

AGENDA ITEM No.3....

NORTH LANARKSHIRE COUNCIL

REPORT

To : Education Resources Sub-Committee	Subject : School Cleaning Contract Performance Review
From : Director of Education & Director of Community Services	
Date : 04 April 2000	
Ref : MM/AS	

Summary

This report describes the performance of the school cleaning contract from 1 April 1999 to 27 February 2000.

Recommendations

The education resources sub-committee is recommended to:

- (a) approve the report on the performance of the school cleaning contract for 1 April 1999 to 27 February 2000.
- (b) request the submission of further performance review reports to future meetings of the sub-committee.

Christine Pallock

Members wishing further information about this report should contact

Michael O'Neill, Director of Education, on 01236 812337, or
Murdo Maciver, Head of Service, on 01236 812269
Paul Jukes, Director of Community Services, on 0141 304 1931 or
Kenneth Wilson, Head of Cleaning & Related Services, on 0141 304 1909

NORTH LANARKSHIRE COUNCIL : DEPARTMENT OF EDUCATION

School Cleaning Review - Performance Review

Joint Report by the Director of Education & Director of Community Services

1 Background

1.1 This performance review report is based on the period April 1999 to February 2000.

2 Financial Performance

2.1 Expenditure 1999/2000

Table 1 below shows the recharges to the education department between April 1999 and February 2000.

Table 1 : Budget analysis based on information held by Community Services

Classification	BUDGET P1 - P12	ACTUAL P1 - P12	VARIANCE P1 - P12
Pre -five Centres	£37,292	£40,683	(£3,391)
Primary Schools	£1,780,574	£1,789,431	(£8,856)
Secondary Schools	£1,869,937	£1,849,358	£20,579
Special Schools	£93,324	£104,518	(£11,284)
Psychological Services	£8,903	£8,607	£296
Total	£3,789,940	£3,792,597	(£2,656)

3. Quality Performance

3.1 The result of the fourth service delivery questionnaire for 1999/2000 is detailed in Tables 2 - 4. A further breakdown is included in Appendix 1.

3.2 The results are based on a return of 154 questionnaires by the due date from the 188 questionnaires issued to Head Teachers. Overall the level of satisfaction with the service among those making a return is very high (91%).

3.3 Where comments are received, investigations are carried out and action taken to resolve the issues. Details of these are included in Appendix 2.

Table 2 : Comment on Service Standard

Is the standard of cleaning	Excellent	Good	Adequate	Poor
	43	82	24	5

Table 3 : Comment on Relative Performance

Do you feel the standard of service provided to you has	Improved	Deteriorated	Remained the same
	9	8	136

Table 4 : Comment on Building Cleaning Service Delivery

QUESTIONS	YES	NO
Are the cleaning staff polite and helpful ?	150	1
Is the standard of the basic clean meeting your requirements ?	140	10
Have you requested any additional cleaning in the last three months ?	47	102
If you answered "YES" to the above question were these additional requirements carried out to your satisfaction ?	43	3
Have you met the Area Manager within the last three months ?	120	27
Are there sufficient resources to deliver the service ?	113	28

4. Development of Best Value

- 4.1 Community Services is participating in a benchmarking group with local authorities to identify performance indicators that provide a base to measure the effectiveness of the Building Cleaning Service in terms of both quality and quantity. This forms part of the ongoing service review and the drive towards continuous improvement.
- 4.2 The Building Cleaning DSO is participating in the ADLO Performance Network Pilot.
- 4.3 An assessment of the benefits of adopting the EFQM (European Foundation Quality Model) business excellence approach to the delivery of services is being undertaken by the department.

5. **Recommendations**

The education resources sub-committee is recommended to :

- (1) note the performance of the school cleaning contract for the period April 1999 to February 2000.
- (2) request the submission of regular performance review reports to future meetings of the sub-committee.

