Customer Feedback Annual Report

Adult Services

April 2016 – March 2017

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Customer Feedback Annual Report – Adult Services

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1. Overview

Adult Social Care aims to arrange care and support services for adults aged 18 years and older. We work with older adults and adults who have physical disability, learning disability, sensory impairment, mental health needs and substance misuse issues, as well as people who care for others. We also support the transition of young people who are transferring from Children’s Services to Adult Social Care.

When people have complaints we will listen to them, and, wherever possible, will negotiate and agree a course of action to resolve the complaint. We deal with complaints in a fair and transparent way, treating those who make them with courtesy and respect. We encourage comments and compliments as well as complaints, as part of our commitment to a process of continuous learning and improvement.

The arrangements for complaint handling must comply with the statutory requirements, as detailed in the Local Authority Social Services and National Health Service Complaints (England) Regulations 2009; and in line with the statutory requirements the Authority is required to produce an Annual Complaint Report made available to the public.

This report provides information about Compliments, Comments, Complaints and MP/Councillor enquiries received by Blackpool Council’s Adult Social Care Service during the period 1 April 2016 to 31 March 2017. The report highlights how the service has performed against the statutory timescales and indicates where improvements or revisions to services have been identified as a result of compliments in highlighting best practice and through the process of listening and responding to complaints.

Figures within the report are broken down into the following areas:

- Adult Social Care (Including Safeguarding)
- Care and Support (In house provider services)
- Business Support and Resources
- Commissioning (Commissioned services, including care at home providers and residential care providers)
2. Adult Services Key Headlines

Whilst considering this report it is important to see the overall picture of Adult Social Care involvement in the Blackpool area.

406 items of feedback were logged for Adult Services in 2016-2017

Adult Services received 102 complaints this year, which represent less than 2.5% of Adult Social Care service users.

There has been a 28% increase in complaints compared to the 80 received in 2015-16

The greatest number of complaints received were:

- from a relative of the service user
- from or on behalf of service users in the category of ‘Older Adults’
- related to social work support, followed closely by complaints about commissioned services.

There are no outstanding complaints for 2016-2017

11 complaints were referred to the Local Government Ombudsman

Enquiries from MP and Councillors totalled 47

240 compliments were received, more than twice the number of complaints

The majority of complaints received were statutory complaints, accounting for 95%
3. Complaints

Statutory legislation dictates that all Adult Social Care complaints should be addressed and concluded within a 6 month timeframe. We feel that all complaints should be addressed quickly and efficiently, with the underlying awareness that each case is individual and should be viewed so on its own merits. In most cases 15-20 workings days is initially allocated for investigation and response. However, where complex cases are concerned it is sometimes more appropriate to allocate a longer timeframe for a thorough investigation to be achieved. The allocated timescale is always communicated to the complainant so they know when to expect a response.

This year’s complaint figures are higher than the previous two years. A further breakdown shows that Adult Social Care complaint figures have nearly doubled compared to 2015-16, whilst Commissioning have stayed fairly consistent. There is no particular reason for the increase in complaints, and due to the relatively low number of complaints, these variations cannot be considered indicative of a trend. Over the last year, we have been successful in empowering service users to raise concerns when they are unhappy with a service, continually striving to make the complaints process easily accessible for all. In addition to this, we have worked hard to improve staff awareness of the feedback process, which may have produced a slight increase on the number of cases being referred as a formal complaint.
Adult Social Care and Commissioning, both front line services, are again carrying the most complaints. This is to be expected due to the complex role and amount of customer contact. Both services are representing the face of the Council and must deliver quality services at all times.

The majority of complaints received were statutory Adult Social Care complaints, accounting for 95% of all complaints. Complaints that did not fall within the Statutory Complaint Procedures were dealt with via the Council’s Corporate Complaint procedures. All complaint investigations this year were undertaken locally by Adult Services and none were referred for independent external investigation. There are no outstanding complaints for 2016-2017.

**Source of complaint**

The greatest number of complaints received were from a relative of the service user:

![Source of Complaint (%)](image)

**Service User Category**

The greatest number of complaints received were from, or on behalf of, service users in the category of ‘Older Person’. This is to be expected because the ‘Older Person’ category is used for any service user, over 65 that does not fall under one of the more specific categories.
Complaint Outcomes

Adult Services welcomes all customer feedback as an opportunity to learn and to improve, and in doing so, may be expected to receive a higher number of complaints. Simply reporting the number of complaints made does not indicate how the service is performing. It is important to measure the complaint numbers against the number of complaints that were “upheld” or “partially upheld”.

