



City Chambers
DUNDEE
DD1 3BY

15th December, 2009

Dear Sir or Madam

IMPROVEMENT AND EFFICIENCY SUB-COMMITTEE

I refer to the Agenda of Business issued in respect of the MEETING of the **IMPROVEMENT AND EFFICIENCY SUB-COMMITTEE** to be held in Committee Room 3, 14 City Square, Dundee on Thursday, 17th December, 2009 at 10.00 am.

Please find attached appendices in relation to Item 5 on the agenda which were not available at the time of issue of the agenda.

I apologise for any inconvenience caused.

Yours faithfully

DAVID K DORWARD

Chief Executive

5 KEY QUARTERLY PERFORMANCE INDICATORS 2009/2010 - PERFORMANCE REPORT FOR SIX MONTHS TO 30TH SEPTEMBER, 2009

(Appendices enclosed).

<u>DUNDEE CITY COUNCIL</u>				
<u>Statutory Performance Indicators</u>				
<u>Position Statement</u>				
Department	Waste Management			
Performance Indicator	No of complaints per 1000 households			
Trend	Previous +1	Previous 14.8	Current 15.8	
Deterioration rate	6.80%			
Latest Scottish Ranking	12			
Statistical Overview				
Risk Status	Low			
Commentary	Mainly due to Industrial Dispute and ex-Public Holiday working			
Recovery Assessment	Performance should improve by year end			
Other Comment				

<u>DUNDEE CITY COUNCIL</u>				
<u>Statutory Performance Indicators</u>				
<u>Position Statement</u>				
Department	Finance Revenues			
Performance Indicator	Average Time Taken To Process New Claims			
Trend	Previous +1 28.0	Previous 27.5	Current 34.0	
Deterioration rate	23.6%			
Latest Scottish Ranking	19			
Statistical Overview	This indicator has been improving over the last few years, with the best ever performance last year.			
Risk Status	Medium			
Commentary	<p>The drop in performance of this indicator has been due to several factors. Due to the economic downturn, the number of new claims received has increased significantly. This has lead to a higher caseload being dealt with and maintained by the same level of resources.</p> <p>In respect of the staff resource, the number of staff available to deal with this work reuced over this period due to vacancies and the need to provide cover for the Revenues Enquiry team. Also, The software supplier upgraded it's core systems which required staff to undergo trainging on the new software. This required each member of staff to attend 2 days training on the new system.</p>			
Recovery Assessment	The training has been completed and the vacant posts filled. Management information indicates that performance is improving and should continue to do so.			
Other Comment	Part of the improvement in performance will depend on how and when the country moves out of recession and the effect on the labour market.			

<u>DUNDEE CITY COUNCIL</u>				
<u>Statutory Performance Indicators</u>				
<u>Position Statement</u>				
Department	Environmental Health and Trading Standards			
Performance Indicator	Average time between receipt of complaint and attendance- PartV ASBA 2004			
Trend	Previous +1 17.97 min	Previous 17.4 min	Current 20 min	15%
Deterioration rate	15.00%			
Latest Scottish Ranking	2			
Statistical Overview	<p>Since the Night Time Noise Team service was introduced in June 2006 the average response times during each year have been low. In 2006/2007 2007/2008,2008/2009 the average was 18minutes.</p> <p>Should our rating fall slightly we would still be one of the best performing councils for this service</p>			
Risk Status	Medium			
Commentary	<p>Response times do fluctuate throughout the year depending on complaint numbers and staffing levels. There were staff shortages during the latter part of this quarter resulting in the decline in response times.</p> <p>The team is now back to full strength therefore expected to improve during the next quarter</p>			
Recovery Assessment	Expected to improve during next quarter			
Other Comment				

DUNDEE CITY COUNCIL				
Statutory Performance Indicators				
Position Statement				
Department	Leisure and Communities			
Performance Indicator	Number of learning centre users as a percentage of the resident population			
Trend	Previous +1 8.94	Previous 10.1	Current 7.45	
Deterioration rate	26.00%			
Latest Scottish Ranking	9			
Statistical Overview	Dundee has been in the top ten performing authorities for this indicator since the introduction of learning centres			
Risk Status	HIGH			
Commentary	<p>Although the number of individual users continues to show a marked drop, the number of logins has actually increased April - Sept 2008 had 95,593 logins April - Sept 2009 had 96,150 logins</p> <p>PCs continue to be well used in all libraries but by fewer individuals who are possibly those who cannot afford to purchase their own IT</p> <p>The number of individual users is fewer at almost all locations citywide but the decrease is most marked at Central Library A contributing factor may be the reduced numbers of migrant workers who previously made extensive use of IT facilities</p> <p>Central and Broughty Ferry libraries also have the highest number of business people passing through who tend to log on only once The introduction of wi-fi in all libraries means people can use their own devices without the need to register with the libraries' Discover Booking System and therefore are not counted in this total The nature of the wi-fi set up, operating on guest access only, means that we cannot identify the number of individuals using this facility</p>			
Recovery Assessment	The department anticipates that performance for this indicator will improve			
Other Comment				



City Chambers
DUNDEE
DD1 3BY

10th December, 2009

Dear Sir or Madam

**IMPROVEMENT AND EFFICIENCY SUB-COMMITTEE OF THE
POLICY AND RESOURCES COMMITTEE**

Please attend the **IMPROVEMENT AND EFFICIENCY SUB-COMMITTEE MEETING** to be held on Thursday, 17th December, 2009 at 10.00 am in Committee Room 1, 14 City Square, Dundee. Substitute members are allowed.

Yours faithfully

DAVID K DORWARD

Chief Executive

Members are reminded that, in terms of The Councillors Code, it is their responsibility to make decisions about whether to declare an interest in any item on this agenda and whether to take part in any discussions or voting.

This will include all interests, whether or not entered on your Register of Interests, which might be perceived as influencing your opinion/vote on any matter.

Membership:-

Councillor Guild
Councillor Duncan
Baillie Sawers
Councillor Black
Councillor Keenan
Baillie Wright
Baillie Wallace
Councillor Macpherson

* All elected members to receive a copy of the agenda

AGENDA OF BUSINESS

1 PROGRESS WITH PRIORITY PROJECTS IN THE COUNCIL PLAN

(Report No 513-2009 by the Assistant Chief Executive enclosed).

2 "CASH IN YOUR IDEAS" EMPLOYEE SUGGESTION SCHEME

(Report No 589-2009 by the Assistant Chief Executive and Head of Public Relations enclosed).

3 IMPROVING SERVICES THROUGH LISTENING TO CUSTOMERS AND SERVICE USERS

(Report No 598-2009 by the Assistant Chief Executive enclosed).

4 LEAN SERVICE REVIEWS

Report No 609-2009 by Assistant Chief Executive enclosed).

5 KEY QUARTERLY PERFORMANCE INDICATORS 2009/2010 - PERFORMANCE REPORT FOR SIX MONTHS TO 30TH SEPTEMBER, 2009

(Report No 541-2009 by the Director of Finance enclosed).

**REPORT TO: IMPROVEMENT AND EFFICIENCY SUB COMMITTEE - 17
DECEMBER 2009**

**REPORT ON: PROGRESS WITH PRIORITY PROJECTS IN THE COUNCIL PLAN
2007-2011**

REPORT BY: ASSISTANT CHIEF EXECUTIVE

REPORT NO: 513-2009

1. PURPOSE OF REPORT

To report on progress with the priority projects included in the Council Plan 2007-2011.

2. RECOMMENDATIONS

It is recommended that the Sub-Committee

- i) note the contents of this report, including the appendices which detail progress made on the priority projects included in the Council Plan 2007-2011
- ii) agree that, as part of the commitment to Public Performance Reporting, this information on progress should be added to the copy of the Council Plan which appears on the Council's website, and that copies of this report should be made available to partner organisations, local groups and members of the public on request

3. FINANCIAL IMPLICATIONS

There are no direct financial implications of the report. Any financial issues relating to projects contained in the Council Plan will be reported separately to Committee.

4. BACKGROUND

4.1 The Council Plan

The Council Plan 2007-2011 was approved by the Policy and Resources Committee in October 2007. The Plan includes a range of priority projects and outcome measures, grouped under three strategic priorities:

- Creating and delivering a vision for Dundee (including the themes of lifelong learning, work and enterprise, health and care, building stronger communities, community safety and sustainable environment)
- Modernising and improving services to the public (including the themes of efficient public service, modern customer services, involving communities and equality and diversity)
- Making the best use of public resources (including the themes of people, assets management, health and safety, information strategy, information and communication technology and finance)

4.2 **Projects**

4.2.1 Appendix 1 provides a summary of progress on all of the priority projects included in the Plan, as entered by the lead officers for each project on the Online Plan Monitoring database. Of the 84 projects:

- 32.14% have been assessed as completed
- 60.71% have been assessed as on schedule
- 7.14% have been assessed as behind schedule

4.2.2 Notable achievements, from projects assessed as completed since the last report include:

- Partnership Matters Strategy, to improve opportunities for people with special educational needs, has been implemented
- Cultural Strategy 2009-2014 has been approved
- PPP schools building programme has been completed
- Dundee Partnership Environmental Strategy has been adopted
- Revised Decentralised Strategy has been agreed

4.2.3 Projects assessed as behind schedule include:

- Air quality standards - a corporate air quality steering group is currently developing an action plan on nitrogen dioxide. Updating and screening assessment for 2009 to be completed by consultants
- Open space plan - production of plan behind schedule but resources will be available to ensure delivery by revised target publication date of February 2010
- Sustainable development framework - update is currently being drafted in line with the Single Outcome Agreement and Best Value Audit, with a focus on climate change and carbon management
- Customer service strategy - review and updating of strategy covering the website, contact centre, National Entitlement Card and one stop shop now expected to be reported to Committee in January 2010
- Online community profiles - data collection/analysis undertaken but confirmation of funding to implement infrastructure is awaited
- Intranet - project to use the intranet to encourage knowledge sharing is now part of a wider corporate employee communication strategy being developed by an internal communications team

4.2.4 Members are asked to note the overall assessment of progress in paragraph 4.2.1 and the detailed information in Appendix 1.

4.3 **Outcome Measures**

Virtually all of the outcome measures included in the Council Plan are reported annually, and the latest position as at March 2009 was reported to the Policy and Resources Committee on 22 June. A full report on performance against all the measures for 2009/10 will be brought to the Sub-Committee in June 2010.

4.4 **Public Performance Reporting**

As part of the commitment to Public Performance Reporting, the Council Plan is available on the Council's website. It is proposed to add the information on progress contained in this report. Copies of this report will also be made available to partner organisations and local groups on request.

5. **POLICY IMPLICATIONS**

This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no major issues.

6. **CONSULTATIONS**

The Chief Executive, Depute Chief Executive (Support Services), Director of Finance and departmental Chief Officers responsible for projects in the Council Plan have been consulted.

7. **BACKGROUND PAPERS**

Report No 516-2008 to Policy and Resources Committee on 22 October 2007: Council Plan 2007-2011.

Chris Ward
Assistant Chief Executive

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11/12/2009

APPENDIX ONE

Strategic Priority 1 : Creating and Delivering a Vision for Dundee

Lifelong Learning

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Implement the Improving Educational Attainment for looked after children project.	Alan Baird/Martin Dey	17/02/2009	Looked After Children Educational Attainment Project is now complete with evaluation report submitted to Scottish Government in October 2008. Remit of LAC Attainment now lead by the Attainment and Achievement Themed group of Integrated Children's Services	Completed
Deliver the Partnership Matters Strategy to improve the opportunities for people with special educational needs.	Alan Baird/Arlene Mitchell	10/09/2009	The Partnership Matters Strategy is implemented through a multi agency transition forum which has operated since April 2007. In-College Support Contract in place from September 2008 for adults with physical and learning disabilities. Dundee good practice case study examples are being incorporated within the Scottish Government's updated Partnership Matters guidance.	Completed
Deliver literacy tuition to adults who have less than two standard grades at level two or above.	Stewart Murdoch/Marie Dailly	04/11/2009	The figure for period up to end of October 2009 is 1,137.	On Schedule
Maximise the opportunities presented by the completion and refurbishment of the McManus Galleries.	Stewart Murdoch/Moira Methven	30/11/2009	Work on new displays and future public programme for McManus Galleries is progressing on schedule while refurbishment of the building continues	On Schedule
Produce a cultural strategy for the period 2009-2014 which provides a strategic framework for Dundee's development as a cultural hub of the City region.	Stewart Murdoch/Stewart Murdoch	06/08/2009	Dundee's Cultural Strategy 2009-14 was approved by Dundee City Council at its meeting in July 2009.	Completed

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Implement the Educational Attainment Improvement Plan produced by the Best Value review group.	Jim Collins/Jim Collins	26/09/2008	The Education Department Service Plan 2008-11 was approved by Committee in August 2008. A major thrust of the plan is to raise attainment, and the Best Value Review Attainment group will receive regular updates on progress. Already, significant and sustained improvements in attainment performance can be seen	Completed
Deliver the 21st century school building improvement programme.	Jim Collins/Gillian Ross Pond	05/11/2009	Programme complete.	Completed
Further develop and implement the Children's Services strategy.	Chris Ward/Bert Sandeman	05/11/2009	The Integrated Children's Services Plan has gone through a number of practitioner consultation phases and is now being prepared for consultation with the public. This will include cascading through agencies to specific service users and via events in each of the 8 local community planning areas across the city. The aim is to publish a final version early in 2010	On Schedule
Deliver the NEET strategy - Discovering Opportunities	Chris Ward/Bert Sandeman	05/11/2009	More Choices More Chances continues to develop across the 14 to 18 spectrum, the Public Sector Recruitment Approach is being implemented, 16 plus Learning Choices initiative has moved out of the pilot stage and will shortly be rolled out, the young adult JAT will discuss its first cohort in November.	On Schedule

Work and Enterprise

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Deliver the strategic milestones set in the central waterfront plan.	Mike Galloway/Les Banks	10/11/2009	Working groups have now all met. Meeting arranged with rail companies later in November re station. First part of Ramps contract is now being tendered.	On Schedule
Develop and deploy a new economic development plan to support the growth of key sectors of the economy.	Mike Galloway/Stan Ure	10/02/2009	Plan published February 2009	Completed
Deploy the employability strategy to help people out of worklessness.	Mike Galloway/Allan Millar	23/11/2009	The Assessment Panel is currently considering Fairer Scotland Fund funding of projects for the period from April 2010.	On Schedule

Health and Care

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Improve the protection of vulnerable children.	Alan Baird/Jane Martin	20/11/2009	Recommendations from significant case review have now been included in multi agency action plan, work is on-going through a series of task groups and is monitored by the Chief Officers Group. HMIE will review progress in December 2009	On Schedule
Review levels of support and respite for children, adults and carers	Alan Baird/Jane Martin	20/11/2009	This Plan Item covers Children's and Adults Services and carers. Levels of respite delivered to children and families and adults are recorded through K2 and reported annually to the Scottish Government. An exercise has been undertaken to establish target respite and support figures. Joint target figures for Children's Services and Adult services have been submitted to COSLA	On Schedule
Carry out a Best Value Review on the use of residential schools.	Alan Baird/Jane Martin	03/02/2009	Best Value Review on Residential Schools has now been completed	Completed
Extend the range of accommodation to meet the needs of physically and learning disabled adults and older people.	Alan Baird/Arlene Mitchell	10/09/2009	Requirements for accommodation for people with a learning disability, physical disability and older people are in the draft Strategic Housing Investment Plan. Proposal within the Strategic Housing Investment Plan is that 30% of new build accommodation will be for Community Care. 5 additional units for people with Autistic Spectrum Disorder completed in October 2008.	On Schedule