PRIMARY SCHOOLS

Number of Questionnaires - 132
 Number of Questionnaires returned - 111

Table 1 : Comment on Service Standard

Is the standard of cleaning	Excellent	Good	Adequate	Poor
	33	61	15	2

Table 2 : Comment on Relative Performance

Do you feel the standard of service provided has	Improved	Deteriorated	Remained the same
	7	4	99

Table 3 : Comment on building Cleaning Service Delivery

QUESTIONS	YES	NO
Are the cleaning staff polite and helpful ?	108	0
Is the standard of the basic clean meeting your requirements ?	104	5
Have you requested any additional cleaning in the last three months ?	30	77
If you answered "YES" to the above question were these additional requirements carried out to your satisfaction ?	27	2
Have you met with the Area Manager in the last three months ?	84	20
Are there sufficient resources to deliver the service ?	86	15

APPENDIX 1**SECONDARY SCHOOLS**

Number of Questionnaires - 26
 Number of Questionnaires returned - 20

Table 1 : Comment on Service Standard

	Excellent	Good	Adequate	Poor
Is the standard of cleaning	3	9	6	2

Table 2 : Comment on Relative Performance

	Improved	Deteriorated	Remained the same
Do you feel the standard of service provided has	1	4	15

Table 3 : Comment on Building Cleaning Service Delivery

QUESTIONS	YES	NO
Are the cleaning staff polite and helpful ?	20	0
Is the standard of the basic clean meeting your requirements ?	15	3
Have you requested any additional cleaning in the last three months ?	14	5
If you answered "YES" to the above question were these additional requirements carried out to your satisfaction ?	13	1
Have you met with the Area Manager in the last three months ?	19	1
Are there sufficient resources to deliver the service ?	8	10

SPECIAL SCHOOLS

Number of Questionnaires - 11
 Number of Questionnaires returned - 10

Table 1 : Comment on Service Standard

	Excellent	Good	Adequate	Poor
Is the standard of cleaning	3	6	1	0

Table 2 : Comment on Relative Performance

	Improved	Deteriorated	Remained the same
Do you feel the standard of service provided has	1	0	9

Table 3 : Comment on Building Cleaning Service Delivery

QUESTIONS	YES	NO
Are the cleaning staff polite and helpful ?	10	0
Is the standard of the basic clean meeting your requirements ?	10	0
Have you requested any additional cleaning in the last three months ?	2	8
If you answered "YES" to the above question were these additional requirements carried out to your satisfaction ?	2	0
Have you met the Area Manager in the last three months ?	8	2
Are there sufficient resources to deliver the service ?	8	2

APPENDIX 1**PRE-5 ESTABLISHMENTS**

Number of Questionnaires - 19
 Number of Questionnaires returned - 13

Table 1 : Comment on Service Standard

Is the standard of cleaning	Excellent	Good	Adequate	Poor
	4	6	2	1

Table 2 : Comment on Relative Performance

Do you feel the standard of service provided has	Improved	Deteriorated	Remained the same
	0	0	13

Table 3 : Comment on Building Cleaning Service Delivery

QUESTIONS	YES	NO
Are the cleaning staff polite and helpful ?	12	1
Is the standard of the basic clean meeting your requirements ?	11	2
Have you requested any additional cleaning in the last three months ?	1	12
If you answered "YES" to the above question were these additional requirements carried out to your satisfaction ?	1	
Have you met the Area Manager in the last three months ?	9	4
Are there sufficient resources to deliver the service ?	11	1

NORTH LANARKSHIRE COUNCIL
COMMUNITY SERVICES DEPARTMENT
Building Cleaning Service Delivery Questionnaire

QAF008/D1

Issue: 3

Date: 17.2.00

Appendix 2

[Redacted]
[Redacted]
[Redacted]
[Redacted]

To allow an assessment of the quality of service delivered during the period from 01.12.99 to 29.02.00 it is essential that the completed questionnaire is returned to Anne Glen, Quality Projects Manager, Community Services, 453 Main Street, Coatbridge, ML5 3RS by 20.03.00. Should you have any queries regarding this questionnaire please contact Anne on 01236 812461

- 1) Is the standard of the basic clean meeting your requirements? YES NO
- 2) Is the Standard of cleaning? Excellent Good Adequate Poor
- 3) Do you feel the standard of service provided to you has- Improved Deteriorated Remained the same
- 4) Are the cleaning staff polite and helpful? YES NO
- 5) Are there sufficient resources to deliver the service? YES NO
- 6) How many entries have been made in the Site Diary during the period regarding service shortfalls?
- 7) Have you requested any additional cleaning in the last three months? YES NO
- 8) If you answered YES to the above question were these additional requirements carried out to your satisfaction? YES NO
- 9) Have you met the Area Manager during the period? YES NO

If you have answered NO to any of the above questions or have any further comments, please detail below

Shortage of staff

Thank you for completing this questionnaire, your comments will be considered in any revision of the Department's services.

Please return this questionnaire in the envelope provided.