A complaint may be upheld if it is evident from investigation, that the service provided was not of a standard that a person could reasonably expect. An outcome of partially upheld is when some, but not all, elements of the service provided have not met a reasonable standard.

Of those complaints which have been fully considered 8 percent were classified as upheld; 40 percent as partially upheld, making a total percentage upheld in some element of 48 percent.

![Percentage of Complaints Upheld in Some Element](image)

Although there has been an overall increase in the number of complaints received, on a positive note, the percentage of complaints where there was found to be fault by the service (complaints upheld in some element) has fallen compared to previous years.

Over the three years the highest proportion of complaints upheld in some element is from commissioned services. Complaints regarding commissioned services are used to implement changes and aid in rigorous checking. The Commissioning Team also carry out both scheduled and unscheduled checks and performance monitoring meetings with external providers on a regular basis. All complaints are scrutinised and follow-up action taken if appropriate. There are also Provider Forums for providers to attend, to encourage joint working and so that learning, initiatives and concerns can be addressed and utilised positively for the benefit of all our service users.
Below is a further breakdown of the number of 2016-17 complaints upheld in some element, broken down by service area:

![Bar chart showing total number of upheld or partially upheld complaints by service area: 2016-17](chart)

A few of the general reasons for complaints being upheld over the year are shown below:-

- Lack of action, impacting on expected level of service delivery, which has been acknowledged by the service.
- Errors in service delivery, such as failing to follow correct policies and procedures
- Staff conduct/behaviours have continued to be cited by complainants and in some cases this has been accepted and subsequent actions implemented
- Expectations of clients regarding care agencies’ delivery of service, missed visits and packages of care not being met – perceived or actual
- Issues with residential care homes’ service delivery, which have been addressed via contractual arrangements and expected standards of service.
- Delays or confusion around assessments, financial information and contributions
- A complaint may have been upheld, due to a number of minor or varied issues, which have overall resulted in a poor experience for the service user and/or their families.
**Complaint Themes**

When complaints are received, they are given a theme based on the main overarching concern.

There are currently 12 standard themes used to classify Adult Services complaints. These themes help Adult Services to quickly identify trends and patterns whilst aiding in the recognition of action required; however, if a complaint has got a number of aspects to it, it is often difficult to highlight one particular theme; therefore, ‘Quality of Service’ tends to be used. The themes were last reviewed by the Council’s Scrutiny Committee during 2012-13 and are due to be reviewed by the end of June 2017.

The following chart shows the breakdown of the annual complaints by theme:

![Total Number of Complaints per Theme](#)

The theme of “Quality of Service” continues as the highest theme for received complaints. This may be due to the very general nature of the theme, which can encompass a number of areas. It must be noted that less than a fifth of the complaints in this category were fully upheld (13%).

Secondly, was the theme “Staff Conduct/Treatment of Customer”; key topics raised within the theme include, service user/family expectations not being met, miscommunication or poor communication and lack of involvement of the family. Areas for improvement include managing service user and family expectations of both the service through clear communication and the role of Adult Service staff.
Over 50 percent of the complaints received were found to be ‘Not Upheld’. This can be seen clearly in the chart below which provides a further breakdown of the annual complaints by theme, in relation to the outcome.

![Complaint Outcome Percentage by Theme](image)

**Figure 8**

Perceptions of quality of service are very real to service users and must be listened to, in order to make necessary improvements to our services. It is essential that open and clear discussions with service users and, if appropriate their family, occur early on, to provide an opportunity to address any misunderstandings and alleviate any concerns. This should be followed by very definite checking of understanding, in order that the expectations can be managed and attained wherever possible.

On occasions where poor conduct of staff has been raised, the Manager will address these concerns with the member of staff in supervision meetings. It must be noted that none of the complaints investigated in the ‘Staff Conduct/Treatment of Customer’ theme have been fully upheld.