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Increase levels of physical activity	Stewart Murdoch/Gary Robertson	18/11/2009	A Sport and Physical Activity Steering Group has been set up with a wide range of partners and the group are currently formulating a new strategy and acting as a forum for sport and physical activity initiatives.	On Schedule
Bring forward proposals for new facilities to replace Olympia.	Stewart Murdoch/Gary Robertson	18/11/2009	Outline Cost and plans continue to be developed and client and project groups have met with objective of taking project forward. All on target at this stage as per the project programme with the completion date Spring/Summer 2012.	On Schedule
Develop services and partnerships with carers to help meet their caring needs.	Alan Baird/Joyce Barclay	06/11/2009	Carers Action Plan Implementation Group meets at least quarterly to monitor progress of the action Plan. NHS Tayside Carers Information Strategy Funding secured by Carers centre to employ a Deputy Manager who will develop consultation with carers in Dundee. Post has been advertised.	On Schedule
Implement the improved outcomes for people who use community care services framework.	Alan Baird/Ailsa Mcallister	19/11/2009	Strategic Planning Groups are continuing to revise their performance management frameworks to ensure a close fit between local strategic priorities and the SOA.	On Schedule

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Review and produce a new health improvement strategy.	Chris Ward/Peter Allan	13/11/2009	The health and care Delivery Plan, developed by Healthy Dundee, was approved by Dundee Partnership Management Group on 13 November. The next step will be the development of supporting mechanisms via the outcome of the 'fit for purpose' review. This will support the implementation of the Delivery Plan.	On Schedule
Deploy the renewed air quality standards.	Albert Oswald/Iris Coghil	30/10/2009	The findings to date of the Review and Assessment process of air quality has demonstrated that for the National Air Quality Standards and objectives for carbon monoxide, benzene, 1,3-butadiene, lead and sulphur dioxide there is no risk of the objectives for these pollutants being exceeded and hence there is no need to proceed to a detailed assessment. An AQMA covering the whole of the local authority area was declared for nitrogen dioxide in July 2006. The Progress Report (2007) confirmed the need for the AQMA for nitrogen dioxide and predicted that PM10 levels would exceed the annual mean objective set for 2010 at four locations across the city. Specialist Consultants were appointed to assist the council with the necessary assessment of these pollutants. The consultants provided draft copies of the Further Assessment of nitrogen dioxide and the Detailed Assessment of PM10. A Corporate Air Quality Steering Group has been set up and is currently developing and Air Quality Action Plan for nitrogen dioxide. Within the findings of the Detailed	Behind Schedule

Objectives	Owner/Officer	Assessment Date	Assessment	Status
			Assessment for PM10,the consultants have advised that the council needs to declare an Air Quality Management Area for this Pollutant. Consultants also preparing Updating and Screening Assessment 2009 expected to be completed by end of year.	
Develop a plan to tackle drug and alcohol misuse to improve the quality of life in Dundee.	Chris Ward/Peter Allan	29/11/2009	The setting up of new Alcohol and Drug Action Partnerships (ADAP's) with closer ties to Community Planning now mean this action will be taken forward via the Single Outcome Agreement and the local ADAP. The ADAP has been asked to produce an Action Plan following discussion at September's Policy and Resources Committee	On Schedule

Building Stronger Communities

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Develop and implement local community plans to increase resident satisfaction with the quality of and access to local services, facilities and the environment.	Stewart Murdoch/John Hosie	24/11/2009	Working documents finalised and posted on Dundee Partnership website. Local Plans currently being implemented. Monitoring and evaluation of the first year of LCPP operations will take place in August 2009. 742 actions across each of the 8 wards. 20% completed, 55% on schedule and 25% scheduled for future action over lifespan of Local Plans from 2008 - 2011.	On Schedule
Deliver the capital programme to meet the Scottish Housing Quality Standard for Council housing.	Elaine Zwirlein/Roger Seaman	16/11/2009	Work progressing well. Main concerns around land receipts and rehousing to allow demolitions. Preparing the root and branch review of SHQS. Stock condition survey complete and results received. Results show SHQS is achievable subject to receipt levels continuing to meet projections. Revised submission date to Scottish Government of June 2010, still no guidance forthcoming on exemptions etc. Extended consultation with DFTA focus groups on financial scenarios and core and at risk stock mean that the planned September Committee date will not be met, however the resubmission is not due to the Government until June 2010 with guidance expected at the end of the calendar year.	On Schedule

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Review and renew the local regeneration outcome agreement.	Chris Ward/Peter Allan	17/09/2008	Community regeneration aspect of the Single Outcome Agreement signed off through the Fairer Scotland Fund approval from Scottish Government.	Completed
Review the balance of new house building in relation to entry-level affordable homes.	Mike Galloway/Gregor Hamilton	30/11/2009	Report on Housing Need, Demand and Affordability Study approved by City Development and Housing Committees in October 2009. Implications will be considered in review of Development Plan and Local Housing Strategy.	On Schedule

Community Safety

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Seek sustainable funding for the investments in Community Safety initiatives.	Stewart Murdoch/Neil Gunn	26/09/2008	Departments within the Council responsible for the various initiatives formerly financed from Scottish Government external funding via Community Safety and Antisocial Behaviour to 31/03/08 have now made arrangements for services to continue under the Single Outcome Agreement funding from 01/04/08. The relevant reports related to staffing mainstreaming have been approved	Completed
Deploy the Anti-Social Behaviour Strategy	Stewart Murdoch/Neil Gunn	26/09/2008	All reporting requirements have been completed. Report 305-2008 was approved at the Policy and Resources Committee on 11/06/08	Completed
Reduce the impact on the community of alcohol and substance misuse	Chris Ward/Bill Findlay	05/11/2009	Local initiatives continue, although there is still no system recording robust data on crimes associated with alcohol and substance misuse. Following discussion at September's Policy and Resources Committee, a report is now being prepared on the impact of alcohol and drug misuse on Council services, and the Alcohol and Drug Action Partnership has been asked to produce an Action Plan	On Schedule
Review the level of youth diversionary activities.	Stewart Murdoch/Neil Gunn	05/05/2009	Level of youth diversionary activities reviewed. New programmes of activities incorporated into Dundee Community Safety Partnership Strategy 2009-2012.	Completed

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Review and develop civil contingency arrangements.	Patricia McIlquham/John Handling	13/11/2009	Arrangements developing in line with the principles of integrated emergency management. Care For People Plan in place, Emergency Homelessness Plan completed, Flood Plan completed, Hazmat plan completed and multi agency awareness session successful. Tactical Managers Training successful and Strategic Training set for November 2009. Emergency Information Management System nearing completion and strategy for introduction to key staff being developed. Developing web conferencing facility, additions to GIS capability. Introduced web portal for sharing information internally and externally with partner agencies.	On Schedule

Dundee's Sustainable Environment

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Retain Yellow and Blue Flag status for Broughty Ferry beach	Stewart Murdoch/Gary Robertson	18/11/2009	Blue Flag status was met for 2009 and an application will be submitted for a Blue Flag for 2010 following excellent water quality results during 2009.	On Schedule
Review and develop Dundee's Open Space plan.	Stewart Murdoch/Gary Robertson	18/11/2009	Revised date for publication February 2010. Production is behind schedule but resources will be available to ensure delivery by revised date.	Behind Schedule
Develop Camperdown Park and Camperdown House	Stewart Murdoch/Gary Robertson	18/11/2009	The Visitor Centre is progressing slightly behind target due to bats being detected in the building. In relation to the review of the Development Plan for Camperdown this is programmed to go to Committee in Spring 2010.	On Schedule
Reduce energy consumption in Council property	Mike Galloway/Alex Gibson	03/08/2009	The Carbon Trust's Public Sector Carbon Management plan is complete and approved by Policy & Resources Committee - 27th April 2009. Implementation Plan has been prepared and awaiting instructions from the Carbon Management Board. The Best Value Review Team monitors the energy consumption levels. There was an 0.38 % reduction in energy usage for the financial year ending 31st March 2009 compared with the financial year ending 31st March 2008, reduction electricity consumption of 1.6 % and increase gas consumption of 0.6% and a decrease in oil consumption of 3.2%.	On Schedule

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Implement the Dundee Partnership Environment Strategy	Jim Laing/Bryan Harris	05/11/2008	The finalised Environmental Strategy was adopted by the Dundee Partnership Management Group on 15th May 2008 and agreed at Policy and Resources Committee on 9th June. Copies are available at www.dundeepartnership.co.uk/environment . A formal launch will be held.	Completed
Implement the Waste Strategy	Jim Laing/Andy Malcolm	11/11/2009	The remaining initiatives such as further kerbside box routes and additional neighbourhood recycling points will be implemented in the near future as and when sufficient funding is made available. New Zero Waste Plan from Scottish Government will be issued in 2010. Unknown as yet how this will affect the Waste Strategy at both local and national levels.	On Schedule
Develop the sustainable development plan.	Jim Laing/Bryan Harris	10/11/2009	An updated Sustainable Development Framework is currently being drafted in line with the Single Outcome Agreement and Best Value 2 with a focus on the Council's Climate Change commitments and carbon management programme.	Behind Schedule
Develop a climate change strategy and action plan.	Jim Laing/Bryan Harris	02/11/2009	Climate Change Framework 2008-2015 and Action Plan 2008-2011 approved by Policy & Resources Committee on 14th April 2008. Work commencing to implement action plan and align with Carbon Management Programme.	On Schedule

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Further develop and implement the Contaminated Land Strategy.	Albert Oswald/Iris Coghill	05/11/2009	Following the removal of the ring fenced status for the grant funding,£113K has been allocated to the Environmental Health and Trading Standards Department's revenue budget to assist with the implementation of the contaminated land regime. A number of sites have been identified and the associated works are on target to be completed by the end of this financial year.	On Schedule
Develop the Dundee Sun City Initiative	Rob Pedersen/Rob Pedersen	13/08/2009	The Dundee Sun City Initiative has now been replaced with Solar Cities Scotland.	Completed
Develop the scope of the annual consumer survey to include public perception of the Council on sustainable issues.	Chris Ward/Bill Findlay	03/02/2009	The questionnaire for the annual consumer survey in 2008 was revised to include a question on this. 66% of respondents to the survey agreed with the statement 'Dundee City Council ensures sustainable use of resources and care for the environment'. This question will be repeated in future surveys to monitor any changes in public perception.	Completed

Strategic Priority 2 : Modernising and Improving Services to the Public

Efficient Public Service

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Prepare an annual efficiency statement and forecast based on projects proposed to deliver efficiencies.	Marjory Stewart/George Manzie	05/11/2009	The Council's 2008/2009 Efficiency Statement is included within the 2008/2009 Performance Report, published in September 2009. The Statement shows that efficiencies totalling £3.497m were achieved in 2007/2008, being £3.081m cash and £0.416m non-cash. These efficiency savings are in addition to the £1.904m and £2.865m of efficiency savings that were achieved in 2006/2007 and 2007/2008 respectively. The Efficiency Statement also highlights key areas where the Council plan to deliver significant efficiency savings in 2009/2010 and beyond.	On Schedule
Deliver a corporate procurement strategy that includes more joint procurement and efficient processes.	Marjory Stewart/Marjory Stewart	30/11/2009	Dundee City Council continues to be an active partner in the Tayside Procurement Consortium (TPC), to deliver a joint procurement initiative leading towards more efficient procurement processes across departments. Integral to these initiatives are the principles of Corporate and Social responsibility, including Sustainability. DCC and it's partners in TPC, are working with suppliers to ensure that sustainability is core to the provision of goods and services. A review of procurement procedures within the council, reporting to the Efficiency Board, is well underway.	On Schedule
Develop a programme that applies whole systems thinking (lean service) principles to service reviews.	Iain Martin/Jim Duffy	18/11/2009	14 projects under way, supported by training programme. All progress reported to Improvement & Efficiency Project Board. Organic spread across the Council now evident	On Schedule

Modern Customer Services

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Encourage more routine customer feedback from each service process to inform service improvements.	Chris Ward/Paul Carroll	18/11/2009	The first annual report on customer consultation and feedback has been completed and will be submitted to the Corporate Management Team in November for final approval. The Customer First Team will also begin piloting in January 2010 a system that routinely collects customer feedback from all channels and on the website covering all services.	On Schedule
Continue the programme of delivering online all relevant service orders, requests and payments.	Ged Bell/Jane Crawford	18/11/2009	None have been made live this year so far, but a number are scheduled for go-live in November(Fixed penalty payments for smoking, noise, fly-tipping, litter and dog fouling of various types). In addition, extra transactions will be worked on by the new Website Development Officer (e.g. request replacement rent or council tax payment card). Currently working on: Photopolis sales, School meals top ups, Council tax enquiry, Housing Benefit/council tax benefit application(32-page form - about 90% complete), Litter fixed penalty notice payments, Fly-tipping fixed penalty payments, Smoking fixed penalty payments, Noise fixed penalty payments,	On Schedule

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Develop a one stop shop approach in the new Dundee House.	Chris Ward/Paul Carroll	18/11/2009	The One Stop Shop Project Team has been meeting for over a two years and has submitted detailed plans to the Architect for Dundee House. These have been adopted in the plans. The project embraces organisational, technical , policy and customer communications objectives to establish a comprehensive one stop shop for council services. This is closely tied in with the Corporate Customer Services Strategy (Customer First).There is also a related set of lean service reviews aimed at improving the quality of the first contact experience as provided by the main teams that will staff the one stop shop. A review of the project was carried out by the project board at its meeting in November 2009.	On Schedule
Review and update a Customer Service Strategy.	Chris Ward/Paul Carroll	18/11/2009	The review and updating of the corporate customer service strategy was approved by the Management Team in April 2009. This covers the website, contact centre, National Entitlement Card and one stop shop. A focus group on the new strategy is being carried out before submitting it to committee. Reporting to committee is behind schedule but will be complete by January 2010.	Behind Schedule
Develop the range of local services accessed by the National Entitlement Card.	Chris Ward/Elena Brown	05/11/2009	The main driver for this is transport-related and a new investigation into partnership working with bus operators and Local Authorities is being scoped. This would involve commercial as well as bought-in transport services. Business Case being fine tuned and scoping meeting set for early December 2009	On Schedule

Objectives	Owner/Officer	Assessment Date	Assessment	
Deploy a new corporate complaints system.	Chris Ward/Bill Findlay	05/11/2009	Deployment of the new complaints system is almost complete. The system is being used for complaints to all departments, and the remaining work to be done relates to the interface between the complaints page of the Council's website and the new system. A meeting took place with representatives of all departments to review how the system has worked so far and agree a number of refinements, which have now largely been implemented by IT. The system was used to produce an annual report on complaints to the Council's Management Team.	On Schedule

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Use the 'balanced scorecard' method to focus on customer and organisational strategic initiatives.	Chris Ward/Paul Carroll	18/05/2009	The Online Performance Monitoring System categorises performance measures into the relevant quadrant of the Balanced Scorecard so that an assessment of results under the balanced scorecard can be easily produced. Following an option appraisal the Council decided to adopt the PSIF framework to assess the performance of departments, which does a similar job to the balanced scorecard. This replaces the need for a specific balanced scorecard process.	Completed
Develop market research approaches within services to identify customer value demand and basis for future satisfaction surveys.	Chris Ward/Bill Findlay	05/11/2009	A discussion paper titled 'Improving Services Through Listening to Customers and Users' was discussed by the Council's Management Team (Strategy and Performance) This included a summary of current arrangements for hearing the views of customers and users, suggestions for how we might make more use of customer feedback to drive service improvements and ideas for additional methods which could be considered. A further report was produced to summarise feedback from chief officers on the original discussion paper, and the recommendations of that report have been agreed with elected members. The Corporate Planning Department will implement the recommendations before the end of 2009.	On Schedule

