



Complaints



Corporate Complaints & Compliments Annual Report 2021 - 2022

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1. Purpose of Report

- 1.1** To report statistical information on Leicestershire County Council's (LCC) corporate complaints and compliment activity from 1 April 2021 to 31 March 2022.
- 1.2** To provide an open resource to anyone who wishes to scrutinize local services
- 1.3** To outline the key developments and planned improvements to the complaints processes operated by the Council.
- 1.4** To demonstrate how some of the learning from complaints and compliments has been used to shape future service delivery and improve the overall customer experience.

2. Complaints and Compliments received in 2021-22

2.1 Introduction

The Complaints Team manages and co-ordinates complaints relating to 3 separate complaints systems –

- i) Adult Social Care statutory process
- ii) Children's Social Care statutory process
- iii) Corporate Complaints process – these are complaints relating to all other services provided by the Council where there is no access to a statutory complaints' procedure.

In addition, the team deals with a wide range of interactions with customers that do not go on to become formal complaints. These include capturing compliments and comments about all Council services. The Complaints and Information team also look for opportunities to “fix and solve” issues through informal resolution as well as signposting to other organisations or alternative routes of redress as required.

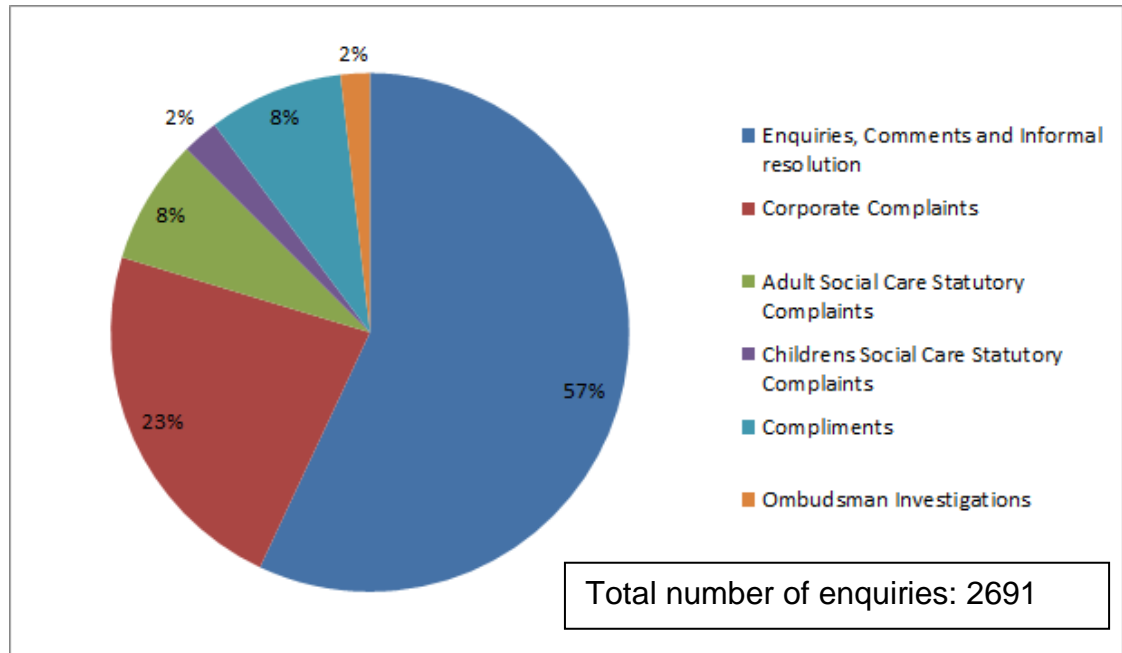
Whilst many of the above queries are quickly resolved, those where exemptions from the complaints procedure apply can often generate significant correspondence and phone calls.

The team also, in liaison with the Director of Law and Governance, manage all complaints that are referred to the Local Government and Social Care Ombudsman (LGSCO). The Complaints and Information Manager acts as the nominated Link Officer and handles all correspondence between the Council and the Ombudsman.

2.2 Summary of all complaints, compliments and enquiries received in 2021-22

In total, the Complaints Team received and processed 2691 separate enquiries during 2021/2022, as depicted below

Table 1: Breakdown of all complaints and enquiries received by the Complaints team



A significant number of enquiries do not need to be formally investigated as complaints but instead the public are assisted by the Complaints and Information team to access the appropriate service or to resolve any difficulties they are having.

