



SHETLAND ISLANDS COUNCIL – CUSTOMER FEEDBACK FRAMEWORK

This Customer Feedback Framework provides an overview of the ways in which Council services actively seek feedback from customers on how we're performing.

Children's Services:

Children's Social Work – Children and young people's views are central to the work of Children's Social Work. We use a variety of methods to gather feedback from children, young people, and their families depending on their communication needs and the type of support they receive. We also commission an Advocacy and Participation Worker through 'Who Cares? Scotland' to support young people to express their views and participate in decisions about their lives.

Children who are cared for by the local authority complete 'Having your Say' forms as part of the 'Looked After Children's' review process. Some young people will have a Child's Plan or a Supported Self-Assessment, which captures the views of children and young people, and their families. Each young person receiving social care support will have a care plan and the child's views are integral in planning their care and support.

The Care Inspectorate gathers the views of service users during inspection of registered care services, and some services use questionnaires, surveys and use evaluation forms to gather feedback. Some services also have Facebook pages or produce newsletters as a way of sharing information, and feedback is often generated in response to the information shared.

Quality Improvement/Schools – Each school/nursery collects feedback from parents and the community in a variety of ways to help inform developments they plan to carry out and to evaluate their services. Sometimes these are very simple questionnaires, sometimes they are innovative and capture thoughts on very specific statements and may be exercised when parents are in school for events such as class assemblies or parents' nights, sometimes they are much more in-depth and general. With pupils with additional support needs, all Coordinated Support Plans (CSPs), Child Plans and Individual Education Plans (IEPs) are agreed and shared with parents and pupils. There is an opportunity for parental and pupil comments to be added to each to ensure their views on the plan are recorded.

Youth Services – Within our service, we evaluate programmes and projects that we deliver. We do not currently gather information about our whole service.

Within our youth clubs, we have an evaluation form that is completed by youth worker staff after each youth club session. We ask the youth workers to add in young people's comments and feedback from the session. Youth workers complete these recording sheets and they are monitored and evaluated by youth development workers. Termly meetings with volunteers, parents, communities around youth club provision take place in their area.

Within Bridges, we ask all participants to complete evaluation forms for activities that they participate in and they also take part in an exit evaluation.

All our other youth work programmes and activities have evaluation built into them so that we can plan for the future.

Shetland Library – We carry out an annual customer satisfaction survey, which is online with paper copies available in branches. Results are summarised in an annual 'How are we doing?' performance flyer, widely circulated including online. Comments are also shared with the staff team who take action on issues raised where possible.

We do additional surveys and engagement exercises as appropriate, and continually welcome feedback verbally, on suggestions slips or via email and our website. Staff 'walkabout' exercises encourage staff to look at both physical library facilities and our online services from a customer's viewpoint.

Sport and Leisure – Islesburgh Hostel has a customer feedback scheme and customers can rate their service on the Hostelling International website, www.hihostels.com. There are also feedback forms at the hostel and general feedback forms in Islesburgh Community Centre.

After major sporting events organised by the service, written evaluation forms are circulated to everyone who participated asking folk what they think.

There are public notices displayed in all play areas to let people know how to contact the service re any concerns or damage.

The team also has regular meetings with local groups on an annual basis to discuss service levels.

Community Health and Social Care Services:

Adult Services – Adult Service (Learning Disability and Autism), uses a wide variety of methods to ask for and record feedback from service users, families, carers and stakeholders.

Feedback is formally obtained as part of ongoing and regular care and support reviews with the customer service user and other key people.

Feedback is also gained through various formal and informal face-to-face meetings, verbal and direct written feedback, and questionnaire returns. Augmentative and assisted communication strategies are used where this helps customer participation and feedback communication.

Community Care Resources – Feedback on service delivery, meeting of needs etc is gathered at individual reviews and some centres send out questionnaires. This is recorded in the minutes of reviews and any suggestions for service development are acted upon by team leaders. Some care centres have a 'You suggested, we did' board that highlights feedback.

The Care Inspectorate also sends out annual questionnaires, which reflect customer feedback, and this feeds into the service inspections and are published online.

Criminal Justice – Feedback is gathered at individual reviews and during exit questionnaires. Comments around improved outcomes is presented to the Shetland Community Justice Partnership as part of the six-monthly performance report and the annual Community Payback Order report to the Government. Feedback is also gathered from beneficiaries of unpaid work and again this is reported. Feedback is used when evaluating service delivery and development.

