been created to help with the sharing of assessment information between the local authority and third sector providers. This developed in response to stakeholders saying they had nowhere to share key pieces of information across services about the same clients they were working with.

5.15 Carers

- In preparation for the enactment of the Carers (Scotland) Act in 2018, the Scottish Government allocated funding for a pilot project between May and October 2017. The aims were to explore how the Act could best be implemented to support carers in Dundee. The project was undertaken in a co-production way through a Project Group including carers along with colleagues from local carers' organisations, Dundee City Council, NHS Tayside and Dundee Health and Social Care Partnership. The group used the National Standards for Community Engagement as a reference. During its first meeting, the Project Implementation Group identified some principles to guide the project and generate open and honest dialogue:

'We must include carers and workers on an equal footing. Everybody has something valuable to offer - we need to encourage and support people to share their ideas with us, and give them time to do so. We can share learning from other areas eg localities. As carers and practitioners, we should work together to plan and run events, as this will help us give and get information more effectively. We need to show 'what's in it for me' - why should carers and practitioners take part in our work? We need to be as inclusive as possible, eg thinking about communications needs and equalities. We'll make efforts to reach carers of people with different conditions.'

- The Group designed the project using a mixed method approach using different channels and tools for different purposes as part of a coherent overall plan; a survey sent to over 2,500 people elicited 261 responses, six community focus groups were arranged for 29 carers and supported people on Short Break Service Statements and the duty to provide support to carers. Two focus groups (totalling 15 carers) were held with specific Black and Minority Ethnic Carers where the survey questions were discussed and replies and discussions recorded. 11 HSCP Assessment and Care Management practitioners were interviewed; 30 one-to-one questionnaires were completed. 47 people also volunteered to help review ACSP documentation.
- The project gave an opportunity to further develop a co-productive approach, which gave a different experience to all concerned, many of whom were used to a "you said - we listened" approach or "we suggest this - you tell us what you think". This process gave an opportunity for all involved to be there at the start of the process. Quotes we received included:

"All views were looked at with the same respect."
 "An environment to share ideas, develop them and strengthen them."
 "Felt open and equal with great facilitation (that was vital)."
 "There was an equal chance for both sides to contribute (practitioners and carers)."
- The 'What's Best for Dundee Carers'? report on the pilot project has been published and shared across Dundee and other areas of Scotland. The report has already influenced planning for the implementation of the Carers (Scotland) Act and will continue to shape developments.

5.16 Mackinnon Centre

- Comments made on the suggestion tree have led to:
 - Candles being placed in, and music to be played in, the respite bathroom.
 - Creation of a singing appreciation group.
 - Introduction of a second gardening group.
- Questionnaire feedback has resulted in:
 - Shower baskets being introduced in the en-suite bathroom.
 - Theme days, including 70's, Country and Western.
 - A Bingo machine.
 - Brochures for information about Broughty Ferry for service users in bedrooms.
 - Hot water equipment purchased for self serve tea, coffee and hot chocolate station in patio area and in respite lounge for all to use independently.
 - Members wished to purchase a Juke Box, and fund raise for various charities. Raised over £800.
 - Wi-Fi now accessible to all in Mackinnon Centre.
 - Book and DVD library.
 - Art work of service users displayed in the hall for all to appreciate.
- A gardening questionnaire was also distributed to consult on what items to purchase and plant in the garden.

5.17 Leg Ulcer Clinic

- Following feedback from patients attending the Ulcer Clinic in Westgate, a suggestion has been acted upon to have "a facility near to my address." We plan to open a second clinic in the east locality of the town to service patients in that area.

