



Audit & Governance Committee
5 June 2023

Annual Complaints Performance Report

Purpose of the report

To give the Audit & Governance Committee an overview of the Council's complaint handling performance in 2022/23 and to demonstrate how feedback from customers has been used to improve services.

Recommendations

It is recommended that:

The Audit & Governance Committee note the report.

Introduction

1. The Council has three complaints procedures: one for Adult Social Care, one for Education and Children's Services and one for all other Council services. The procedures for dealing with complaints about children's and adult social work services are set out in law. The corporate complaints procedure (covering all other Council services) is based on best practice. This report gives an overview of complaint management for all three procedures.
2. Adult Social Care and Education and Children's Services produce separate reports where more detailed information and analysis about the types of complaints received, outcomes and improvement actions can be found. Regular performance reports are shared with the Leader of the Council, Chief Executive, Directors, Service managers and leadership teams.
3. The Local Government and Social Care Ombudsman (LGSCO) is the final stage for complaints about councils and some other organisations providing local public services. The Ombudsman issues an Annual Review letter in July to each local authority. This will be the subject of a separate report to the Committee later in the year.

4. This report also includes complaints made about Surrey County Council's Pensions Service. Pension complaints are dealt with through a separate complaints procedure and have a separate Ombudsman, The Pensions Ombudsman. The Pensions Service provides separate reports on complaints received to the respective Pensions Funds.

Background to complaints handling in Surrey County Council

5. Effective complaint handling is critical to delivering good customer service and good outcomes for our residents. As well as putting things right when they go wrong, every complaint presents a potential opportunity to learn from what our residents and customers tells us and use this to inform and improve the services we deliver, rebuilding and maintaining trust.
6. The volume of complaints does not in itself indicate the quality of the Council's complaint handling performance. Low complaint volumes can be a sign that an organisation is not open to receiving feedback.
7. Escalation rates and uphold rates are a better measure of performance because these indicate where complaints were not resolved at service level and where fault has been found. Low escalation rates (within 10% and 18% of complaints recorded) are a positive sign indicating robust responses and early resolution as appropriate.
8. Where fault is found, actions are put in place to resolve the complaint for the customer and to make sure we improve our service. Specific examples are highlighted in Annex 1.
9. Even if a complaint is not upheld, there is always the opportunity to learn about why the customer has made a complaint and how their experience or customer journey could have been improved.
10. Where there is an alternative route for resolution such as legal forums and appeals procedures, the matter will not be considered through the complaint procedure. Examples of these include data breaches, Special Educational Needs (SEN) tribunals and school transport appeal panels.
11. It is important to capture a balanced view of services and to recognise and learn from good service, which is why compliments received by customers are also recorded and referenced in this report. Examples are given in Annex 2.

Early Resolution and use of online complaints form

12. Our online complaint form makes it easy for customers to contact us with any concerns at their convenience as they can access this route at any time of day. Several service requests are received through this route, as well as residents commenting on policy decisions. While the online form is popular, it is recognised not everyone has access to, or can use, digital services. This is why there are other ways to make complaints,

such as by telephone and written correspondence.

