

ITEM No ...4.....

REPORT TO: POLICY AND RESOURCES COMMITTEE - 24 APRIL 2017

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

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 59-2017

1. PURPOSE OF REPORT

To highlight improvements which have been made to Council services as a result of listening to the views of customers and service users over the past year, and to report on the Council's use of the Govmetric system to gather customer feedback.

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 the highlights from the report, as set out in Appendix One, 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 from customers 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 7 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 In addition, the Council has again used the Govmetric system during the past year to gather and act on the results of 'real time' feedback from customers. Customers had the opportunity to leave comments on the touch screens at Dundee House and the two District Housing Offices, at the end of telephone calls to Customer Services, and online on every page of the Council's website. A report on the use made of Govmetric in 2016 is attached as Appendix 3. This is the final year of the contract with GovMetric and each channel of customer contact will move to its own specific feedback system in future.
- 4.4 The Council publicises how customer feedback has been acted upon in the form of a "we listened, we acted" page on the Council's 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.
- 4.5 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.
- 4.6 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 report on the Annual Consumer Survey, these reports show the range of ways in which the Council seeks and acts on feedback from service users.

5. **POLICY IMPLICATIONS**

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

7. **BACKGROUND PAPERS**

None.

David R Martin
Chief Executive

9 March 2017

HIGHLIGHTS

**IMPROVED CO-ORDINATION**

- Lead Professional Model being implemented to provide a more joined-up service to homeless people.
- Housing and Communities services brought together to enhance joint working in neighbourhoods
- Follow-up action to emergency repairs reviewed, to ensure that further work required is logged and done in a reasonable timescale.
- ABC (all bus companies) integrated travel ticket introduced.

IMPROVED COMMUNICATION

- Simplified paperwork given to residents about External Wall Insulation, including pictures, examples of work and explanation of jargon.
- Frequently Asked Questions leaflet produced on External Cyclical Maintenance, reducing need for customers to phone for clarification.
- Home School Communication Group established to ensure communication from Kingspark meets the needs of parents/carers.
- Website with Twitter feed introduced by Tayside Procurement Consortium to give businesses more information on contract opportunities.
- Information provided by Protecting People in other languages on who to contact if concerned about people at risk of harm or neglect.
- Home Care systems designed to alert organisers if carer has not visited service user at the time expected.

IMPROVED DESIGN OF SERVICES

- Parentpay deployed, letting parents pay online for school meals and trips.
- New queue management system introduced at Dundee House and East and West District offices.
- New behaviour management system being developed to support pupils with complex needs.
- Social 'drop-in shop' introduced at Craigie House to replace trolley.
- Mackinnon Centre now has wi-fi throughout and brochures in bedrooms giving details of services and the surrounding area.
- Women-only swimming and gym sessions now available at Lochee.

- Emergency repairs re-categorised to improve efficiency and ensure real emergencies are tackled faster.
- First phase of new recycling arrangements implemented, with lessons learned to smooth remaining roll-out.
- Notes screen developed on Home Care system so alternative carers covering for regulars have information about service users' needs, preferences and routines.

IMPROVED ACCESSIBILITY OF SERVICES

- Housing Options service now runs surgeries and outreach appointments.
- Learners of 'English for Speakers of Other Languages' can now access more hours of learning per week through a variety of modes.
- Young people can now apply for NEC cards, update their details and request replacement cards online.
- Customers can now report changes of circumstances affecting Housing Benefit over the phone, avoiding the need to come into offices.

IMPROVED TRAINING

- All Customer Services employees have taken part in World Host training.
- Community Living staff have received specialist training to support individuals with complex needs and challenging behaviours.

IMPROVED ENGAGEMENT WITH CUSTOMERS

- Carers Charter being developed with carers, to ensure they have the support and information they need.
- Users and local management groups have been involved in the design of new community centres in Menzieshill and Hilltown.
- Increased opportunities for parents to discuss nursery pupils' learning and progress.
- People with lived experience of mental health issues being recruited as peer supporters and educators.
- Respite arrangements for people with mental health issues and their carers now give them more choice and control.

IMPROVEMENTS MADE AS A RESULT OF CUSTOMER FEEDBACK

1 Chief Executive's Service

1.1 National Entitlement Card Programme Office

- Included a customer feedback feature on the NEC website.
- Enhanced the NEC website to ensure the latest application validation points are shown, with a map and postcode search option.
- Worked with partners at Young Scot to offer online NEC applications for young people that also allows them to update their details and request a replacement card. This will become available to all NEC customers in the future.
- Worked with partners at Transport Scotland to complete a card replacement programme (over 1 million cards) to ensure continuity of existing transport services as well as the potential for customers to expand the use of their card for other transport services.

1.2 Communications

- In response to feedback given by users through GovMetric, the Communications Team continued to refine information on the Council's website to ensure this is clear and comprehensive eg re-arranging the layout of pages to make key information more prominent; providing documents in alternative formats; adding and updating contact details.