5.18 Dundee Community Living (Learning Disabilities)

- In 2017 we continued to survey all our stakeholders, including supported individuals, their families, professionals and agencies involved with our service. The responses were very positive, with an overall high level of satisfaction. Some examples of the feedback:
 - I like my new flat (after moving into Kilbride Place).
 - My mum can stay over at my flat now.
 - I have chosen all the decorations and furniture here.
 - I am always happy here.
 - The staff are really good.
 - The team handles complex issues really well.
 - There is a high quality of care.
 - This is a well-run service.
 - They are good communicators.
- Changes made as a result of feedback included:
 - During the last year we embraced the new care technology, which enabled us to improve supported people's safety while maintaining their dignity and privacy. This meant a more efficient use of human and financial resources, at the same time facilitating development of staff skills.
 - We ensured that individuals coming into our service experienced thorough transition before making a final move into supported accommodation. This involved multi-disciplinary planning and a person-centred and flexible approach to the process of change.
 - One of the gardens was re-developed, with new plants and seating in memory of the supported person who passed away early in 2017. This was requested and led by the tenants.
 - We have introduced extended senior cover to provide staff with support for emergency and non-routine issues, while ensuring that off duty senior staff obtain uninterrupted breaks on their days off. This was achieved by co-ordinating rotas of different parts of the service.
- We were able to implement Flexible Working arrangements as part of a proactive approach to staff support and retention. It has proven successful and is due to be reviewed later this year.

5.19 Supported Living Team

- We continued to survey our stakeholders in 2017. This involved supported individuals, their families and professional partners of the service. Some examples of feedback are below:
 - "I go to drumming".
 - "I like going to football matches".
 - "I tell staff where I like to go".
 - "They take me shopping and paint my nails for me".
 - "Found staff member effective, supportive, caring and interested in the progress of client".
 - "Team are client focused, holistic and mindful in their support".
 - "Excellent communication with staff".
 - "We are happy with level of support from staff".

- The following changes have been made following the consultation:
 - Two bathrooms were upgraded to meet the needs of tenants in one of the houses. This involved assessment from the OT to ensure that the alterations made were to benefit the tenants encouraging more independence and has also improved the hygiene within the house.
 - Tenants have been involved in choosing new décor for their houses and been supported to choose and buy soft furnishings etc, ensuring their homes are individual to them.
 - One staff member has been on secondment to another service area for a year, which was a proactive approach to supporting staff development and also in retaining staff. This appears to have been successful with the staff member returning to their original post in January 2018.
 - We have introduced extended senior cover to provide staff with support for emergency and non-routine issues, while ensuring that off duty senior staff benefit from uninterrupted breaks on their days off. This was achieved by co-ordinating rotas of different parts of the service.

5.20 Technology Enabled Care

- The TEC Project visited local community groups and city-wide interest groups to discuss Telehealth and Telecare. Most people were willing to see their doctor or other clinicians by videolink, if appropriate. The TEC Project is now spreading information through the Health and Social Care Partnership workforce about Attend Anywhere, a simple to use video consulting tool. Attend Anywhere is useful for people who cannot attend clinics in person, for certain out of hours services and for services where no physical examination is required.
- TEC also sought feedback on Florence (a simple text-based home mobile health monitoring system), currently on trial. Most people were enthusiastic about the concept of texting in their own blood pressure results (the example used in discussion). TEC interviewed clinicians and a patient with positive experiences of Florence for a short promotional video, which is being used to inform the health and social care workforce of the Florence system.
- Consultation on the new Smart Health and Care Strategy included visits to local groups and gathering comments. These were broadly supportive of the draft strategy but some useful comments were made. For example, if clinicians ask people to monitor their own symptoms using any form of technology, support needs to be available; people who are digitally excluded for any reason should not be disadvantaged; and data protection must not be compromised. These comments will inform the implementation of the Strategy.

5.21 Dundee Macmillan Improving the Cancer Journey

- The Dundee Macmillan Improving the Cancer Journey service, a partnership between Macmillan Cancer Support and Dundee Health and Social Care Partnership, was launched in November 2017 and offers people living with cancer emotional, practical and financial support.
- We set up a Cancer Voices Panel comprised of people who have experience of living with or caring for people living with cancer in March 2017 to help shape and develop the service. The Cancer Voices meet at least once a quarter and inform, advise and support the service so that the needs of people living with cancer, their carers and their families are taken into account and met through our work. As a result of their input and feedback we:
 - Changed the job title of our front-line workers from Link Workers to Macmillan Support Facilitators to make their role clearer and avoid confusion with other Link Workers operating in the city.