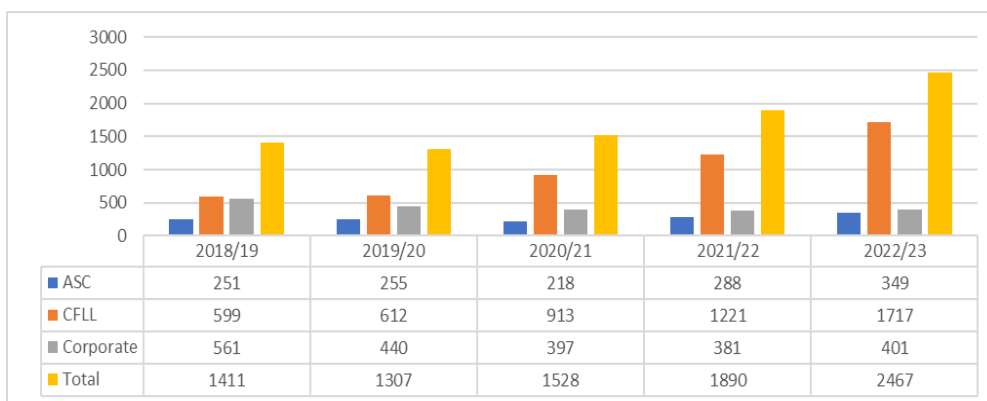
13. The Council's early resolution approach means that all complaints are reviewed when they are received to make sure any enquiries are properly routed to the person or service best placed to help or respond. It is also determined at an early stage whether what the customer has asked for can be achieved without the need to go through the complaint procedure.
14. The Customer Relations Teams proactively work with services to prevent issues escalating where the required advice, information or preferred outcome can be provided quickly outside of the complaint procedure. This is an example of Early Resolution in the context of Alternative Dispute Resolution. This approach enables a proportionate and resolution focused service; it is not designed to prevent complaints being made.
15. This approach helps distinguish complaints from service requests quickly and makes sure they are properly routed with minimum delay. 2560 online (web) complaint forms were submitted during 2022/23 compared to 1197 in the previous fiscal year.
16. Many customers who used the online form were concerned about the delivery of Corporate Services (those not about social care or education provision) primarily related to highways issues (579). The next most frequent contact related to Education Services (511) primarily related to Education Health Care Plans (ECP) for children and young people with Additional Needs and Disabilities (SEND). 259 online enquiries were recorded about support from Children's Services. A further 346 online contacts recorded related to the delivery of Transport Services, with 164 of these relating to Home to School Transport. The least number of online contacts (135) were recorded in relation to Adult Social Care. This is not unexpected given the demographics of the client base.
17. Some of the regular issues reported through the online complaints form that were unrelated to the provision of education services, home to school transport services and the delivery of social care support for both children and adults, included:
 - Highway enquiries - trees and vegetation enquires, roadworks/road closures and potholes.
 - Insurance claims - claims for damage to vehicles.
 - District & Borough Council matters - recycling and bin collections, parking enforcement and environmental issues.
 - Waste charges and questions relating to the community recycling centres.
 - Countryside - overgrown footpaths/vegetation issues.

- Bus services - changes to routes / bus operators, timetables, queries regarding bus passes etc
- Trading standards - comments about local businesses not trading correctly.
- Property - reports about lighting / alarms / generators.

Complaint handling performance in 2022/23

18. During the year 2022/23, the three complaint teams within Surrey County Council recorded a total of 2467 complaints: a 30% increase across the board compared to the previous fiscal year (1,890).
19. Breaking this down into the three main areas, Adult Social Care saw a 18% increase from 288 in 2021/22 to 349 during 2022/23. The Children’s and Education Customer Relations Team saw a 40% increase from 1221 in 2021/22 to 1717 in 2022/23. All other services saw a 5% increase from 381 to 401 at stage 1 of the formal complaint process.

Figure 1: Total complaints received.



20. During 2022-23, the Children’s and Education Customer Relations Team recorded a total of 1717 complaints. The top area of complaint for 2022/23 related to Education Services (832). This is an increase of 48% when compared to 2021/22.
21. Complaints about Children’s Social Care Services decreased by 8% from 660 to 607.
22. Complaints about Home to School Transport totalled 278. This is reflective of the current challenges being faced nationally regarding the provision of education for children and young people with additional needs and disabilities.
23. For Education Services complaint themes delay in finalising Education Health Care Plans, delay in securing Assessments by Education Psychologists, Annual Review Process not completed to time, children missing education and poor standards of communication.

24. For Children's Services there has been an increase in complaints about the personal data held by the Council and the accuracy of that data. These are translating into Requests for Rectification under GDPR 2018. Families are also sharing concerns about the application of the Direct Payments Policy. Parents and carers, also see themselves continually chasing for progress updates, for both social care and education provision.
25. During 2022/23, 278 complaints were recorded as being about the delivery of appropriate Home to School Transport. This reflects 3 times as many complaints recorded, when compared to the 92 recorded in the previous 12 month. There is an acknowledged national shortage of contractors at the current time and alternative arrangements have been put in place wherever possible. These include reimbursement of costs incurred by parents transporting children themselves. Transport officers ensure that case officers are made aware of any children holding Education Health and Care Plans who cannot attend school or college because of transport challenges.
26. The Home to School Transport Service has been through a restructure. The new structure includes an officer whose primary role is to focus on Early Resolution. This role was filled in December 202. The impact has already been positive with lower numbers of formal complaints being recorded as well as a marked decrease in the volume of complaints escalating through the process.
27. For Education Services, primarily provision for Children with additional needs and disabilities, concerns are also often pursued through the appeals process. These continue to translate into enquiries from MPs and Councillors as families become increasingly frustrated by the process and what they see as intentional internal delays. The council is at times, reliant on the output of professionals in roles where there are shortages, such as Health, to inform its complaint response. This has presented a challenge in maintaining timeliness of responses and meeting deadlines at the early stages of the complaint process.
28. For Adult Social Care, the increase in volume reflects the current increasing complexity of need, the on-going workforce recruitment and retention challenges within the adult social care sector, the pandemic and subsequent recovery has been affected by economic downturn people's lives impacted in many ways that has resulted in a rise in demand on services.
29. The most frequent subject of complaint for each of the complaint procedures are shown in Figure 2 below. Service specific delivery issues followed by lack of communication were the most frequent complaint categories.