Signature *[Redacted]*

Date *13/3/00*

*copy to
G. Patrick*

Job Title *[Redacted]*

22/3

NORTH LANARKSHIRE COUNCIL
COMMUNITY SERVICES DEPARTMENT
Building Cleaning Service Delivery Questionnaire

QAF008/D1 39
Issue: 3
Date: 17.2.00

[Redacted]

To allow an assessment of the quality of service delivered during the period from 01.12.99 to 29.02.00 it is essential that the completed questionnaire is returned to Anne Glen, Quality Projects Manager, Community Services, 453 Main Street, Coatbridge, ML5 3RS by 20.03.00. Should you have any queries regarding this questionnaire please contact Anne on 01236 812461

- 1) Is the standard of the basic clean meeting your requirements? YES NO
- 2) Is the Standard of cleaning? Excellent Good Adequate Poor
- 3) Do you feel the standard of service provided to you has- Improved Deteriorated Remained the same
- 4) Are the cleaning staff polite and helpful? YES NO
- 5) Are there sufficient resources to deliver the service? YES NO
- 6) How many entries have been made in the Site Diary during the period regarding service shortfalls?
- 7) Have you requested any additional cleaning in the last three months? YES NO
- 8) If you answered YES to the above question were these additional requirements carried out to your satisfaction? YES NO
- 9) Have you met the Area Manager during the period? YES NO

NORTH LANARKSHIRE COUNCIL
PLANNING AND PROTECTIVE SERVICES
CENTRAL AREA OFFICE
22 MAR 2000

If you have answered NO to any of the above questions or have any further comments, please detail below

We require additional cleaning staff as the number of children in the school has increased tremendously but the number of cleaners has not.

Thank you for completing this questionnaire, your comments will be considered in any revision of the Department's services.

Please return this questionnaire in the envelope provided.

Signature
Job Title

Date 15.3.00

copy to G. Patrick

NORTH LANARKSHIRE COUNCIL
COMMUNITY SERVICES DEPARTMENT
Building Cleaning Service Delivery Questionnaire

QAF008/D1
Issue: 3
Date: 17.2.00

15 MAR 2000
JL

[Redacted signature area]

To allow an assessment of the quality of service delivered during the period from 01.12.99 to 29.02.00 it is essential that the completed questionnaire is returned to Anne Glen, Quality Projects Manager, Community Services, 453 Main Street, Coatbridge, ML5 3RS by 20.03.00. Should you have any queries regarding this questionnaire please contact Anne on 01236 812461

- 1) Is the standard of the basic clean meeting your requirements? YES NO (1)
- 2) Is the Standard of cleaning? Excellent Good Adequate Poor
- 3) Do you feel the standard of service provided to you has- Improved Deteriorated Remained the same
- 4) Are the cleaning staff polite and helpful? YES NO
- 5) Are there sufficient resources to deliver the service? YES NO (1)
- 6) How many entries have been made in the Site Diary during the period regarding service shortfalls?
- 7) Have you requested any additional cleaning in the last three months? YES NO
- 8) If you answered YES to the above question were these additional requirements carried out to your satisfaction? YES NO
- 9) Have you met the Area Manager during the period? YES NO (2)

If you have answered NO to any of the above questions or have any further comments, please detail below

① I feel the time is insufficient for two cleaners to clean the school given the size of the building. ② Spoken on the phone.

Thank you for completing this questionnaire, your comments will be considered in any revision of the Department's services.

Please return this questionnaire in the envelope provided.

Signature [Redacted] Date 13.3.00

copy to C. Patrick

Job Title H.T.

The cleaning staff are extremely conscientious & this is not a criticism of them.

15 MAR 2000

To allow an assessment of the quality of service delivered during the period from 01.12.99 to 29.02.00 it is essential that the completed questionnaire is returned to Anne Glen, Quality Projects Manager, Community Services, 453 Main Street, Coatbridge, ML5 3RS by 20.03.00. Should you have any queries regarding this questionnaire please contact Anne on 01236 812461

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- 3) Do you feel the standard of service provided to you has- Improved Deteriorated Remained the same
- 4) Are the cleaning staff polite and helpful? YES NO
- 5) Are there sufficient resources to deliver the service? YES NO
- 6) How many entries have been made in the Site Diary during the period regarding service shortfalls?
- 7) Have you requested any additional cleaning in the last three months? YES NO
- 8) If you answered YES to the above question were these additional requirements carried out to your satisfaction? YES NO
- 9) Have you met the Area Manager during the period? YES NO

If you have answered NO to any of the above questions or have any further comments, please detail below

*School B being reinvied at present
There has been additional cleaning required,
but until the school is completely free of workmen
the cleaning will not be satisfactory*

Thank you for completing this questionnaire, your comments will be considered in any revision of the Department's services.