2 Children and Families Service

2.1 Kingspark School

- Annual questionnaires are circulated to parents/carers, pupils, staff and NHS colleagues working in Kingspark. The January 2017 results were highly positive with 98% of pupils reporting that they enjoy being a pupil at Kingspark and 96% of parents/carers saying their child enjoys school.
- A Home School Communication working group of parents/carers was set up following last year's questionnaire results and they continue to work with the Depute Head to ensure that communication between school and home meets the needs of all parents/carers. As a result of this working group, the format of parent evenings has changed to include input from a range of agencies on different evenings with whom parents/carers can speak and find out about services across the city.
- As part of our "How Nurturing Is Our School" development, parents/carers, pupils, partners, staff and NHS staff took part in a range of Open Voice events looking at the school's physical environment, relationships and partnership working. The information gathered from all stakeholders has now informed our Improvement Plan and we are taking forward nurturing, play and the sensory curriculum.
- Our Curriculum Rationale has been developed and changed through a series of consultations with all stakeholders and a series of consultation events.

2.2 Camperdown Primary

- As a result of questionnaires about communication, changes were made including a Twitter account started, termly newsletters with each planning block and information when to best hold open days to suit parents.

- In response to a complaint about playground staffing, changes were made so staff are given zones to observe and children are clear about where boundaries are.
- Nursery set up a suggestion box and a display to show “you said, we did”.
- Homework questionnaires resulted in a workshop for parents to explain the purpose of curriculum and homework. Grid system in use by all staff and a consistent approach across the school.

2.3 Clepington Primary

- A survey of parents and carers found good parental participation; school supports my child in all aspects of learning and development; good range of extra-curricular clubs; school staff very approachable and enthusiastic.
- In response to feedback, reviewed SfL provision and consistency of homework.
- Twitter account provides up to date information/good communication/monthly newsletters

2.4 Morgan Academy

- Pupil Focus Group led to adapted rota for new timetable; discussion with Tayside Contracts re menu options; discussion/clarification of PE core options; decoration of aspects of the building and changes to study programme.
- Parent Teacher Focus Group led to investigation of good practice around the country and proposed development of new behaviour management system to support highly complex pupils.
- Parent Evaluation form gave feedback to staff to display appointment times to avoid confusion.
- Introduced specific SMT open events for parents.

2.5 Longhaugh Nursery School

- Parents who completed a questionnaire said they “didn’t know” how well we used the local community, including library and local primary schools. We listened and:
 - Made a number of morning visits to Ballumbie Library and Café.
 - Made visits to Longhaugh Primary School to hold our “Eat Well, Play Well” group.
 - Had a whole school trip to the Bonar Hall to watch a theatre performance of “Too Many Penguins”.

We will develop this further by:

- Holding afternoon visits to Ballumbie Library and Café.
- Continuing to host parent and child groups in our local primary schools.
- Developing links with Servite House in Fintry to make weekly visits to the elderly and enjoy board games with them.
- Parents told us they wanted more information about their child’s learning and progress in nursery. In response, the nursery:
 - Held 4 days of parent contact where parents could talk with a member of staff about learning and progress.

- Shared children's learning profile with parents and encouraged them to take this home and add to it.
- Held focused "come and play" days with information on our "Teaching Children to Listen" programme, our "Let's Sing Together Programme" and our PEEP group.
- Introduced learning stickers with the children to show what they have been learning.
- Continue to use Twitter to share experiences, activities and learning.

2.6 Glebelands Primary

- Fortnightly "Parent Zone" has been established to support and advise parents on a range of topics such as motivating boys to read, support with numeracy and literacy and homework. Parents/carers have been involved in planning future discussions.
- A monitor has been installed in the main entrance area with a rolling feed of school information, events and achievements.
- A new school library has been set up to ensure all learners have access to an extended literacy rich environment.
- SfL Zone has been introduced which focuses on a team-based approach to nurture and inclusion.

2.7 Residential Care for Children and Young People

- Who Cares Scotland are now chairing all House meetings in the residential houses. This is to ensure that young people feel that they can speak openly about changes they want to see. Any issues are then fed back by the Who Cares Scotland Worker to the management in the House.
- A young person in the Junction residential house asked staff if we could have a Junction Facebook page. We now have a page set up in two of the houses as other young people found this helpful and a good way of sharing photos and stories of life. It has been used positively to keep in touch with young people when they are out of house.

2.8 Plan for Services to Children, Young People and Families

- The Children & Families Strategy and Performance Team have used engagement with children, families and communities to create the priorities and actions for the first Tayside Plan for Services to Children Young People and Families. The main focus of the plan will be on:
 - Early social and emotional development
 - Early initiation of substance misuse
 - Engagement with School
- Communities, families and young people were also listened to about specific actions they would like to see to tackle the strategic priorities. Engage Dundee, specific engagement with families by School and Family Development Workers around the key priorities and the Dundee City-wide Pupil Council were all consulted on actions that will drive improvement.