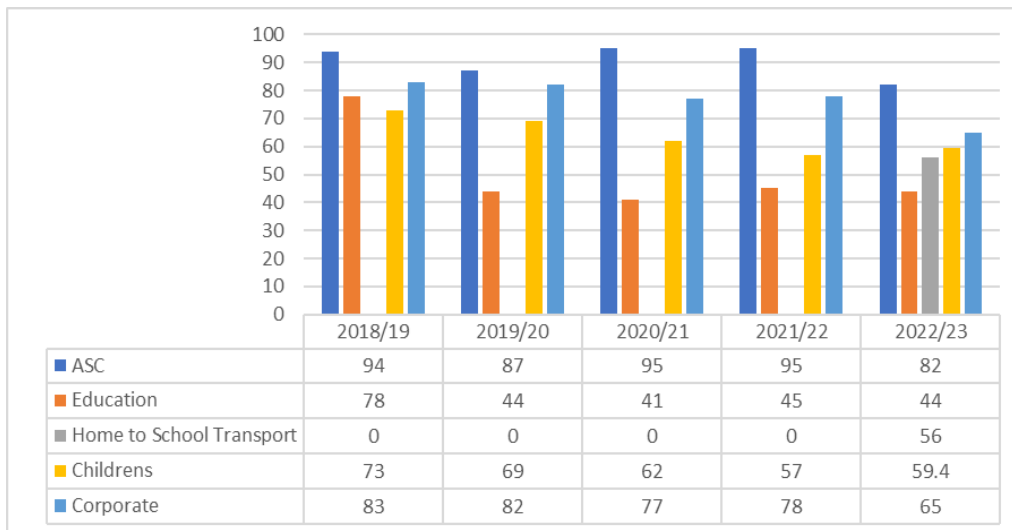
Figure 2: Complaint categories 2022/23

CORPORATE	CHILDREN, SCHOOLS & FAMILIES	ADULT SOCIAL CARE
Road works/resurfacing	Disagreement with assessment, content, and outcomes	Communication, Staff Conduct and Decision Making
Trees/vegetation	Children out of education and without alternative provision	Assessment Process
Parking	Delays in EHCP process/disagreement with content	Financial
Flooding/drainage	Direct Payment Policy does not meet requirements of pertinent legislation as it is too prescriptive	Service Provision
Libraries	Children not meeting the criteria for support from Children with Disability Services	Safeguarding

Complaint trends & performance

30. For corporate complaints, the target is for 90% of stage 1 complaints to be responded to within 10 working days. This year, 65% were responded to within timescale, compared to 78% the previous year.
31. For Adult Social Care, the target is for 90% response within 20 working days (extension can be agreed). The figure for this year was 82% compared to 95% in the previous year 2021/22
32. For Children’s, Families and Lifelong Learning, the complexities of complaints continue to impact the ability to respond within the statutory timescales. The Directorate is working towards 80% compliance within 10 working days (extended to 20 working days if necessary).
33. In Children’s Services 59.4%% were within timescale. This reflects an increase of 2.4% responded to on time during 2022/23.
34. 44% of Education complaints were responded to in timescale.56% of complaints recorded about Home to School Transport were responded to within timescale. Data for Home to School Transport was included within the reporting for Education Services in previous years. Overall, therefore for Education and Home to School Transport there has been an increase of 2% responded to on time (47%) when compared to the previous year (45%).

Figure 3: Performance against response target



Front-line staff ability to focus on delivering essential services for residents continues to be impacted on following the aftermath of the Covid-19 Pandemic, together with the current Cost of Living challenges. The longer response times for Children’s Services and Education are not unexpected because of the increasingly complex nature of concerns shared by families.