Involving Communities

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Produce and deliver a local community plan for the eight wards and actively seek community involvement.	Stewart Murdoch/John Hosie	30/11/2009	Working documents are being implemented for each of the 8 LCPP areas. Monitoring and evaluation of the first year of LCPP operations took place in June 2009.	On Schedule
Develop a local community engagement strategy for each of the wards.	Stewart Murdoch/John Hosie	24/11/2009	Reviews have taken place in each of the 8 areas. They were endorsed by LCPP's by the end of February 2009 and have been posted on the Dundee Partnership website and are being implemented in each of the 8 wards. It is intended that review of Plans will take place in January/February 2010.	On Schedule
Review the scheme for the operation of community councils.	Stewart Murdoch/John Hosie	24/11/2009	Dundee City Council's review of the scheme for the operation of community councils is scheduled for the period 2009/10 following the outcome of the Scottish Government's consultation on their model scheme. Committee endorsed a timeline and process to consult on New Model Scheme of Operation commencing with a consultation on the existing 19 Community Council boundaries in September/October 2009. The full process will be concluded in the second half of 2010.	On Schedule

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Develop on-line community profiles for each decentralisation areas.	Stewart Murdoch/John Hosie	24/11/2009	Bid for funding to implement infrastructure awaiting confirmation through Leisure and Communities ICT Strategy. Initial data collection/analysis undertaken. Full example for Maryfield Ward has been produced for consideration. This will inform timescale for completion of other 7 Wards	Behind Schedule
Develop a new decentralisation strategy based on the eight new multi-member wards.	Stewart Murdoch/Neil Gunn	07/05/2008	Revised Decentralisation Strategy agreed by Policy and Resources Committee 25 June 2007.	Completed
Produce the Dundee Community Plan 2010-2015	Chris Ward/Peter Allan	24/11/2009	SOA delivery plans signed off at November 2009 Dundee Partnership Management Group. Further community plan content to be produced for approval by DPMG by March 2010.	On Schedule
Implement the Dundee Partnership development plan	Chris Ward/Peter Allan	24/11/2009	Fit for purpose recommendations will be discussed by the Dundee Partnership Co-ordinating Group in December 2009. A revised development plan will be produced for March 2010 for inclusion in the 2010-2015 Community Plan.	On Schedule

Equality and Diversity

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Implement and review the equality and diversity scheme.	Stewart Murdoch/Merrill Smith	27/11/2009	The Council's Single Equality Scheme was approved for a 6 week consultation at the Policy & Resources Committee on 23 November 2009. It has been discussed at Council Management Team and presented to the Joint Trade Union Meeting. It is now being consulted with equality community groups and members of the 3 action groups.	On Schedule
Audit the conduct of equality impact assessment on new plans.	Stewart Murdoch/Merrill Smith	06/11/2009	The Corporate Equality & Diversity Training Strategy will be reported to Committee in the near future. The department will utilise this for the roll out of training on the Rapid Impact Assessment Tool. This is also included in the Single Equality Scheme that is in the process of going to Committee.	On Schedule

Strategic Priority 3 : Making the Best Use of Public Resources in the City

People

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Encourage departments to achieve and retain the investor in people standard	Iain Martin/Jim Duffy	18/11/2009	All requests for guidance and assistance from across the Council have been addressed	On Schedule
Encourage all departments to obtain Healthy Working Life awards.	Iain Martin/Val Ridley	25/11/2009	Meetings of HWL Coordinators to continue.	On Schedule
Implement the Single Status agreement.	Iain Martin/Iain Martin	02/06/2009	Single Status was implemented 01/04/08. Job evaluation appeals were completed by 31/03/09 and departments, employees, trade unions and P&R Committee advised of outcomes.	Completed
Review and develop the Human Resource Plan.	Iain Martin/Iain Martin	25/11/2009	HR Strategy Action Plan approved by P&R Committee July 2009. Contents updated and progressed to end 2010.	On Schedule
Carry out an employee survey and follow up action plan.	Iain Martin/Jim Duffy	06/11/2008	Completed	Completed
Review and implement an absence reduction strategy	Iain Martin/Val Ridley	25/11/2009	Management Team considered various policy options at a meeting on 27 October 2009. Departments to feedback views to Personnel and a report will be submitted to the Management Team in December 2009.	On Schedule

Assets Management

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Build Dundee House and demolish Tayside House.	David Dorward/David Dorward	29/11/2009	The Dundee House Project Board on 16 March 2009 received a report from the Design Team and the contractor Bovis Lendlease which demonstrated that the total costs was estimated to be £36.4m The Board asked the Design Team and Bovis Lendlease to review the total cost, and they reported back to the Project Board on 17th April in which the total cost has been revised to £34m. The Policy & Resources Committee on 27 April 2009 approved a total cost of £34.008m, which included the construction tender from Bovis Lendlease. The construction commenced in June 2009, and will be complete in February 2011, with staff moving in to Dundee House in March/April 2011.	On Schedule
Complete and deploy an asset management plan for property.	Mike Galloway/Colin Craig	26/02/2008	Complete	Completed
Complete and deploy an asset management plan for infrastructure (e.g. roads, street lighting, sea walls).	Mike Galloway/Fergus Wilson	02/06/2009	Asset Management Software for Roads, Bridges and Street Lighting has been purchased. Inventory being added for bridges and street lighting. New roads inspection programme completed and being added to system. Development of a common Asset Management Framework with all other 32 authorities continuing through SCOTS (4 year contract ending March 2012).	On Schedule

Health and Safety

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Implement and review the annual corporate Health and Safety Plan.	Iain Martin/Neil Doherty	24/11/2009	A progress report on the implementation of the Corporate H & S Plan is incorporated in the H & S Annual Report which is to submitted to the P & R Committee each year.	On Schedule

Information Strategy

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Through the Dundee Data Sharing Partnership develop an information sharing strategy with NHS Tayside and other partners focussing on the integrated children's services strategy and community care assessments.	Alan Baird/Jenni Tocher	06/03/2008	An Information Sharing Protocol is now in place. This links with Angus and Perth and Kinross Council in addition to NHS Tayside.	Completed
Introduce a corporate plan for adopting electronic document management systems within the Council.	Mike Galloway/Rory Anderson	26/11/2009	Project Implementation has now commenced with a series of workshops and knowledge transfer sessions. A number of business processes have been selected for initial integration with the CeRDMS namely email; employee files; e purchasing; CRM; Housing Grants and Contract Services projects. Each of these processes is being assessed to ensure all relevant information is known for CeRDMS Go Live. In addition to this the suppliers are developing a number of versions of the system for testing and training and ensuring that the correct hardware platforms are in place to develop the system. IT department are currently involved in procuring the optimum hardware as a separate procurement project. Additional work is currently being done to look at how the system is administered corporately and how it will tie in with existing arrangements for information and records management as well as corporate efficiencies and business process change. Phase 1 system Go Live date is still on track for September 2010.	On Schedule
Develop an information strategy to maximise the benefits of the citizen's account, corporate address gazetteer and geographic information system	Ged Bell/Jane Crawford	07/04/2009	Final version complete and ready to go to Chief Officers	Completed

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Consider options for using the intranet to encourage knowledge sharing.	Chris Ward/Paul Carroll	25/11/2009	Some work has be undertaken by priority projects to create intranet sites for staff involved in the corporate projects. The project to develop is behind schedule as per the department's service plan. This project has now been included in an internal communications review agreed by the Best Value Performance and Efficiency Sub Committee in May 2009 and now as part of the corporate employee communication strategy under the BV2 implementation plan and is being developed by the internal communications team.	Behind Schedule
Review the corporate communications strategy.	Les Roy/Les Roy	26/02/2009	The review has been completed and a paper is being drafted for consideration	Completed

Information and Communication Technology

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Develop an ICT infrastructure strategy to deliver an ICT network and infrastructure to support the increasing needs of citizen and educational applications.	Ged Bell/Steve Boyd	16/09/2008	ICT Strategy now developed to include developments in all major areas of ICT Infrastructure. Major areas include : Enhancements to storage area network (SAN), Improved tape backup and restore capability leading better business continuity, Hardware upgrades to all major platforms including IBM Z-Series and Windows Server Farm, Introduction of virtualisation technology leading to faster provision of ICT services, Network upgrades based on extension of wireless network and replacement of corporate email and calendar service.	Completed
Review and update the data security and business continuity strategy to maximise availability of information systems and data.	Ged Bell/Tim Simpson	25/11/2009	All parts of the storage virtualisation system have now been upgraded to the latest version of code. Replication of data can now commence between our two data centres	On Schedule
Install resource link - a new payroll and human resource system.	Marjory Stewart/Jacque Anderson	27/02/2009	All departments and outside bodies' payrolls now live on Resourcelink Payroll Human Resources System.	Completed

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Consider the options for a Dundee Partnership wireless network for the city.	Ged Bell/Ged Bell	24/11/2008	The review is completed. The findings are: The requirement and economic climate has changed since the plan item was devised. Cities who were in the process of procuring Wireless City deployments have cancelled. Library and public building wireless will continue to be installed and provided, but City-wide deployment will not be considered in the short-term. If the Fibre-City deployment is successful, this may change the economics of city-wide deployment. this will be reviewed at a later date.	Completed

Finance

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Model the council's resources against the longer term population projections.	Marjory Stewart/Marjory Stewart	30/11/2009	20-year high level Financial Model now developed and currently being refined to reflect changes in future inflation assumptions.	On Schedule
Install a new accounting system, linked to e-procurement.	Marjory Stewart/Marjory Stewart	22/05/2009	System installed and operational.	Completed

**REPORT TO: IMPROVEMENT AND EFFICIENCY SUB-COMMITTEE -
17 DECEMBER 2009**

REPORT ON 'CASH IN YOUR IDEAS' EMPLOYEE SUGGESTION SCHEME

REPORT BY: ASSISTANT CHIEF EXECUTIVE AND HEAD OF PUBLIC RELATIONS

REPORT NO: 589-2009

1. PURPOSE OF REPORT

To report on the outcome of the 'Cash In Your Ideas' suggestion scheme and to recommend cash awards to employees whose ideas will be implemented or investigated in detail.

2. RECOMMENDATIONS

It is recommended that the Improvement and Efficiency Sub-Committee:

- i) note the excellent response from staff to the 'Cash In Your Ideas' employee suggestion scheme
- ii) agree that 18 awards of £100 (some shared) should be made to employees whose money saving ideas will be implemented or investigated in detail, subject to the agreement of the Board of Dundee Leisure on matters which affect them
- iii) agree that the top award of £500 should be made to Steven Ball and Douglas Fairfield from Waste Management for ideas about the disposal of waste mattresses which will generate income from scrap metal and reduce landfill costs resulting in estimated initial savings of around £40,000 per annum. These savings will potentially be significantly higher once the impact on the maintenance of expensive shredding machines is fully investigated over the next few months
- iv) agree that a personal letter of thanks should be sent by the Chief Executive to all those who submitted ideas
- v) remit the Assistant Chief Executive and Head of Public Relations to bring forward proposals for a similar exercise in future

3. FINANCIAL IMPLICATIONS

The cost of the cash awards recommended in this report would be £2,300. In addition, the design and printing of suggestion forms cost around £300. However, this expenditure will be greatly outweighed by the savings which will be generated through implementation of the ideas received. Over £95,000 of savings are estimated from just a small number of the suggestions where detailed estimates have been made, and the final total is likely to be significantly higher than this once all the ideas have been fully investigated and implemented.

4. MAIN TEXT

- 4.1 In June 2009, the Council launched a short-term pilot Efficiency Savings Suggestion Scheme, called 'Cash In Your Ideas', which offered cash awards to employees for original suggestions which would save money. £100 was to be awarded for all

proposals taken forward, with £500 for the proposal which delivered the biggest cash saving. Ideas were also invited from employees of Dundee Leisure and agreement will be sought from the Board of Dundee Leisure on those ideas which affect their interests.

4.2 A total of 180 employees made suggestions, many submitting multiple ideas. These have been assessed by a panel of officers from Corporate Planning, Finance and Public Relations, and the recommendations are as follows:

- the top award of £500 should be shared by Steven Ball and Douglas Fairfield from Waste Management for ideas about the disposal of waste mattresses which will generate income from scrap metal, reduce landfill costs and reduce wear and tear on expensive shredding machines. Annual savings are estimated initially at £40,000 based on the income from scrap and saving in landfill costs, but Waste Management anticipate that there are potentially huge savings on maintenance of machinery which will be investigated in detail over the next few months
- a further 18 awards of £100 should be made to employees who also submitted original money-saving ideas which can either be implemented immediately or will be the subject of detailed investigation. These are outlined in Appendix 1. In some cases the £100 will be shared between two or three members of staff who either submitted the idea jointly or made very similar suggestions independently.
- all other employees who submitted ideas should receive a letter of thanks from the Chief Executive, commending their initiative and commitment

4.3 Many of the suggestions which are not being recommended for cash awards did contain ideas which might save money. However, these broadly fell into the following categories:

- existing Council policy (eg double-sided photocopying; switching off lights and equipment which are not in use; use of email and internet to save postage) although previous messages to staff about good practice in these areas may need to be reinforced
- initiatives which were already in the pipeline before the suggestion scheme started (eg online pay slips; investigation of pool cars; use of 'open source' IT where appropriate; use of technology to circulate duty and work sheets; measures to improve energy efficiency; community use of facilities; changes to school buildings)
- ideas which appear sound but have been investigated and found not to generate significant savings or to be difficult to implement or conflict with existing policies or good practice

4.4 The report to Policy and Resources Committee which recommended launching the short-term pilot scheme also recommended that this should be evaluated with a view to repeating this exercise in future if successful. The number and quality of the ideas submitted, and the level of interest and commitment demonstrated by employees, suggests that this would be an initiative worth repeating, and it is proposed that the Assistant Chief Executive and Head of Public Relations be remitted to bring forward proposals for a similar exercise in future, perhaps with a different focus for the suggestions.

5. **POLICY IMPLICATIONS**

This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no major issues.

6. **CONSULTATIONS**

The Chief Executive, Depute Chief Executive (Support Services) and Director of Finance have been consulted. In addition, all chief officers were given the opportunity to comment on the ideas submitted by officers from their departments, and on all the shortlisted suggestions across all departments, and these comments were taken into account during the assessment process.

7. **BACKGROUND PAPERS**

Report to Policy and Resources Committee - 8 June 2009
Efficiency Savings Suggestion Scheme (46-2009)

Chris Ward
Assistant Chief Executive

Les Roy
Head of Public Relations

11/12/2009

'CASH IN YOUR IDEAS'
SUGGESTIONS RECOMMENDED FOR £100 AWARDS

- Pool resources with neighbouring Councils to run cost-effective in-house training rather than send staff to external courses
Michael Stewart - City Development
- Use separate bin for cardboard packaging and save on skip removal costs
Fraser Crichton - Contract Services
- *Invest daily bank balances from Dundee Leisure to generate additional interest
Stuart Norrie - Finance
- *Train spare leisure attendants to cover ticket office duties on Saturday/Sunday so no need to bring in staff on overtime
Lesley Martin - Dundee Leisure
- Appraise option of top-slicing capital budgets to cover architects fees rather than administer this for each contract
Douglas Barr and Carolyn Tasker - Leisure and Communities
- Use franking machine for Council logo instead of printing on envelopes
Diane Telfer - Personnel
- Use Cleanmail Advance to prepare mail so it can be read by sorting machines and qualifies for discount from Royal Mail
Andy Butterworth and Joe McKenzie - Support Services
- Sale of additional ground adjacent to Council houses - charge fee for preparing plans and rationalise visits by inspectors/surveyors
Sarina Granzow - City Development
- Don't overfill paper towel dispensers - fill in a way that reduces wastage
Linda McCabe - City Development
Shirley Fegen - Education
Gail Brady - Social Work
- Don't write to all unsuccessful job applicants - advert should say 'If you haven't heard by' you can assume unsuccessful
Susan Lumsden - Dundee Leisure
- Adjust font size on Housing Benefit print-put so it fits on 1 page instead of 2
Carole Lynch - Housing
- Pay teachers on the last day of the month rather than the last Thursday of the month
Pat Page - Social Work
- Consider using supermarket online ordering and delivery service for Social Work clients who receive shopping service
Jim Duffy - Personnel
Audrey McHugh and Alison Casey - Social Work

- Get Monthly Saver Tickets for staff who use buses frequently rather than daily tickets/cash
Donna McIntosh and Karen Leslie - Finance
Phyllis Brown - Housing
 - New Education staff should be able to access IT systems using National Insurance number rather than wait for payroll number to be generated
Gill Simpson - Education
 - All Council vehicles to obtain discounted fuel from Clepington Road depot rather than go to petrol stations
Mark Henderson- Leisure and Communities
 - Use only white vehicles with Council logo (no extra painting or departmental logos)
Diane Shepherd - Personnel
 - Investigate ways of reducing cost of train tickets e.g. 'ticket splitting'; considering asking staff to pay for own travel up front, then reclaim, as incentive to find cheapest option
Ray Wilson- Social Work
Sarah Watts - Housing
- * note - these items are subject to approval by the Board of Dundee Leisure

**REPORT TO: IMPROVEMENT AND EFFICIENCY SUB-COMMITTEE -
17 DECEMBER 2009**

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

REPORT BY: ASSISTANT CHIEF EXECUTIVE

REPORT NO: 598-2009

1. PURPOSE OF REPORT

To present a summary of the customer satisfaction research carried out by Council departments over the past year, and to highlight some of the improvements which have been made to services as a result of feedback from users.