These include:

- A need for more opportunities for activities for young people
- Actions to improve stress and mental wellbeing in school
- More opportunities for parents to be involved in children's learning

- Improved open, green and play spaces for young children and families

2.9 Criminal Justice – Unpaid Work

- Have been extending the range of unpaid work placements to ensure individuals are as appropriately matched as possible in terms of skill and opportunity. There has been a particular focus on increasing the number of individual placements for both men and women.
- The identification of projects to be undertaken by Unpaid Work Teams or individuals is entirely generated by the community. Liaison takes place with Local Community Planning Partnerships and referrals are also received from local councillors, especially for individuals in need of extra help. Feedback is routinely collected from those who complete unpaid work but also from recipients of the work undertaken.

2.10 Criminal Justice – Moving Forward Making Changes

- MFMC is a programme used by the Tay Project in their work with registered sex offenders. Although the programme is delivered according to a strict format to demonstrate compliance with the accredited programme, there is evaluation collected from service users to inform views of the effectiveness and impact of the programme. This is used to inform some minor (because the programme cannot deviate) changes in practice, such as feedback that service users nearing the end of the programme stated they would welcome a drop in group to combat social isolation and such a group has been successfully initiated.

2.11 Criminal Justice – Transition to Community Justice

- Dundee City Council has become a statutory partner in the delivery of Community Justice in Dundee. This was brought about through provisions within the Community Justice (Scotland) Act 2016. The Dundee Partnership has been required to produce a Community Justice Outcomes Improvement Plan to set out our agreed partnership priorities and targets for the coming year. The production of that plan has included a great deal of stakeholder, service user, front line worker and community consultation, including attendance at community groups and projects, focus groups and workshops and issue of questionnaires. This included engagement with Victim Support and with businesses in conjunction with 'Recruit with Conviction'.

2.12 Criminal Justice – Listening to Female Offenders

- The Women's Team asked TCA to hold several "listening groups" of female service users to ask them what enhancement to services did they think would increase their chances of not reoffending and leading more positive lives. The answers received formed the basis of a joint Women's Team/TCA half day to look at how to achieve a greater community focus for the team. Issues raised included the relationship with workers, the environment for meetings, stigma, and views on a mentoring approach to support women. The key point was the need for a person-centred approach which is non-judgemental and helps address anxiety in engaging with new activities and environments.

3 **City Development**

3.1 Building Standards

- At the request of our customers, the Dundee Institute of Architects and the Council's Architects Division, workshops were held which focused on:
 - A joint SAP training event to accommodate changes to the energy standards;
 - The launch of e-building standards, with feedback from two workshops forwarded to the Scottish Government.

3.2 Transportation

- Customers said 'give us a bus ticket that can be used on any bus' and we delivered the ABC bus ticket. For many years, probably since bus services were deregulated in 1986, there has been a demand from public users and non-users of buses to deliver integrated ticketing. On the back of the National Entitlement Card and work undertaken with Dundee College, the NEC office and National Express Dundee (now Xplore Dundee) a truly integrated 'all bus operators' ticket was created and launched in September 2016. Xplore Dundee, Stagecoach, Moffat and Williamson and Dundee City Council operate a joint bus ticket that allows the passenger to travel on All Bus Company services in the Dundee area for a day or a week depending on the ticket purchased. Dundee City Council is the 'honest broker' ensuring that the scheme operates fairly for all users and operators. The fairness opportunities are significant and the inter-availability makes this a great benefit to existing bus users and attractor to potential new users. The system has been so successful that we now wish to roll out a regional version into Perth and Kinross, North East Fife and Angus.

4 **Corporate Services**

4.1 Benefit Delivery

- A review of the way we deal with death notifications was undertaken and a new procedure put in place to prioritise death notifications prior to annual billing.
- Discussions from quarterly meetings with Housing Associations and Team Leaders resulted in a report being sent to them on a weekly basis which minimises queries into the office.
- The wording of some of our correspondence to customers has been amended at their request.
- After a survey of customers, our Housing Benefit application form was amended as requested and a review of our revision procedure is underway.

4.2 Corporate Debt and Welfare Reform

- Refresher training sessions held for individuals/groups as a result of individual circumstances received via the complaints procedure.
- Streamlined processes to improve service delivery to customers.

4.3 Customer Services

- Refresher training in call handling and answering calls as fully as possible.
- All staff attended World Host Training.
- Being proactive in contacting customers when changes in Council Tax banding results in money being owed. This ensures the customer is fully informed prior to receiving a demand notice.
- More central location for taking photographs and issuing of ID badges and licence badges. (Previously photographs taken and badges issued from Clepington Road).
- Taking change of circumstances for Housing Benefit over the telephone, avoiding the need for customers to come into the office to report changes.
- New queue management system installed in Dundee House and the East and West District Offices which provides a more efficient service for customers.

- Menu option added to the Council's main switchboard to speed up the process for the customer to get their call dealt with quicker.