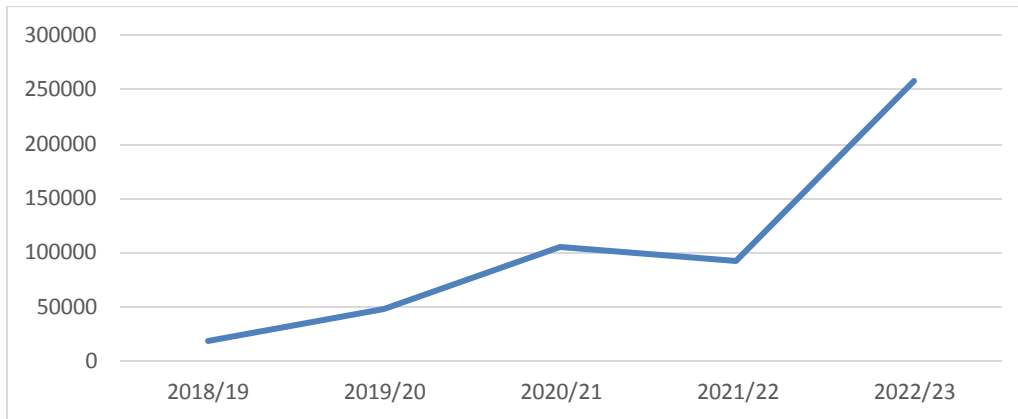
35. There were 174 complaints still open at the end of the year (31 March 2023), either because they were still within the response time or because they had yet to be resolved and responded to. The breakdown was:
- 31 (Adult Social Care)
 - 57 (Children’s Services)
 - 61 (Education)
 - 3 (Home to School Transport)
 - 22 (all other services)

Financial Redress

36. Where fault is found following a complaints investigation, financial redress can be recommended where appropriate. All financial awards are approved by the relevant Head of Service and, if greater than £1,000, in consultation with the relevant Cabinet Member. The Ombudsman can also recommend financial redress if they find fault following an investigation.
37. During 2022/23 there has been a significant increase in both the number of complaints attracting a financial remedy and the total amount paid of

£258,730.53. This equates to an increase of £166,032.51 when compared to 2021/22 (£92698.02).

Figure 4: Financial Redress payments year-on-year



38. For Children's & Education, the total paid was £258,730.53 of which £124,401.95 were payments directed by the LGSCO and £134,328.58 were remedy payments agreed by the Council.
39. Of the remedy payments, £87,445.65 was paid in symbolic financial remedies to recognise the impact of the fault identified, for example distress and anxiety and time and trouble taken in pursuing the complaint. The balance of £171,284.88 was primarily reimbursed costs to address missed provision. Essentially funds that the Council would have needed to spend to meet assessed needs irrespective of a complaint being made.
40. Of the LGSCO directed payments:
- £99,260.95, related to Education Services, including a payment of £10,298.00 which included elements of missed education and delay.
 - £19,341.00 of the LGSCO directed remedy payments related to Children's Social Care. £15,000.00 was a single payment, relative to an acknowledged delay in the age assessment for an asylum seeking minor, which had a negative impact on the support provided.
 - A single payment of £4,800.00 related to the impact of delayed provision in terms of the young person accessing appropriate education. The LGSCO directed £6,000.00 total remedy payments associated with Home to School Transport.
41. Of the £134,328.58 local remedy payments:
- £100,056.56, related to Education Services. This includes one single payment of £26,589.90 which included loss of education provision and delay.

- £1000.00 of the local remedies paid related to Home to School Transport.
 - £33,272.02, related to Children’s Services. This includes a single payment of £10,475.00. These included acknowledged errors relative to delay in meeting assessed needs for children in need or subject to child protection plans.
42. For Adult Social Care, the total paid was £1,550 which was a result of recommendations from the Ombudsman. The largest of these included payment for the following complaint:
- A payment of £400, was made to cover avoidable distress.
43. There were no remedy payments made for corporate services.
44. The totals of financial redress payments are shown below (figure 5).

