

**TITLE:** **Adult Social Care and Public Health - Annual Report on Services Complaints, Compliments and Representations - April 2020 to March 2021**

**REPORT OF:** Alison Routledge, Complaints Manager

**SERVICE:** Quality Assurance and Commissioning (Gateshead System), Children, Adults and Families

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## SUMMARY

The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009 came into force on 1 April 2009. This legislation sets down the procedures that Adult Social Care Services and National Health Services, (NHS), must follow when complaints or representations are made.

As part of the responsibilities set out in the Act, local authorities must produce an annual report on all complaints and representations received. This report fulfils Gateshead Council's obligations and provides information on all representations received about the Council's Adult Social Care Services from 1 April 2020 – 31 March 2021.

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## 1.0 The Statutory Complaints Process

1.1 There are two steps to the Statutory Complaints Process,

Step 1 - Informal (Local) resolution by the Council

Step 2 - Independent consideration by the Local Government & Social Care Ombudsman, (LGO).

1.2 Once received, all complaints are assessed and given a system grading. Categories of complaint are:

- Green, which are low-level or minimal risk for either the service user or the Council.
- Amber, which are assessed as a moderate or medium risk.
- Red, a serious complaint which is graded as high risk.

1.3 There are no prescribed timescales for resolution of complaints as the quality of the investigation and outcome is significantly more important than attempting to adhere to a stipulated period for response. However, it is very important that all investigations are proportionate to the issues that have been complained about and that the complainant is always kept up to date on the progress of investigation.

## 2.0 Publicity and Information

2.1 Publicity on how to complain can be provided in several formats, encouraging, and facilitating easy access to the complaints process. All new service users receive a complaints leaflet in their information pack. A leaflet is also provided when a service user receives the outcome to an assessment / reassessment of need. Adult Social Care feedback cards are also provided to service users and their carers after an assessment or review of social care needs.

### 3.0 Independent Element

3.1 The Council operates an internal investigation procedure. Therefore, it is important that complaints administration is fully independent of any form of Adult Social Care service delivery to ensure fairness and impartiality and to prevent any conflicts of interest.

### 4.0 Advocacy and Special Needs

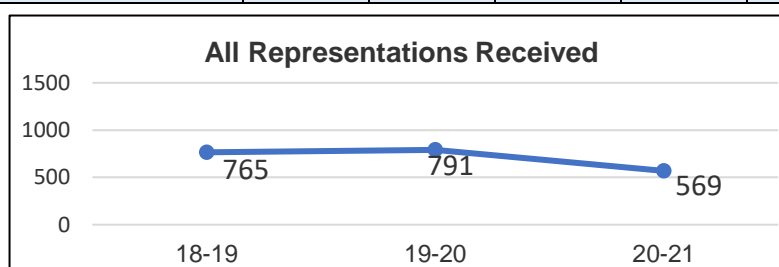
- 4.1 Vulnerable people receiving an Adult Social Care service are encouraged and supported to express their views and to access the complaints procedure if they wish. An easy read complaints leaflet is also available for people with a learning difficulty.
- 4.2 In all cases advocacy is offered if it is felt that the complainant would benefit from this service.
- 4.3 Individuals who wish to complain about a Public Health or other Health service can obtain free independent advocacy support. The advocacy is Government funded and is exclusively for Health Service complaints.

### 5.0 Training and Employee Development

- 5.1 Training for Investigating Officers is provided on a regular basis. All Adult Social Care Team Managers / Service Managers are expected to have undergone investigating skills training.
- 5.2 The Investigating Skills Training Course is facilitated by the Local Government & Social Care Ombudsman, (LG&SCO). The training concentrates on defining, investigating, and resolving complex complaints. It also emphasises the need to identify any improvements that may be necessary as a direct result of individual complaints.
- 5.3 A LG&SCO ASC Investigating Skills Training Course was held in March 2021.