4.4 Information Technology

- Deployed new Corporate Desktop providing a faster modern platform with improved reliability and uptime, stemming from fault levels and dissatisfaction over downtime.
- Deployed modern browser (ie 11) in response to demand for access to data and services only available on latest browsers.
- Deployed mobility solutions including vdi, apple, android and sharefile to meet demand for mobile access to data and services.
- Deployed the Online Payment Solution Parentpay enabling members of the public to pay for school meals and trips online. This met demand from citizens for online payment facilities and from services for more efficient systems including reduced cash handling and school staff having more time for educational activities.
- Deployed the Mosaic Contact and Care Recording application, stemming from demand for greater integration of services, workflow processes and access to critical client data.

4.5 Scottish Welfare Fund

- Complaints to the Scottish Welfare Fund over the past year highlighted issues with staff development, particularly around customer service skills. All staff now have a list of mandatory training courses they are expected to attend, based on the skills required for their post.
- All staff are now keeping training records/a training log where courses, seminars and talks are recorded following attendance. Two examples of mandatory staff training are the World Host Customer Service training and Poverty Awareness training.

4.6 HR and Business Support

- Created a bespoke system which provides immediate management information on sickness absence for all supervisors and managers.
- The process for dealing with the evaluation of new posts or where changes have been made to existing posts now includes an interview with the manager to avoid unnecessary delays which were, on occasion, the subject of complaint.
- In response to feedback from service users of the recruitment portal, the post details, advert text and draft questions related to the person specification are now pre-populated.
- Working collaboratively with the trade unions on the Health and Wellbeing agenda and listening to their experiences, the provision for an attendance support plan was developed.

4.7 Tayside Procurement Consortium

- Implemented a new TPC website with a twitter feed integrated on the homepage. People interested in TPC contract opportunities, local procurement news and information on events such as 'meet the buyer' events etc follow TPC on Twitter. Twitter also provides additional stakeholder engagement by not just relying on the website to communicate information.
- Revised our procurement template to account for feedback provided by suppliers who have tendered for business in the last year. The intention is to simplify the process and adopt a plain English and less jargon heavy approach.

5 Integrated Health and Social Care

5.1 Adult Mental Health Services

- The 'Making Recovery Real' partnership (involving 11 organisations from health, social care and the voluntary sector) have been working together and listening to people with lived experience of mental health issues, putting them at the heart of service development. As a result of what they told us, we:
 - Have started recruiting peer supporters who will play a key role in collecting and analysing stories of lived experience and recovery. Stories will be collected using including one-to-one interviews, group story sharing and writing groups. As well as written forms, video and audio will be used. The aim is to generate a range of individual stories and then to analyse these to identify messages for key audiences such as strategic decision makers, mental health practitioners and the general public.
 - Are working with local organisations and services to create more roles for people with lived experience. These could be in peer support, peer education and learning and in work to inform strategy and decision making. Training in peer support and lived experience leadership skills is also to be delivered. Those involved in sharing, collecting and analysing stories will be able to continue their involvement by participating in training and taking up the peer roles available.
 - Are planning to build on the mental health service user network locally and hold an event later in the year which will showcase progress on the action above and be used to engage a further audience. The partnership have applied for and secured funding for a post (based at Dundee Voluntary Action) which will co-ordinate all of this activity.
- We sought involvement from carers of people with mental health support needs as well as from service users themselves about the need for short break supports and what that might look like. The findings encouraged us to re-think how we provide respite for mental health service users and their carers. We have moved towards people having more choice and control over their respite arrangements, being able to fulfil their own goals and aspirations. In contrast to the out-dated 'one size fits all' approach and in preparation for Self Directed Support, the monies at one time devoted to fixed respite contract arrangements were freed up to allow individuals to have more choice and control over their short break arrangements. Also, commissioning has moved towards new approaches available from third sector providers such as the Scottish Association for Mental Health carers support project and new short break developments offered by 'Penumbra'. These have been popular and successful at meeting the outcomes sought. Despite the success of these developments, a need for an ever greater increased menu of personalised options for short breaks was identified by listening to our service users/carers and we decided to pilot a new form of short breaks. This is now at the half way evaluation point and what we have learned in the first 6 months will be incorporated in the working of the pilot.

5.2 Technology Enabled Health and Care

- Dundee's first 'Smart Care Convention' was organised to let service users, potential users, carers and staff learn about technology developments that could support health and care. Through this consultation, areas for improvement were identified which will support further development and embedding of Technology Enabled Care, including improving understanding of TEC and its benefits.
- Changes made include:
 - The Dundee TEC Facebook page now includes short video clips showing how TEC has benefited local people, which have been shared widely.

- Local people have attended focus groups to give their views and discuss technology enabled care. These sessions are expected to continue over the next year.
- An additional member of staff has been employed through DVA.
- Feedback from the 2016 Convention suggested that this was an excellent way for staff and members of the public to learn about the potential of Technology Enabled Health and Care and a subsequent event was organised in February 2017. At least 40 members of the public joined around 200 professionals at the convention.