Figure 5: Financial Redress breakdown 2022/23

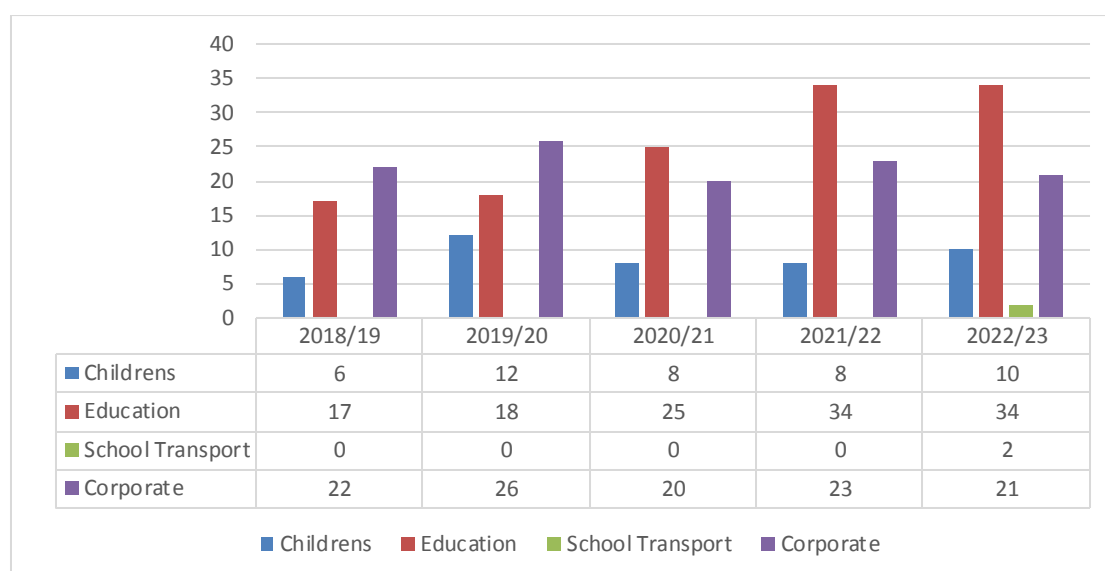
COMPENSATION 2022/23	
Adult Social Care	£1,550
Children, Families & Learning	£257,230.53.
Corporate	None paid
Total	£258,730.53

Complaint Escalation

45. The aim is to resolve complaints at the earliest opportunity; however, customers can escalate their complaint, both to the next stage of the Council’s complaints process (where this option applies) and to the LGSCO for external independent investigation. Escalation rates are a good indicator of how successfully complaints are being handled at point of service.
46. 21% of complaints (86 out of 418 Stage 1 complaints) were escalated from Stage 1 to Stage 2 of the Council’s corporate complaints procedure in 2022/23. This is a 2% decrease on 2021/22 (23%). Due to their complexity, 24 complaints were taken on straight at stage 2 to avoid further frustration for customers.
47. During the 2022/23 financial year, 10% of complaints about Children’s Services escalated to independent investigation at the second stage of the complaint process. This is 2% higher than the previous 12 months. Since the appointment of an internal investigator the rate of escalation has decreased to 1.5% as the focus on Alternative Dispute Resolution has been implemented.

48. 34% of complaints about Education Services escalated to the second stage. 33% of the complaints that escalated through the process, were referred back to the Service for an additional and more detailed response.
49. 2% of the complaints recorded about Home to School Transport, escalated to the second stage of the complaint process. This suggests that the appointment of a dedicated complaints lead within the Service has had a positive impact as they have been able to focus on Early Resolution and detailed initial complaint responses. In previous years data for Home to School Transport complaints was included in that for Education Services.

Figure 6: Complaint escalation year-on-year



50. Adult Social Care is required by law to have a one stage complaint procedure. This is why there is no escalation rate for Adult Social Care complaints.

Escalation to the Local Government & Social Care Ombudsman

51. Only a very small number of complaints escalate to the Local Government and Social Care Ombudsman. The vast majority are successfully resolved and responded to by the Council. In 2021/22, the Ombudsman notified the Council of 136 decisions regarding complaints against Surrey County Council.
52. The Ombudsman issues their annual letter in July 2023. This will confirm the enquiries and complaints received about Surrey County Council. A further report analysing this letter will be brought to a future meeting of the Audit and Governance Committee. The LGSCO Annual Letter published in July 2022 recognised that in 12% of cases, Surrey provided a satisfactory remedy before the complaint reached the Ombudsman, compared to a national county council average of 8%.

Pensions Complaints

53. Pension complaints are dealt with through a separate complaints procedure and have a separate Ombudsman, The Pensions Ombudsman. The Pensions Service provides separate reports on complaints received to the Pension Fund. There was a total of 55 complaints received for the year 2022/23 for Surrey County Council's Pensions Service. Overall, the total number of complaints have decreased from the previous year (previous total was 39).
54. During the last financial year there were 3 recorded cases of complaints referred to the Pensions Ombudsman. There has been 1 Pensions Ombudsman's decision during the same period concerning a case from the 2021/22 financial year. This was settled through the early resolution process with a compensation of £500 paid to the complainant.

Learning from complaints

55. Every complaint presents an opportunity to put things right for the complainant and for the Council to learn and improve. An individual complaint may result in a single action to put that situation right or to mitigate against that situation re-occurring. Multiple complaints about the same issue could indicate a need to review how a service is delivered. Specific examples are given in Annex 1.