Adult Social Work – In the Community Care Social Work Team, service users are asked for feedback as part of the ongoing care management process, and specifically at the point of review. Customer satisfaction and progress against agreed outcomes is recorded at review.

In July 2017, we introduced a new review tool, which specifically records customer satisfaction. We collate this and report our findings to the Directorate Management Team, Social Work Governance Group and to the Integration Joint Board as appropriate.

Allied Health Professionals – Client satisfaction surveys are completed for some services. Throughout, and at the conclusion of any intervention, the outcomes agreed at the beginning of the intervention are discussed between the patient/client and staff member, where the patient/client's satisfaction and the staff member's performance can be considered.

Clients are also informed that should they be dissatisfied and an issue can't be resolved between them and the staff member they can contact the head of the service. Issues may escalate to a formal complaint.

Compliments are recorded and shared appropriately. Complaints are investigated and feedback and learning disseminated.

Pharmacy – Community pharmacists collate patient feedback and make a return to the Board quarterly. Within the managed service, patient contact is now increasing and the pharmacy quality group consider the learning from individual examples of feedback. This includes learning from patient opinion, informal feedback, and the NHS feedback process, while exploring how patient experience will be better captured within the new “Developing Excellence in Pharmaceutical Care” strategy currently being implemented.

Oral Health and Dentistry – Within the Public Dental Service (PDS) Clinical Governance Framework, one of the key performance areas is regarding service users. In particular, the PDS is proactively engaged in ‘Patient Participation’. This has taken the form of the use of patient questionnaires in all clinics, patient focus groups and face-to-face meetings between service users and service providers. The PDS is also compliant with NHS Shetland’s Complaint Policy facilitating an informal and formal route to address any feedback or complaints. The Public Dental Service discusses the feedback from service users, and any lessons learnt, at their regular Clinical Governance and Quality Improvement meetings.

Mental Health – We have a suggestion box in our waiting area and we also carry out ad hoc customer service-related surveys. People are also routinely asked about their experience of using our service following treatment and support.

Primary Care – There is a national GP survey, which takes place every two years; questionnaires are sent out nationally to a random selection of patients who are registered with a GP practice anywhere in Scotland. The next survey will take place in November 2019. These results are then analysed and each practice will prepare an action plan in light of the results. Practices also undertake patient questionnaires as part of individual GP appraisal and revalidation.

Salaried practices take part in the NHS Shetland Complaints and Feedback procedures, and patients can raise issues informally with each practice manager and where possible, these will be resolved on an informal ‘Stage 1’ basis. Patients can also directly contact the Primary Care Manager for resolution of issues, to raise concerns or to talk through options for future interaction with the service.

Corporate Services:

Finance (Revenues and Benefits) – This service has a feedback form available at the reception desk and in the interview rooms where they meet face-to-face with customers. The feedback form is also available online on the Council website.

Finance (Pensions) – This service has a customer satisfaction survey, which is issued to all pension scheme members at the time of retirement. Pensions also issue, on an annual basis, a customer satisfaction survey to the employers that participate in the Shetland Islands Council Pension Fund.

How we use the information we receive:

- We publish the stats in the Pension Fund Annual Reports and Accounts
- We also address any feedback we receive, for example:
 - An employer requiring more training to understand the pension employer role they have.
 - Amend documentation for scheme members, e.g. simplify, as far as possible, retirement options.
 - Arrange one-to-one meetings with scheme members to explain pension options.

Assets, Commissioning and Procurement – When promoting major capital projects, the service generally has public displays, presentations, drop-in events etc. We are committed to post-project reviews to ensure that lessons learned are taken into account in future projects and procurement exercises.

The Procurement Team periodically organise ‘meet the buyer’ events and other supplier engagement events.

Following dedicated pieces of service work, our Performance and Improvement Team will get in touch with the service area to ask for feedback on how we did and ask for suggestions for improvement. This is then fed back at regular team meetings.

Human Resources – We are predominantly providing a service to Council staff and issue thematic surveys on a range of topics such as mental wellbeing and healthy working lives to get feedback on being an employee of the Council. We also use the Viewpoint Survey information to help inform our service delivery, as we can directly influence any workforce development issues highlighted in that.

We also gather feedback from the trade unions through the Human Resources Partnership Group (HRPG) and from trade unions and staff through Directorate Consultation forums. Feedback is also sought and provided each quarter on issues affecting the health, safety and well-being of staff through the Council’s safety forums and Central Safety Consultative Committee.