- Ensured that the recruitment process for the Macmillan Support Facilitators tested for a high degree of empathy and emotional intelligence, rich experience of working with vulnerable people and the ability to deal with people in distress.
- Improved the tone and language of the letter which NHS Scotland send to those with a new diagnosis of cancer, so that it was more reassuring, friendly and focussed on the benefits of the service for the individual.
- Improved the content of our marketing materials, particularly our leaflets and website, with stronger messages around wellbeing and our holistic approach.
- Made our holistic needs assessment form (the tool used to identify concerns and priorities for individuals) available for completion in hard copy as well as electronically. We will also consider sending it to people in advance so that they have time to consider what's important to them.
- Are developing an evaluation framework, which is focused on improving outcomes for individuals as well as at the system level.
- Are planning a series of 6-8 health and wellbeing events for 2018 which will take place in localities rather than just at central venues.

5.22 Health and Social Care Complaints System

As a result of some individual complaints, the following actions have been taken:

- Work to ensure that our communication with families is clear about roles and how decisions are taken.
- Look at how conflicts in care planning are identified and managed within the professional supervision that social workers get with their manager.
- Work through the housing issues with a provider to ensure similar issues are less likely to happen.
- Staff advised, record keeping/monitoring tightened up and personal plan updated. Organiser to continue to audit systems and monitor care and support provided to service user.
- Recommendation to purchase mobile data mobile phone and data to show individual photographs of where he is going.
- Development of a photo album, to contain copies of individual's DVD's covers to aid his choices and recognition.
- Choice to be offered prior to the preparation of a service user's meals.

6. **Neighbourhood Services**

6.1 Housing Asset Management Unit

- External Wall Insulation - there is now an enhanced consultation on colour choices for EWI.
- External Cyclical Maintenance - a ballot is in operation concerning the colour of closes, which has proven to be popular, with many tenants/owners engaged with the process. A pilot is currently being run concerning the replacement of close windows.
- Housing Repairs - two Repairs Officers have been appointed to ensure that the right job is identified first time in complex repair situations and to ensure improved communication with tenants and owner occupiers.

6.2 Tenant Scrutiny of Housing Services

- During 2016 a team of Tenant Inspectors looked at the way that the Council carries out its duties toward tenant participation. A number of recommendations were agreed and improvements were implemented during 2017. This included improving communication by setting up Facebook and Twitter accounts. Participation opportunities for tenants as part of the wider local community are promoted by Housing and Communities staff, including Community Regeneration Workers.
- In response to a request by the Dundee Area Scrutiny Panel, a tenant led inspection of communications by the Anti-Social Behaviour Team has commenced in 2017 and the outcomes will be reported to the Scrutiny Panel in early 2018. A mystery shopping exercise on Housing Customer Services has been carried out by the Dundee Area Scrutiny Panel - report to follow.

6.3 Tenant Participation Strategy

- The Tenant Participation Strategy was reviewed in 2016. Many actions agreed came about as a result of extensive consultations with tenants and their representative groups. These actions are being implemented and include introduction of suggestion/consultation boxes in reception areas, arranging events and learning with other social landlords and their tenants, and setting up a tenant/officer working group to oversee implementation of guidance on the operation of the Housing Revenue Account.

6.4 Housing Options Service

- Changes have been made to our crisis and roofless homeless appointment service following a 'rough sleepers conversation café consultation event'. Feedback from service users suggested that being able to have appointments at Lily Walker, as well as the East Office, in relation to crisis and rooflessness situations would be beneficial. This change has been made.
- We have also produced new leaflets and posters and distributed these in key locations to promote access to Housing Options and Homeless Services.

6.5 Sheltered Housing

Wardens carry out regular consultation with clients and some of the outcomes are listed below:

- There was a report of bins overflowing at a complex. The situation was monitored and resulted in four additional wheelie bins being sited to avoid any overflow.
- A sheltered tenant was having difficulty in reaching the door entry buzzer in time when receiving deliveries, visitors etc outwith complex opening hours. The door entry system was moved to the living room beside the tenant's chair.
- A tenant enquired whether there were notice boards in all complexes. All complexes were checked and all had notice boards but staff were reminded to ensure they are all up-to-date with relevant information for tenants to access.
- Alpin Glenesk Complex - Tenants requested more activities during the week, and carpet bowls and a singing group have been organised to give them more options.
- Moncur Crescent Complex - Tenants requested an exercise class. Wardens have organised funding and a Tai Chi class has been introduced.
- Logie Street - Tenants asked for fans for the lounge which were purchased and put in place.