2. RECOMMENDATIONS

It is recommended that the Sub-Committee:

- i) note the contents of the report, and agree that similar reports should be submitted annually
- ii) encourage departments to maintain their efforts to listen to customers and to identify any further customers who should be consulted with a view to achieving service improvements
- iii) note that two departments are participating in a national pilot project to measure customer satisfaction, and encourage all departments to make use of any good practice guidance which emerges from the pilot project once the results have been disseminated

3. FINANCIAL IMPLICATIONS

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

4. CUSTOMER SATISFACTION FEEDBACK

4.1 This report collates information from Council departments on customer satisfaction research. It is proposed that a similar report will be submitted to the Sub-Committee each year.

4.2 To produce the report, the Assistant Chief Executive circulated a simple pro-forma to 'customer facing' departments, asking for a summary of the key results from their most recent customer research and details of any changes made to services as a result of customer surveys or individual feedback from service users such as complaints, comments or suggestions. The returns received from departments are appended.

4.3 A key aim of the exercise was to highlight the use of customer feedback to drive service improvements. Examples of changes which have been made as a result of listening to service users include:

- City Development have made improvements to the Property Enquiries Service following liaison with solicitors and have also made improvements to the Development Quality Service, including improvements to the content and

presentation of online information and encouragement to applicants to seek advice at the pre-application stage

- Contract Services have fitted out a container with samples of kitchen and bathroom fittings (including showers, safety floorings etc) in response to a survey finding that some tenants found it difficult to make choices in capital projects. The container is placed on site prior to the start of projects
- Education have appointed an officer to support the work of Parent Councils and organised a city-wide Parent Council Forum. Initiatives have been put in place which support positive relationships between pupils in response to a pupil survey, and a range of improvements have been made to the Childcare Information Service in response to issues raised in feedback forms
- Environmental Health are piloting a new postal survey on a range of public health service requests and using information on service requests which have not been closed or resolved, while Trading Standards produce a customer satisfaction index using a national formula and contact individual customers whose survey returns raise any concerns
- Finance Revenues have introduced a 'quick deposit' box for cheque payments to reduce queuing times and introduced other payment services (e.g. penalty charges, previously payable at the District Court). Continued efforts to encourage Direct Debit payments also reduce pressure at busy times and allow cashiers to concentrate on customers requiring more assistance
- Housing are implementing a more structured method of using customer feedback to improve service delivery following the report of the Scottish Housing Regulator. Relet standards are being reviewed with a view to improving the standard of property let, by ensuring repairs are completed and standards of decoration improved
- Leisure and Communities have used Intelligence Led Tasking to ensure that Community Safety wardens are deployed where needed most; Adult Learning has shortened its summer closure period following feedback from the Literacies Learners Forum, has upgraded computers and has introduced an Adult Learning Opportunities newsletter; Arts and Heritage have assigned a Visitor Assistant to Broughty Castle on a continuous basis rather than from the pool, to ensure greater 'ownership' and a more consistent response to enquiries, while Mills Observatory has an advisory group influencing its programme; Caird Hall customers can now buy gift vouchers for purchase of concert tickets; Centres and Projects have undertaken more specific targeting of advertising including more use of community noticeboards, and have also responded to feedback on the range and timing of activities and the layout and decor of facilities; Libraries now provide borrowers with email reminders that books are due back soon and are making more use of props and puppets at children's rhymetimes, as well as responding to individual suggestions about the location of large print books, newspaper orders and promotion of local events; Community Regeneration responded to demands from Community Regeneration Forums for more pro-active involvement in project development, including more activities such as estate walkabouts and events to plan and commission services, and also responded to extensive feedback on local community plans; Sports Development has targeted provision of classes by listening to customer demand and has revised its customer feedback process to ensure that all users, parents, carers and participants (including those with a disability) can put forward their views; The Corner has agreed a new process for

deciding on topics for health campaigns, has refurbished drop-in facilities and has introduced a quarterly e-newsletter; Countryside Rangers have improved the pre-visit information sent to school group leaders and identified additional training needs for seasonal staff; Xplore have provided group work activities suggested by users and sourced training opportunities for young people

- Social Work's Criminal Justice Service is working to improve the speed, immediacy and visibility of Community Service projects, highlighting their value to clients and the community. At East Port House, resident consultation has resulted in changes to menu plans, new questions in the staff recruitment process and improved information for residents and referring agencies; Community Care are making efforts to improve carer involvement in service planning and delivery; while Children's Services have improved training, information and procedures in relation to Child Protection Case Conferences
 - Support Services have improved the decoration and tidiness of public areas at the Registrar's Office, and also designed and issued a local Bereavement Guide (the first of its kind in Scotland) in response to comments from the public. A local Birth Registration Guide is also being planned
 - Waste Management found that public satisfaction with communal bins was greater when they used eurobins rather than wheeled bins, so are now replacing these, and they also respond to 'ad hoc' requests for changes to bin type, collection method and frequency. In response to consultation, the Real Nappy Campaign is increasing publicity efforts and has introduced a second-hand real nappy network
- 4.4 The examples above illustrate the value of seeking feedback from customers and it is recommended that departments maintain their efforts to do this and seek to identify any further key customers who should be consulted with a view to achieving service improvements.
- 4.5 The Sub-Committee is asked to note that two Council departments, Housing and Environmental Health and Trading Standards, are currently participating in a national project led by the Improvement Service to pilot the use of a 'Customer Satisfaction Question Bank' which will allow those conducting customer research to use a set of well-designed and tested questions and also allow results to be benchmarked. The results of the pilot project will be disseminated, and departments will be encouraged to use the question bank, and any good practice guidance which emerges, as part of their approach to measuring customer satisfaction.

5. **POLICY IMPLICATIONS**

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

The key issue is that equalities issues 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 Chief Executive, Depute Chief Executive (Support Services), Director of Finance and chief officers of the departments mentioned in this report have been consulted.

Chris Ward
Assistant Chief Executive

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11/12/2009

ANNUAL REPORT ON IMPROVING SERVICES THROUGH LISTENING TO CUSTOMERS AND USERS

CITY DEVELOPMENT DEPARTMENTAL RETURN

Please give the key results from the most recent customer satisfaction research carried out by your department

A customer satisfaction survey in respect of the Development Quality service was carried out in May and June 2009. The full results were reported to Development Quality Committee in October 2009. Targeted questionnaires were used for different stakeholders, but broadly covered issues such as accessibility of the service and the information/advice it provides; helpfulness of staff; quality of decision-making procedures; knowledge and use of online planning services; and the ranking of those factors considered important in delivering an efficient and effective service. Among the findings were:

Applicants

- 62% sought advice at pre-application stage, with 80% finding this useful or very useful
- 89% found forms and guidance notes easy or very easy to understand and complete
- 67% were satisfied or very satisfied with the time taken to reach a decision
- 88% rated the helpfulness of staff as good or very good

Objectors

- 72% were satisfied or very satisfied with the information available online
- 95% were satisfied or very satisfied with the letter explaining procedures for determining applications
- 20% felt the final decision notice was inadequate in informing them of the reasons - an improvement on previous surveys

Please give examples of changes you have made to services in the past year as a result of feedback from customer satisfaction surveys or individual complaints, comments or suggestions from customers

The Committee report referred to above (490-2009) includes detailed comments/actions in response to the findings of the Development Quality survey. Among the actions are:

- develop the Council's website to encourage applicants to seek pre-application advice
- ensure that applicants are aware of the guidance available in booklet form or in the website
- revise the content and presentation of online information

Improvements were also made to the Properties Enquiries Service, which took account of feedback from solicitors as well as new legislation on the introduction of Home Reports. The change included a 90 day free of charge update if requested, an enhanced Property Enquiry Certificate incorporating HMO information, and making the certificate more user-friendly.

ANNUAL REPORT ON IMPROVING SERVICES THROUGH LISTENING TO CUSTOMERS AND USERS

CONTRACT SERVICES DEPARTMENTAL RETURN

Please give the key results from the most recent customer satisfaction research carried out by your department

Repairs Service

Were the tradesmen who carried out the repair helpful and polite? 100%
 Did the tradesmen take appropriate care while carrying out the work? 100%
 Were you happy with the standard of workmanship shown by the tradesmen? 99.38%
 Were you happy with the standard of materials used? 87.65%
 Was the repair carried out within the expected time? 97.39%
 Do you think the repair was carried out within a reasonable time? 100%

Capital Works

Feedback from customer surveys from capital works suggests that tenants find it difficult to make choices of fittings (13.2% found the information given unhelpful or very unhelpful)

Please give examples of changes you have made to services in the past year as a result of feedback from customer satisfaction surveys or individual complaints, comments or suggestions from customers

Capital Works

DCS have fitted out a container with examples of kitchen and bathroom fittings, including showers, safety flooring etc. The container is being paced on site prior to the beginning of projects to help tenants in making their choices.

ANNUAL REPORT ON IMPROVING SERVICES THROUGH LISTENING TO CUSTOMERS AND USERS

EDUCATION DEPARTMENTAL RETURN

Please give the key results from the most recent customer satisfaction research carried out by your department

As part of our ongoing processes we organise focus groups of pupils/parents and staff as part of our extended review system as well as whole city biennial parent and pupil surveys.

In addition to this we carry out a full EFQM exercise every 2 years where we engage with stakeholders including customers.

Feedback from all of these processes feeds into our service planning process, as well as our ongoing improvement processes.

Most current feedback suggested the need for fuller parental involvement in the work of schools and the department, especially in setting priorities for improvement as well as engagement in the learning process.

Feedback, especially from EFQM and staff surveys, highlighted the need for more CPD opportunities for support staff.

In September/October 2009 we invited pupils and parents to participate in an online survey on issues related to equalities and access. 91% of pupils' responses indicated that they enjoyed learning at school. 85% of parental responses indicated that they thought their children enjoyed learning.

Users of the Childcare Information Service are provided with feedback forms on an ongoing basis to obtain views on the service they received, and to identify any improvements and gaps in the service and how it is used. Customers can be parents, agencies, and childcare providers. The most recent results were collated at April 2009 and the key points from this are:

- 96.4% would use the service again
- 98.2% would recommend the service to others
- 96.4% said that staff were helpful
- 60.7% found childcare as a direct result of using the service
- 44.6% rated the service as excellent and 42.8% very good
- 76.7% felt that no improvements were required to the service

Please give examples of changes you have made to services in the past year as a result of feedback from customer satisfaction surveys or individual complaints, comments or suggestions from customers

We have appointed a Parental Officer to support the work of individual Parent Councils and to support school management in their work with parents. We have held a two-day parental road show in the Caird Hall for all parents in the city, and launched a new parent website.

We have organised a citywide parent council/forum that senior officers consult on a regular basis in relation to ongoing developments. In addition to this representatives from this council have attended various authority and national conferences especially in relation to Curriculum for Excellence developments to ensure full parental involvement in the development of this important initiative. Developing policies are regularly passed to this group for consultation.

We have emphasised the need for greater CPD opportunities for support staff and asked schools to support these activities wherever possible. We have ensured additionally that key citywide training in areas such as child protection and equalities are given to all support staff as well as teaching staff. We are reviewing presently funding for award-bearing courses for support staff and ensuring that the process for support staff accessing award-bearing courses is consistent and the policy is clear to all schools and services.

The online pupil survey indicated that friendship was the most important factor in determining pupil satisfaction. In response to this we have created a target in our Accessibility Strategy around initiatives which support building positive relationships.

Feedback from the Childcare Information Service has led to a number of changes:

- Increased contact with partner nurseries and out of school care sectors to collate vacancy information quarterly
- Childminder Vacancy Information improved
- New Fact Sheet developed - How to Start a Nursery
- Development of introductory packs for new childcare providers
- Increased web based sign-posting information to ensure relevancy to parents and families
- Free school meals and clothing grants now have joint applications and are renewed automatically. Payment is made through BACs. This is as a result of complaints about having to make multiple applications.
- Placing requests are now emailed to schools and letters to parents are now automated. (both of these changes are the result of complaints about the length of time taken to process applications).
- Information regarding the pattern of school holidays has been improved as a result of parental complaint about it being misleading.
- Schools are required to put in school lets at the beginning of term. This is a result of private lets complaining about last minute cancellations to accommodate school requirements.

**ANNUAL REPORT ON IMPROVING SERVICES THROUGH LISTENING
TO CUSTOMERS AND USERS****ENVIRONMENTAL HEALTH DEPARTMENTAL RETURN**

Please give the key results from the most recent customer satisfaction research carried out by your department

Environmental Health and Trading Standards-general

In the EHTS Service Plan 2007 to 2011 we undertook to review our approach to customer surveys. Our aim is to make better use of survey data for identifying improvement opportunities. We are now taking part in the current Improvement Service customer survey pilot which uses standard nationally agreed questions. We are in the process of trying this approach out on a range of public health service requests (living conditions- dampness, chocked drains etc) using a postal survey.

Service improvements are built into the process. Prior to the survey beginning information from our database was used to identify service requests which have not been closed as resolved. Officers have been advised to look at the reasons for this and take corrective action if necessary. We hope that the survey will produce data than can be used for service improvement.

Service improvements are being implemented in our whole systems projects and these address some of the features often included in customer survey questions.

Please give examples of changes you have made to services in the past year as a result of feedback from customer satisfaction surveys or individual complaints, comments or suggestions from customers

As above

ANNUAL REPORT ON IMPROVING SERVICES THROUGH LISTENING TO CUSTOMERS AND USERS

ENVIRONMENTAL HEALTH DEPARTMENTAL RETURN

Please give the key results from the most recent customer satisfaction research carried out by your department

Environmental Health and Trading Standards-Trading Standards

Here are the results from a survey carried out by Trading Standards last in 2008 plus data from previous years

- 1 - Satisfied with overall level of service? - 100% either 'very satisfied' or 'fairly satisfied'.
- 2 - Gave information/advice that was easy to understand? - 100% either 'very satisfied' or 'fairly satisfied'.
- 3 - How informative were our staff? - 100% either 'very good' or 'fairly good'.
- 4 - Did we treat customers fairly at all time? - 100% yes.

In terms of trends over the past 4 years we use the results of these 4 questions to produce a consumer satisfaction index in accordance with a national framework formula:

05/06 - 84.5
 06/07 - 88.9
 07/08 - 87.3
 08/09 - 139.8

The high figure last year is due to a combination of a perfect result and a lower than normal number of questionnaire returns.

Please give examples of changes you have made to services in the past year as a result of feedback from customer satisfaction surveys or individual complaints, comments or suggestions from customers

Trading Standards

In terms of outcomes, if there is any data from the survey returns that indicates service failure or room for improvement then these customers are contacted to get more information about the customer's concerns. Procedures are changed where necessary.