ICT – Customer satisfaction surveys are carried out internally every two years, which highlight the difference between user satisfaction and how they rank the relative importance of the different elements of the survey. We focus on areas where there

is the biggest difference between our delivery and user importance. Results are also used as benchmarking exercises with other public sector bodies, as well as informing service improvements.

Internal Audit – Internal Audit send out questionnaires to the auditee and their line manager following each service audit asking for feedback on the service. Any feedback received is discussed as part of our quarterly quality management meetings.

Chief Executive's Department

Chief Executive's Department

Our first customer survey took place in November 2017, which asked the Shetland public a range of questions on contact with the council, customer service, communication, performance reporting. The survey report is available at www.shetland.gov.uk/Customer-First/default.asp. This survey will be repeated at the end of 2019 and every two years thereafter.

The results from the survey also helped inform the Council's new Customer Strategy and Charter, both of which were co-produced with services from throughout the organisation. We are taking this same approach when considering the future direction our Communications work needs to take.

We've also set up a new Learning Board, which is designed to extract learning from all customer interactions, share positive feedback, learn from negative experiences, understand what is driving the difference between good and poor engagement, and make improvements where we can. The group comprises our Corporate Management Team and meets every six weeks.

A comprehensive induction programme was delivered to all Members in May 2017 following the local government elections. A training and development programme is produced each year, prioritising events where Members have indicated they require training. Feedback confirmed these training events and the induction programme have been helpful in developing Members' knowledge and skills in a number of key areas.

We also produce a number of internal communication publications including a twice-yearly staff magazine, bi-monthly management bulletin, monthly newsletter for councillors and parliamentary bulletin. We routinely ask for feedback on all these publications.

To support the Council's public performance reporting (PPR) work, we also produce an annual performance report. Each year we ask for feedback so that we can develop content for future years. The aforementioned Customer Survey included a section on PPR so that we can take people's views into account in future work.

Development Services:

Community Planning and Development – Community Planning and Development issue a learner evaluation form to all adult learners accessing the service and a grant application evaluation form to all grant applicants.

Feedback is read and evaluated for any suggestions for improvement, issues or complaints. For example, learner evaluation forms are evaluated with a report produced on the feedback received and areas where we would look to improve/or action we'd already taken to improve. The feedback forms are also kept for information in relation to any service reviews.

Economic Development – Our main interface with customers is through the Business Gateway, which has an inbuilt customer feedback system operated by COSLA. We only know about the customer feedback if it is negative and we are expected to affect some improvement, which is a rare occurrence.

For our LEADER contract there is no requirement to do customer feedback. That leaves lending where we have continuous contact with borrowers until loans are either repaid or defaulted, and grants where we have continuing engagement with organisations that receive core funding. We are currently reviewing procedures for applications for grant funding, and procedures for ongoing monitoring/aftercare of grant recipients and projects will form part of this.

Housing – This service sends out a number of surveys including:

- **Housing application feedback** forms are included in all housing application packs and available on the website. As well as being discussed by the Housing Management Team, the results are also discussed at the annual Common Housing Register meeting with Hjalmland Housing Association, as it concerns the joint housing application form.
- **Repair satisfaction** surveys are sent out with repair receipts acknowledging that a repair has been reported.
- **Settling in** surveys are carried out once a tenant has moved into a Council property. This is for both general and temporary housing.
- **Rent and service consultations** are sent out every October. The results are used as part of the rent setting process.
- **Planned maintenance** surveys ask for feedback from tenants about planned maintenance works carried out at their properties.
- **Full Tenant Survey** – in line with the Scottish Housing Regulator requirements, we send out a survey to all tenants asking for their views on different areas of the Housing service every two years. This is submitted as part of our annual Scottish Housing Regulator Charter Return.
- **Tenant Participation – Interested Tenants** – a list of tenants who have expressed an interest in being involved with tenant issues are contacted regarding various issues across the Housing Service. The feedback received is used when considering service delivery. Surveys are one way of gathering information, as well as focus groups and other formats of communication.

All survey results, other than the Full Tenant Survey, are added to our CAPITA housing system so the results can be viewed and acted on by staff as required. All results are collated annually. The results are reviewed by the Housing Management Team periodically. All survey results will be added to our website when available.