#### All Representations Received over the Past Three Years

All Formal Contacts	2018 2019		2019 2020		2020 2021	
Statutory Adult Services Complaints	51.47%	105	44.44%	80	47.13%	41
ASC Comments	3.92%	8	2.78%	5	4.60%	4
Complaint Related Queries	17.16%	35	15.00%	27	17.24%	15
Commissioned Service - Own investigation	1.96%	4	2.22%	4	0.00%	0
Commissioned Services Issues	16.18%	33	17.78%	32	0.00%	0
Corporate Complaints	0.00%	0	2.22%	4	2.30%	2
Data Breach	0.00%	0	1.11%	2	0.00%	0
Insurance Claim	0.49%	1	0.00%	0	1.15%	1
Inter-Agency Concerns	1.47%	3	2.22%	4	4.60%	4
Joint Health & Social Care Investigations	1.47%	3	2.78%	5	6.90%	6
Local Government Ombudsman	1.47%	3	4.44%	8	6.90%	6
MCA/DoLs Responses	0.00%	0	1.11%	2	0.00%	0
MP / Councillor Responses	1.96%	4	3.33%	6	8.05%	7
Safeguarding Alerts	2.45%	5	0.56%	1	0.00%	0
Whistle Blow	0.00%	1	0.00%	0	1.15%	1
All Dissatisfaction		205		180		87
Compliments		560		611		482
<b>Total</b>		<b>765</b>		<b>791</b>		<b>569</b>
<b>Trend</b>				<b>3.40%</b>		<b>-28.07%</b>



## 6.0 Statutory Adults Services Complaints

Complaint Categories	2018 2019	2019 2020	2020 2021
Green	11	21	3
Amber	94	58	37
Red	0	1	1
<b>All</b>	<b>105</b>	<b>80</b>	<b>41</b>

### 6.1 Key Points of Interest

- During 2020/21, 41 complaints were received regarding Adult Social Care Services.
- This is a 49% decrease on complaints received during 2019/20, (80).
- The number of complaint related queries (CRQs) has also decreased by 44% on the number of low-level issues received during 2019/20, (15 from 27).
- Complaint related queries are low-level representations that must be resolved within one working day after receipt.
- Most low-level issues were dealt with directly by the services concerned and resolved to the customer's satisfaction.
- The number of complaints assessed as Green (low risk to the Council or service user) accounted for 7% (3) of the total number of complaints received.
- Amber complaints, which are medium risk to the Council or the service user, accounted for 90% (37) of all complaints received.
- Amber complaints often include several issues which are deemed as moderate risk to either the service user or the Council.
- There was one Red complaint received during 2020/21. Red complaints are assessed as high risk to either the Council or the service user and are often complex and include other agencies who have been involved with the service user.
- 85% (482) of representations made during 2020/21 were compliments and only 15% (87) were expressions of dissatisfaction, which includes formal complaints.

### 6.2 Specific Areas of Complaint

Service Area	2018 2019		2019 2020		2020 2021	
Assessment & Personalisation	75.24%	79	76.25%	61	68.29%	28
Care Call	7.62%	8	2.50%	2	2.44%	1
Commissioning & Quality Assurance	8.57%	9	7.50%	6	7.32%	3
Provider Services	5.71%	6	12.50%	10	21.95%	9
Other Services	2.86%	3	1.25%	1	0.00%	0
<b>Total</b>		<b>105</b>		<b>80</b>		<b>41</b>

- During 2020/21, 68% (28) of complaints were about the Assessment & Personalisation service.
- This is a 54% decrease on the number received during 2019/20, (61).
- Assessment & Personalisation is often the first service to become involved with those requesting support from Adult Social Care, so disputes can often be anticipated.
- After investigation, 57% (16) of complaints about Assessment & Personalisation were found to be unjustified.
- The Care Call Service only received one statutory complaint during 2020/21. After investigation, this complaint was found to be unjustified.
- Nine complaints were received by the Council's Provider Services.
- Five of the complaints received were regarding the PRIME Service.
- The PRIME Service is a short term reablement provision to assist service users to regain their independent living skills to help them to remain at home.
- Four of the complaints about the PRIME Service were found to be justified as it was identified that all clients had missed at least one of their care visits.
- After investigation, all nine complaints about Provider Services complaints were either fully or partially upheld.

### 6.3 Issues linked to the complaint

Issues of Complaint	2018 2019		2019 2020		2020 2021	
Council Policy	7.62%	8	0.00%	0	0.00%	0
Delay	34.29%	36	26.25%	21	9.76%	4
Lack of Service	6.67%	7	12.50%	10	29.27%	12
Quality of Service	38.10%	40	51.25%	41	48.78%	20
Refusal of Service	2.86%	3	1.25%	1	4.88%	2
Staff Issues	10.48%	11	8.75%	7	7.32%	3
<b>Total</b>		<b>105</b>		<b>80</b>		<b>41</b>

- During 2020/21, quality of service accounted for 49% (20) of all complaints received.
- Quality of service can include straightforward issues, such as,
  - Missed or delayed social work visits / appointments
  - Non-return of telephone calls
  - Poor communication
  - Poor or no response after a request for service.