- Tenants/carers/others have been involved in discussions re the implementation of alternative arrangements (one member of warden staff covering two complexes at the weekend). This provided tenants/carers with an opportunity to raise any concerns about these changes.
- Wardens have been involved in promoting the consultation of tenants on behalf of the Environment Department re improvements/ongoing maintenance to sheltered housing gardens.
- A joint focus group is held with Health and Social Care Partnership, sheltered housing staff and sheltered housing tenants.
- The Sheltered Housing Service promoted tenants' awareness of the 2017/2018 Rent Consultation by providing consultation cards and supporting tenants on a one-to-one basis as required to complete these.

6.6 Community Safety and Protection

- Regulatory Services are devising an online customer satisfaction survey so we can better collect the views of our stakeholders (consumers and businesses) then develop action plans to tackle weaknesses and build on the strengths of our respective services.

6.7 Community Safety and Resilience

- The Anti-Social Behaviour Team is currently working with tenants through a tenant scrutiny exercise to identify any improvements that can be made to the service.

6.8 Community Health

- Improved online presence - we have refreshed our website design to make it significantly easier to access our What's On guide and information about training. Additionally, we have enhanced our use of social media and now have a strong presence on both Facebook and Twitter, making it easier for people to access information about health and wellbeing activities in their local community.
- Improved training delivery - following feedback to make our Royal Environmental Health Institute of Scotland course booking easier, we trialled the use of Eventbrite to enable local people and services to book faster. In addition, we are asking potential participants for information about their motivation for attending to ensure that the courses are relevant to their needs, and advising about other local opportunities where there are more suitable alternatives.
- Improved group support - following feedback and ongoing discussion with community café workers and volunteers, we have identified training opportunities to enhance the smooth running of café drop-ins and are providing support with volunteer management procedures.
- Men's health - following an identified lack of local opportunities and support for men to improve their health and wellbeing, we have responded by undertaking engagement activity with men in the North East and East End to build an understanding of their needs to be able to respond effectively. In addition, in Strathmartine, we are delivering a men's cooking group to engage men in cooking skills.
- Falls prevention - after receiving positive feedback from a Falls Prevention roadshow, we have responded by testing the delivery of a falls prevention class in Strathmartine in partnership with health and social care services. The success of this has led to the group being delivered on an ongoing basis, supporting more and more people to build their strength, balance and confidence. We are also supporting the falls prevention roadshow to be rolled out in other parts of the city.

6.9 Community Regeneration

- The Place Standard Tool was one of the main methods used by Community Regeneration staff and partner organisations to inform the Engage Dundee consultation which was undertaken between June 2016 and March 2017. This consultation informed the content of the Local Community Plans from 2017 to 2022.
 - Over 6,000 responses were received through Engage Dundee.
 - 16,000 Engage Dundee postcards with a Freepost return were distributed across the city (2,000 per ward). 2,817 postcards were returned.
 - 504 online returns based on the Place Standard questionnaire were received between July and September 2016.
 - 771 hard copy questionnaires were completed.
 - 41 Focus Groups were held across the city, involving a total of 431 people.
 - 17 Community Call Back Events were held to convey the findings from the Engage Dundee consultation, involving 325 people.
 - Large numbers of miscellaneous returns were received through door-knocking, street consultation, open days, public meetings, community events, festivals and 631 responses through social media.
- The new Local Community Plans which were informed by Engage Dundee will seek to make improvements to services across the eight wards. Findings from Engage Dundee have also been pivotal in informing the allocations from the Community Infrastructure Fund to develop Participatory Budgeting. These proposals relate to the quality of community life and are focused on physical and environmental improvements. The quality of neighbourhoods and green and open spaces are very important to local communities and both the Local Community Plans and Participatory Budgeting process will improve the quality of life in local communities. Significant examples of communities working together to create more green and open spaces are the work to raise funds for the family play area at Whitfield Green and the work of Fintry Community Council in raising funds to create the new family play area at Penny Park.