Planning – Customer survey forms are provided to service users, including applicants and objectors, and those seeking pre-application advice. This forms part of our supporting information for our annual Planning Performance Framework report to the Scottish Government, for Development Committee purposes, or part of our annual review by the Building Standards Directorate.

The service also holds developers' meetings every four months where we meet with representatives from the construction industry, agents and architects. We have changed the format of how we run these workshops in response to feedback. We provide feedback reports, with action points to the Developers' email group. Subsequent workshops are themed on the issues identified.

Smaller focus groups take place on an ad hoc basis discussing specific building standards and marine planning matters. We also have an annual meeting with representatives of the aquaculture industries where we are all committed to identifying outcomes and actions to improve our processes and procedures in the services we provide.

Shetland College – We gather information throughout the year from students on our services in a variety of ways. Engagement includes:

- Annual student engagement and satisfaction survey
- Questionnaires are issued to students to evaluate delivery of individual units (including module feedback via Blackboard), support for learning feedback and Guidance services
- The Guidance Service holds exit interviews with students
- University feedback and complaints online: The 'UHI Red Button' – www.uhi.ac.uk/en/students/support/red-button/#form
- Shetland College and NAFC Talk Box – an online student experience feedback form www.shetland.uhi.ac.uk/students/student-life/talk-box/talk-box-form/#form
- Student representation meetings. Further Education and Higher Education students elect student representatives who attend monthly student experience monitoring meetings.

Transport Planning – The ZetTrans website has a customer feedback section and this is the main route for customers to provide comments.

We also have a monitoring officer who checks contract compliance and undertakes passenger surveys if ZetTrans is considering service changes. Any feedback gathered during this process is gathered also.

Furthermore, ZetTrans, working with Promote Shetland, developed a Travel app for Apple and Android, which is currently being updated and will include a feedback link.

Infrastructure Services:

Environmental Health – Customer feedback forms are sent out to anyone who has contact with the Food Hygiene or Pest Control Services. Customers are asked to rate their satisfaction with these services.

Trading Standards – We send out survey cards to consumers and businesses who contact us for advice or assistance, and we use the feedback to monitor satisfaction and to gather suggestions to help us improve the service we provide.

Ferry Operations – We actively consult with communities on certain ferry-related matters, for example the annual maintenance schedule. There are freepost feedback forms on each ferry asking for feedback. The service also has regular contact with community councils.

There is also an opportunity to share comments on our Facebook page and through all the usual mediums.

Port Operations – The service has annual meetings with harbour users to discuss harbour dues. We also host ad hoc informal meetings to discuss other issues that arise.

In addition, we attend various meetings to represent ports and harbours including SOTEAG (Sullom Voe Oil Terminal Environmental Action Group), Shetland Fishermen's Association, Wildlife Rescue Co-ordination Committee, and a marine spatial planning group run by the NAFC Marine Centre.

Roads – The service issues a customer satisfaction survey every two years to gauge how it is performing against the expectations of road users. The survey, which is based on the APSE (Association for Public Sector Excellence) template, is sent to a thousand randomly selected households throughout Shetland. The topics covered range from staff friendliness to the promptness of repairs. The results will be used to determine the levels of service expected and where improvements can be made. This will then inform the development of the Roads' Service Plan.

Estate Operations – The service receives a variety of feedback through schools' parent councils and other user groups. Every instruction issued through Estate Operation's systems will generate an automatic customer feedback form on completion of any work. These returns are monitored and are used to adapt, improve or change the services we deliver to our customers.

We also issue an annual APSE (Association for Public Sector Excellence) customer satisfaction survey to users of the service across Shetland to evaluate the services provided. This covers a wide range of factors from staff presentation, promptness of repairs to the quality of work and sufficiency of professional advice given.

Energy efficiency works delivered under the Home Energy Efficiency Programme are also subject to customer satisfaction feedback as part of the energy performance certification and green deal processes.

Waste Services – During 2018, kerbside recycling was rolled out across Shetland for the first time. The recycling service began in the Phase 1 area in March 2018. Prior to the wider Phase 2 rollout, external communications consultants were used (supported by project funding) to collect responses and feedback from the Phase 1 area residents. This information was used to produce a report that led to a number of changes to communications materials prior to Phase 2 – and information being re-issued to all Phase 1 households.

Waste Services also requested 'Service Feedback' in the literature provided with the wheelie bins, which could be fed back to the Recycling Team via a dedicated email address and phone number.