However, quality of service can also include service failure issues for example, failure to safeguard the welfare or, in some cases, the finances of a vulnerable adult.

- 29% (12) of complaints were regarding lack of service. Complaints about lack of service may often be linked to high expectations about what Adult Services can offer to a service user or their families, as after investigation 58% (7) were found to be unjustified.
- 7% (3) of complaints received were regarding the conduct of individual workers. This is a decrease of 57% on the number of complaints received during 2019/20, (7)
- After investigation, 66% (2) of all complaints about staff behaviour were not upheld and 33% (1) was fully upheld.
- In all cases, should there be repeated complaints regarding an individual worker, the Council will always undertake an internal review to ensure that any unmet professional development needs are addressed where appropriate.

### 6.4 Themes of Complaints Received

6.4.1 There were two main themes of complaints received during 2020/21:

#### 6.4.2 Quality of Service

Quality of service remains one of the main themes of complaint received over the past three years. During 2020/21, quality of service accounted for 49% (20) of all complaints received.

From the complaints received there were two main areas of concern.

#### Quality of Support from Individual Workers

25% (5) complaints received about quality of service were in respect of the support offered by either individual workers or by the service. After investigation it was found that one complaint about worker support was justified and recommendations identified to prevent reoccurrence. Two complaints were found to be partially justified, and two complaints were found to be fully unjustified.

#### Dispute Care Costs

20% (4) of complaints were raising issues around disputes to charges levied for care and support. One complaint raised issues that the amount of direct payment was insufficient to meet the service user's needs. This complaint was fully investigated and found to be unjustified as the Care Plan clearly set out the level of support required under the Direct Payment Process.

Another complaint about care charges was also found to be justified after investigation, as it was found that the service user had been returned home early from their day service due to staffing issues linked to the Covid19 pandemic. This was accepted and the charges for the two short days of day care were waived by the Service.

One complaint, which was found to be partially upheld, was in respect of the care charges for supported housing. In response to this complaint, the information about charges for care and support whilst resident in a supported housing facility was amended to ensure that the charges were clearly set out.

### 6.4.3 Lack of Service

29% (12) of complaints received were about lack of service from either the worker or the Service.

After consideration, five of the complaints received were about lack of service involvement within individual cases. Following investigation, 80% (4) complaints were found to be fully unjustified with only one complaint found to be partially upheld.

Four complaints about lack of service were about missed care visits by the PRIME Service. All four complaints were found to be upheld and measures put in place to prevent reoccurrence.

Three complaints were around different service areas and various issues, but all three were not upheld after investigation.

After investigation of all twelve complaints citing lack of service as their main issue, 58% (7) were found to be unjustified.

## 6.5 Outcomes

Outcomes of complaints	2018	2019	2019	2020	2020	2021
Outstanding		4		2		6
Not upheld	33.66%	34	34.62%	27	45.71%	16
Partially upheld	31.68%	32	23.08%	18	25.71%	9
Upheld	32.67%	33	30.77%	24	28.57%	10
Other Resolution / Withdrawn	1.98%	2	11.54%	9	0.00%	0
<b>Total Completed</b>		<b>101</b>		<b>78</b>		<b>41</b>

- Almost 46%, (16), of all complaints were not upheld after investigation.
- 26% (9) of complaints were found to be partially justified.
- 28% (10) of complaints were found to be fully justified.
- All improvements identified a result of complaints that were either partially or fully justified are included within this report

## 6.6 Timescales

- When a complaint is passed to an Investigating Officer, the Investigating Officer is requested to consider the detail of the complaint along with the issues raised and to identify an achievable timescale for response. This timescale should then be discussed with the complainant and their agreement sought.
- This negotiation then ensures that investigations and timescales for response are proportionate to the issues raised.
- Adult Social Care complaints often include several areas of concern, some may also include issues about other agencies, such as health or housing. Any liaison with outside agencies that may be necessary to fully investigate the complaint should always be factored into any negotiated timescale for response.
- In all cases, the Investigating Officer is requested to keep the complainant updated on the progress of the investigation and to advise them of any delays that may be anticipated
- The Council consider that 20 working days is an achievable timescale to respond to most Adult Social Care complaints. However, the Local Government and Social Care Ombudsman does

allow Local Authorities up to 3 months for response, which is taken from the date in which the complaint was received

- During 2020/21, 23 working days was the average time to investigate and respond to a complaint.