**Timescales**

Legislation requires local authorities to respond to Adult Social Care complaints within a six month timeframe. This requirement was met for 100 per cent of the complaints received during the year. However, we understand that people raising concerns would prefer to receive an outcome more quickly than this, so we set ourselves a high target, and typically commit to responding within 20 days. It is this target that we measure ourselves on, and to which the statistics in this section relate.
It is good practice to keep the complainant informed of progress at all times. Therefore, if for any reason, Adult Services is unable to meet the allocated timescale for response, contact should be made advising of the delay together with a new expected date of response and apology for inconvenience caused.

It must be noted, that wherever possible, every effort is made to achieve the realistic timescale originally provided to the complainant. However, this is not always possible. It is recognised that not meeting an anticipated timescale does not assist in complaint resolution and further frustrates the complainant. However, transparency on behalf of the Council is essential so the complainant can understand the difficulties being faced and why the delay is necessary.

If a complaint timescale has to be extended, the complaint will be classed as ‘not meeting timescale’; the only exception to this is if the complainant causes the need for extension, for example, by providing further information during the investigation process or if a meeting with the complainant is required and the complainant is unable to meet within the initial time frame.

Below is a graph showing a three year percentage comparison of the complaints which have met the initial investigation timescale.

The above figures indicate that there has been an improvement in the number of Commissioning complaints meeting timescale. Following a review of the previous year’s timescale data, it became apparent that, when contracted providers were being asked to provide information, in order for the Commissioning Team to investigate on behalf of the Director of Adult Service, the information was not always forthcoming. This was having an impact on the number of complaints meeting timescale. Following recognition of this, providers were asked to prioritise requests for information for complaint investigations and were given a deadline date to respond by. This has significantly helped improve the timescale figures in this area.
Adult Social Care timescales have stayed consistent over the last three years; however this year has been the lowest percentage meeting timescale. The Customer Relations Team is working closely with all services in order to improve the number of complaints meeting timescale. The Team meets on a weekly basis with Adult Services Managers to discuss any ongoing complaints and to keep on track of progress.

4. Local Government Ombudsman

The Local Government Ombudsman (LGO) investigates complaints from the public about Councils and other bodies providing public services in England. It also investigates complaints about registered Adult Social Care providers. It is the last stage of the complaints process, for people who have given the Council or the provider opportunity to resolve the issue first and where the complainant feels their issues have not been addressed or resolved to their satisfaction.

However, some complainants prefer to contact the LGO in the first instance. The LGO will determine whether this is a premature complaint which must be directed back to the Council to investigate and respond to in the first instance or if they will commence an investigation based on the information provided by the complainant.

Throughout 2016-2017, 11 complaints received by the Council were referred to the Local Government Ombudsman. During the Ombudsman’s investigation, the Council will be asked to provide the LGO with information; it is often the case that the LGO will make more than one request for information for each enquiry.

There have been 11 initial requests for information from the LGO, 13 further requests for information and 7 Draft LGO Decisions requesting the Council’s comments. The complainant also gets the opportunity to provide their comments on the Draft Decision.

Out of the 31 enquiries, 30 were responded to within the timescale set by the LGO (97%).

We have also received 9 Final LGO Decisions this year:

- 1 was closed after initial enquiries – no further action
- 3 were upheld - maladministration and injustice
- 1 was upheld - maladministration no injustice
- 4 were not upheld

Adult Services has not been recommended by the LGO to pay any monies to complainants or service users for injustice caused this financial year.

Below are some examples of what the LGO has recommended:

- Council to provide a written apology
- Service to provide service user with a correct assessment of their contribution to care
- Adult Services to review charging information provided for temporary care to ensure that the Council is clear about its ability to charge for an initial eight week period, without the need for a financial assessment
- Review of procedures, to ensure proper systems are in place to provide appropriate documents at the beginning of a care placement and ensure this is properly recorded on the file.
5. Outcomes and Learning

Following the completion of the complaints process, Managers are asked to identify any possible learning from the complaint, either for their own staff or team, or with implications across the directorate.

Lessons Learnt and actions taken as a result of customer feedback are recorded and shared at the Department’s monthly Governance Committee. The Committee agrees actions for the Department and identifies further learning and monitors the progress.

Please refer to Appendix A for a selection of lessons learnt in 2016-17.

6. Compliments

Compliments are extremely important and help to highlight the areas which we are improving or maintaining levels of high quality service. They act as a morale booster for staff and are evidence that every detail within service delivery matters. Good practice is commended and discussed at senior level to ensure it is implemented across the board where possible.