Trading Standards are also looking at using the Trusted Trader system to collect customer feedback for trading standards customer contacts. Forms would be handed to clients to obtain feedback on the section's services, in the same way that trader members are obliged to under the scheme. Outputs could be viewed online. The main benefits would be a reduction in the administrative burden of surveying clients, state of the art public performance reporting facilities and openness and transparency demonstrated by subjecting our own services to the same scrutiny that we expect of others.

ANNUAL REPORT ON IMPROVING SERVICES THROUGH LISTENING TO CUSTOMERS AND USERS

FINANCE DEPARTMENTAL RETURN - CASHIERS

Please give the key results from the most recent customer satisfaction research carried out by your department

	Cashiers (Satisfied / Very Satisfied)				500
	Length of wait	Courtesy & professionalism	Accuracy of transaction	Quality of receipt	% Returns
2009	98.00%	98.00%	100.00%	94.00%	18.00%

Please give examples of changes you have made to services in the past year as a result of feedback from customer satisfaction surveys or individual complaints, comments or suggestions from customers

- Introduction of "quick deposit" box for cheque payments to reduce queuing times.
- Reduction of footfall of regular payments (Council Tax, Non-Domestic Rates) through active campaigning for Direct Debit payment. The reduction of which reduces pressure at busy times and allows cashiers to concentrate on customers requiring more assistance with payment.
- Introduction of other payment services (i.e. penalty charges payable to Dundee City Council, previously payable at the District Court). This facilitates easier payment for the customer due to the central location and as a result has not had any adverse effect on recovery of sums payable.
- All front-line staff have undergone deaf awareness training.

Customer Opinion survey 2009 currently being carried in main Council cash offices (coordinated by Revenues). Re-assessing the possible introduction of self-service kiosks to pay Council Tax, rent, etc has also incorporated. Results will be reported by end of Dec 09.

**ANNUAL REPORT ON IMPROVING SERVICES THROUGH LISTENING
TO CUSTOMERS AND USERS****FINANCE DEPARTMENTAL RETURN - ENQUIRIES**

Please give the key results from the most recent customer satisfaction research carried out by your department

Enquiry Office

- V. Satisfied / Satisfied with how promptly dealt with - 98.8%
- V. Satisfied / Satisfied with verbal or written explanation, clarity of response - 96.6%
- V. Satisfied / Satisfied with fullness of response to enquiry - 88.6%
- V. Satisfied / Satisfied with courteous and professional manner - 98.8%
- V. Satisfied / Satisfied with accuracy of response - 97.6%

Please give examples of changes you have made to services in the past year as a result of feedback from customer satisfaction surveys or individual complaints, comments or suggestions from customers

No suggestions/comments have been received from the public in the past year for improving the service at the Enquiry Office. Changes made during the last year which, in officer's opinion, have improved the service have all been generated by the Revenues Division.

ANNUAL REPORT ON IMPROVING SERVICES THROUGH LISTENING TO CUSTOMERS AND USERS

HOUSING DEPARTMENTAL RETURN

Please give the key results from the most recent customer satisfaction research carried out by your department

Customer Satisfaction Surveys		2008/09	2009/10 (results so far)			
Service	Target	Results - % Satisfied	No. Issued	No. Returned (to date)	% Returned	Results - % Satisfied
1. Repairs (Tel Survey)	96%	100.0%	487	487	100%	100.0%
2. Registered Tenants Organisations	85%	90.0%	Not issued until April 2010			
3. Advice with Rent Payment Difficulties	80%	92.0%	407	108	27%	93.0%
4. Waiting List	73%	67.0%	Survey Under Review			
5. Rehoused (no issued estimated)	80%	91.7%	192	53	28%	86.5%
6. Neighbour Problems - Resolved Only	70%	71.6%	256	33	13%	79.0%
7. Private Sector Services Unit	98%	99.4%	98	56	57%	100.0%
8. Capital Contracts	84%	81.9%	728	136	19%	84.6%
9. Care & Repair Service	98%	96.3%	74	66	89%	99.0%
10. Homeless Service 1 (Decision)	86%	92.0%	782	188	24%	95.0%
11. Homeless Service 2 (Temp Accom)	86%	95.6%	105	41	39%	96.0%
12. Housing Support	80%	98.7%	782	46	6%	100.0%
13. Customer Care & Information	n/a	81.0%	2500	177	7%	81.9%

Customer Care Standards													
Thinking about your recent dealings with the Housing Department in general :%	Repairs	H/WNP	Wait List	Care & Repair	Grants	Rehoused	Capital	Ho Support	Homeless 1	Homeless 2	Total	Target	
Year End 2008/09													
Do Housing Staff treat you in a professional way?	Yes	98%	90%	85%	100%	100%	96%	94%	99%	95%	97%	94%	92%
Are your enquiries handled efficiently?	Yes	99%	79%	77%	100%	98%	93%	90%	99%	94%	93%	89%	90%
Are housing Staff friendly?	Yes	100%	87%	90%	99%	100%	97%	92%	99%	97%	98%	95%	94%
2009/10 (results so far)													
Do Housing Staff treat you in a professional way?	Yes	100%	94%	n/a	98%	100%	90%	91%	100%	96%	100%	98%	92%
Are your enquiries handled efficiently?	Yes	100%	83%	n/a	98%	98%	83%	88%	100%	94%	98%	96%	90%
Are housing Staff friendly?	Yes	100%	91%	n/a	98%	100%	92%	79%	100%	95%	100%	98%	94%

Please give examples of changes you have made to services in the past year as a result of feedback from customer satisfaction surveys or individual complaints, comments or suggestions from customers

After a recent inspection by the SHR we have formed an improvement plan on areas of weakness. Within this plan we have agreed to renew our survey methods and implement a structured method of using customer feedback to improve our service delivery.

As a result of a peer review in 2007 and Inspection by SHR in 2008/09 we have made improvements to Tenant participation, including;

- Twice yearly tenants newsletters, tenants forms and "Tenants Fair"
- A TP Strategy Implementation group with tenant representation

We have received a total of 38 complaints to date, 26 (68.4%) of which related to Service Quality while 8 (21%) were regarding Staff Attitude. The remaining 3 were in relation to the Repair Response times.

We are currently reviewing our relet standards and trying to improve the standard of property let by ensuring all repairs are completed and improved standards of decor.

Additional notes:

- Rehoused CSS now issued at every sign up and this has improved the return sample.
- A new Estates Supervision CSS is in the evaluation stages by focus groups and planned for issue during 2010.
- Waiting List CSS currently under review.

ANNUAL REPORT ON IMPROVING SERVICES THROUGH LISTENING TO CUSTOMERS AND USERS

LEISURE & COMMUNITIES DEPARTMENTAL RETURN

SECTION: Xplore

Please give the key results from the most recent customer satisfaction research carried out by your department

Staff distributed 120 questionnaires during 1:1 sessions and group activities. To ensure that responses would reflect the full range of young people's experiences, young people who had completed their time with Xplore were also contacted.

114 questionnaires were completed, a return rate of 95%.

This represents just under 20% of the total annual referrals of approx 620.

Young people were asked to identify any difference to their lives from being involved in Xplore.

183 areas were identified; the top response with 19% was help with school issues. This included attendance, behaviour in classes, getting on with teachers and other pupils and negotiating flexible support packages.

Difference made to young people: Helped with school, more confidence/self esteem, motivated, made new friends, able to speak about things, tried new things/activities, got on better at home, took responsibility, reduced offending and controlled anger.

When asked about if they had noticed any improvement in their feelings of confidence/self esteem through their work with Xplore, 86% said they had made significant progress. Young people were also asked to rate how happy they were with Xplore; 99% of respondents stated that they were very happy or happy with Xplore with 1 young person stating he/she was fairly happy.

When asked to consider what they had learnt most since being involved with Xplore, the largest response related to areas where they had identified personal awareness and change. This included areas such as how to identify and set personal goals, how to be more responsible, understanding the implications of their actions and understanding why they might behave the way they do.

Please give examples of changes you have made to services in the past year as a result of feedback from customer satisfaction surveys or individual complaints, comments or suggestions from customers

The questionnaire asked what could be done better by Xplore, 20 made no comments and 59 said "nothing" which equates to 69% feeling that Xplore did not have to change its current provision.

Of those who noted areas for improvement many of them related to an increase of Xplore's provision:

- Extend length of time - 8 felt that this should be extended beyond the current period of 1 year.
- More groups - a further 8 young people wanted the range of groups to increase and suggested activities such as horse riding, dancing and motorbike course. One also asked for the Skatepark group not to be taken off. One young person also wanted Xplore to have more training opportunities.
- 4 felt that 1:1 meetings should last longer.
- 4 wanted more staff so they could see them more and also be able to help more young people.

The current group work activities include the Skatepark, the motorbike course takes place during the summer programme and young people are taking part in various accreditation opportunities including Health & Safety, First Aid and staff source training opportunities for young people.

ANNUAL REPORT ON IMPROVING SERVICES THROUGH LISTENING TO CUSTOMERS AND USERS

LEISURE & COMMUNITIES DEPARTMENTAL RETURN

SECTION: Community Safety Partnership

Please give the key results from the most recent customer satisfaction research carried out by your department

2004-2006 - The work carried out by the Community Safety Wardens/Workers was externally evaluated from Blake Stevenson. Blake Stevenson held focus groups with local residents, advisory group, staff and partners. Surveys were also sent out to people in Dundee regarding this evaluation.

2007 - GEN consultancy also evaluated the Community Safety Wardens when carrying out their evaluation of Warden Schemes throughout Scotland. Dundee was recognised as being one of the best Schemes in the Country regarding their partnership approach.

2008 - The partnership sent out 5000 questionnaires (COMMUNITY SAFETY WARDEN REVIEW). The questionnaires were sent to random households in Dundee covering all Community Safety related issues.

When all returns are added together the total response rate is 10.8% - this is deemed to be statistically valid.

Most of the evidence would point to a more intelligence led tasking. The evidence points to core hours remaining at 1440 - Midnight. However, there is evidence to suggest that it would be beneficial to have a couple of Wardens on day duty who could do talks, School visits, sheltered housing visits and perhaps some crime prevention advice as suggested by the Police. There is a strong body of opinion to move towards having powers to be used with sensitivity and common sense.

The Wardens have developed excellent local knowledge and can provide partner agencies with information and intelligence that they would not have access to otherwise.

Community Safety Wardens are perceived to be having a positive impact on: resident's feelings of safety, particularly older people; Young people, diverting them away from anti-social behaviour; and the environment (although this is not widely recognised by the local people).

Key indicators suggested at this stage include the following: levels of youth causing annoyance, levels of graffiti (photos before and after), reports to Police, levels of reassurance - survey data, quality of life - survey data, reporting to other departments (possible financial savings) and Warden stats.

There are encouraging signs that an increased number of residents perceive the Wardens to be dealing quickly with problems, to be working well with the Police, to be well trained, and to know what they are doing.

Please give examples of changes you have made to services in the past year as a result of feedback from customer satisfaction surveys or individual complaints, comments or suggestions from customers

After taking into consideration all the information supplied by the external evaluators and the statistically valid survey results, the following changes are as follows:

From the 1st of January 2009 the Wardens now operate under Intelligence Led Tasking. This intelligence is fed in by residents, community groups, elected members, Police and Fire and Rescue as well as other Council Departments. Our Wardens are now deployed to the areas that need us most. We would like to, through natural wastage, once 2 posts become available deploy 2 Wardens who would predominately work Day Shift Monday-Friday to coincide the feedback received in this survey.

The trust and relationship has now been built up with our partners in Tayside Police who are now calling the majority of low level crime reported by the public directly through to us. We are the frontline is dealing with Community Safety issues/Anti Social Behaviour in Dundee and are working well through partnership agreements set up regarding, for example information sharing protocols. We listen to all complaints, comments and suggestions from our customers.

Feedback is always given, if required, changes can and will be implemented.

One of our CS Workers is currently finishing up a customer satisfaction questionnaire which will be aimed at the work carried out by the Wardens. This questionnaire will be given to clients who have called us so that we can self evaluate to make sure we are meeting our customers needs.

ANNUAL REPORT ON IMPROVING SERVICES THROUGH LISTENING TO CUSTOMERS AND USERS

LEISURE & COMMUNITIES DEPARTMENTAL RETURN

SECTION: Adult Learning

Please give the key results from the most recent customer satisfaction research carried out by your department

Learning Around by Impact

In May 2009 an exercise was undertaken to gain feedback from participants who had used the Adult Learning Section - Learning Around Project, during the period April 2008 - March 2009. 106 people took part in a telephone survey and they comprised a mix of those who were currently active and those who had ceased active contact with the project. The intention of the survey was to determine what people gained from participation with Learning Around and also what they were involved in if they had moved on:

- 98% indicated that they now felt more aware of the options available to them and that they could make better and more informed decisions as a result
- 96% cited increased confidence in all or part of their lives
- 85% felt that their contact with Learning Around had brought about positive changes in their lives

The participants who no longer had active contact with Learning Around were asked to say what they had done since leaving:

- 29% had undertaken further learning
- 25% were in work
- 16% were involved in a volunteering activity; and
- 4% in some other positive activity

This last set of figures particularly underlines that Learning Around continues to impact on people's lives beyond their active participation.

Please give examples of changes you have made to services in the past year as a result of feedback from customer satisfaction surveys or individual complaints, comments or suggestions from customers

The Literacies Learners Forum - Lippy Learners raised the issue of summer closure of learning provision being too long, thus disrupting their learning, as a result summer closure of provision was reduced from 6 to 4 weeks.

Literacy learners also raised the issue of the computers requiring updating; funding was used to purchase 32 new computers and 4 printers.

The Community Plan consultations highlighted a lack of information about Adult Learning opportunities available in communities. In response a quarterly Dundee City Council Adult Learning opportunities newsletter has been produced - with very positive feedback.

ANNUAL REPORT ON IMPROVING SERVICES THROUGH LISTENING TO CUSTOMERS AND USERS

LEISURE & COMMUNITIES DEPARTMENTAL RETURN

SECTION: Arts and Heritage

Please give the key results from the most recent customer satisfaction research carried out by your department

The McManus - No recent survey work carried out owing to prolonged closure.

However the redevelopment project is informed by an extensive year long programme of consultation through the HLF funded CREATE project.

This identifies the need to improve access, update our displays and make the building more welcoming to our visitors by provision of up to date services.

Broughty Castle - ** Denotes the 2007 figure

88.5% gave the Displays a rating of 4 or 5 out of 5 (84%**)

62.5% gave the Interactives a rating of 4 or 5 out of 5 (57%**)

58.5% gave the range of goods on sale at the shop a rating of 4 or 5 out of 5 (62%**)

53.5% thought that the goods were value for money (55%**)

49.5% gave the Refreshment Area a rating of 4 or 5 out of 5 (49%**)

78% gave the Staff a rating of 4 or 5 out of 5 (79%**)

89.5% expressed their overall visit as being either very good or excellent (87%**)

Mills Observatory-

87.5% gave the Displays a rating of 4 or 5 out of 5 (83%**)

90% gave the Telescope a rating of 4 or 5 out of 5 (91%**)

80% gave the range of goods on sale at the shop a rating or 4 or 5 out of 5 (65%**)

70% thought the goods were either very good or excellent value for money (63%**)

87.5% gave the Staff a rating of 4 or more out of 5 (89%**)

92.5% gave their overall visit a rating of 4 or 5 out of 5 (87%**)

Please give examples of changes you have made to services in the past year as a result of feedback from customer satisfaction surveys or individual complaints, comments or suggestions from customers

The McManus:Dundee's Art Gallery and Museum -

The major redevelopment of the building and it's displays addresses the feedback received from customers.

Broughty Castle -

We have assigned a Visitor Assistant to the Castle on a more or less continuous basis rather than have staff assigned from the pool. This has allowed a greater ownership and responsibility for cleaning and dealing with enquiries on a more consistent basis.