## 6.7 How complaints were received

Method of Complaint	2018 2019		2019 2020		2020 2021	
Service Feedback Form	0.00%	0	1.25%	1	0.00%	0
Complaints Form	5.71%	6	3.75%	3	2.44%	1
Email	30.48%	32	30.00%	24	51.22%	21
In Person	2.86%	3	2.50%	2	0.00%	0
Letter	31.43%	33	38.75%	31	17.07%	7
Telephone	29.52%	31	23.75%	19	29.27%	12
		105		80		41

- Email is now the main method of referral accounting for 51%, (21), of all complaints received.
- Email is popular as it is accessible and allows the complainant to retain a copy of the complaint that has been submitted.
- Letters accounted for 17% (7) of referrals.
- There were no personal visits during 2020/21 as the Civic Centre was closed due to the Covid 19 pandemic.
- Complaints received by telephone are generally in response to immediate issues, such as missed care visits or disputes regarding invoices for care.
- 29% (12) complaints were received via telephone.
- Relatives, including relative carers, continue to make the most representations, and accounted for 73%, (30) of complaints made.
- 24% (10) complaints were received direct from Service Users.

## 7.0 Equalities Monitoring

- 7.1 Gateshead Council recognises that equality monitoring of service delivery is crucial for effective planning and scrutiny of the services that it provides. This monitoring can identify which groups are using services and gauge their level of satisfaction. The information can then be used to highlight possible inequalities, investigate their underlying causes, and address any unfairness or disadvantage. However, as complainants tend to be from relatives, it is not possible to collect this information with any accuracy as diversity forms sent out were not returned.
- 7.2 Information about the complaints process can be made available in key languages and formats. Information for customers with sight, hearing or learning difficulties can also be provided.
- 7.3 During 2020/2021, only one complaint was received was from a member of the BAME community. 87% (36) identified as white British.
- 7.4 61% (25) of complainants were female and 9% (16) were male.

## 8.0 Commissioned Care Services – All issues received

Commissioned Services	2018 2019	2019 2020	2020 2021
Formal Statutory Complaints	9	6	3
Commissioned Service - Own Response	4	4	0
Complaint Related Queries	4	6	2
Commissioned Services Issues	33	32	0
Data Issue	0	1	0
Local Government Ombudsman Referrals	1	0	0
Moved to Safeguarding	3	0	0
MP/Councillor Referral	0	3	1
Whistle Blows	0	1	1
Compliments	12	3	3
<b>Total</b>	<b>66</b>	<b>56</b>	<b>10</b>

- During 2020/21, representations highlighting dissatisfaction about commissioned services decreased by 87%, (7 from 53).
- There were no Commissioned Services Issues received. As these are informal issues, it is appropriate that the service (Adult Services or Contract Monitoring Officers) deal with these informally with the service concerned and monitor any changes to practice as appropriate.
- Two complaints were about the care provided in commissioned residential facilities. One was regarding a care home, and one was about an Extra Care Living Facility.
- One complaint was received about commissioned home care.
- After investigation, the complaint about the Extra Care Living Facility was found to be partially justified.
- The complaint received about Commissioned Home Care providers was also found to be partially justified and as a result additional contractual visits were carried out to ensure that the services provided to service users are of a high standard.
- The complaint about the support offered by a commissioned care home was found to be unjustified as it was found that the Care Home had responded to the issues in full and in an appropriate manner.
- Contract Management Officers always ensure that any improvements to service are taken forward and monitored with the care service concerned.

## **9.0. Health & Social Care Joint Investigations**

- 9.1 The statutory complaints process covers NHS and Social Care Services. All complaints that are received which are about services provided by both Health and Social Care are co-ordinated by either the Council's Complaints Manager or the Complaints Manager responsible for the Health Service subject to the complaint. The organisation responsible for the largest area of the complaint will take the lead in the investigation and will ensure that a combined response letter is sent to the complainant within the agreed timescales.
- 9.2 During 2020/21, six complaints were jointly investigated by managers within Adult Social Care in conjunction with colleagues within the Queen Elizabeth Hospital, or the CCG.
- 9.3 Five complaint investigations were led by colleagues at the Queen Elizabeth Hospital in conjunction with Managers within Adult Social Care. Issues relating to Adult Social Care mainly focused on involvement of the Hospital Social Work Team. Adult Social Care responded to all requests for information with timescales set out by Health.