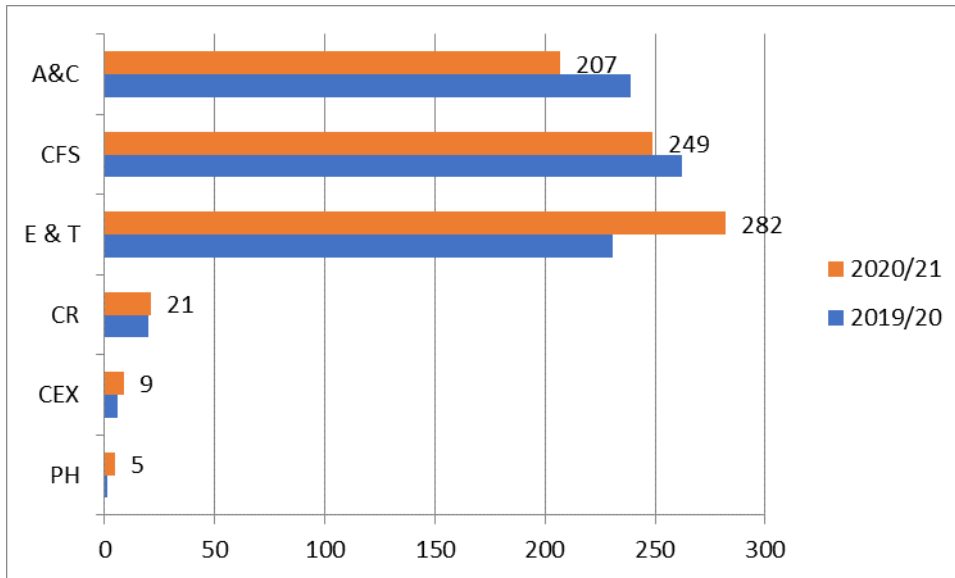
These are collated under Enquiries, Comments, and Informal Resolution. Further detail is provided on this under Section 2.6. At 57% of the overall volume this is a significant and increasing role for the team.

Overall, there has been a further 13% increase in contacts to the Complaints and Information Team, as set out in the table below. The significant increase in volume of Ombudsman investigations was expected as there was a 3 month pause in casework during 2020-21.

Contact Type	2020/1	2021/22	% Change
Enquiries, Comments, and Informal resolution	1364	1531	+13%
Corporate Complaints	527	610	+16%
Adult Social Care Statutory Complaints	184	210	+14%
Childrens Social Care Statutory Complaints	63	65	+3%
Ombudsman Investigations	38	49	+29%
Compliments	215	226	+5%
	2391	2691	+13%

Formal complaints were received across all departments in 2021-22 as represented in the graphic below, contrasted with the figures for 2020-21.

Table 2 – All complaints (statutory and non-statutory) by Department

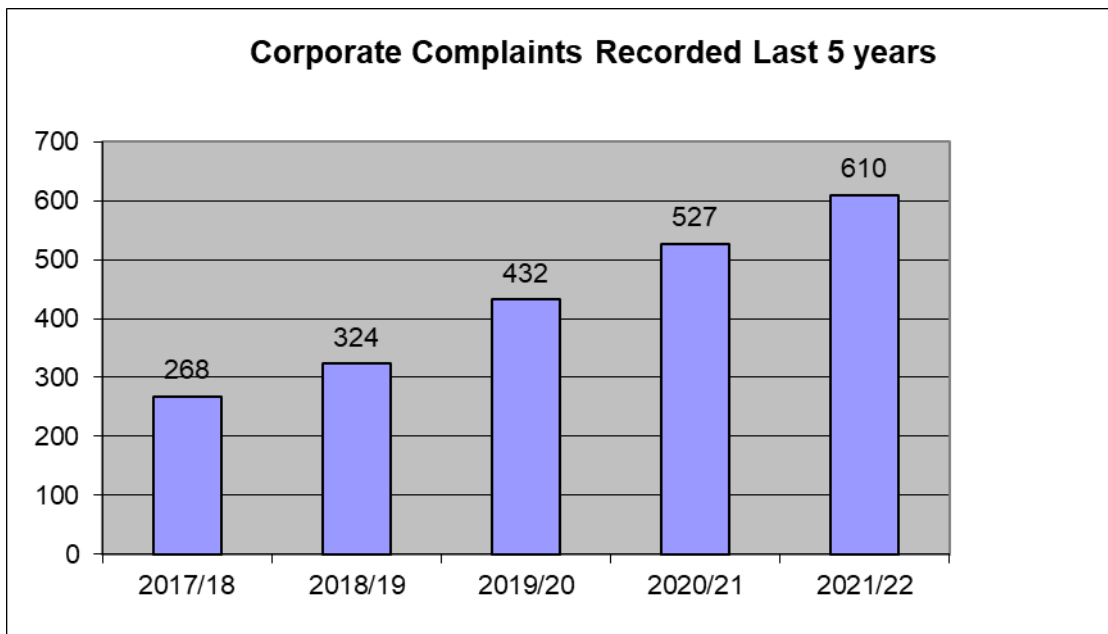


It should be noted that this report and the following analysis relates solely to the Council’s corporate complaints and compliments processes

2.3 Corporate Complaints trend analysis

The total number of corporate complaints received increased by 16% during 2021-22. This follows a 21% rise from the previous year and continues the long-term trend of significant increase.