Compliments

56. It is important to present a balanced view of services and to recognise and learn from good service. Throughout the year Surrey residents and customers have taken the time to compliment the standard of service they have received. In 2022/23, the Council recorded 1185 compliments about its services: 109 for Children's Services, 74 for Education, 4 for Home to School Transport, 515 for Adult Social Care and 483 for all other services.
57. The Customer Relations Teams are encouraging the logging of individual compliments received direct by services to enable identification of areas of good practice. Compliments are now routinely captured on our casework management system. Some extracts from compliments received are given in Annex 2.

Conclusions

58. What are we doing well?
 - a) Regular reporting on customer relations activity across the three areas to respective management teams. This has increased transparency and informed changes in service delivery.

- b) Providing high quality advice and support on general complaint handling across all three areas.
- c) Focusing on early resolution – actively reviewing initial enquiries to prevent unnecessary complaint escalation.
- d) Providing timely and full responses to Ombudsman enquiries. Proactive prompting of deadlines is in place to help set clear and consistent standards.
- e) The appointment of an internal investigator for the consideration of escalation requests relative to complaints about Children’s Services has enabled a shift in focus to Alternative Dispute Resolution. This is reducing the volumes of complaints escalating to independent investigation and through to the Ombudsman. The full impact of this change in approach will be more visible in the next 12 months.
- f) Children’s Customer Relations Team Manager is working collaboratively with colleagues in Education Services helping to shape the way in which services are delivered and improve the customer journey. Within Education Services this includes the exchange of ideas and reviews of processes and procedures at monthly customer service steering group meetings.
- g) Children’s Customer Relations Team contributed to the decision to appoint an officer to lead on complaint responses for Home to School Transport Services. The effect of this appointment has proven to be positive reflecting the changed approach to Early Resolution and Alternative Dispute Resolution.
- h) Adult Social Care Customer Relations Team holds urgent case reviews with Locality Managers to ensure a proactive approach to complaint handling and continues to deliver training and guidance for new managers and practitioners on handling complaints and responding effectively.
- i) Adult Social Care Customer Relations Team is using complaints to inform the Periodic learning space activities, we follow up with teams to complete actions agreed on upheld complaints where learning has been identified.
- j) All teams provide guidance on the management of challenging behaviours to help with the delivery of unwelcome messages, manage the impact on service delivery and prevent relationships with customers deteriorating.

59. What do we need to continue to work on?

- a) Training and support to create a strong customer ethos that cuts through each part of the organisation – putting our customers at the heart of what we do every day.

- b) Drive changes to behaviours and the way we work to build better relationships with our customers and support improved collaboration and engagement.
- c) Reduce the financial impact of complaints by getting things right first time more often and make sure all staff feel empowered and have the time to respond positively to customer complaints.
- d) Showcase good practice and share more widely the learning from complaints.
- e) The Corporate Customer Relations Team will:
 - Develop training on effective complaints handling for corporate complaints building on the online training developed by the Children's Team.
- f) The Children's Customer Relations Team will:
 - Continue to arrange the delivery of Training on Effective Complaints Management by the LGSCO to improve services understanding of the role of the Ombudsman as well as the quality of initial complaint responses.
 - Continue to support services in embedding a culture of Early Resolution and Learning from Complaints. This by way of collaborative working and participation in customer service steering groups across services.
 - Continue to support colleagues in developing a 'hands on' proactive communication approach to managing concerns with a focus on resolution and putting things right.
- g) The Adult Social Care Customer Relations Team will:
 - Focus on the link between complaint handling and service performance by continuing to support teams with their complaints responses and highlighting the key trends identified from the quarterly reports.
 - Promote getting the basics right by highlighting the need for good record keeping and encouraging the necessity for clear audit trails of how and why decisions are made.
 - ASC Customer Relations will provide advice/support managers across the Directorate who lead on the investigation and responses.

Financial and value for money implications

- 60. Payment of financial redress (as shown in Figures 4 and 5) is the financial implication of complaint handling. Responding to complaints quickly and getting issues resolved early ensures complaints do not

escalate unnecessarily through the process and minimises the requirement to pay financial redress.

Equalities and Diversity Implications

61. Ensuring we maintain good complaint handling processes enables our service to remain accessible to all. We continually review ease of access to all three complaints procedures to ensure groups, and individuals with protected characteristics, are not disadvantaged in any way. Should an equality or diversity issue be identified through a complaint investigation, this will be addressed directly with the service concerned and remedial actions put in place. The learning will also be shared as part of the Council's commitment to equality, diversity, and inclusion.