Please return this questionnaire in the envelope provided.

Signature *[Redacted]*

Date *13.3.00*

Job Title *[Redacted]*

*Copy to
S. Patrick*

NORTH LANARKSHIRE COUNCIL
COMMUNITY SERVICES DEPARTMENT
Building Cleaning Service Delivery Questionnaire

QAF008/D1
Issue: 5
Date: 17.2.00

[Redacted]

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- 2) Is the Standard of cleaning? Excellent Good Adequate Poor
- 3) Do you feel the standard of service provided to you has- Improved Deteriorated Remained the same
- 4) Are the cleaning staff polite and helpful? YES NO
- 5) Are there sufficient resources to deliver the service? YES NO
- 6) How many entries have been made in the Site Diary during the period regarding service shortfalls? 4
- 7) Have you requested any additional cleaning in the last three months? YES NO
- 8) If you answered YES to the above question were these additional requirements carried out to your satisfaction? YES NO
- 9) Have you met the Area Manager during the period? YES NO

450 3 ENTRIES RECORDED FOR BASIC CLEANS, 13 AREAS IN TOTAL

If you have answered NO to any of the above questions or have any further comments, please detail below

The basic clean does not sufficiently represent the requirement of the school. Toilets for pupils should be cleaned on a more regular basis. The specification is only a minimum.

Thank you for completing this questionnaire, your comments will be considered in any revision of the Department's services.

Please return this questionnaire in the envelope provided.

27 MAR 2000

Signature [Redacted]

Date 23/3/00

Job Title [Redacted]

NORTH LANARKSHIRE COUNCIL
COMMUNITY SERVICES DEPARTMENT

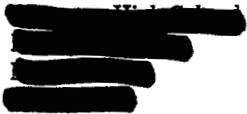
Building Cleaning Service Delivery Questionnaire

QAF008/D1

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Issue: 3

Date: 17.2.00



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- 2) Is the Standard of cleaning? Excellent Good Adequate Poor
Do you feel the standard of service provided to you has- Improved Deteriorated Remained the same
- 4) Are the cleaning staff polite and helpful? YES NO
- 5) Are there sufficient resources to deliver the service? YES NO
- 6) How many entries have been made in the Site Diary during the period regarding service shortfalls?
- 7) Have you requested any additional cleaning in the last three months? YES NO
- 8) If you answered YES to the above question were these additional requirements carried out to your satisfaction? YES NO
- 9) Have you met the Area Manager during the period? YES NO

NORTH LANARKSHIRE COUNCIL
PLANNING AND PROJECTS DEPARTMENT
PROTECTIVE SERVICES DIVISION
CENTRAL AREA OFFICE

If you have answered NO to any of the above questions or have any further comments, please detail below

Staffing shortages due to illness & staff leaving & not being replaced

Thank you for completing this questionnaire, your comments will be considered in any revision of the Department's services.

Please return this questionnaire in the envelope provided.

Signature

Date 17/3/00

Job Title HT

NORTH LANARKSHIRE COUNCIL
COMMUNITY SERVICES DEPARTMENT
Building Cleaning Service Delivery Questionnaire

[Redacted]
[Redacted]
[Redacted]
[Redacted]

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- 3) Do you feel the standard of service provided to you has- Improved Deteriorated Remained the same
- 4) Are the cleaning staff polite and helpful? YES NO
- 5) Are there sufficient resources to deliver the service? YES NO *
- 6) How many entries have been made in the Site Diary during the period regarding service shortfalls? 2
- 7) Have you requested any additional cleaning in the last three months? YES NO
- 8) If you answered YES to the above question were these additional requirements carried out to your satisfaction? YES NO
- 9) Have you met the Area Manager during the period? YES NO

NORTH LANARKSHIRE COUNCIL
PLANNING AND ENVIRONMENTAL SERVICES DEPARTMENT
PROTECTIVE SERVICES DIVISION
CENTRAL AREA OFFICE

20 MAR 2000
JL

If you have answered NO to any of the above questions or have any further comments, please detail below

* Our cleaners work very hard and do a good job. I would like to be able to re-allocate some of their time to cleaning the school day.