The events and activities programme is now co-ordinated through the Creative Learning Team.

Mills Observatory -

We have implimented an events programme co-ordinated through our Creative Learning Team to enhance the range of activities at the Mills.

The Mills Observatory Advisory Group (MORAG) meets regularly to advise and influence programme.

**ANNUAL REPORT ON IMPROVING SERVICES THROUGH LISTENING
TO CUSTOMERS AND USERS**

LEISURE & COMMUNITIES DEPARTMENTAL RETURN

SECTION: Caird Hall & Music Development

Please give the key results from the most recent customer satisfaction research carried out by your department

The most recent will be Fest'n'Furious and this information is being collated at present.

Please give examples of changes you have made to services in the past year as a result of feedback from customer satisfaction surveys or individual complaints, comments or suggestions from customers

Customers to Dundee City Box Office have requested gift vouchers for the purchase of Concert tickets.

Since middle of September 2009 gift vouchers can now be purchased just like a ticket from the Box Office in multiples of £10.00.

**ANNUAL REPORT ON IMPROVING SERVICES THROUGH LISTENING
TO CUSTOMERS AND USERS****LEISURE & COMMUNITIES DEPARTMENTAL RETURN****SECTION: Centres and Projects**

Please give the key results from the most recent customer satisfaction research carried out by your department

Major customer satisfaction research contained within Community Centres Consult 2008. 800 people took part in 1:1 questionnaire research with some follow up focus groups. Available on intranet at <http://intra2.dundee.gov.uk:8080/lc/folder.2008-01-08.2054252852/folder.2008-01-08.6464881515/folder.2008-01-10.6513163700/>

Experience of centre was 81% very good or excellent, 14% satisfactory and only 1% below average.

Changes in how people find out about our services has shown some changes since Community Centres Consult 2005.

Please give examples of changes you have made to services in the past year as a result of feedback from customer satisfaction surveys or individual complaints, comments or suggestions from customers

More specific targeting of how we advertise. Community notice boards feature more highly and more people are getting information from DCC website.

More localised customer surveys take place from each centre and suggestions and comments are acted upon appropriately. This includes the type of provision on offer and timing of activities. Feedback has also been used to help centres and partner charity LMGs decide on layout and decor of facilities.

**ANNUAL REPORT ON IMPROVING SERVICES THROUGH LISTENING
TO CUSTOMERS AND USERS****LEISURE & COMMUNITIES DEPARTMENTAL RETURN****SECTION: Community Libraries**

Please give the key results from the most recent customer satisfaction research carried out by your department

Children's Book Stock Questionnaire March 2009 (all libraries)

The objectives were to determine what type of children's books are most popular, and assess awareness of the different types of books available for children. Customers were asked for their comments. Suggestions and comments will be addressed by Children's Stock Selection Group.

Please give examples of changes you have made to services in the past year as a result of feedback from customer satisfaction surveys or individual complaints, comments or suggestions from customers

Following comments from customers that they would like us to inform them that their books were due for renewal, pre-overdue notices are now sent to borrowers who register their email address with us. This courtesy notice reminds the borrower that an item(s) is due back soon, and provides a link to the OPAC so they can renew if desired and so avoid overdue fines.

Large print books relocated to top two shelves in one community library, after request from reader who said he was unable to bend to look at books on bottom shelf.

Buying touchy-feely books for mother with partially sighted toddler.

Ordered more story props and puppets because children at rhymetimes responded well to them and asked staff to use them every week.

Changing newspaper order to include Scotsman after someone complained that one library only had tabloids.

Special display rack dedicated to promoting local event given a high profile after requests from customers for information about what's happening in the area.

**ANNUAL REPORT ON IMPROVING SERVICES THROUGH LISTENING
TO CUSTOMERS AND USERS**

LEISURE & COMMUNITIES DEPARTMENTAL RETURN

SECTION: Community Regeneration Unit

Please give the key results from the most recent customer satisfaction research carried out by your department

The Community Regeneration Unit is in continuous engagement with people through their involvement in Community Planning Partnerships , Regeneration Forums and other mechanisms for community involvement in regeneration. In this respect , we continually review and revise our methodologies to best reflect the needs of our service users and partners. This best demonstrated in our adherence to the Standards for Community Engagement which determine that every element of engagement is subject to continuous improvement.

It is normal practice to get feedback from participants at events, from involvement with communities and when monitoring the delivery of projects/ programmes. Some recent examples of activities undertaken by the Unit include:-

Review of Community Engagement Plans Oct -Dec 2008 with Partner and Community Stakeholders led to production of revised plans Spring 2009.

Self Evaluation using HGIOCLD tool to inform practice Improvement Plans (annual review)

Local Community Plan Impact Assessments, Aug - Oct 2009.

LCPP Annual Review , September 2009

Please give examples of changes you have made to services in the past year as a result of feedback from customer satisfaction surveys or individual complaints, comments or suggestions from customers

Feedback from Community Engagement reviews allowed staff to adjust timing of meetings, preferred methods of communication with users and identified areas where additional improvements were required such as written formats and administration.

We've also seen a shift in the way that we work with Community Regeneration Forums as demands for more pro-active involvement in project development are made. Activities such as estate walkabouts and events to plan and commission services become more common place

HGIOCLD Self evaluation identified areas for improvement with regard to engaging with hard-to-reach audiences and signalled the need to create new and additional engagement opportunities

Feedback from LCP Impact Assessments has yet to be analysed but information gathered will be routed back through local partnerships to service providers

LCPP Annual Reviews suggested ways in which partnership working can be made more effective

ANNUAL REPORT ON IMPROVING SERVICES THROUGH LISTENING TO CUSTOMERS AND USERS

LEISURE & COMMUNITIES DEPARTMENTAL RETURN

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**ANNUAL REPORT ON IMPROVING SERVICES THROUGH LISTENING
TO CUSTOMERS AND USERS**

LEISURE & COMMUNITIES DEPARTMENTAL RETURN

SECTION: Park Operations

Please give the key results from the most recent customer satisfaction research carried out by your department

We have had no research carried out in the past year despite forms being available to members of the public at all our locations.

Please give examples of changes you have made to services in the past year as a result of feedback from customer satisfaction surveys or individual complaints, comments or suggestions from customers

Any feed back from customers has came through as a complaint and this has been dealt with accordingly

**ANNUAL REPORT ON IMPROVING SERVICES THROUGH LISTENING
TO CUSTOMERS AND USERS****LEISURE & COMMUNITIES DEPARTMENTAL RETURN****SECTION: Sports Development**

Please give the key results from the most recent customer satisfaction research carried out by your department;

96% of customers rated the overall impression of the programme as good or excellent.

96% of customers believe Sports Development meet their aims of increasing participation & improving performance.

88% rated section activities as being value for money

Please give examples of changes you have made to services in the past year as a result of feedback from customer satisfaction surveys or individual complaints, comments or suggestions from customers:

1) Following comments from parents and carers the customer feedback process has been reviewed and altered to ensure all users, parents, carers and participants (including those a disability) with an opinion can put forward their views and concerns.

2) Classes are operated across the city based on customer demand and local community need. In listening to the customer, local targeted provision has made an impact on young peoples and families lives.

ANNUAL REPORT ON IMPROVING SERVICES THROUGH LISTENING TO CUSTOMERS AND USERS

LEISURE & COMMUNITIES DEPARTMENTAL RETURN

SECTION: .The Corner Young Peoples Health and Information Service .

Please give the key results from the most recent customer satisfaction research carried out by your department

During the year 2008/09 there was a significant rise in contacts and attendances by young people accessing our services.

Drop In figures rose by 29% from 6166 to 7967 and Health Outreach contacts rose by 12% from 3157 to 3533.

The Corner carries out regular customer satisfaction surveys including:

Survey Monkey – We ask young people daily for comments and suggestions

Backchat Forms – Are available in drop-in for young people to let us know their views

Review Group – We have a group of young people to advise on various ideas staff have.

Health Campaigns – We ask young people their opinions on various monthly campaigns and information is fed back to relevant organisations.

Consultations with young people – We often carry out mini interviews with young people to ask them their views on certain issues/ideas, for example currently a Corner Mini Mag for young people.

Young people feedback and we make improvements where possible accordingly.

Young Peoples Quotes

SERVICES & STAFF:

- *This is really a good place it encourages young people to practice safe sex.*
- *Today has helped my understanding a bit more about contraception and I feel more relieved and comfortable now that I know.*
- *I think the Corner is a great place to come into because its building a lot of peoples confidence up!! Well done*
- *Computers are not very private for filling out this.*
- *I was made more aware of the services available and I was impressed at the relaxed attitude as it made me less nervous etc.*
- *I was in on Tuesday and received amazing help from staff in here and would like to thank them with all my heart for helping me through my situation.*

GETTING POSTIVE MESSAGES ACROSS:

- I thought the visit helped me very well and I will use a condom for the next time.
- It was very helpful and I learnt more in the space of 30 minutes than I did in 2/3 years at school.
- This visit has helped me understand more about contraception a lot deeper that I learned in SE in School. I think the corner is a good idea for all people in Dundee especially teens. Thank you
- I feel very privileged for a service for this to be at Dundee.
- Came in today and was welcomed into the Corner staff were very helpful and I am very satisfied with the help on offer thanks very much. Very happy customer.
- The staff are friendly and are there to help. Easy to ask questions to and don't make you feel uncomfortable. Good to have someone impartial to talk to who lets me talk about things at my own pace, I feel like I have somewhere safe to open up about things that might be bothering me now.
- It helped me understand the dangers of sexual intercourse more.
- I didn't realise the corner provided so much variety of help and advice on sexual care and

ANNUAL REPORT ON IMPROVING SERVICES THROUGH LISTENING TO CUSTOMERS AND USERS

LEISURE AND COMMUNITIES DEPARTMENTAL RETURN

SECTION: Countryside Rangers

Please give the key results from the most recent customer satisfaction research carried out by your department

School Group feedback 19-08-09

So far we have had 19 feedback sheets from 21 school and community group bookings (this averages at 25 pupils per visit) last term. Here's how we did (please note the sample size is small as for one term only):

How did you hear about the Ranger service?

Word of mouth	5	In service training	1
Information received by your school/organisation	4	Visited a ranger in your own time	2
Event/site leaflet	1	other	9

Some forms had more than 1 category ticked and most did not say what the 'other' way they heard about us was (space to be added to the form in the future?).

	Very Good	Good	Average	Poor	N/A
Did the ranger cover what was expected?	84%	11%	5%	0%	0%
Were the pupils effectively engaged?	84%	0%	11%	5%	0%
Pitch of activity to age range	79%	16%	0%	5%	0%
Organisation of visit	87%	13%	0%	0%	0%
Toilet facilities	40%	7%	0%	0%	53%
Value for money	89%	11%	0%	0%	0%

Describe your visit overall:

Very enjoyable:79% Enjoyable:16% Satisfactory:5% Disappointing:0%

Would you use the ranger service again?

Yes: 100% No: 0

Positive comments:

"Thank you very much. All our kids really enjoyed the activities with the two rangers." Levonmouth Playscheme

"I have had 2 visits from the Ranger Service this year and my class really enjoyed them. I hope to use the service again next year." Sidlaw View PS

"We had a fantastic visit and the children absolutely loved it. The rangers were great in school (Brian and Alison) and on our visit (Brian and Kathy). Thank you very much for organising everything. It went very smoothly and the experiences were very rich for our primary children." Hillside PS

Constructive Comments:

"Ranger seemed to have difficulty communicating and engaging with the children- needs to be more involved and interactive. (Only commenting on one group as the class was split into two)." Craigowl PS

"Children thoroughly enjoyed session however we as adults felt activities could have been aimed at age appropriately e.g. younger – older- mixed abilities." St Andrews Nursery

Please give examples of changes you have made to services in the past year as a result of feedback from customer satisfaction surveys or individual complaints, comments or suggestions from customers

Examples of changes that have been made after these results were reviewed:

- Reviewed the pre visit information sent out to group leaders along with a confirmation of their booking and more detailed directions to the sites
- Identified an additional training need for seasonal staff employed for the summer
- Formalised the opportunity for teachers/community group leaders to feedback their comments

ANNUAL REPORT ON IMPROVING SERVICES THROUGH LISTENING TO CUSTOMERS AND USERS

SOCIAL WORK DEPARTMENTAL RETURN SECTION : Criminal Justice Service

Please give the key results from the most recent customer satisfaction research carried out by your department

1. During March 2009 the Drug Treatment and Testing Order service asked clients to complete a Treatment Perception Questionnaire. 20 questionnaires were completed. The clients were asked to consider 14 statements about service delivery particularly focussed on client perceptions of staff competence and about being kept informed and comment on whether they agreed or disagreed with the statements. The key results were that 60% Strongly Agreed and 40% Agreed that staff were good at their job. 45% Strongly Agreed and 55% Agreed that they had been kept informed of decisions made about their treatment. No specific weaknesses were reported.
2. Between 01.01.2009 and 30.09.2009 113 end of order questionnaires were completed by clients of the Community Service & Supervised Attendance Order service. Key results included 99% of clients believing that their skills and abilities were taken into account for their planned work activities, 99% believed they understood what was expected of them during their orders, 95% reported having been supported appropriately through their order. Particular area for improvement noted was in relation to whether clients believed that their time was spent usefully or whether the order was worthwhile to them - where between 12 - 17% believed that they did not agree that it was.
3. At a resident consultation session at East Port House Supervised Accommodation Unit in July 2009 5 residents (approx 50% of those in residence at the time) responded to a Quality Theme Grading Questionnaire. The residents were asked to evaluate the service against Care Commission Quality Themes using Care Commission gradings of Excellent, Very Good, Good, Satisfactory, Weak or Unsatisfactory. There were no Weak or Unsatisfactory Gradings. There have also been 29 evaluation questionnaires completed by residents during the period 01.01.2009 and 30.09.2009. The results of these closely reflect the consultation grading and comments. Particular strengths being in Quality of the Environment, Quality of Life and Quality of Staff.
Actions taken from specific comments on areas for improvement made during the consultation are noted below.

Please give examples of changes you have made to services in the past year as a result of feedback from customer satisfaction surveys or individual complaints, comments or suggestions from customers

- 1 In relation to results from the Community Service client evaluations and the area less well graded of whether clients believed their time was well spent or worthwhile to them - This is being addressed as part of overall service developments to improve speed, immediacy and visibility of Community Service projects and their value and profile within local communities. This has included increased media profile of projects, a project newsletter and increased consultation with local community organisations. It is anticipated that these efforts will support the development of an enhanced sense of worth experienced by clients undertaking the projects. There have also been very close links established with agencies who support the development of employment skills and educational opportunities.
- 2 In relation to actions from the East Port House resident feedback the following measures have been taken - Questions suggested by residents have been included in the formal staff recruitment process; menu plans have been changed; newsletters are used to inform residents of the extent of specialised areas staff training; referring agencies have received updated info packs for prospective residents.

ANNUAL REPORT ON IMPROVING SERVICES THROUGH LISTENING TO CUSTOMERS AND USERS

SOCIAL WORK DEPARTMENTAL RETURN

SECTION: Community Care

Please give the key results from the most recent customer satisfaction research carried out by your department

January 2009 - Home Care Customer Satisfaction Survey

123 respondents - areas covered: Quality of Life; Quality of Information; Staffing and Management & Leadership.

50% of respondents rated the service as excellent; 39% as very good; 8% as good and 2% as adequate.

Out & About Service - Service Users' and Carers' Satisfaction Surveys (Summer 2009)

Surveys were first carried out in 2008. The 2009 surveys were follow ups to the recommendation in 2008 that 'regular follow up surveys addressing the same areas of enquiry to allow for further monitoring of this developing service'.