Table 3: Corporate Complaints recorded during the last 5 years



2.4 Analysis of corporate complaint themes and significant changes from 2021-22

A key part of an effective complaints system is to highlight areas for improvement and to seek improvement of those services year on year.

In the 2020-21 corporate complaints annual report, the 5 services detailed below received the most complaints. Comparative data for 2020-21 shows it has again been a challenging year for most of these areas.

Service	2020/21	2021/22
School and SEN Transport	69	93
Waste Management	69	60
Highway and Footway Maintenance	58	22
SEN Assessment	38	129
Environmental Services	21	25

The one service that saw a significant reduction in formal complaints was Highways Maintenance. This is a combination of better information provision (both automated and through the Customer Service Centre) and having effective departmental links who are often able to quickly intervene and resolve matters informally. Our Complaints procedure allows for a window of 24 hours for such informal resolution, and there have been many examples of this working effectively this year.

The remaining 4 services remain the most common areas of complaint as set out below along with detailed commentary for each area.

2.5 Analysis of most common corporate complaints in 2021-22

The list below details the 5 most frequent complained about services during 2020-22.¹

Service	2021/22
SEN Assessment	129
SEN and School Transport	93
Waste Management	60

¹ This list excludes the 76 complaints about Childrens Social Care and where the complainant lacked access to the statutory complaints procedure. These themes will be explored in the Childrens Social Care Annual Report 2021-22

Environmental Services	25
Parking Provision	22

special Educational Needs (SEN) Assessment

Representing 21% of the overall volume this is the service that has generated the most complaints during the year.

Recurring themes include timeliness of carrying out Annual Reviews, Issuing of Education and Health Care Plans (EHCP) and difficulties with contacting SEN Officers

At the heart of the challenge is a significant backlog of outstanding reviews and demand pressures that are rising each year. There are also issues with the capacity of special school places and external market pressures around therapy provision.

During the year there has been significant improvement work taking place, but this will take time to translate to a reduction in complaints. Some of the key initiatives include

- A new case management system to improve case recording and efficiency
- Re-structure within the team, including the addition of 8 Case Managers
- Improved reporting to increase management oversight on problem areas

SEN and School Transport

It has been a very challenging year for this service.

A combination of new policies being introduced, adapting to the pandemic pressures and large volumes of late EHCPs being agreed have all contributed heavily.

The principal source of complaints has been delays in arranging transport ahead of the Autumn term. Other repeat themes have been quality and consistency of transport arrangements and delays in processing and issuing Personal Transport Budget payments.

There is significant work taking place to generate improvements. Much greater co-working with colleagues in SEN is a key priority as well as improved systems to enable parents to self-check the status of applications for transport.

Extra capacity is already being ear-marked for the start of Autumn term 2022 to ensure that all departments are better equipped to handle the volume of expected enquiries which was a significant problem this year.

The other significant activity taking place is the commissioning of an independent diagnostic review of the way we deliver the service. This will be for a 6-month period and will deliver recommendations for changes to service delivery ahead of the new season

Waste Management

As already noted, Waste Management saw a slight reduction during the year, though volumes remained quite high. The type of complaints has also changed significantly in this area with the removal during the year of the need to book appointments to use the waste sites.

Inevitably given the volume of appointments being made there were some issues with this that prompted contact to the Complaints and Information team for assistance. There has been a distinct drop off in complaints during quarters 3 and 4 as this requirement was removed.

Towards the end of the reporting year, it was evident that staffing challenges were starting to generate complaints, most notably around the temporary closures of Bottesford and Somerby. This will likely continue to be a theme through 2022-23.

Other policy areas generating complaints this year included our approach to assisting members of the public with disposing of waste. These were rarely upheld as the Council's policy was clear but did on occasion generate upheld complaints regarding staff conduct and management of the situation.

Environmental Services

This service comprises primarily of drainage and grass cutting and the volume of complaints received presented as stable. It is not flagged as an area of concern.

There was an even split between Drainage (12) and Grass Cutting (13). There were also many good examples of informal resolution being achieved in this area through effective linkages with the department.

Parking Provision

This is a new service area to feature in the higher category of complaints and is driven almost exclusively by greater consistency in the application of our policy regarding Vehicle Access Requests (Dropped Kerbs).

This has seen a higher proportion of these applications being refused and has understandably generated complaints about perceived unfairness as residents compare their situation to neighbours.

It is the service that saw the least number of complaints upheld with fault found in just 1 of the 22 complaints due to a failure to provide clear information about Disabled Bay Markings.

2.6 Enquiries and Out of Jurisdiction complaints

As well as managing formal complaints, the Complaints Team is also well placed to proactively assist customers where they simply looking for assistance or struggling to contact the service they need.

Many such matters can be quickly and informally put right and where this is the case, the intervention is not formally recorded as a complaint. Our complaints policy specifies a window of opportunity of up to 24 hours to achieve such informal

resolution. In all instances the complaints team will track the case to ensure resolution is made.