Thank you for completing this questionnaire, your comments will be considered in any revision of the Department's services.

Please return this questionnaire in the envelope provided.

Signature [Redacted]

Date 15/03/00

copy
G. Patrick

Job Title HT

NORTH LANARKSHIRE COUNCIL
COMMUNITY SERVICES DEPARTMENT

Building Cleaning Service Delivery Questionnaire

QAF008/D1

45

Issue: 3

Date: 17.2.00

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2) Is the Standard of cleaning? Excellent Good Adequate Poor

Do you feel the standard of service provided to you has-

Improved Deteriorated Remained the same

4) Are the cleaning staff polite and helpful? YES NO

5) Are there sufficient resources to deliver the service? YES NO

6) How many entries have been made in the Site Diary during the period regarding service shortfalls?

7) Have you requested any additional cleaning in the last three months? YES NO

8) If you answered YES to the above question were these additional requirements carried out to your satisfaction? YES NO

9) Have you met the Area Manager during the period? YES NO

If you have answered NO to any of the above questions or have any further comments, please detail below

The cleaning staff work hard under difficult circumstances.
The school accommodation is well used each period placing
a strain on maintaining cleanliness, especially in packed lunch
area.

Thank you for completing this questionnaire, your comments will be considered in any revision of the Department's services.

Please return this questionnaire in the envelope provided.

Signature 

Date 15/3/00

Job Title Acting Deputy Headteacher

NORTH LANARKSHIRE COUNCIL
COMMUNITY SERVICES DEPARTMENT
Building Cleaning Service Delivery Questionnaire

[Redacted]

To allow an assessment of the quality of service delivered during the period from 01.12.99 to 29.02.00 it is essential that the completed questionnaire is returned to Anne Glen, Quality Projects Manager, Community Services, 453 Main Street, Coatbridge, ML5 3RS by 20.03.00. Should you have any queries regarding this questionnaire please contact Anne on 01236 812461

NORTH LANARKSHIRE COUNCIL
PLANNING AND ENVIRONMENT DEPARTMENT
COMMUNITY SERVICES DIVISION
CENTRAL AREA OFFICE

1) Is the standard of the basic clean meeting your requirements? YES NO

2) Is the Standard of cleaning? Excellent Good Adequate Poor
20 Good 2000

3) Do you feel the standard of service provided to you has- Improved Deteriorated Remained the same

4) Are the cleaning staff polite and helpful? YES NO

5) Are there sufficient resources to deliver the service? YES NO

6) How many entries have been made in the Site Diary during the period regarding service shortfalls?

7) Have you requested any additional cleaning in the last three months? YES NO

8) If you answered YES to the above question were these additional requirements carried out to your satisfaction? YES NO

9) Have you met the Area Manager during the period? YES NO

If you have answered NO to any of the above questions or have any further comments, please detail below

THE FLEXIBILITY TO HAVE 'DAY CLEANED' WOULD
BE OF GREAT BEVEFIT IN TACKLING OUR LITTER
PROBLEM!

Thank you for completing this questionnaire, your comments will be considered in any revision of the Department's services.

Please return this questionnaire in the envelope provided.

Signature [Redacted]

Date 13/3/2000

copy to G. Patrick

Job Title

**NORTH LANARKSHIRE COUNCIL
COMMUNITY SERVICES DEPARTMENT**

Building Cleaning Service Delivery Questionnaire

QAF003/D1

Issue: 3

Date: 17.2.00

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NORTH LANARKSHIRE COUNCIL
PLANNING AND ENVIRONMENT
PROTECTIVE SERVICES DIVISION
CENTRAL AREA OFFICE

23 MAR 2000

To allow an assessment of the quality of service delivered during the period from 01.12.99 to 29.02.00 it is essential that the completed questionnaire is returned to Anne Glen, Quality Projects Manager, Community Services, 453 Main Street, Coatbridge, ML5 3RS by 20.03.00. Should you have any queries regarding this questionnaire please contact Anne on 01236 812461

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- 3) Do you feel the standard of service provided to you has- Improved Deteriorated Remained the same
- 4) Are the cleaning staff polite and helpful? YES NO
- 5) Are there sufficient resources to deliver the service? YES NO
- 6) How many entries have been made in the Site Diary during the period regarding service shortfalls?
- 7) Have you requested any additional cleaning in the last three months? YES NO
- 8) If you answered YES to the above question were these additional requirements carried out to your satisfaction? YES NO
- 9) Have you met the Area Manager during the period? YES NO

If you have answered NO to any of the above questions or have any further comments, please detail below

The loss of an day cleaners from Jan 2000 has resulted in a deterioration within the school day which has had a knock-on effect to other cleaning staff.