For the purposes of official compliment recording within the Department, a compliment can be defined as an unsolicited statement of satisfaction or praise received from an outside source regarding an aspect of the service or an individual member or members of staff.

The table below demonstrates the number of compliments recorded by Adult Services:

![Total Number of Adult Services Compliments Recorded per Service](image)

Figure 10

Certain Teams remain very good at recording compliments received; however, there are services that rarely pass on compliment data for reporting purposes. The reported figures may therefore not be a true reflection of compliments received by Adult Services and can only show the number of compliments that have been officially recorded.
It must also be noted that, although the Commissioning Team investigate a number of complaints for contracted providers, compliments for Residential and Home Care providers are more than likely sent directly to the provider and therefore not reported in our Annual figures. However; in-house providers of care do record their compliments and this can be seen by the high number of Care and Support compliments recorded.

As evident in the graph above, there has been a large reduction in the amount of compliments processed in the year 2016-17, in comparison to the previous year. Last year we saw an influx in Teams sharing additional compliments provided in both service and training questionnaires; this had a large impact on compliment figures. In addition to this, the Commissioning Team recorded compliments received through the ‘Carer of the Year Award’. Unfortunately, the questionnaire feedback did not continue into 2016-17. Going forward we aim to raise staff awareness of the importance of logging all positive feedback and try and encourage reporting of feedback obtained in questionnaires. We intend to cover this in future Customer Feedback training modules.

The table below demonstrates the number of compliments received by Adult Services:

<table>
<thead>
<tr>
<th>Service</th>
<th>Internal</th>
<th>External</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Social Care</td>
<td>6</td>
<td>56</td>
</tr>
<tr>
<td>Care &amp; Support</td>
<td>4</td>
<td>160</td>
</tr>
<tr>
<td>Business Support and Resources</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Commissioning</td>
<td>1</td>
<td>7</td>
</tr>
</tbody>
</table>

Front line services i.e. teams which primarily deal with the public, will have many opportunities to receive compliments from service users or their family members, by means of a thank you card, letter, feedback forms or verbally. On the other hand, front line services also bear the brunt of the majority of complaints received, which have to be investigated and recorded, whether or not they are upheld.

Not all services deal with external customers and therefore, they rarely receive compliments or complaints from members of the public. Services are therefore encouraged to report internal positive feedback as well as compliments from service users and their families.
Customer Feedback Annual Report – Adult Services

Below is a small selection of some of the internal compliments recorded:

- I just wanted to thank you most sincerely for the help and support you have been giving me recently with Social Care System. Your patience and understanding is appreciated beyond measure and I feel that you have given me much needed confidence to crack on with it in the New Year.

- I hope my next mentor and placement team are all as lovely and supportive as you have been to me. Thank you all for being such a friendly office you have always been accommodating, friendly and always welcomed me to join on visits with you. You really have all been very kind and nice to me while I've been on placement. I wish you all the best in the future.

- I did an observation for [Social Worker] this morning. The Social Worker was excellent, her questioning, listening and checking back was brilliant. A credit to the profession.

Please refer to Appendix B for a selection of external compliments recorded.

7. Comments

Comments are equally important as complaints and help to shape and improve the quality of service. If necessary, Adult Services will respond to comments based upon the same timescale as complaints. Each comment will be judged individually as to whether a detailed response is necessary or not. It is sometimes unsuitable to share details with the customer; however, any necessary actions will still be undertaken. It is believed that service users are being more direct in conversation with Council representatives and action is being taken early to try and prevent a complaint being lodged.

![Total Number of Adult Services Comments Recorded - 3 Year Comparison](image)

Comments are usually received via the online feedback form directly from service users. Services do not always pass comments on to be logged therefore the above figures are not a true reflection of all ‘comments’ received by Adult Services and can only highlight the number of comments that have been officially recorded.
8. Members of Parliament (MP) and Councillor Enquiries

Blackpool Council’s Chief Executive maintains that all MP and Councillor Enquiries should be actioned and responded to within 5 working days. MP and Councillor Enquiries can be categorised as:

- requests for background information,
- reasons for decisions,
- requests for service or
- requests for review of outcomes

The following table shows the annual breakdown of MP Enquiries received by Adult Services and the percentage which met the 5 day response timescale:

<table>
<thead>
<tr>
<th></th>
<th>2016/17</th>
<th>2015/16 Comparison</th>
<th>2014/15 Comparison</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number of Enquiries</td>
<td>% Meeting 5 Day Timescale</td>
<td>Number of Enquiries</td>
</tr>
<tr>
<td>Adult Social Care</td>
<td>23</td>
<td>61%</td>
<td>31</td>
</tr>
<tr>
<td>Care and Support</td>
<td>3</td>
<td>67%</td>
<td>4</td>
</tr>
<tr>
<td>Business Support and Resources</td>
<td>1</td>
<td>100%</td>
<td>3</td>
</tr>
<tr>
<td>Commissioning</td>
<td>3</td>
<td>100%</td>
<td>4</td>
</tr>
<tr>
<td>TOTALS</td>
<td>30</td>
<td>66%</td>
<td>42</td>
</tr>
</tbody>
</table>

Figure 13

The following table shows the annual breakdown of Councillor Enquiries received by Adult Services and the percentage which met the 5 day response timescale:

<table>
<thead>
<tr>
<th></th>
<th>2016/17</th>
<th>2015/16 Comparison</th>
<th>2014/15 Comparison</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number of Enquiries</td>
<td>% Meeting 5 Day Timescale</td>
<td>Number of Enquiries</td>
</tr>
<tr>
<td>Adult Social Care</td>
<td>13</td>
<td>54%</td>
<td>14</td>
</tr>
<tr>
<td>Care and Support</td>
<td>2</td>
<td>50%</td>
<td>1</td>
</tr>
<tr>
<td>Business Support and Resources</td>
<td>Nil</td>
<td>n/a</td>
<td>2</td>
</tr>
<tr>
<td>Commissioning</td>
<td>2</td>
<td>100%</td>
<td>Nil</td>
</tr>
<tr>
<td>TOTALS</td>
<td>17</td>
<td>59%</td>
<td>17</td>
</tr>
</tbody>
</table>

Figure 14
The tight 5 day timescale still remains a challenge for responding Managers; if we are unable to meet the short timescale we will ensure that our efforts to provide the information as soon as possible are communicated to the MP or to Member Services and if need be, an interim update is provided.

9. Looking Forward

The Customer Relations Team continues to facilitate the Customer Feedback process for Adult Statutory Services. In February 2017 the Team became responsible for the production of statistical information and reports for all Council complaints and customer feedback.

With the appointment of a new Customer Relations Manager, the small team of three will be looking to provide further guidance and support to all services and the focus will be on improving the handling of complaints, the quality of responses and to increase learning from complaints and compliments, to ensure that a robust mechanism is in place for sharing lessons learnt, best practice and potential development.

In addition, the Customer Relations Team will offer ongoing support to staff acting as investigating officers, with the intent to improve staff confidence by improving the timeliness and quality of responses made and with the aim to reduce the need for secondary or follow up enquiries.

The Customer Relations Team will be undertaking a review of the complaints process including the two statutory processes in Adult and Children’s Services, to establish what is working well and to explore areas for improvement. Updated procedural documents and a staff guidance tool will available by the end of 2017-18.

Adult Services will continue to work with the Customer Relations Team:

- To ensure that we acknowledge the importance and value of complaints and other customer feedback.
- To ensure that complaints are handled in line with the Council’s Customer Care Standards and any other relevant legal and policy requirements.
- To provide a clear route by which customers can raise concerns about the service they have received from the Council.
- To ensure that complaints are dealt with fairly, promptly and sensitively.
- To learn from our mistakes and use feedback from customers to continuously improve services.
- To share best practice learnt from compliments received.
APPENDIX A - Summary of some of the Lessons Learnt in 2016-17

Skills and Experience - communication skills and knowledge and expertise in some key areas such as pressure area care and mental health (Care and Support Services): A clear training programme is in place to support all staff to develop their skills and expertise, tapping in to opportunities from the Council and the Trust. This has been effective in developing tissue viability training, infection control etc. and has improved the relationship between the service and “expert” areas such as the Tissue Viability Team. Future plans: a clear training matrix to build on the work done so far and to ensure that training is refreshed regularly.

Service Cost – Confusion regarding the introduction of the cost of service to care plans when previously service was fully subsidised (Care and Support Services): Lessons learned for any future similar changes on timing and nature of communications, and to ensure that all staff who may receive queries are fully briefed and have access to a common response.