5.3 Home Care – Resource Matching

- Service users raised issues around monitoring that visits have taken place and service users had a worker arriving within a specific time. As an action point, alerts placed on all visits scheduled on the CM2000 system mean that, if a staff member has not visited a service user within a set period after their visit was due to take place, this alerts a social care organiser and a scheduler who can investigate and respond to ensure the service user has an appropriate worker visiting as planned.
- Through Home Care Surveys regarding the Enablement or Home Care service, as well as service user complaints, issues were identified regarding times of visits being moved which was having a negative impact on some service users. To prevent this, a “time lock” on duties was added into service users’ CM2000 Profile that prevents their scheduled time being altered. This feature helps service users who have health needs such as diabetes or any needs that must be met at a specific time such as palliative care needs or a set routine. An additional improvement is that if a service users visit time is moved beyond 15 minutes, this will be authorised by a Social Care Organiser and the service user will receive a call to advise them of the change.
- Feedback from reviews, complaints and surveys within the Enablement and Home Care Teams suggested that Care Staff are not always fully aware of users’ needs, preferences or routine and this is especially evident if an alternative staff member is covering for a regular worker who is on holiday. As a result, the CM2000 “Service Users Notes screen” was developed. This is a feature that enhances communication relating to the service user’s needs, preferences and routine. The notes can be read by carers via their smartphone prior to visiting the service user.
- Service user/family feedback was obtained via a complaint/concern regarding other workers outwith the regular team supporting service users when their regular carer was absent from work. This specifically related to the Community Mental Health Team, as this team has specific expertise and skills (such as mental health awareness or dementia awareness). As a result of the feedback we now use the CM2000 system to skill match staff to service users based on their expertise and any specialist training they have, enhancing the service user’s support, consistency and continuity.
- Service user/family feedback via complaints, surveys and reviews indicated there were issues relating to continuity of care for service users. As a result we now undertake a “continuity of care analysis” using the CM2000 system when assigning a care worker to a service user. A points system identifies which members of staff have visited the service user the most, which helps schedulers and Social Care Organisers to effectively cover a service user’s visit in the event their regular carer is absent from work.

5.4 Home Care West

- Working with the Home Care service user focus groups to devise a Focus Group newsletter which will be shared across locations within the city with the aim being to generate new interest in attending this group and promote service user participation. Consideration is being given to extending an invite to the focus group to service users’ informal carers.

- As a result of a recent Care Inspectorate Inspection, we aim to encourage service users to participate in the progression of a focus group within Housing with Care at Rockwell Gardens.
- The service has revised its survey questionnaire by simplifying the format and layout to reflect the comments of service user/families/representatives by the Care Inspectorate gradings/headings.

5.5 Home Care East

- Test of change undertaken to trial alternative rotas across some Home Care services with a view to maximising capacity, reducing downtime and improving continuity of care.
- Survey questionnaire revised to streamline and better reflect the format of the Care Inspectorate in relation to gradings, etc.
- Increased auditing by organisers and team managers of data including service visit times (planned vs actual), continuity of care, regular reviewing of individual needs in relation to assessed need/visit duration.
- Focus group venue changed following discussions with service users regarding potential growth of the forum; newsletter being progressed by focus group participants to help generate interest across the city, thereby promoting service user involvement and to help stimulate growth; involvement of informal carers currently under consideration.

5.6 Homelessness Partnership

- The key theme emerging from surveys, focus groups, interviews and workshops was that people with lived experience of being homeless thought services were generally good quality on their own but not well joined up with other services. People said they were fed up having to tell their story over and over again to different professionals. They said that they would have liked more help to access supports and navigate their way through the system at a time when their life posed to be challenging for them.
- In response, a Lead Professional Model is to be rolled out from April 2017. IT solutions have been developed to facilitate the sharing of information across the partners on assessments, reviews and outcomes being achieved. This will hopefully provide people with the help they need to access the supports they need at a time they find it difficult to do this for themselves and will negate the need to tell their story over and over again.

5.7 Dundee Community Living

- Involved supported people in our staff training (for example, Diabetes Awareness, where a service user has shared her knowledge of the condition, lifestyle changes she had to make and support she requires from staff to manage the condition).
- Commissioned general and bespoke training to prepare staff to be able to better support individuals with complex needs and challenging behaviour moving to our service (for example, training on Prader-Willi Syndrome, ADHD and CALM).

5.10 Craigie House

- After feedback from residents, the format for our Craigie Shop was changed from a mobile trolley to a social drop-in shop. Residents have taken well to this and can pop along and buy their own nick-nacks, underwear, toiletries, drinks and sweets. Residents shop using supermarket-style baskets and take their shopping home with them after a drink and snack in the café style setting. Residents choose what products are to be sold and choose whether to pay the cost price or an increased price including a donation to the residents' comfort funds.

- Following feedback from residents regarding what items from their past they would like to see again, alternate sources for reminiscence work were identified. Reminiscence Boxes with various items mentioned such as books about Buses, Trams and Plaques. Different items are requested as chosen by residents from a list supplied by the local library services.
- Following feedback from carers requesting all staff receive training regarding stoma care, additional training was arranged from the peripatetic team. Carers also requested training on the cleaning of hearing aid tubes.