Similarly, under our policy a request for service is not a complaint (for example, a request for service could be a request to repair a pothole). A complaint would generally only arise should the request for service not be properly dealt with or there is evidence this has been reported previously.

The Complaints Team regularly handles calls of this nature and takes ownership of the case, liaising with the department to ensure they are responded to promptly.

During 2021-22, the Complaints Team handled 1,531 miscellaneous enquiries consisting of:

- First time requests for service which were passed to the relevant Customer Service Centre or other access point (310)
- Informal resolution within 24 hours. This includes provision of advice and information about Council services and policies (696)
- Providing advice and signposting to the correct organisation e.g., District Councils, Academies, Health (233).
- Providing advice and signposting to alternative procedures for redress, for example internal appeals procedures, subject access requests, HR procedures (113)

Sometimes, these are simple matters for the team to resolve. Others can be extremely difficult cases; especially when managing expectations and where nothing more can be achieved through the complaints process.

Wherever possible, the Complaints Team aims to resolve customer complaints and concerns without the need to escalate into the formal complaints process. This is good complaints handling practice with complaints being resolved as close to the point of origin as possible.

This year there has been a significant acceleration of the use of digital channels for services. Whilst the majority of this has worked well, inevitably there has been some instances where the process has not worked, and customers have turned to the complaints team for assistance. Most notably online bookings for waste site appointments.

2.7 Compliments received

226 compliments were recorded across all services during 2021-22. This is slightly up from 2020-21. At the start of the year, our Complaints and Compliments webpage has been refreshed to ensure that it is more visible how to make a compliment and this is a factor behind the rise.

It is always encouraging to see visibility of the good work that is being delivered by the Council and it will remain a topic for discussion with departments to encourage and promote sending compliments in for central collation

A small selection of the compliments received about corporate services can be found in Appendix A of this document.

3. Service Performance 2021-22

The key performance indicators for speed of response, outcomes and identified learning are linked to complaints that have been *resolved* within any given reporting period rather than received.

This is important as it ensures that full data sets can be presented, both to departments on a quarterly basis, and at year end. It also avoids the scenario whereby Ombudsman findings of maladministration might not appear in annual reports (where outcomes are not known at the time of production).

It follows from all the above that the figures presented below will not match the data presented in section two of this report which focused on complaints *received*.

3.1 Responsiveness to corporate complaints

Table 4: Corporate Complaints Performance against timescales

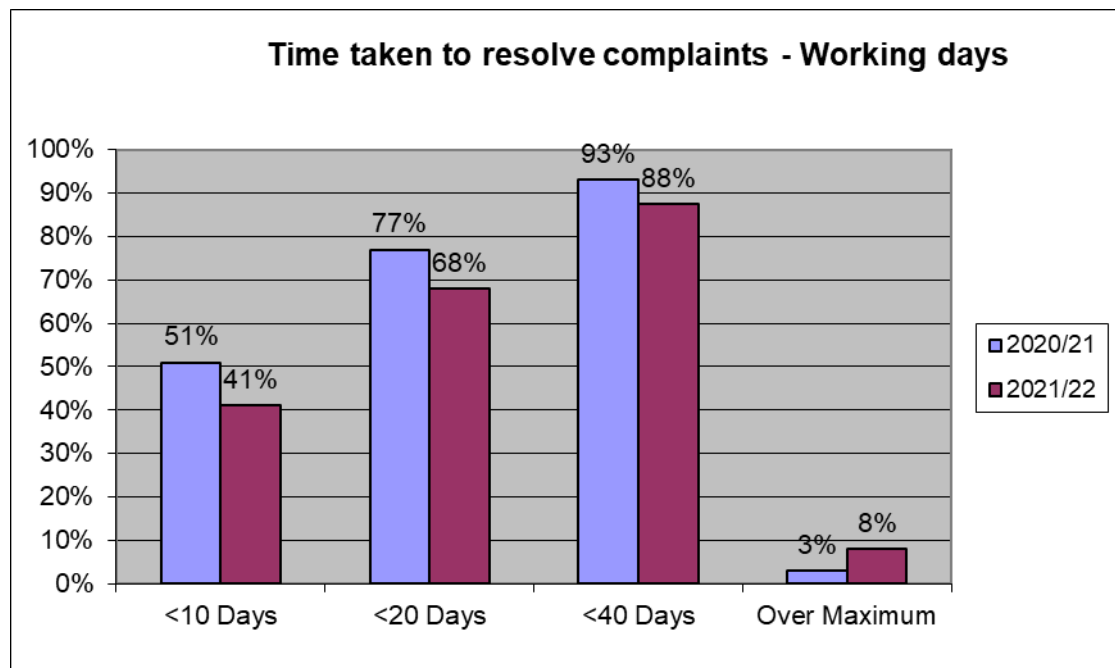


Table 4 above shows a summary of time taken to respond to complaints, providing a comparison between the current reporting year and the previous one.