Risk Management Implications

62. The complaints process does not have any direct risk management implications; however, complaints do carry a risk to the council's reputation if not handled appropriately. We routinely review and report on complaints data to ensure our processes are effective and to minimise any risk.

Next steps:

The Audit & Governance Committee to receive information on operation of the Council's complaints procedures on an annual basis, supplemented with a mid-year update and separate report on the Local Government & Social Care Ombudsman's annual letter.

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Annexes:

1. Examples of learning identified through customer feedback
2. Extracts of compliments
3. Summary graphs from main report

Sources/background papers:

- Surrey County Council complaints tracker, Adult Social Care Customer Relations Team, Children's Customer Relations Team.
- Decision Notices available on LGSCO [website](#)

Annex 1: Examples of learning identified through customer feedback

Customer said: The Social Worker's comment about being disappointed that family couldn't attend a pre-planned meeting caused offence and complainant advises it made her feel worthless.

We did: Learning identified was around communication style. There is a need to recognise that we should approach situations with sensitivity and be mindful to people's feelings. The Social Worker was happy to call the family and apologise personally to ensure they work together in a collaborative way in future.

Customer said: Daughter raised concerns around father's residency at a Nursing Home, issues included lack of records to reference medication times, staff behaviour and absence of any stimulating activities. The response daughter received from CQC, and the Team initially alleged she claimed did nothing to address or resolve the Management issues reported at the home.

We did: A review of everyone's placement at the home took place and we were happy that they were receiving the appropriate level of care. We also asked CQC to inspect the home and they asked the home to make a series of improvements. Through the Provider Intervention & Support Process, we held Provider Support Meetings. These meetings were attended by the home and professionals (including CQC). At these meetings we discussed areas of concern and how they could make improvements with their standards of care. We were happy that the standards had now been improved.

Customer said: Parent complained about insufficient reimbursement of costs incurred when transporting a child to and from school due to delay in providing contractual Home to School Transport

We did: We reviewed the Transport Policy to ensure that parents are not financially disadvantaged; we published a Guide to Home to School Transport that accompanies the Policy for ease of reference for residents, families, young people, and council officers. We appointed an officer as complaints lead within the Service to enable early resolution of complaints.

Customer said: Parent complained that the Council was incorrectly directing how Direct Payments should be used. This impacted on a young person's ability have their social and networking needs met.

We did: We reviewed and revised the Direct Payment Policy. The new policy provides clear information about the use of Direct Payments and a more flexible approach for out of Panel decisions to enable prompt resolution of concerns. This in turn will ensure that children and young people are not disadvantaged if the parent encounters unforeseen challenges in using the Direct Payment as originally agreed and provides for a fair and equitable approach.

Customer said: Parent complained that the Council did not consider the customer (child or young person) and the wider family in terms of impact and

poor customer experience associated with delays in putting appropriate education provision in place.

We did: In association with the outcome of a recent internal audit considering the management of complaints about children and education services, we are recruiting four complaint leads to work with the customer relations team. The aim is to embed a culture of early resolution to improve the customer journey and experience thereby enabling a reduction in the receipt of unnecessary complaints. This is in addition to an increased focus on improving the customer journey with the implementation of an Education Services Customer Experience Steering Group.

Customer said: Complaint that defects on vehicle crossovers were not being identified and addressed.

We did: We clarified the defect intervention levels for vehicle crossovers. This clarification was added to relevant manuals and training was provided to all officers undertaking inspections.

Customer said: Complaints about failure to provide householders with sufficient and clear notice of overhanging vegetation and unauthorised vehicle crossovers in advance of maintenance works being carried out, and the actions that would be taken to address these.

We did: We recognised that wording of communications could be clearer. We are undertaking a review of communications sent to householders in advance of works, and of application of enforcement procedures for overhanging vegetation as part of the works planning process.

Customer said: They were not given sufficient advance notice of night works taking place outside their property.

We did: We undertook a full review of the internal process relating to notifying residents of night-time works, undertook additional staff training, and added a recurring agenda item to team meetings to ensure procedures are followed.

Annex 2: Extracts of compliments received.

ADULTS:

Mental Health Specialist Services Team wanted to acknowledge how helpful and supportive the Enabling Independence Team worker has been. She has been integral to me getting through some of the hardest times of my life. My sincere appreciation of her, she has gone above and beyond.

Guildford & Waverley: Thank you for all your help during a very difficult time. X is settling in well at her new home. We are starting to get back into a normal routine again.

Transition Team: Words can't really express how grateful I am to you for the kindness, help and support you have all given over the extremely difficult past few weeks. I know how extremely hard everyone has worked and I can't thank you all enough.