5.9 Mackinnon Centre

- Singing group started.
- New greenhouse purchased, large enough for wheelchair manoeuvrability.
- Recruitment and Selection awareness sessions provided to service users participating in interview panels.
- Better variety of drinks now provided in vending machine.
- WIFI coverage throughout the centre now available for all service users.
- Brochures in all bedrooms containing the following information: - menus/mealtimes/map of Broughty Ferry/Shops and places of interest and Things to Do around Broughty Ferry and Dundee.

5.10 Wellgate Day Support Service

- Wellgate undertook a number of surveys with service users, carers and stakeholders in 2016 to evaluate the quality of service provision and develop an action plan for future improvement.
- As a result of comments received, the following developments have been undertaken:
 - Various day outings and trips to places of interest.
 - Summer Western themed day was held.
 - Transport arrangements have been altered for individuals.
 - Introduction of 5B's within the centre (be respectful, kind and gentle, careful, responsible, the best you can)

5.11 Protecting People – Engagement with Ethnic Minority Communities

- During 2016 the Protecting People Team conducted an engagement process with Ethnic Minority communities in Dundee. This reflects a commitment to develop culturally-appropriate services that are accessible to all communities. The process included a number of meetings with key stakeholders/service providers and focus groups with individuals, linked with other engagement processes led by Dundee Voluntary Action and Leisure & Culture Dundee.
- As a result of this consultation process and the feedback obtained from communities:
 - The Protecting People on-line information has been revised to include verbal translations to three languages (Arabic, Urdu and Polish). This will ensure information about children and adults at risk of harm or neglect (including who to contact if you have a concern and what actions to take) is now accessible to more communities in the city.

- Two weekly sessions for women-only swimming, and other physical activities, became available. These sessions take place on Tuesday evenings and Wednesday afternoons – with the Wednesday session also including a women-only gym space. All the sessions are staffed by female members of staff and take place within the Lochee sport centre. Efforts are currently underway to train two females to become swimming instructors and provide swimming lessons.
- Following on from the above engagement process, Dundee has been selected to take part in a pilot project funded by the Scottish Government. This pilot will run during 2017 and will focus on how to improve the engagement of Ethnic Minority communities with the Health & Social Care Partnership and services available through Self Directed Support. A model of effective community engagement practice around Health and Social Care Integration will be developed and shared with other Integrated Joint Boards across Scotland.

5.12 Development of the Dundee Health and Social Care Strategic Commissioning Plan

- Developing co-productive mechanisms for service development is at the heart of the Health and Social Care Partnership. The development of our Strategic Commissioning Plan was done in partnership with service users and local communities. We used a number of different feedback mechanisms, including on-line surveys, focus groups, drop-in sessions, linking with existing engagement mechanisms (eg Local Community Planning Structures) and “Town Hall” events. Work was overseen by a Communication and Engagement sub group of our Integrated Strategic Planning Group and supported by a Public Reference Group. This engagement directly influenced the creation of the draft plan, guided how we engaged and fed back to our stakeholders and helped to ensure that the resultant plan reflected the priorities of our stakeholders.
- This engagement has laid the foundations for our ongoing engagement with our communities and will help to support engagement work as we continue to develop new ways of working.

5.13 Centre for Brain Injury and Rehabilitation

- We collect post-discharge feedback from patients via “How are we doing questionnaires” which are also sent out to relatives post discharge from CBIR. These are collated and shared with the Multi Disciplinary team on a 6 monthly basis or as required.
- One recent example of an action from feedback was to create a pictorial sign for the shower room stating that the shower room is engaged to enable all people to recognise that the shower room is in use.
- Within CBIR, a monthly community meeting is held with staff, patients and relatives to discuss “real time” feedback and actions are taken from this meeting and feedback to patients and relatives on a “you said we did” board.

5.14 Carers Charter

- Work is being taken forward on behalf of the Dundee Carers Partnership to develop a Carers Charter with the aim that carers are supported and receive the information they need to continue their caring role as long as they wish to. We used the ‘Carers of Dundee’ event to ask for feedback about why carers thought we need a charter, what should be in it, who needs to sign up to it and what would it look like. We will use the feedback received to draw up a draft charter which will then be consulted on more widely. The plan is to launch the Charter during Carers Rights Day.

5.15 Specialist Services

- Methods used to obtain feedback from patients include a whiteboard on the back of the toilet door in sexual health clinics; Survey Monkey at The Corner; Men Only Tayside online survey; voxbox (video feedback) at The Corner.

- Examples of how feedback has been used to improve practice or service delivery include service users at The Corner requested free wifi which was installed; Young people requested provision of sub-dermal implant fitting at The Corner, and this is now delivered; Psychosexual clinic users did not associate with the name of the clinic, so the name has been changed; following patient feedback, patients referred internally within sexual health services now receive a printed appointment letter; patient asked for an information leaflet about testicular self-examination but this was not available, so we have produced a leaflet and are currently seeking patient comment.
- Examples of engagement with minority groups include HIV service user patient forum established; LINC (Young People's service) weekly poll seeking feedback on issues based on "You're Welcome!" standards; Men Only Tayside online survey, managed by THT, seeking feedback from service users, predominantly men who have sex with men.