Unsurprisingly given the volume increases this year there has been some pressure on services responding to complaints this year. There has also been an increase in the numbers requesting a review which then takes longer to complete the process.

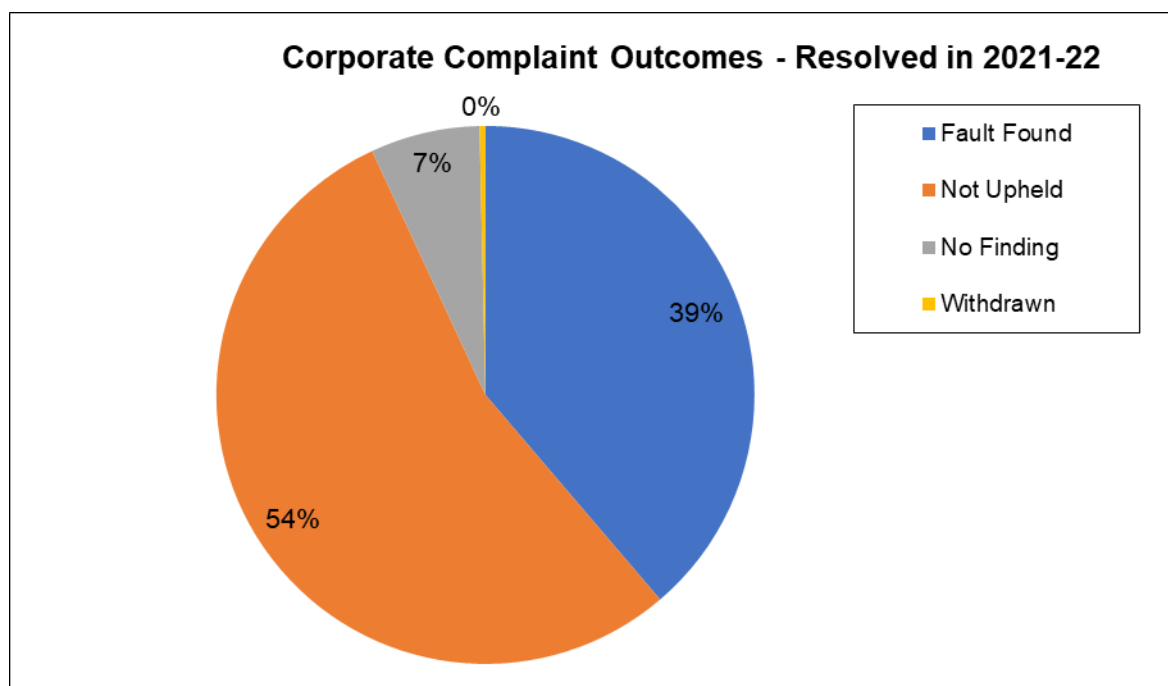
It is not possible to report separately on the elapsed time carrying out the review element, but changes have been made to be able to report on the overall numbers of complaints where a review was requested. This data will be available from the 2022/23 annual report.

Although timescales for responding have dropped this year, 88% of all complaints were still completed (including any senior manager review) within 40 working days. 47 (8%) took longer than the policy maximum and this does require improvement. Fresh reminders have been issued through all departmental leadership teams of the importance of prompt complaint resolution.

The Local Government and Social Care Ombudsman issued guidance during the year that it would take a sympathetic view to complaint response timescales but stressed the importance of clear communication with complainants to manage expectations. This is routinely done by the Complaints and Information team.

3.2 Corporate Complaint Outcomes & Resolutions

Table 5: Corporate complaints recorded by outcome.



To align with Local Ombudsman data classification and simplify our own reporting, the Council no longer differentiates between whether a complaint was partly or fully upheld. Instead, the Complaints team will assess all complaints responded to and classify as either “Fault Found” or “Not Upheld”

Table 5 above shows that 224 (39%) complaints were upheld to some extent following investigation, this is almost identical to 2020-21 (40%)

Thirty-eight complaints were resolved with no finding. This is where there was insufficient evidence to make a finding (e.g., two irreconcilable versions of events).

Prompt acceptance and ownership of any mistakes can help prevent costly complaint escalation.

4. Learning from corporate complaints

Complaints are a valuable source of information which help to identify recurring or underlying problems and potential improvements. We know that numbers alone do not tell everything about the attitude towards complaints and how they are responded to locally. Arguably of more importance is to understand the impact those complaints have on people and to learn the lessons from complaints to improve the experience for others.

Lessons can usually be learned from complaints that were upheld but also in some instances where no fault was found but the Authority recognises that improvements to services can be made.