6.10 Waste and Recycling Collections

- Throughout 2017, the Waste Strategy Team have been introducing a series of changes to waste and recycling collections as a result of changes in legislation and national policy. Whilst the broad service changes themselves were mandatory and unable to be influenced by customer feedback, we did take steps to listen, engage and amend specific service provision where appropriate:
 - Drop-in sessions held 6-8 weeks ahead of changes being introduced, where concerns from residents about bin placements on-street were addressed wherever possible.
 - Meetings with elected members and with residents' associations, LCPP's etc to advise of forthcoming changes - concerns raised by residents were then investigated and changes made wherever practicable.
 - Complaints and concerns raised via Councillors in the East End and West End wards regarding placement of on-street Eurobins adversely affecting parking in extremely narrow streets led to these Councillors becoming directly involved in the public consultation and decision-making process.

- Ad-hoc queries/concerns/complaints raised - either directly from residents or via Councillors - concerning the placement or number of on-street Eurobins, collection frequency of communal bins or requests to install glass recycling points in a particular locality were all actioned as appropriate with changes implemented where possible and feedback given to residents where this was not feasible (eg previous complaints led to the removal of a bin someone now wishes to have reinstated).
- The significant number of requests for communal bin and glass recycling point locations to be reviewed following the June 2017 phase of the changes led us to postpone the final phase of the rollout in order to fully address resident concerns and review all sites which had been the subject of a resident concern or query.

6.11 Environmental Improvement Programme

- Several areas of the city have benefited from an improved green environment with additional improvements planned over the current year. In determining the details of the plans, there has been in-depth community consultation with each segment. This in turn has contributed to a landscape which has improved site lines, is more pleasing and complements other aims such as improved bio-diversity.

6.12 Baldovie Community Re-use Hub

- Results from customer surveys have informed partnership decisions and attracted funding to improve services, ie additional signage.

6.13 Website

- We mainly receive queries from members of the public about what type of rubbish goes into our colour-coded bins, bin collection times and for assistance when using the website generally. Where there has been a request for assistance a member of staff has contacted the enquirer to assist with any issues.
- After listening to customers regarding a lack of feedback on missed refuse collections or other waste related queries, a new online system has been developed to ensure all queries are dealt with appropriately and the customer is informed about progress dealing with the request or complaint.

FEEDBACK FROM CUSTOMER CONTACT CHANNELS

Face-to-Face

Reception staff at Dundee House use a tablet to collect feedback from customers.

The tablet was not fully functional until August 2017 and the results are detailed below from August 2017 to March 2018:-

- Excellent - 70.93%
- Good - 27.32%
- Average - 1.50%
- Poor - 0.25%

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

- The helpfulness of the advisor - 62.91% chose this option
- The information given - 8.27% chose this option
- The wait time - 17.79% chose this option
- Enquiry being fully resolved - 3.51% chose this option
- Other - 7.52% chose this option

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

All customers were also given the choice to leave feedback to which 27 customers did. Comments ranged from:-

- Very efficient service
- Good service
- Very quick and pleasant
- Advisor was very helpful and her service was outstanding
- Very clean building and helpful staff

To:-

- Spartan décor in the main area
- Staff weren't able to give me a bill to show my total amount to be paid for the year. I feel this is basic information

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

Telephone

Customers who phone Customer Services are asked to stay on the telephone to be put through to the survey. This survey had to be created on the Avaya Contact Centre system and was not fully functioning until November 2017.

Detailed below are the results from November 2017 to March 2018:-

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

- Excellent - 89%
- Good - 8%
- Average - 1.5%
- Poor - 1.5%

Customers are able to give the reason for their Average and Poor responses which are detailed below:-

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

Calls to Customer Services are recorded so any contacts rated 'Poor' can be checked to identify any issues regarding knowledge and/or training needs to improve customer service.

Customers also have the opportunity to leave feedback/comments but no comments have been left.