5.16 White Top Centre

- We provide specialised vehicles as part of our essential service delivery for service users. We were due to renew our buses and listened to comments made in previous years about the colour. As a result of input from service users, parents and carers, we ordered and took delivery of two differently coloured buses. We also took on board comments made from parents/carers in relation to the privacy glass throughout the bus, and ensured that the level of tint provided privacy for our service users.
- Prior to our recent refurbishment, we listened to comments from parents/carers about computer access in our building. As a result, the reception area now opens up and doubles up as a working area for wheelchair users encouraging computer access. Sliding panels can also provide privacy and an area free from distraction. This has opened new horizons for our service users who now have internet access.

6 **Neighbourhood Services**

6.1 Creation of the Housing and Communities Service

This offers a significant opportunity to bring together two services which play a vital role in the lives of many citizens and enhance both through actively working together to address the challenges faced by many people in the city. Joint working offers an opportunity to refocus our efforts and encourage team working.

6.2 External Wall Insulation Programme

Following satisfaction surveys, we:

- Looked at all paperwork issued during the EWI process to simplify where possible and make clear to residents, providing pictures, examples of work, explanations of jargon etc. We also asked contractors to review their brochures to ensure residents are not given false expectations and fully understand how the process works.
- Looked in depth at the consultation process, identifying things we could do better eg information we could provide earlier.
- Explained to the contractor that residents were complaining regularly about materials being left outside blocks and in gardens which could be a hazard or unsightly. We requested the contractor to set aside time to clear up materials and equipment before moving from one block to the next.
- Reviewed the role of Assistant Project Officers to ensure more time is spent with tenants and owners before, during and after EWI works.
- Ensured defects are attended to timeously by emphasising the importance of this with SSE and contractors.

- Ensured no evening work takes place without adequate supervision.

6.3 External Cyclical Maintenance

- Following a STEP Review, we continue to analyse all queries for service improvements and have piloted initiatives such as resident colour choice on an upcoming repaint programme.
- Introduced a Frequently Asked Questions leaflet to reduce the need for customers to phone in for clarification on the programme.
- Following representations from owners we have changed the way we bill them for ECM projects to ensure greater transparency and clarity.

6.4 Housing Repairs

- Emergency repairs have been re-categorised to improve efficiency and make sure that real emergencies are tackled faster.
- The process of follow-up jobs from emergency repairs was reviewed to ensure that jobs are logged and carried out within a reasonable timescale which is communicated to tenants.
- A review is ongoing to ensure consistency of communications between Customer Services and the Repairs service.

6.5 Housing Options

- As a result of consultation the Housing Options Service is now more accessible. They carry out bi-weekly surgeries at Perth Prison, weekly city centre outreach work appointments at several homeless units and churches, and carry out visits at Carseview when required. The HEY Project (Housing Education for Youths) has carried out 70 training sessions at schools.

6.6 Homelessness

- As a result of Dundee first homelessness conference, 'More Than Just A Roof', we have reviewed our vision and strategic plan.
- Representatives from the Homeless and Housing Options Strategic Planning Group worked together to develop a more joined-up and seamless service. This has resulted in a plan to implement a Lead Professional model from April 2017, with the lead person co-ordinating services and supports to ensure each individual can identify and achieve their personal outcomes and take responsibility for their future.

6.7 District Offices – Tenancy and Estate Management

- The service continues to strive to improve performance by listening to feedback from customers. In particular, where any complaints are upheld or partially upheld, improvements are identified to prevent recurrence and mould our services to meet customer aspirations.
- The service is committed to improve the environments where customers live, and uses the Environment Improvement Budget to help achieve this, informed by feedback from Local Community Planning Partnerships and residents groups. Currently, extensive environmental improvement work is being carried out in Maryfield involving partnership working and local consultation.

6.8 Tenant Participation

- Working closely with the Dundee Area Scrutiny Panel, a number of tenants and service users have been identified to conduct a programme of mystery shopping concerning frontline Council services. The group's findings will be used to ensure good practice, highlighting where service standards are being met and where improvements can be made.

6.9 Housing Website

- As a result of comments left by users of the site, more details of available properties have been added along with information on office opening hours.

6.10 Community Centres and Projects

- Capital programme - staff have engaged with users and local management groups at Menziesshill and Hilltown to explore their requirements for rooms and facilities in the planned new community centres. Detailed drawings are currently being developed based on feedback from users and groups at each location.
- Community centres - work has focused on promoting the centres, with a key focus being the launch of the Community Centres and Projects Facebook page. In Charleston, the local management group recruited volunteers to host an open evening to engage with young people, which led to funding being secured and a youth social group being established.

6.11 English for Speakers of Other Languages

- Research was carried out with ESOL learners, adult learning staff, volunteers and partner agencies to establish how well current service provision was working and what could be done to enhance this. In response to the views of learners, they can now access more hours of learning per week through a variety of modes, eg taught ESOL input, attendance at conversation café, self-study etc.
- We continue to liaise with ESOL network partners to minimise duplication of provision and co-ordinate dedicated SQA accreditation classes at appropriate levels.