Occasionally issues will be identified that need to be addressed over and above the original complaint. The Complaints Team will always try to look at the “bigger picture” to ensure that residents receive the best possible service from the Council

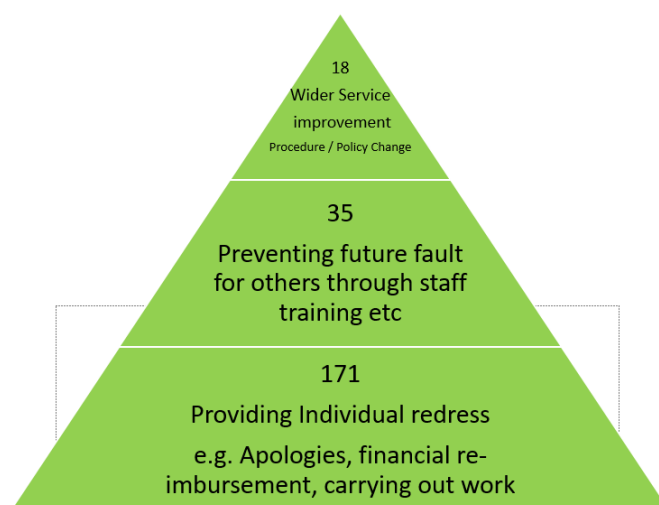
4.1 Remedial actions taken from resolved complaints 2021-22

All the 224 complaints where fault has been found have been reviewed to ascertain what action the relevant department has taken, both in remedying the fault, and any wider learning to avoid such issues occurring in the future.

Remedial action typically consists of both individual redress (e.g., apology, carrying out overdue work) and wider actions that may affect many. The diagram below shows the actions taken during 2021-22.

24% of complaints upheld resulted in actions that should improve service for other residents. This is considerably lower than 2020-21, but in many instances the fault identified was that action did not happen quickly enough rather than action being incorrect. In such instances it can be difficult to identify any wider service improvement other than a need for additional resource.

Table 6: Summary of actions taken following complaint investigation



A sample of positive improvements the Council has made is set out below.

You complained that	We Have
You did not consult with the School I wanted my child to attend until too late and there are now no places	Accepted an issue with how we have consulted schools. The process has now been changed to ensure concurrent consultation takes place.
You failed to provide me details of how to make a formal complaint	We issued reminders to the team of the importance of ensuring staff are aware of the complaints process and provide signposting on request.
You have told me my EHCP has been finalised, but I still do not have it	We increased capacity within our Business Support teams to send these out in a timely fashion.
You failed to provide any notice of "nighttime" road works in my vicinity	We have reviewed our procedures to tighten this area up.
Your waste officer was unhelpful and lacked any customer care skills	We have a programme of customer care training for the waste sites. In this instance a reminder has also been issued to the site staff re discretion that can be used.
You failed to update my Direct Payment card	There was an identified issue that required a change within our finance system. This has now been resolved.
You didn't respond to my online application for a Blue Badge	On investigation we identified a software issue that had failed to transfer the application into our Customer Services team. Our ICT team have now fixed this.
SEN Officers do not respond quickly enough to queries	We understand this is an ongoing issue linked to capacity within the team. We have introduced dedicated Surgery sessions where there is always an officer available to discuss cases.
One of your contractors nearly hit my car when reversing in my road	We reviewed the incident and identified the vehicle should have been guided out. Reminders sent to all teams
You took too long to make payments for my Personal Transport Budget	This is a new scheme, and we recognise we need to improve the process. Development work is ongoing.

5. Local Government and Social Care Ombudsman enquiries

Should a complainant remain dissatisfied following internal consideration of their complaint, they can take their complaint to the Local Government and Social Care Ombudsman to seek independent investigation.

The Ombudsman will usually check with the Authority whether the complaint has exhausted the Local Authority's complaints procedure. Where this has not been done, the Ombudsman will usually refer the complaint back to the Authority, to give us an opportunity to attempt to resolve the complainant's concerns through our internal complaints processes first.

The Ombudsman publishes some headline information on each Council's performance every year, although at time of writing this report this information has not been released. This data is expected late July 2022 and will be reported through the Corporate Governance Committee in November 2022.

It is important therefore to note that the figures below are the details the Council holds for LGO enquiries.

5.1 New enquiries made by the Local Government Ombudsman 2021-22

During the year 2021-22, the Local Government Ombudsman opened new enquiries into 50 complaints. This can be further segmented by department and alongside the last 2 year's figures:

Department	2021/22	2020/21	2019/20
Environment and Transport	22	13	7
Children and Family Services	14	7	20
Adults and Communities	10	3	15
Corporate Resources	1	1	1
Chief Executives	3	1	1
Public Health	0	0	0
TOTAL	50	25	44

Although the above shows a significant increase on 2020/21, caution should be used in drawing any significant conclusions given the Ombudsman paused work for 3 months last year. Inevitably this has increased the volume received this year.