Advice regarding finance matters (Social Work Teams): Managers have discussed this matter with the Team, to ensure that all staff are clear about the current charging process, for when people are entering residential care.

Service delivered – Service users refusing care (Residential Services): Contracted providers reminded that daily care notes should clearly indicate when a resident refuses bathing; personal care and further detail should be provided regarding the support that was given to maintain personal hygiene in these instances.

Personal Items Inventory (Residential Services): Management will ensure that inventory records are now completed for all new residents and the Contracts Team will monitor this.

Social Media Policy (Care at Home Provider): Although there is a formal Social Media Policy in place which provides clear guidance about the use of Social Media, the organisation has made changes to ensure greater control is taken over who has access to Social Media on behalf of the company.

Consistency of Carers (Care at Home Providers): The Contracts Team has reminded providers of the need for consistency wherever possible.

Travel Time of Carers (Social Work Teams and Care at Home Providers): Social Workers will ensure that it is made clear during assessments that Carers are permitted travelling time of 10 minutes in each visit. There will be closer liaison between the Provider and Social Worker regarding the exact requirements of the package.

Communication with service users and families (Social Work Teams): Staff have been reminded that, should they need to ask a colleague to call a member of the public back, this should be recorded on a case note on the persons’ record and “alert recipient” added. This means that when that colleague reads the alert, they are fully aware of the nature of the request.

Information sharing between key partners (Care and Support Services): Development of new communication systems including new Multi-Disciplinary Team board to share key information in an easy to access, visual way, changes to file content and continuous review of information sharing protocols, development of focussed team and service wide meetings where issues of communication are addressed. Future plans: further reviews of information sharing protocols. “Vision Days” will also be arranged for all staff across the service to come together to improve and focus on team working, communication and common goals.
‘The cheerful manner and close attention paid to my wellbeing by all the caring staff of Blackpool Care Service has enabled me to improve my confidence and mobility during the period under their supervision. They perform an excellent service for which I am truly grateful. Blackpool Council is to be commended for providing this facility. Thanks to all concerned.’
[Reablement]

‘My elderly mother became ill and wanted to remain at home. The crisis team who visited for the first 2 weeks, whilst a care plan was being put into place were excellent. Everyone involved responded rapidly, professionally and in a caring way. The care assessor was particularly helpful, he co-ordinated the staff and ensured that everything was put into place rapidly and he was excellent at communicating with me at all times, so I knew everything that could be done was happening. My wife and I are so grateful for the support we received from all the team - nurses, carers, OHT etc. Many thanks.’
[Social Work Teams]

‘It has been nice to work with a social worker who has moved the case on and has communicated well with all the professionals involved. Thank you. Hope to work with you again soon.’
[Social Work Teams]

It was K’s wish to be looked after in the comfort of his own home by the sea. The care and support provided by the Palliative Team was second to none. Your help and support of both K and the family made this possible at a difficult time. We can’t thank you enough and will always remember you. With very best wishes.
[Palliative Care]

‘The workers for the DOLS Team are a credit to Blackpool Council; they are extremely supportive to all care homes and offer a lot of support and guidance. If I ever have an issue, they are willing to help and advice. They offer feedback which is fantastic in helping services improve.’
[Safeguarding]

‘Everybody very helpful and will do anything for my husband and I, at the moment we could not get through the days without you all. Can’t fault every service you give.’
[Home Care]

‘I am very happy with my Social Care Advisor/Assessor who was very understood of my needs. I felt she was excellent in dealing with any problems I had, and discussed some at length in resolving difficulties I was experiencing.’
[Social Work Teams]

‘This is to compliment the whole team, each of whom has come into our home and given a first class service, cheerfully and efficiently. We have felt comfortable with each one and look forward to seeing them each day.’
[Home Care]

‘What a wonderful group of carers, no matter what problems they may have to attend to and how tired they are, they are all friendly, pleasant, polite and most caring and helpful. Of course we do have favourites, but they are all great.
[Commissioning]

A great big thank you for all your support and also you inspire me to be a better person. All my love.
[Learning Disability Service]

‘It is a pleasure working with you; our invoice has been paid in full with no errors. We deal with many localities, and Blackpool’s has to be the best.’
[Business Support]