The survey aimed to answer the following high level questions:

- do service users participate in activities that they believe are right for them? - 87% agreed that O&A helps them to do things they want to do and described a range of activities including horse riding, exercise to music and line dancing. "I do more things here than at the day centre".
- do service users receive support which meets their needs? - 80% said there was no additional support required. 92% said they were happy with the help and support they get.
- what is the nature of the relationship between service users, carers and staff? - 95% agreed staff listen to what service users have to say. 95% also agreed that if they have a worry they could speak to staff in private. "They all do their best to help me".
- has attendance at Out & About developed service users' confidence, independence and ability to make choices? - 92% said the service helped them to feel more confident, 87% safer, and 87% more independent. "Used to attend 5 days - changed to 2 as I am more independent"

Meals Service - Customer Satisfaction Surveys

120 questionnaires went out, 53 returned. 98% of respondents satisfied or very satisfied with the arrangements for choosing meals. 94% of respondents satisfied or very satisfied with the menu choices. Over 90% satisfied or very satisfied with the quality of the food and delivery arrangements.

A survey is currently being designed to gauge customers' satisfaction with the Intensive Care at Home/Rapid Response Service.

General customer satisfaction surveys are scheduled to be conducted before the year end.

Please give examples of changes you have made to services in the past year as a result of feedback from customer satisfaction surveys or individual complaints, comments or suggestions from customers

Out & About Service

Only 60% of carers who responded said they always have the opportunity to be involved in the service. A variety of ways are being tried to encourage their involvement.

ANNUAL REPORT ON IMPROVING SERVICES THROUGH LISTENING TO CUSTOMERS AND USERS

SOCIAL WORK DEPARTMENTAL RETURN

Social Work - Children's Services

Please give the key results from the most recent customer satisfaction research carried out by your department

Jan - June 2009 - carried out a survey into Parental Involvement in Child Protection Process

42 parental forms were returned during the period of the survey (compared to 25 in the same period for 2008) 32 of whom had attended the child protection meeting and 10 who did not attend. (There were no young persons' forms returned compared to 5 in 2008.)

Key Results:

Improvements noted from the 2008 survey.

- 73.8% of parents who responded said they had received the relevant leaflet (56% in 2008)
- 88% of parents/carers reported that the worker had explained why the meeting was taking place (83% in 2008)

The adults at the meeting itself continued to report positively on issues such as being treated with respect, having their views listened to and considered, and the role of the chair including being introduced to everyone at the meeting.

Please give examples of changes you have made to services in the past year as a result of feedback from customer satisfaction surveys or individual complaints, comments or suggestions from customers

- Training has been given to all chairs of Child Protection case conferences.
- Chairs of the meetings were asked to note the views of the young person separately whether they are present or not, and the reason for their non-attendance is to be minuted for all those over 12 years of age.
- Workers are ensuring more children and families receive the necessary leaflet.
- Social workers must ensure that they complete the report in time for it to be shared with the parents and young person (where relevant)
- A format is to designed and piloted to assist participants to prepare what they wish to say prior to the meeting.
- Consideration is being given, on a multi-agency level, to how best to get feedback from young people.
- The survey is scheduled to be repeated during January - June 2010.

**ANNUAL REPORT ON IMPROVING SERVICES THROUGH LISTENING
TO CUSTOMERS AND USERS**

SUPPORT SERVICES DEPARTMENTAL RETURN

SECTION: Registrars

Please give the key results from the most recent customer satisfaction research carried out by your department

SEPTEMBER 2009

	Satisfaction Level	Target
Professionalism of Staff	96%	85%
Quality of Service	96%	85%
Speed of Service	94%	85%
	Level	Target
Error Rate	1%	4%

Please give examples of changes you have made to services in the past year as a result of feedback from customer satisfaction surveys or individual complaints, comments or suggestions from customers

Q2 *What was your general impression of the layout of the Registrars Office?*

Feedback led to a decoration programme and general tidying up of the public areas in the Registrars Office

Comments: If you have any comments or suggestions to improve the service would you please briefly state these below or on the other side of this sheet.

In response to comments from the public a local bereavement guide (the 1st of it's kind in Scotland) has been designed and issued to all Nursing Homes and Hospitals in the Dundee.

Similarly, a local guide to birth registration is also currently planned for launch in the near future.

ANNUAL REPORT ON IMPROVING SERVICES THROUGH LISTENING TO CUSTOMERS AND USERS

WASTE MANAGEMENT DEPARTMENTAL RETURN

Please give the key results from the most recent customer satisfaction research carried out by your department

Domestic Refuse Collection - Whitfield Avenue

In 2009 a number of properties within Whitfield Avenue were transferred from the small bin collection system onto a communal wheeled bin / eurobin collection system.

A questionnaire was issued to gather feedback from the residents affected.

From the returned questionnaires, **the results showed that:**

- the residents transferred onto the communal eurobins were largely satisfied
- the residents transferred onto the communal wheeled bins were largely dissatisfied

Dundee Real Nappy Campaign:

Sent survey to 76 customers who have taken part in the real nappy incentive scheme. After 1 month we have had 28 responses. These responses highlighted the following:

1. The need for more publicity for the campaign.
2. The need for more detailed advice handed out at the same time as the incentive.
3. Users would like to be able to pass on nappies they no longer need to other people/have them purchased back by the council.

Please give examples of changes you have made to services in the past year as a result of feedback from customer satisfaction surveys or individual complaints, comments or suggestions from customers

Domestic Refuse Collection - Whitfield Avenue

From the questionnaire results, as detailed above:

The communal wheeled bins are to be replaced with communal eurobins. This should eliminate the problems encountered with the wheeled bins.

On an ad hoc basis, changes can be made to aspects of the service following requests/consultation from customers/stakeholders (ie Housing Orgs / EHTS / Housing Dept / public) Examples of this are changes to bin type, collection method and collection frequency.

EQIA - areas of action include:

- Survey of bin routes to reduce pavement clutter from bin collection.
- Baldovie Recycling Centre: disabled parking; disabled toilet; lowered kerbside for access; attendant/assistance.
- Domestic Waste Collections: assisted collection for over 70` s/ confirmation of disability.
- Large print bin calendar screen available on Council Website and large print hard copy available on request.
- Use of symbols on signage for partially blind at Recycling Centres.
- Radar key scheme; distribution of keys from 21 city square introduced

Please give examples of changes you have made to services in the past year as a result of feedback from customer satisfaction surveys or individual complaints, comments or suggestions from customers (cont)

Dundee Real Nappy Campaign:

In response to the points raised above:

1. Publicity for the campaign is difficult due to lack of funds but we now have a leaflet in all the birth registry documents given out in Dundee. We are also organising regular stands in the Overgate shopping centre for 2010.
2. There are already written guidelines handed out with the nappy incentives. However, we are currently looking into the possibility of creating a step by step nappy video which may be easier to follow than a written document.
3. We have introduced a second hand nappy network to allow people to buy and sell second hand nappies through the campaign.

**REPORT TO: IMPROVEMENT AND EFFICIENCY SUB-COMMITTEE -
17 DECEMBER 2009**

REPORT ON: LEAN SERVICE REVIEWS

REPORT BY: ASSISTANT CHIEF EXECUTIVE

REPORT NO: 609-2009

1. PURPOSE OF REPORT

To update the committee on progress with the 6 Lean service reviews agreed at the conclusion of the Efficiency Diagnostic Study and to advise on further reviews that have been included on the programme.

2. RECOMMENDATIONS

The projects and the progress in the Lean Service Programme as set out in Section 4 be noted.

3. FINANCIAL IMPLICATIONS

- 3.1 In each of the projects outlined below, the improvements described have been achieved without any additional costs. In most cases, resources have been released and become available for other work. In some cases this has been quantified, whilst in other cases work is ongoing to quantify released capacity. In other instances, financial savings have been made which can be extrapolated. Where quantified, these implications are set out in the appendix and the current total is £515,384 of efficiency savings.

4. BACKGROUND

- 4.1 In December 2008, the committee noted that 6 Lean Service Reviews had been included in the programme of Best Value reviews and would be governed through the Improvement and Efficiency Board. An update on each of these is provided below. In addition, a further 8 Lean Service Reviews have been started, subject to the same governance arrangements, and updates are also provided on these.

It should be noted that the rate of progress will vary between reviews, for a variety of reasons, one the main ones being the duration of the process being considered. So, for example, a cycle of checking premises for food hygiene purposes is measured in months, while group call arrangements in schools would be measured in minutes.

The Lean Service projects have been supported by a training programme, and there is growing evidence of Lean Service principles being adopted in various parts of the Council in considering service delivery design. This is creating a level of "organic spread" of adoption of these principles across the council. The spread is apparent in two distinct ways. Firstly, spread has occurred as extensions of existing projects. A number of the projects described below have expanded beyond their initial scope, as it has become apparent that wider applications of Lean Service principles would be applicable and beneficial to other business processes. Sometimes this has been around wider use of the principles, and an example of this would be in Education, where after the successful introduction of Lean Service through Craigie High School, roll out plans are being developed to cover other Secondary Schools and the Primary Schools.

On other occasions, expanding the remit has covered opportunities that became apparent during the course of the project, so the Car Parking Appeals project has also looked at cash receipting arrangements, which has involved staff from Revenues. The Environmental Health - Pest Control project quickly revealed that Waste Management needed to be involved in resolving the root causes of some of the issues.

The second way spread has occurred has been in Service Areas where the benefits of applying Lean Service principles have spread by word of mouth, and several of these areas have started to apply the principles without being included on the formal programme. Some of these services would possibly not be regarded as priorities for inclusion on the programme, but nevertheless, will benefit from applying the Lean Service principles. For these service areas advice and governance is being provided through the Organisational Development Section, where there is considerable understanding of and expertise in applying Lean Service principles. Examples of services where such spread is occurring would include Scientific Services and Income Control.

4.2 Environmental Health - Food Hygiene

The overall impact of the experiments in food hygiene has been to move more resources to their fundamental purpose of reducing non-compliant premises by making the process of routine inspection of all premises more efficient and more proportionate to the risk. The number of category A premises (non compliant) has reduced by 21% and the number of hygiene improvement notices has increased by 20%. An instant hygiene tear off report provided in the premises being inspected has been introduced and 92 instances of this has taken place in the experiment saving 824 process steps, speeding up the servicing of improvement notices from an average of 8.1 days to less than an hour.

Copy hygiene reports to corporate clients are now transferred electronically saving paper and time. Service requests are being resolved more quickly, with average completion time improved from 10.3 days to 3.4 days.

4.3 Libraries

A high level demand was from members of the public who required a member of staff to log them on to PCs. A system of self log ins is being introduced and this will save staff time and provide a quicker service to the public. Arrangements for purchase of books have been reviewed , and changing the supply method has reduced order to delivery time by about 2 weeks, and purchase costs have been reduced on average by £2.60 per book, and has simplified the payment system. Arrangements for cataloguing books have eliminated duplication. Self issue terminals for booking out books are being piloted in two branch libraries. A year plan to change opening hours from 2010 to reflect footfall patterns has been devised.

4.4 School Admin Functions

The focus of this review was to identify opportunities to review the work of the Admin Teams to release some resource in order to transfer non teaching duties away from teaching staff in accordance Annexe E requirements. Concentrating on Craigie High, where a Business Manager had recently been appointed, a number of initiatives to remove non value activities from the Admin Team has meant that about 10% of the capacity of team has been released to take up other duties. In doing so, services to pupils and their parents/guardians have been improved, delivering a better image of the school.

So, for example, the group call arrangements for non attendance has been speeded up and become more accurate, reducing follow up queries by 75%. As the admin team now have the capacity to become involved in other activities, they are taking work from teaching staff, mainly principle teachers, such as the administration of "late detentions" and dealing with queries which would previously have been referred to teaching staff, taking up their time and disrupting classes. There has also been a significant reduction in referrals to the Schools Community Support Service arising from improvements the Admin Team have made in handling and resolving absences.

4.5 Procurement Processing

There have been a number of improvements in practices, some of which result from e procurement and the corporate procurement strategy, while others result from the Lean Service Review. That these have been going on at the same time and have been complementary has enhanced the benefits. In relation to the process of realising that something is needed, to having it in stock and paid for, this would typically have involved 35 steps. This is being reduced to 13 steps. In one department, the timeframe from knowing something is needed to placing the order was typically 11 days, but could be as much as 23 days, and this has now been reduced to less than one day. Delays in processing orders lead to stockpiling, duplication of manual checking and approval lead to delays and inaccuracies. Cancelled orders and weak management information lead to increased costs, and progress chasing. There has been dramatic reductions in order time, reduced process time, reduced direct cost, access to collaborative contracts, and enhanced management controls with more accurate monitoring data. A Roll Out programme has been agreed, covering:-

- Focus on Customer Needs
- Series of Reviews Planned or in progress
- Results used to inform Roll Out Program
- Support Continuous Improvements by Departments
- Enhance Financial Controls
- Automate Invoice Processing
- Develop Links to CeRDMS

4.6 Leisure and Communities Administration Teams

The Lean Service Review of the Central Administration function of the Leisure and Communities Department was initially undertaken in December 2008. This has resulted in a restructuring of the Central Administration Team, a reduction in numbers by 2, a transfer of post to Finance Department to undertake payroll and a new post of Staffing Officer has been introduced. This post will work very closely with the Personnel Department to undertake staffing issues within the Leisure and Communities Department. There has been a series of briefings undertaken regarding the department's filling of forms required specifically for Resourcelink and for other functions of the Central Administration Team to improve the amount of miscoding, etc, that results in wasted time.

4.7 Environmental Health - Pest Control

Reduced failure demand on the service by 71% (from 17% to 5%), reduced the recording of incomplete/incorrect information about jobs from 60% to 25% and incorporating the Corporate Address Gazateer will eliminate this completely. Attendance at wrong addresses has been eliminated. Closure time on informal Public Health Nuisance Complaints has been reduced from an average of 24.5 days to 5.9 days. Changes to collection methods, made in cooperation with Waste Management in problem areas of the city have significantly improved the compliance by the customer in waste presentation, vastly enhancing the appearance of these areas and, therefore, improving the health and wellbeing of Dundee citizens in this area, which is a contribution to the overall outcome

4.8 Eight additional lean service reviews have been started. Progress is set out on these below.

4.9 Car Parking Appeals

The backlog in handling appeals against parking tickets which was causing a 14 week delay (and growing) and this has been completely eliminated reducing significantly the amount of progress chasing by customers. There is a 70% reduction in appeals for the Appeals Panel, which now has a 50% reduction in the number of meetings required. Further experiments planned are evaluating the impact of equipment purchased in-house to repair quickly small areas of signs and lines damaged scanning of mail to make electronic transfer and access faster for information, introducing cash receipting and telephone automatic payment line and training for staff on conflict management carried out. Furthermore an option appraisal is being carried out on the best value between using the Sheriff Officers or the in-house debt management team. A further improvement that has been designed to reduce customer enquiries is that plain English is being applied to customer information on parking charge notices. A planned request for additional staff has now been considered unnecessary.

4.10 Housing Relets

The check phase had revealed that the relet process took too long and a factor was the poor standard the accommodation offered was in. It was also highlighted that there was 3.7 let offers per let and, therefore, the aims of the experiments were to reduce the time taken to let the house, improve the quality of the house offered and reduce the number of offers per house. From the first phase of experiments, the time to relet has reduced from 18 weeks to 12 weeks and this has contributed an additional £36,000 per month, or approximately £400,000 per annum. The experiments included putting more accurate information on about the prospective tenant at the first point of contact, reducing the time taken to repair houses and experimenting with the Council redecorating the house to a higher standard instead of relying on redecoration allowances to tenants.

Movement of keys took up a significant amount of staff time and a new system is being introduced to install locks on houses as they become vacant that can be opened by a master key available to the relevant staff. It is hoped that, over the long term, the decoration programme will improve the quality of homes being offered and the next phase will look at how this will reduce the number of offers per let. Further work will involve getting a closer match between the top ten tenants in the allocation system to the house that has become available.