Thank you for completing this questionnaire, your comments will be considered in any revision of the Department's services.

Please return this questionnaire in the envelope provided.

Signature 

Date 20/3/00

Job Title 

NORTH LANARKSHIRE COUNCIL
COMMUNITY SERVICES DEPARTMENT
Building Cleaning Service Delivery Questionnaire

QAF008/D1
Issue: 3
Date: 17.2.00

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- 3) Do you feel the standard of service provided to you has- Improved Deteriorated Remained the same
- 4) Are the cleaning staff polite and helpful? YES NO
- 5) Are there sufficient resources to deliver the service? YES NO *only just*
- 6) How many entries have been made in the Site Diary during the period regarding service shortfalls? NIL
- 7) Have you requested any additional cleaning in the last three months? YES NO
- 8) If you answered YES to the above question were these additional requirements carried out to your satisfaction? YES NO
- 9) Have you met the Area Manager during the period? YES NO

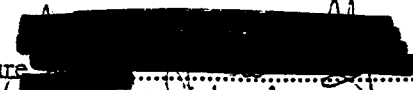

NORTH LANARKSHIRE COUNCIL
PLANNING AND ENVIRONMENT DEPARTMENT
PROTECTIVE SERVICES DIVISION
CENTRAL AREA OFFICE
17 MAR 2000

If you have answered NO to any of the above questions or have any further comments, please detail below

Due to the type of pupils i.e. special needs, there can frequently be exceptional demands on materials which have to be accessed outside the cleaners work-times i.e. during school day.

Thank you for completing this questionnaire, your comments will be considered in any revision of the Department's services.

Please return this questionnaire in the envelope provided.

Signature 
Job Title 

Date 15.03.00
Cygo
S. Patrick

NORTH LANARKSHIRE COUNCIL
COMMUNITY SERVICES DEPARTMENT
Building Cleaning Service Delivery Questionnaire

QAF008/D1 49
Issue: 3
Date: 17.2.00

Abronhill Nursery School
Hornbeam Road
CUMBERNAULD
G67 3NQ

MAR 2000
J.G.

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- 3) Do you feel the standard of service provided to you has- Improved Deteriorated Remained the same
- 4) Are the cleaning staff polite and helpful? YES NO
- * 5) Are there sufficient resources to deliver the service? YES NO
- 6) How many entries have been made in the Site Diary during the period regarding service shortfalls?

NIL

- 7) Have you requested any additional cleaning in the last three months? YES NO
- 8) If you answered YES to the above question were these additional requirements carried out to your satisfaction? YES NO N/A
- 9) Have you met the Area Manager during the period? YES NO

If you have answered NO to any of the above questions or have any further comments, please detail below

* Adequate funding is required

.....

.....

Thank you for completing this questionnaire, your comments will be considered in any revision of the Department's services.

Please return this questionnaire in the envelope provided.

copy to
G. Patrick

Signature
Date 11.3.00

Job Title

NORTH LANARKSHIRE COUNCIL
COMMUNITY SERVICES DEPARTMENT
Building Cleaning Service Delivery Questionnaire

QAFC08/D1

Issue: 3

Date: 17.2.00

[Redacted]
[Redacted]
[Redacted]
ML5 3RS

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- 3) Do you feel the standard of service provided to you has- Improved Deteriorated Remained the same
- 4) Are the cleaning staff polite and helpful? YES NO
- 5) Are there sufficient resources to deliver the service? YES NO
- 6) How many entries have been made in the Site Diary during the period regarding service shortfalls? 0
- 7) Have you requested any additional cleaning in the last three months? YES NO
- 8) If you answered YES to the above question were these additional requirements carried out to your satisfaction? YES NO
- 9) Have you met the Area Manager during the period? YES NO

If you have answered NO to any of the above questions or have any further comments, please detail below

been requested twice in this period but I haven't met her

Thank you for completing this questionnaire. your comments will be considered in any revision of the Department's services.

Please return this questionnaire in the envelope provided.

copy to S. Patrick

Signature: [Redacted]

Date: 27/3/00

Job Title: *(Acting) Head Teacher*