

CUSTOMER FEEDBACK FRAMEWORK 2024



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 & Employability Services - Within our service, we evaluate programmes and projects that we deliver. We can demonstrate the positive impacts interventions are having on the lives of individuals, families and communities.

We use qualitative feedback from partners, learners and communities alongside quantitative data to inform planning, monitoring and report progress. We gather, analyse and use a range of data, feedback and case studies across services, projects and partnerships. We use the LEAP framework to plan and review with the Illuminating Practice tool, ensuring our interventions are helping individuals, families and communities reach their goals. We track individual learners through personal development plans. We sit down with community groups and help them articulate their learning journeys as a way to celebrate achievement and boost confidence. Staff systematically gather key performance data on a quarterly basis, and we use Pentana to manage our data. We report this data on quarterly basis to elected members alongside real life stories. We use high level data collected and shared by Community Planning / Shetland Partnership to inform our high level CLD priorities, and local data and evidence to identify existing and emerging needs. We also report progress and impact via Shetland Partnership case studies which are published online. Furthermore, data is also reported nationally for external funding awarded to the service including but not limited to the Scottish Government & UK Government.

Shetland Library – Since 2023 we have participated in a national public library survey, which we promote locally. The Shetland results are used in our performance reporting and service planning. This includes reports to our SIC Committee and a short annual performance report which is widely circulated, including online.

We also do additional surveys or engagement exercises as appropriate, for example with small groups of customers who access particular services. We receive continual verbal feedback as well as suggestions slips, emails and social media interaction. Staff take action on straightforward matters, and other issues are considered during staff meetings or service reviews. Staff consider customer experiences during self-assessment exercises.

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.

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 Integrated Joint Board and the Shetland Community Justice Partnership as part of their performance reporting. Feedback is also gathered from beneficiaries of unpaid work and this in addition to service user feedback is reported to the Scottish Government and Community Justice Scotland through the Community Payback Annual Report.

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. An inpatient pharmacy survey is gathered and is reported on through the NHS Shetland Clinical Governance Committee. The Pharmacy Quality Group considers learning received from patients and carers on a regular basis in order to improve practice. Individual pharmacists survey patients on their patient centered skills through feedback questionnaires.

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) – We have a feedback form 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. Moving forward, we are increasingly making use of social media to engage with stakeholders and the public. 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 – provides services to current and future employees of the Council. Thematic surveys are often carried out and short life working groups formed, to include those with lived experience, to look at a range of topics such as mental wellbeing, healthy working lives, performance management. A council-wide employee Viewpoint survey is conducted every 3 years to gather workforce feedback on the Council as an employer, which helps to inform HR service priorities and shape wider workforce planning. All employees leaving the Council are invited to complete an exit questionnaire.

Feedback from the trade unions is shared through monthly meetings of the Human Resources Partnership Group (HRPG) and 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 – As part of ICT support and service request job closures, customer satisfaction surveys are carried out as we move to continual improvement, which highlight any areas between expectation and received service. In 2021 we carried out a Council-wide user satisfaction survey which was benchmarked against other Public Sector Authorities, and highlighted the areas where there is the biggest difference between our delivery and user importance, which has allowed our service to adapt to these changing needs.

Chief Executive's Department

Executive Services

The service gathers feedback on an ongoing basis, particularly through our public-facing sections.

8 North Ness Customer and Business Support – has daily contact with service users, collating information on visitors to the building as well as any positive or negative feedback received.

Members Support – the service issues a feedback form after every hire of Lerwick Town Hall. Feedback is also collated from the Visitors Book and online comments.

The overall Executive Service is responsible for the Council's Customer First Strategy and Charter, as well as this Framework. We carried out the last Customer First survey in 2022 and would intend to repeat in 2025-26. The documents referred to are available here: www.shetland.gov.uk/Customer-First/default.asp.

To support the council's public performance reporting work, we produce an annual performance report, which reflects learning across the organisation from performance data.

We also continue to facilitate Corporate Management Team's sessions as the Learning Board every eight 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.

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 – Business Gateway's ongoing customer satisfaction tracking survey has been carried out by Progressive Partnership since November 2014. Reports produced from this survey provide summary data for agreed Key Performance Indicators (KPIs) and are reported every quarter. The indicators include satisfaction with the Business Gateway service, likelihood to recommend and if expectations were met and/or exceeded. Data is aggregated on a national basis but also reported at local authority level, allowing the council to see local data on customer satisfaction.

Through the commercial lending function, officers have continuous contact with borrowers until loans are paid back. Post project monitoring is undertaken on grant funding programmes including the Coastal Communities Fund and Business Start Up Grant, which includes question on customer experiences with applying for and accessing grant finance. Monitoring of the Economic Development Grant Scheme is currently under review as part of a wider review of financial assistance.

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

- **Housing Application Feedback** forms are issued with all Housing Application packs and are also available on the website. As well as being discussed by the Management Team at Housing, the results are also reviewed 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 when repairs are completed.
- **Planned Maintenance surveys** asks for feedback from tenants about planned maintenance works carried out in their properties.
- **Settling in surveys** are carried out once a tenant has moved into a Council property. This is done for both General Needs and Temporary Accommodation.
- **Initial Rent Consultation** surveys are sent out to members of the Rent Consultation Tenant Participation group every October/November. The results of this initial consultation feeds in to the full Rent consultation.
- The **full Rent Consultation** surveys are sent out to all tenants in December/January each year. The results are used as part of the Rent setting process.
- **Full Tenant Satisfaction Survey** – in line with Scottish Housing Regulator requirements, surveys are conducted with tenants asking for feedback on different areas of the Housing Service every 3 years.

Results of these surveys are submitted as part of the annual Scottish Housing Regulator Charter Return.

The results of The Housing Application Feedback, Repair Satisfaction, Planned Maintenance and Settling in surveys are added to our Capita openHousing Management System allowing results to be viewed and acted on by staff as required, as well as results being extracted and reported on for review by Management Team and for periodical statistical returns.

Results of the Rent Consultation and Full Tenant Surveys are recorded anonymously and reports extracted for review by Management Team and for statistical returns.

Tenant Participation – Interested Tenants – a register 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.

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 feedback on public transport.

Transport Planning also has a contracts monitoring officer who checks contract and service performance including passenger surveys which provide an opportunity for feedback on specific issues.

The consultation process on ZetTrans' Regional Transport Strategy in 2022 included an extensive public engagement exercise both with users of public transport and the public at large as well as agencies and businesses in Shetland. This was used to inform long term policy development in public transport.

Over the course of spring/summer 2024 ZetTrans will undertake a business case to establish the next generation of public and school transport networks. This will include the re-establishment area transport forums throughout Shetland adopting face to face meetings as well as online methods of engagement.

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 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 on our website, in webinars and from direct consultation exercises.

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 4Shetland Forum and also using the Energy Development Principles, which the Council adopted in 2022.

We seek a collaborative approach and work closely with other council and local services, local businesses, colleagues in Orkney and the Western Isles through the Islands Centre for NetZero, 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 took place in 2022 to gain feedback from community groups on climate change in Shetland and the Net Zero Route Map work. A report was created from the engagement workshops with insights fed into the Shetland Net Zero Route Map.

We aim to 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.