5.2 Decisions made by the Local Government and Social Care Ombudsman 2021-22

The LGSCO also issued Final Decisions on 50 cases during the year. Ombudsman complaints can take several months to conclude so some will relate to complaints received in 202/21. The outcomes reached were as follows:

- Five identified as outside of the Ombudsman's remit and discontinued on this basis
- Twenty-one were closed after initial enquiries (the Assessment stage) with no further action. Typically, this is where the LGO feel they are unlikely to find any fault or are satisfied with the Council's response.

- Four were closed after detailed investigation and with no maladministration found
- Nineteen cases of maladministration and injustice were found
- One case of maladministration but with no injustice caused

The numbers of cases where the Ombudsman highlighted maladministration increased this year from 12 in 2020/21

No Public reports were issued against the Council during the year. The Ombudsman uses Public Reports for several reasons including to highlight topical issues and highlight significant fault and learning.

Benchmarking with statistical comparative neighbours will be undertaken and reported to Corporate Governance Committee following receipt of the Council's Annual Review Letter expected in late July 2022.

Twelve of the nineteen maladministration findings related to corporate services with brief details set out below:

Education & SEND

Case 1 – SEN

Mrs A complained that the Council failed to ensure OT therapy was in place as specified in her daughter's EHCP and that an Annual Review was not carried out when due.

The Council had already accepted delays in the annual review being completed and apologised for this. The Ombudsman asked for an additional payment of £200 to be made in recognition of the uncertainty caused.

The Ombudsman was satisfied that the Council had already provided an appropriate remedy for the missed OT provision.

Case 2 – SEN and TRANSITIONS TEAM

Mrs B complained on behalf of her adult son that the Council ceased to maintain his EHCP and delayed in arranging a social care placement.

The Council accepted that it had not acted in line with legislation by failing to maintain the EHCP until rights of appeal had elapsed. It agreed to a payment of £200 in recognition of this.

The Ombudsman also found undue delay in the Transitions team securing a social care placement and asked that a payment of £200 be made in recognition of 3 months where a placement should have been in place. The Council also agreed to procure additional equipment to assist with accessing support.

Case 3 – SEN:

Mrs C complained that the Council had failed to properly assess her daughter's needs and delayed in carrying out an Annual Review.

The Ombudsman did not find fault with how the Council had assessed needs but did find fault with delay in carrying out reviews.

The Council agreed to apologise and make a payment of £150 in recognition of distress. It also agreed to act in reminding all officers of the importance of statutory timescales.

Case 4 – School Admissions and Inclusion Services:

Mrs D complained that the Council did not offer enough help in securing her son a school placement.

In the Council's initial response, it was fully accepted that there were delays in referral to the Inclusion Services team and a payment of £1,300 had been offered in recognition of this. An apology was provided along with re-assurance of actions that had been taken to improve our procedures.

The Ombudsman accepted that this was an appropriate offer and did not issue any additional recommendations

Case 5 – SEN

Mrs E complained that the Council had failed to put in place the provision as specified within her son's EHCP.

The Council had accepted fault and proposed a remedy offer of £200 per month of missed education. Whilst welcoming this, the Ombudsman felt that this was not sufficient and asked that the Council increase this to £400 per month

The Council accepted this and made a total payment of £7,900 which included a time and trouble payment of £300.

The Council had already outlined steps being taken to mitigate this fault happening again and the Ombudsman was satisfied with this.

Environment and Transport

Case 6 – Network Management:

Mr F complained that the Council did not properly deal with a road closure.

The Council accepted that not all the emergency services contact details it held were the correct ones. It had already taken steps to update this list and agreed to provide an apology to Mr F

Case 7 – Flood Management:

Mrs G complained about the way the Council dealt with concerns raised regarding potential flooding around her property.

This was a joint complaint with the relevant Planning Authority. The Ombudsman found fault that the County Council had failed to properly address concerns re Ordinary Watercourse consent and had delayed in clarifying the situation. The Council accepted the findings and agreed to a payment of £250 in recognition of

this. It agreed to work collaboratively with the Planning Authority who had been asked to undertake a fresh assessment of the situation.

Case 8 – SEN Transport:

Mrs H complained that the Council's appeal process in considering her request for re-consideration of a decision not to provide post 16 transport for her son.

The Ombudsman identified fault that the Council failed to ensure Mrs H had the opportunity to provide verbal representations which is not in line with statutory guidance.

The Council agreed to undertake a fresh appeal and revise its appeals policy.

Cases 9,10 and 11 – School Transport

Three identical complaints that the Council removed access to the Farepayer Scheme that was previously provided.

The Ombudsman was critical that the Council had not carried out any consultation with affected parties before making the decision to end this scheme.

The Council accepted the decision and agreed to make payments of £150 to each complainant in recognition of distress and uncertainty caused.

At time of this report, the Council is confirming with the affected parties if they wish to continue purchasing a seat and if there are spaces will apply for a further Public Service Vehicle Accessibility Regulation (PSVAR) exemption.

