

CUSTOMER FEEDBACK FRAMEWORK 2022



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 –The views of children and young people, and their families and carers, 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 the type of support they receive and their communication preferences or needs. 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 looked after at home, or accommodated by the local authority, are encouraged and supported to share their views through their Child's Plan, and ahead of review meetings and Children's Hearings. 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 service has recently commissioned an app called Mind of My Own (MOMO) to help children and young people communicate their views in a way that suits them.

Feedback is sought from foster carers annually through questionnaires. The Independent Reviewing Officer offers the opportunity for children, young people and families attending case conferences and review meetings to meet and give feedback on all aspects of the process.

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.

The service is committed to seeking feedback, and to encouraging active participation to help us continue to develop our services to meet the needs of our community.

Quality Improvement/Schools/Early Learning and Childcare/Inclusion – Each school/early learning and childcare setting collects feedback from parents/carers 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/carers 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/carers 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 – 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 Services (Learning Disability and Autism), use a wide variety of methods to ask for and record feedback from people who use our services, families, carers and stakeholders.

Feedback is formally obtained as part of ongoing and regular care and support reviews with the supported person and other key people. Various informal methods, for example, face-to-face meetings, verbal and written feedback, and questionnaire returns provides further opportunity for feedback. Augmentative and assisted communication tools are used where this helps supported person participation and feedback communication.

As registered services, the Care Inspectorate gathers the views of supported people, family carers and staff during inspections. The reports generated, other service evaluations and customer feedback, contributes to service development, improvement plans and action plans.

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.

Significant improvements have been made in relation to data collection and analysis within the service to inform service improvements. In addition, best practice in social care requires evidence-based practice and, as a result, evaluations are carried out to provide both quantitative and qualitative information from customers and staff to inform improvement plans.

Justice Social Work – 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 Adult 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.

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 NHS managed service, patients are regularly seen by pharmacists and pharmacy technicians on the wards and in clinic settings and patients are able to feedback through patient questionnaires and through Care Opinion. The Pharmacy Quality Group considers learning received from patients and carers on a regular basis in order to improve practice.

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 Health and Wellbeing 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. 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.

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 council-wide Viewpoint Survey to gather workforce 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.

Chief Executive's Department

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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 spring 2022 and every two years thereafter.

The results from the survey also helped inform the council's new Customer Strategy and Charter, and our Communications Strategy, both of which were co-produced with services from throughout the organisation. We are taking this same approach when considering how to make best use of social media channels across the council.

We continue to facilitate Corporate Management Team's sessions as the Learning Board every six weeks. These sessions are designed to extract learning from 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.

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 confirms 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 bi-annual staff magazine, bi-monthly management bulletin, monthly newsletter for councillors and weekly policy 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 reviewed and evaluated for suggested improvements, issues or complaints. Learner feedback is collated into a report and used to inform and improve future service delivery.

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 the Shetland LEADER and EMFF programmes, feedback from stakeholders was sought via an evaluation exercise, whereby an external consultant was appointed to review the effectiveness of programme delivery for the period 2014-2020 – this exercise involved collating feedback from customers including opinions on the application process, contact with staff, and claiming grants. This report is a required element of the Service Level Agreement, and has been reported to the Scottish Government.

Through the commercial lending function, officers have continuous contact with borrowers until loans are either repaid or defaulted, and we have continuing engagement with organisations that receive core funding via grants. We are currently reviewing 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 Hjaltland 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 regular developers' meetings where we meet with representatives from the construction industry, agents and architects. The last sessions were all done online for the first time. 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.

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.

In Autumn 2019, ZetTrans established bi-annual public transport forums at 16 venues across Shetland to allow for ongoing 'conversations' with service users. The second round of forums commenced in March 2020 but had to be cancelled due to the pandemic. We are exploring ways to re-establish ongoing dialogue with communities.

Infrastructure Services:

Environment and Estate Operations – Several teams provide feedback opportunities in various ways. The Building and Burial Services Team 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.

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.

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

Waste Services request '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.

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, Shetland Oiled Wildlife Network 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.

Future Energy – The Future Energy Team provides a new service that has a Shetland-wide focus to understand how our community can transition from use of hydrocarbon fuels to clean energy as part of the Climate Change Strategy. Our work is based both on how the Shetland community uses fuel and on how Shetland can remain a major energy hub as the world switches to renewable energy fuel sources.

Our Communications Plan emphasises community engagement and we have already received feedback following a number of webinars. We also plan to introduce community briefing events, in conjunction with the Climate Change Team.

We currently engage with the local business community through the Shetland Net Zero Industry Forum and the Marine Workgroup. We link with the major energy sector and supply chain through the ORION Project Steering Group and also through a stakeholder engagement process.

We emphasise a collaborative approach and work closely with other council and local services, local businesses, colleagues in Orkney and the Western Isles through the Islands Deal, and larger-scale businesses through the ORION Project.

Feedback from all these channels has shaped significantly how the Future Energy Team operates and will continue to do so.

Climate Change Strategy – The Climate Change Strategy Team provides a new service that has an objective to push forward Shetland Islands Council and Shetland in addressing climate change. Community buy-in and participation is key in successfully addressing climate change in Shetland. As such, effective engagement to seek insights and feedback and then act on and respond to information gained is essential.

We provided an initial climate conversation community survey to gain insight into current perceptions and feelings around climate change. An analysis report and an infographic were created from the results and insights gained, which was made available to the public.

A set of community engagement workshops are planned between Jan-March 2022 to gain feedback from community groups on climate change in Shetland and the Net Zero Route Map work. A report will be created from the engagement workshops with insights fed into the Shetland Net Zero Route Map.

Over 2022, we aim to fully establish the 'Shetland Climate Conversation' where we will have an ongoing dialogue with the community regarding climate change, both through digital and in-person means, where appropriate. Insights gained will be used to steer the direction of actions taken within the Climate Change Strategy Team.