One complaint, received by the CCG, was about the quality of support from both the CCG and the Council's Direct Payments Team, who provide a Direct Payments Service on the CCG's behalf. Information was provided to the CCG refuting the complainant's allegations and shared evidence to support the Council's views.

## **10.0 Local Government & Social Care Ombudsman**

- 10.1 During 2020/21, six complaints were considered by the Local Government & Social Care Ombudsman, (LG&SCO). This is a 25% decrease from the number of complaints considered by the LG&SCO during 2019/20, (8).
- 10.2 All complaints considered had been previously considered through the statutory complaint's procedure.
- 10.3 After consideration, five complaints were closed by the LG&SCO who had found either that there was no injustice to the complainant or that the Ombudsman could not achieve the resolution that the complainant had requested.

One complaint was found to be justified and, as a result, the Council were requested to act on the recommendations set out by the Ombudsman and to provide the Ombudsman with timescales for implementation. Time and trouble payments were also recommended for both the complainant and to the service user in respect of the injustice caused. The complaint was in respect of a commissioned care home and included areas about Social Work involvement.



## **11.0 Learning from Complaints: Examples of Service Improvements**

- 11.1 Learning from complaints is critical to prevent recurrence of the cause(s) of the original complaint. It is important that we make sure that people's experiences help the Council to improve services where possible. Changes can include policy, procedure, or employee development.
- 11.2 Complaints about individual practice or failure to follow procedures are dealt with by reinforcement of processes and reiterating customer care standards through service / team meetings or individual supervision sessions.
- 11.3 In all cases, any justified issues regarding attitude or conduct of staff are dealt with in line with the Council's internal employment procedures.

### **Improvements after a complaint include:**

#### **Assessment & Personalisation**

A complaint was received about a Hospital Social Worker who was alleged to have discussed the medical diagnosis of a client undergoing a social work assessment with their family members without permission. It was found that the family members had been unaware of the client's diagnosis. As an outcome to this matter, social workers within the Hospital Discharge Team were reminded to ensure that family members of the client being assessed are fully aware of any diagnosis before they discuss any medical conditions with them.

Following a complaint from a service user who was unhappy that the name of the care provider along with other information had not been shared before the package commenced, it was agreed that when workers identify a package of care for a client, it is important that the name of the provider is shared with either the client or their representative, as this will ensure they are aware of which service will be attending the client's home.

In response to a complaint, where it was unclear whether a potential client resided in the Gateshead area, it was agreed that the Adult Social Care Direct Team will ensure that that, when it is unclear that a potential client is a resident of Gateshead due to their rural locality, Contact Co-Ordinators check the postcode areas for further clarification before any decision on service provision is given.

#### **Provider Services**

A complaint was received where the service user had been returned home early from a day centre. Following this, the Marquisway Management Team reviewed the communication channels within the service surrounding transport home arrangements. All staff have been informed that if service users need to leave the service prior to 3.00pm, this must be agreed in consultation with management, and that family carers should be given as much notice as possible

Following complaints about missed PRIME care visits, Provider Services immediately implemented a review into the PRIME recording and allocation process. The review also included additional staff training. This training now covers individual responsibilities to ensure that PRIME care packages are input onto the system as soon as the client's hospital discharge date is known.

In response to the complaint regarding how post is handled for clients who move out of an Independent Supported Living facility, several changes to practice were identified.

- A check list has been developed which sets out a list of all tasks which must be completed prior to a person moving out of an ISL.



- These guidelines will incorporate a section for a named staff member along with a number of allocated tasks. There will also be a section for both staff and the resident to sign and date when completed.
- All mail that is required to be forwarded on will be kept in the staff office for safe keeping. A box has since been purchased to store mail pending their pick-up.
- The client or their representative will be notified on the same day the mail arrives. This will be recorded, dated, and signed in the staff communication book.
- The new procedure has been embedded with staff via individual supervision sessions and Team Meetings. Agreement has been sought with staff, who have all signed a control sheet indicating that they have read the new procedure and understood their individual responsibilities.

### **Extra Care Living Facility**

In response to a complaint about the lack of clarity about what support is provided within Extra Care Living Facilities, it has been agreed to amend the documentation that prospective tenants will receive.

- The amended documentation will outline the standard 4 hours charge which applies to all tenants along with the costs that relate to it.
- In addition to this, all prospective applicants will be signposted to Adult Social Care Direct in the first instance. This will then provide consistency during the application process.