4.11 Payroll

The Payroll Section process pay and employment details for 4,069 employees (excluding Education). A number of problems highlighted the need for a lean service review and these included consistently missing the deadlines for processing pay set by the IT system and a staff turnover of 60% caused by the high stress environment. It was noted that the failure demand is caused in the main by an error rate in data submitted by departments of 26% one month and 17% another month. 12% of staff time is spent chasing errors at a critical stage in the process and that this is replicated in departmental payroll teams. Two experiments are proposed to make departments responsible for the quality of data to be measured by clean data received centrally and following training given by the payroll department piloting local input by departmental staff.

The main principle being pursued is that the quality of the data should be owned by departmental managers, and should be right first time. Further innovations were being pursued that will reduce the paperwork and steps in the process. These included an electronic signing off process for noting absence and return to work, e-payslips instead of paper and self-service by employees on maintaining data in the resourcelink system such as next of kin, change of address, etc.

4.12 Architects

This project focussed on 2 issues. One related to an increase of 550 hours travel time by using the bus to travel to site compared to taxis. The second is that 70% of the Division's work comes through the GVA process and they noted that this requires 24 more steps than the standard process they used when clients contacted them directly. The project is concentrating on exploring cost effective means of getting staff to sites apart from re-introducing contract taxis, and how the Architectural Services Department engage with customers and other relevant departments to find ways to streamline the GVA system

4.13 The Revenues Division

In the last financial year, there were 74,209 contacts at the enquiry office. In their demand analysis they noted 22% failure demand at the reception point which deals with 25,000 of the total enquiries to the office. Immediate action was taken to deal with the issuing of unnecessary tickets for customers to queue and this had the immediate effect of reducing failure demand to 14%, and it is anticipated that this will reduce further by increasing the skills available at the reception over lunchtime and by converting the mail member of staff to a skilled member. It was noted that the remaining 10% of failure demand is a result of customers seeking other Council services not available at 8, 7, 6 City Square. A number of experiments are being devised to streamline processes

4.13 Housing Advice and Information Service

It was noted that, in the last financial year, they had 14,099 contacts and that this service has now transferred to customer services team in Tayside House. It deals with four housing services: letting/homeless, rent recovery, housing repairs and anti social complaints. 70% of the contacts are related to rent recovery and lettings/homelessness and, respectively, the level of failure demand was 84% and 41%. The main reason for this is that the staff can only give information and advice about the application forms but they cannot actually process them as this can only be done at the lettings/Lily Walker centre. The staff don't have access to the relevant information to verify medical/homeless status.

To reduce this failure demand, a genuine first point of contact service needs to be designed and, therefore, the team will investigate the feasibility of inputting the data at the first point of contact and providing the front line staff with access to more and relevant information. With respect to rent recovery, the main issue concerned customers being confused about the contact details for dealing with rent arrears. The team will work with the Rent Recovery Section and clarify and improve customer communications.

4.14 Customer Services

The annual number of contacts to customer services on floor 2 is 529,168, this included 439,779 to the switchboard and face to face contacts in Tayside House were 53,599. Investigation has revealed 39% failure demand in the contacts made by the public. One of the main causes of this is that the majority of services at the contact centre are still not first contact in design and frequently require the customer to make repeat visits having completed a form or brought in proof of entitlement documentation. In services looked at in detail the length of time for service provision was a key factor and resulted in 75% of the repeat visits for customers. By far the biggest cause of this is disabled bus pass applications. The average time elapsed for new applicants and renewals is respectively 52 days and 44 days. More than half of this time is the gap between the customer requesting an application form and receipt of application form from the customer. Therefore, from the customers' perspective, eliminating the need to complete the application form and make a second visit would be a significant improvement. The next step is to investigate and analyse the full end to end process with other departments (Social Work, City Development, Education) with a view to making the entitlement verification process a one stop service.

4.15 Welfare Right Duty Advice Line

The average number of inward telephone calls per week is 607. The demand analysis estimated that 52% is failure demand. Analysing staff activity behind this failure demand identified that a number were calls to the DWP, Revenues and HMRC to establish benefit status. This involved welfare rights staff calling back the customer relaying the same information already previously provided by, in the Council's case, the Revenues Division. The next step here is to conduct an experiment to eliminate the impact on customer time and experience through enabling welfare rights staff to access the documents issued by the revenues division that a welfare rights customer may be calling about it. An additional line of enquiry was to look at the approximately 397 notice of potential eviction cases per annum. It was noted that the actual number of eviction cases last year was 72. When evictions proceedings are started by the Housing Department, an intensive amount of casework has to be carried out with a combination of welfare rights and staff from a variety of council departments.

It is proposed to establish a project in conjunction with the rent recovery section, housing support team, Lily Walker centre, legal section and homelessness strategy team to test new preventative measures and early intervention support services for tenants.

5. **POLICY IMPLICATIONS**

This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no major issues.

6. **CONSULTATIONS**

The Chief Executive, Depute Chief Executive, Director of Finance and the Improvement and Efficiency Board members have been consulted on this report.

7. **BACKGROUND PAPERS**

None.

Chris Ward
Assistant Chief Executive

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11/12/2009

LEAN SERVICE REVIEWS - EFFICIENCIES IDENTIFIED

CASH EFFICIENCY SAVINGS (same output but less resources used)						Amount of Savings
No.	Type	EG Workstream	Input	Output	Description	2009/10
					<u>Environmental Health Food Hygiene</u>	£
1	Same output for less input	Other	Staff Time	Changing from low value to high value work	Changed method of communicating with customers	250
					<u>Libraries</u>	
2	Same output for less input	Procurement	Staff Time	Cheaper purchase prices	Change to online suppliers for special purchased	2,600
					<u>Housing</u>	
3	More output for the same input	Other	Staff Time	Removal of non value processes	Reduced number of void days on council house relets	400,000
NON-CASH EFFICIENCY SAVINGS (doing more for the same resources)						
					<u>Environmental Health Food Hygiene</u>	
4	More output for the same input	Other	Staff Time	Changing from low value to high value work	400 hours redeployed from low risk to high risk premises	18,000
					<u>Schools</u>	
5	More output for the same input	Other	Staff Time	Removal of non value processes	Admin teams taking approx 15 hours/week non teaching duties from teachers	16,742
					<u>Car Parking</u>	
6	More output for the same input	Other	Staff Time	Removal of non value processes	84 hours pa saved for appeals panel staff	2,142
7	More output for the same input	Other	Staff Time	Removal of non value processes	Equivalent to £44000 staff savings from improved appeals procedure and less progress chasing. Staff being redeployed to take work from Senior Parking Officers, introduce cash Receipting, etc.	44,000
					<u>Payroll</u>	
8	More output for the same input	Other	Staff Time	Removal of non value processes	2110 hours per annum saved between payroll section and departments resulting from better 1st submission of data	31,650
					Total Gains	515,384

**REPORT TO: IMPROVEMENT AND EFFICIENCY SUB-COMMITTEE -
17 DECEMBER 2009**

**REPORT ON: KEY QUARTERLY PERFORMANCE INDICATORS 2009/2010
- PERFORMANCE REPORT FOR SIX MONTHS TO 30 SEPTEMBER 2009**

REPORT BY: DIRECTOR OF FINANCE

REPORT NO: 541-2009

1 PURPOSE OF REPORT

- 1.1 The purpose of this report is to advise the Elected Members of the performance of Dundee City Council for the six months to 30 September 2009, as defined by the Key Quarterly Performance Indicators.

2 RECOMMENDATION

- 2.1 Elected Members note that performance levels for the first six months of the financial year have generally been maintained or improved.
- 2.2 All Chief Officers should review the contents of Appendix 1 as it relates to their service and consider if there are any indicators for which performance can be improved over the remainder of the 2009/10 financial year.

3 FINANCIAL IMPLICATIONS

- 3.1 All initiatives to improve performance must be kept within existing budgets.

4 BACKGROUND

- 4.1 The Council has now been monitoring performance on a quarterly basis for over three years during which time it has become clear that the very process of monitoring performance more frequently than the traditional annually has helped improve performance and in some cases significantly.
- 4.2 In common with prevailing guidance on performance indicators under Best Value, the Council is moving away from reliance on Statutory Indicators only. The balance in this respect for key indicators is now roughly 60% statutory and 40% non-statutory. These measures are supplemented by Performance Database Indicators.

5 PERFORMANCE OVERVIEW

- 5.1 The key performance indicators to be measured on a quarterly basis are listed in Appendix 1. Performance for each of these has been colour coded with green reflecting a performance improvement >5% and amber denoting performance +/- 5%. Red denotes performance deterioration of >5%.
- 5.2 In Appendix 1 91% of the performance indicators either showed performance being maintained or improved. Only four indicators suggested a significant deterioration in performance. Eight of the indicators demonstrated significant improvement on the same six months for the previous year.

6 CREATING AND DELIVERING A VISION FOR DUNDEE

6.1 The Council is currently collecting 17 indicators on a quarterly basis in this category for which 82% have either maintained or improved performance compared to the previous period. Waste and noise complaints and learning centre users were the only indicators for which performance declined.

7 MODERNISING AND IMPROVING SERVICES FOR THE PUBLIC

7.1 The Council is currently collecting 14 indicators on a quarterly basis in this category for which 93% have either maintained or improved performance compared to the previous period. Benefit claims was the only indicator for which performance declined.

8 MAKING THE BEST USE OF PUBLIC RESOURCES IN THE CITY

8.1 The Council is currently collecting 13 indicators on a quarterly basis in this category for which 100% have either maintained or improved performance compared to the previous period. This is an excellent performance.

9 POLICY IMPLICATIONS

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

There are no major issues.

10 CONSULTATION

10.1 The Chief Executive, Depute Chief Executive (Support Services) and Assistant Chief Executive have been consulted on the content of this report.

11 BACKGROUND PAPERS

Audit Scotland Performance Guidelines 2009/10

**MARJORY M STEWART
DIRECTOR OF FINANCE**

10 DECEMBER 2009

Corporate Performance - Database Priorities

Measure	2007/08 Ranking	2007/08	2008/09 compared to previous year	2008/09 6 months to 30/09/08	2009/10 6 months to 30/09/09	Estimated Position 2009/10	Comment	
Creating and delivering a vision for Dundee								
Waste Management								
Number of complaints per 1,000 households	12	18.5	15.0	14.8	15.8		Performance anticipated to be maintained for year	PS1
Tonnage of municipal waste collected	N/A	94992	94724	51290	48296		6% reduction in total waste collected	
Tonnage of municipal waste landfilled	N/A	21471	19597	14311	8619		Excellent performance improvement	
% of municipal waste recycled by the authority	17	33.0	36.1	36.9	38.1		Performance continues to improve	
Cultural and Community Services								
Number of learning centre users as a % of population	9	13.1	13.8	10.1	7.45		Deterioration in performance Does not form part of intended self-assessment	PS2
Number of times terminals are used per 1000 population	5	1354.2	1314.7	672	675		Performance maintained	
Number of attendances per 1000 population for all pools	13	3893	3747	2028	2059		Improvement rate of 1.5%	
Number of attendances per 1000 population for indoor facilities	8	6112	6287	2811	2886		Improvement rate of 2.7%	
Visitors to Council libraries	N/A	N/A	N/A	706488	703681		Performance maintained	
Number of activities promoting reading	N/A	N/A	N/A	N/A	1680		Data gathering for future quarterly comparison	
Number of library visits per 1,000 of the population	2	9680	9791	4970	4939		Performance maintained	
Borrowers as a percentage of the resident population	9	23.3	17.3	13.3	12.9		Performance maintained	
Housing								
Average time between homeless presentation and completion	32	26.0	38.6	36.1	31.5		Improvement rate of nearly 13%	
Protective Services								
Average time between noise complaint and attendance -hrs	10	24.0	15.0	10.6	10.8		Performance maintained	
Average time between complaint and attendance - Part V ASBA 2004 - mins	2	18.0	18.0	17.4	20.0		Performance declined	PS3
% of consumer complaints processed within 14 days	6	82.6	83.6	84.5	84.3		Performance maintained	
% of business advice requests dealt with within 14 days	10	96.6	97.5	99.0	100.0		Performance maximised	

Measure	2007/08 Ranking	2007/08	2008/09 compared to previous year	2008/09 6 months to 30/09/08	2009/10 6 months to 30/09/09	Estimated Position 2009/10	Comment
Modernising and improving services for the public							
Benefits Administration							
Average time taken to process new claims	19	28.0	27.0	27.5	34.0		Performance declined due to increased claims and re-training requirements
% of cases for which the calculation of benefit was correct	N/A	98.0	97.6	99.0	98.6		Performance maintained
Housing							
% of house sales completed within 26 weeks	16	80.6	95.6	95.8	100.0		Performance maximised
Roads & Lighting							
% of traffic light repairs within 48 hours	4	99.0	99.80	98.70	99.40		Performance maintained
% of street light repairs within 7 days	8	95.5	94.6	94.83	97.13		Improvement rate of 2.4% on previous period
Adult Social Work							
% social enquiry reports submitted by due date	11	99.5	100.0	99.2	97.0		Performance maintained
% probationers seen by a supervising officer < 1 week	24	62.3	72.0	77.1	77.3		Performance maintained
Average hours to complete a community service order	22	3.1	2.8	2.7	4.3		Improvement rate of nearly 60%
Childrens Services							
% of childrens hearing reports submitted by target date	9*	27.8	36.5	27.2	42.5		Excellent improvement
% of children given a supervision order seen within < 15 days	21	83.2	100.0	94.0	95.5		Performance maintained
% of referrals responded to within 24 hours	N/A	N/A	87.8	NEW	96.2		Improvement of almost 10%
Reduce days between initial child protection investigation and registration	N/A	N/A	50.7	NEW	41.6		Improvement of 18%
Development Services							
% of householder applications dealt with within 2 months	21	74.4	83.2	78.95	78.71		Performance maintained
% of all applications dealt with within 2 months	22	55.6	62.3	59.1	60.96		Performance maintained

PS4

Measure	2007/08 Ranking	2007/08	2008/09 compared to previous year	2008/09 6 months to 30/09/08	2009/10 6 months to 30/09/09	Estimated Position 2009/10	Comment
Making the best use of public resources in the city							
Corporate Management							
Days sickness absence for local government employees	NEW	N/A	12.1 days	6.75	7.07 days		Performance maintained
Days sickness absence for teachers	NEW	N/A	9.4 days	Not known	4.22 days		Performance maintained
Accidents to employees of the Council	N/A	445	407	180	175		Improvement rate of 2.8%
Number of corporate complaints made to the Council	N/A	662	594	343	124		More rigorous check on the nature of the complaints has been implemented
Average number of visits made to the Council website	N/A	4121	4240	4158	4159		Performance maintained
% of CT income in the year collected in the year	31	92.1	91.3	53.2	53.5		Performance maintained
% of NDR income due collected in the year	N/A	96.5	95.4	47.2	48.5		Improvement rate of nearly 3% on previous period
% of invoices paid within 30 days	3	92.0	93.0	93.0	94.0		Continued steady improvement at an already high performance level.
% of Dundee suppliers paid within 14 days	N/A	74.0	80.0	79.0	82.0		Nearly a 4% improvement on previous period Borderline year end indicator
Housing							
Rent arrears as a percentage of the net rent debit	23	9.1	9.9	9.1	8.8		Improvement of 3.3%
Finance							
Revenue projected outturn compared to annual budget	N/A	-0.10	0.00	0.00	-0.10		Revenue Budget remains on target
Capital projected outturn compared to annual budget.	N/A	0.00	-4.90	-2.90	-1.90		Capital Budget remains on target
% of creditors paid electronically	N/A	86.0	93.0	93.0	93.0		Performance maintained

Key

- performance improved by > 5%
- performance deteriorated by > 5%
- performance maintained within the above tolerances
- N/A no ranking as not a statutory indicator
- * represents a benchmark other than Audit Scotland's