6.12 Response to feedback from Community Consultations and Local Community Planning Partnerships

- Remedial works carried out at Gillburn Road nature walk.
- Concerns addressed relating to the condition of grounds at Dundee Crematorium.
- Improved inspection and maintenance to combat flooding in Strathmartine.
- Various play and activity areas completed, with planning and funding approvals agreed for several more sites.
- Feedback from the first phase of the upgraded recycling scheme has been overwhelmingly positive and many lessons have been learned that will smooth the implementation of future phases.
- Roseangle Play Park opened and is a fantastic community asset - a great tribute to the fund-raisers responsible for bringing it about.
- The restoration of the bandstand on Magdalen Green is complete and has won public approval.
- Increased provision and maintenance of dog litter bins in problem areas.

- Attention has been re-focused on seasonal path maintenance eg removal of leaves in Autumn.
- A programme of 'environmental walkabouts' has been scheduled to allow LCPP members to see first-hand the progress of previous works and identify the need for future initiatives.
- Improvements were carried out at Whorterbank following consultation with local residents. The play area was upgraded, additional parking provided and planting and seating enhanced.

6.13 Community Safety and Resilience

- Changes have been made to the advice and guidance given to residents about data protection issues around the use of private CCTV.
- Following complaints about conflicting advice given to members of the public by the Council and Police Scotland, regular meetings are to be held with local community police officers to discuss anti-social behaviour issues and ensure that consistent information is provided on specific issues.
- Where information is passed from Community Wardens to the Anti-Social Behaviour Team (eg footage from body worn cameras) the evidence will be retained for the duration of the complaint.

USE OF GOVMETRIC







Introduction

The Council has been using GovMetric to gather feedback across its customer service channels for 6 years:

- Telephone - Customer Services staff asking customers to stay on the line for a survey
- Face to Face - kiosks in Dundee House and the East and West District Housing offices
- Website - green/amber/red button on every webpage

Customers are asked to rate the service as good, average or poor, and can also leave comments.

Customer feedback 2016

				Overall Rating
Face2Face				
Number of respondents	5187	645	1062	
Percentage of respondents	75%	9%	15%	Good
Telephone				
Number of respondents	9652	338	101	
Percentage of respondents	96%	3%	1%	Good
Web				
Number of respondents	2397	927	2300	
Percentage of respondents	43%	16%	41%	Average

Ratings

Of the 22,609 customers who left feedback through GovMetric in 2016:

- 17,236 (76%) were good (green) - up 2% from 2015
- 1,910 (8%) were average (amber)
- 3,446 (15%) were poor (red)

Only 101 customers (less than 1% of callers) left a poor rating after a telephone interaction, with 96% rating this channel as good. The number of customers (10,091) willing to complete the survey and provide such positive feedback is an excellent endorsement of the quality of customer care provided by the Council's Customer Services.

Of the 'poor' responses, 2,300 (66%) of these were rating a webpage on the Council's site they had used as poor and 1,062 (33%) followed a face-to-face contact. These range across the full range of Council services and information, however the largest volume of poor ratings (15%) relates to Waste and Recycling as the page relating to collection dates is one of the most frequently used. The service with the highest rating for its online information is Benefits at 62% positive. The priority in the Council's Digital Strategy regarding channel shift is to modernise the Council's website to meet the public's expectations of a digital service.

The Face to Face good ratings range from 86% in Dundee House to 63% in East District Office. New approaches to collecting customer feedback, local and relevant to each office, are being introduced.

Comments

There were 1,621 useable comments left by customers during 2016 (a text filter removes less usable text). Audio survey comments are transcribed by GovMetric. The majority of all comments (59%) are complimentary about the staff with whom customers had dealings. The remainder of the comments largely relate to the website, often helpfully drawing attention to out of date information or other small errors that can be fixed quickly. The page relating to waste and recycling is the most common area of negative comment due to the very high demand for information on bin collection days and bins. A project proposal has been developed to address this. The action taken in response to comments can be fed back to customers if they leave their contact details.

A good example of improvements made following comments left on GovMetric is the improvements to school holiday information. This used to be one of the main sources of negative comments about the website but, after a few iterations at improving the information, there were only two comments this year about school holidays and both were a request that they be given much further in advance eg years ahead.

Benchmarking

GovMetric gathers customer satisfaction ratings for over 70 Councils in the UK (East Ayrshire are the only other Scottish Authority). The methodology used is to calculate a net satisfaction score by giving each rating a score of +1 for good, 0 for average, and -1 for poor. Net satisfaction will always be in the range from +1 to -1.

Benchmarking Overall satisfaction rating for 2016

	Face to Face	Telephone	Web
Annual Dundee average	0.70	0.95	0.02
All Councils average at December 2016	0.63	0.90	0.05

A list of the top ten councils based on this benchmark is published every month and Dundee's telephone customer service was in the top 10 throughout 2016. Dundee has previously been GovMetric Council of the Year.

Future

The Council's contract with GovMetric is at an end. Each channel is moving to using a specific customer feedback system and the GovMetric icons will be removed from the website and Council offices.