## **13.0 Compliments**

13.1 Information about compliments is always fed into all Adult Social Care Services, including the Commissioning Team, to highlight good practice and to identify opportunities for improvements to services.

13.2 During 2020/21, Adult Social Care received 482 compliments, which accounted for 85% of all representations received, (569).

- 31% (151) were about the support offered by the Council via the Covid telephone service throughout the Covid-19 lockdown.
- 35% (171), of compliments were regarding Assessment & Personalisation.
- 51%, (244) of compliments were about Provider Services.
- 12% (56) of compliments were about the Care Call Service.
- 2% (11) of compliments were about the Health & Social Care Commissioning Teams.
- 22%, (105) of all compliments were about the Single Point of Access Team.
- 3% (17) of compliments were about the Locality Teams.
- 6%, (31) were about the Promoting Independence Centres.
- 5% (25) of compliments were about the Council's PRIME Service.
- 4% (23) of compliments were about the Council's Day Services.

13.3 Examples of compliments received

#### **Adult Social Care Direct**

*"We wanted to send a personal thank you for all your help and advice which helped my Mum receive the care that she needed. This has been a very anxious time and with lockdown, things could have easily gotten much worse. I am so thankful for your friendly approachable nature and what you have done for my family."*

#### **Care Call**

*"Mr X wanted to pass on his great appreciation to the service and pass thanks on to every staff member as when his mother was alive it made him feel a lot more secure knowing his mother was safe and looked after by all."*

### **Day Services**

*"A gift basket and card were given to the Lodge from Blaydon Churches Together. The card had the message: To all the staff at Blaydon Lodge. We wanted to say a huge Thank You to you all in what are very difficult and stressful circumstances! We appreciate all you do for those in your care. Be assured of our thoughts and prayers for you all at this time. Stay safe and please help yourselves to some treats - you certainly deserve them!! Love and Prayers - Blaydon Churches Together."*

*"During the COVID 19 lockdown, Blaydon staff have been making domiciliary care community visits to service users. During such a visit P.. visited DK, the wife of service user GK. D praised the work done by the staff at the Centre and stated that if it was not for Blaydon Centre and the work done by staff, she would not have been able to keep G at home as long as she did."*

### **Council Domiciliary Care**

*"Mr X wanted me to pass on to management how amazing he feels the staff have been who have worked with his uncle, in particular XX and XX He was glowing in his feedback of how they have managed a difficult situation with his uncle's care. He said they are both caring and compassionate beyond their job role and could not praise them highly enough."*

*"I would like to thank all the staff at Gateshead Council and the carers that came out to help care and support my Mum. The response was excellent and carried out with kindness and good humour. I would also like to thank the Council for both the speed and efficiency and the delivery of specialist equipment required to help support my Mum. If possible, could you please pass on my sincere thanks to all concerned, without this support, I do not know how we would have managed."*

### **Learning Disability Team**

*"I want to thank you for all your hard work with my Auntie. I know how hard you have worked to keep her safe, manage her daily needs and then identify and move her to a new placement. Without your hard work and professional caring approach, things could have been far from the happy ending that we have now. You have really been a star and it's really appreciated."*

### **Locality Teams**

*"I just wanted to let you know our very sad news, our mam died really suddenly and unexpected, we are all heartbroken but wanted to thank you again for facilitating her move so seamlessly. Her final days were in a happy place and for that we are eternally grateful, and it gives us huge comfort."*

### **Promoting Independence Centre**

*"My partner was admitted to Eastwood care home and was in the care home for a week before sadly passing away. The Manageress and her staff provided her with the highest level of care possible during this time. I was so happy X... spent her last few days at such a caring home with staff who I feel went way above their call of duty, something for which I will always be grateful. I feel that such service should be brought to the attention of Gateshead Authority and the people with responsibility for the home."*

### **Single Point of Access**

*"Thank you for the hearing aid. The smile on Dad's face when he could hear clearly was priceless. Thank you to X for his time and patience. Will certainly recommend the service."*

### **Shared Lives Service**

*Dear xxx, as we are celebrating shared lives week 2020, we are saying a huge thankyou .We know its been tough during the Covid-19 pandemic and we want you to know how much we value your kindness and care. You make an incredible difference and are helping to build kinder and stronger communities right where you are. With our deepest thanks."*

### **Transitions Team**

*"I just want to say how amazing XXX.... was in finding XX's provision after school. She really helped me loads as I was so worried and went the extra mile for me. I can't thank her enough; she is so good at her job."*

**Contact Officer:** Alison Routledge, X2408