The Council also agreed to review its procedures around consultation when making changes to Transport policies.

Regulatory Services

Case 12: Trading Standards

Mr J complained that the Council did not make sufficiently clear its position about prosecution of a rogue builder. He argued that the Council's faults prevented a 3rd party taking action.

The Ombudsman found fault in communication with Mr J but did not accept the argument that this prevented another organisation taking action. The Ombudsman requested a payment of £100 was made in recognition of raised uncertainty. The Council agreed to this.

Overall compensation payments recommended by the Ombudsman this year amounted to **£10,750**.

6. Oversight and support provided by Complaint's service

The Complaints Team continues to support departments to both manage and learn from complaints. The key services offered by the team are:

1. Complaint's advice and support
2. Production of Performance Reports
3. Liaison with the Local Government and Social Care Ombudsman
4. Quality Assurance of complaint responses
5. Complaint handling training for managers
6. Acting as a critical friend to challenge service practice
7. Support with persistent and unreasonable complainants

The Complaints Manager offers regular assistance in several complex cases and acts as a single point of contact within the Authority. This helps manage protracted disputes and ensures consistent responses are issued.

In-house training focused on the core techniques of investigation and responding to complaints has remained unavailable this year. This was initially to the pandemic pressures but also demand pressures on the service have prevented resumption.

It is recognised that this is an important offer and will be re-started during 2022 once additional resources have started within the team.

Assistance continues to be routinely provided to managers in drafting comprehensive responses to complaint investigations. This helps ensure a consistency of response and that due process is followed.

Quarterly complaints reports are produced and presented to Departmental Management Teams or Senior Leadership Teams as appropriate.

Although primarily for statutory Childrens Social Care complaints, a dedicated Complaints Investigator post has been recruited for and will start in Summer 2022. This marks the first time we have used such an in-house post but will help greatly in reducing costs of escalated complaints and it is expected this will offer greater flexibility to help manage the increasing number of SEN complaints

7. Concluding Comments

This has been a challenging year across many areas of the organisation, including the Complaints team. Services have had to continually adapt to the pandemic pressures and the rising numbers of complaints.

Despite these increases, responsiveness to complaints remains largely good evidenced by the 93% of complaints resolved within our policy timescale. Although there have been 12 adverse decisions by the Ombudsman, only one case involved a significant financial award and there is good evidence that departments are accepting and remedying fault appropriately in many cases.

This report highlights specific concerns around both SEN Assessment and Transport. Collectively these two areas amount to 36% of the overall volume.

The Complaints Manager is assured by the level of activity taking place in both areas, but it should be recognised that the level of development required will take time to translate into a significant reduction in complaint volumes.

APPENDIX A – Sample of compliments received

- I am so grateful for your fantastic eBook service! It gives me the ability to read the kind of fiction that I love – **Libraries**
- 8 separate compliments re Wreath making session at Oadby Library – **Libraries**
- Thank you to the SENA team for all the incredible support and for agreeing the placement– **SEN Assessment**
- I am so happy to hear your helping me get my son into a school to cater for his needs. Thank you so much to Sam & team – **SEN Assessment**
- Thank you Kanan for all your help and support which has made a massive difference to us SENCOs – **SEN Assessment**
- Thank you, Jo, for all of your help and support through this process – **Early Years Childcare**
- Thank you to CSC for the great teamwork in arranging a blue badge for my friend. – **Customer Services**
- Thank you, Julie, for your help, it's really great to speak to someone who sees beyond the systems and paperwork to the person in need. – **Customer Services**
- Many thanks Sam for taking the time and effort to respond to my email, your reply is first rate – **Customer Services**
- Thank you Pamela & Harshad for your prompt and professional response. – **Corporate Finance**
- Many thanks to the E&T team for repairing the chevron markers on the A444 bend at the Austrey turn and for carrying out cleaning work on the ditches– **Highways**
- Thank you to Peter and the forestry team for your excellent work completed on Hathern Road - **Forestry**
- Thank you so much, the hedges were cut back and cleared so we can now finally safely use the footpath with our children! - **Highways**
- Thank you LCC highways for the swift response to my report of a badly damaged footbridge & well done for doing a good job. – **Highways**
- Thank you, Donna, Louise & E&T team for actioning a concern that was raised of an encroached walkway in Waltham– **PROW**
- Thank you, Andy & team, for having the work carried out on the drains outside our house and the preventative actions you have taken. - **Environmental Services**

- The whetstone waste team are the jewels in the crown, a fantastic bunch, I am very thankful for the service they provide. – **Waste Management**
- I just wanted to say that the driver and escort are fantastic & so understanding of my daughter's needs. – **SEN Transport**
- Well done Kate for signposting a service user to the wider Connected for Warmth offer which has resulted in central heating installation – **Public Health**
- Thank you, Tina, for being very helpful and warming over the telephone and for explaining things in detail – **Public Health**

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