Elmbridge Locality Team: We can't thank you enough for your diligence and professionalism in resolving the issues around finding a suitable care home for Mum. Your recommendation on a suitable home has been excellent - more than we could have hoped for. Your work is a real credit to your profession and your locality team.

Reigate and Banstead Locality Team: Thank you for your professional, practical and realistic advice, and help. You worked with us through a difficult period in Mum's care and helped Mum, us and her carer reach a much happier situation. Mum had her 98th birthday and she enjoyed her weekend of celebrations in a way that I hadn't thought would be possible at Christmas.

Learning Disability and Autism Team: Social Worker is truly an inspirational person, kind, considerate, very professional, and totally understands my daughter. A big thank you. You have a lovely member of your team.

CHILDREN'S & EDUCATION

Children's Services

Young person has been a sensitive and sad case but due to the tenacity of his allocated social worker, including finding the birth father and organising many things to enable long term placement and family reintegration, we hope, a return home as a positive ending is now in sight for our grandchild.

A young person (JN) expressed just how grateful he was for his social worker listening to him, acting on his wishes and the support he has received.

Education Services

I wanted to personally thank you for your significant contribution to yesterday's EAR for KT. Parent fed back that she was extremely grateful for your extensive knowledge, guidance, and support.

CD from the OT Team at Surrey County Council has been an absolute amazing help for our daughter, she has been so kind and thoughtful throughout a time we really needed others to understand the struggles that we have been through with our daughter's needs and she has helped to provide us with the aids we couldn't now be without that make things so much easier for us all, we'd like to say a massive thank you for all the support you have given us. Thank you so much from the R family.

Home to School Transport

Customer called to say thank you to the transport team for her daughter's bus pass.

“She loves using the bus and her card was delivered very quickly.”

Customer emailed the Transport Delivery Team to express thanks for arranging transport quickly that met child's significant needs.

CORPORATE:

Blue Badge Team: I wanted to take this opportunity to thank you and the team for the support you provide – professional, efficient, responsive – pretty much sums it up. Patients are grateful for the speed and ease in which you respond to their application, it really does make such a difference, thank you.

Community Recycling Centre: I just wanted to write an email to let you know how amazing the whole team were at Shepperton Community Recycling Centre. I went to dump an old blind in the metal recycling container and as I placed it in it caught my engagement ring which tore off and fell into the bottom of this container. As you can imagine sheer horror went through me and I quickly alerted a member of your team. He radioed through to M who I discussed the incident with, and he immediately told me not to worry and they would find it. As you can imagine I was utterly distraught. The team emptied the container and sifted through every single item of metal in that container until they found my ring – it took well over an hour. Their love, compassion and determination were outstanding, not once did they moan but assured me, they were there to help. I can't express how amazing they were, they kept me calm and went well above and beyond their role. I have always had a positive experience at this recycling centre having used it for over 30+ years but honestly the team were incredible, and I am eternally grateful to them all.

Contact Centre - ASC Information and Advice Service: "I think speaking to the adviser was fantastic ...you know I'm really worried about my father, and it's put my mind at rest, and it's given me a lot of answers a lot of ways in which I can go forward now I just like to thank you very much indeed".

Highways: Just to say thank you for the surfacing job done on the 19th of April 2022 along Thistlecoft Road. It is easy to take such work for granted but I want to express my admiration for the professional and exemplary way in

which this whole project was carried out. The result is fantastic and will increase our roads utility greatly. It looks good and I noticed how all the crew played their part, paying attention to detail and also embracing safety and public liaison.

Libraries: Nonfiction Fridays at Farnham Library: A simply brilliant and brilliantly simple idea. Removes the pressure and pain of having to read a book to a deadline - if you like it you probably gobbled it up and then have to "revise" it - if you didn't like it the agony is prolonged. It's as if acorns are being dropped from an oak tree - they will not all grow, some will never grow, some will grow in different places because they've been taken away by eager squirrels, some will take time to grow etc etc. Only a library could do this because of getting multiple copies. In this case the Librarian is an excellent communicator and draws in people even if they are just passing by

Surrey Arts: I just want to say that my experience of arranging violin lessons for my son through the Surrey Arts program and the associated instrument hire service has been brilliant. The email communication has been excellent - quick response and extremely helpful. Now that I am signed up, the portal makes it very easy to manage and pay for lesson. The gentleman at the hire shop was a pleasure to deal with. He was very knowledgeable, enthusiastic, and nice to chat to. I feel very lucky to have access to Surrey Arts.

Surrey Fire & Rescue: Could you pass on my gratitude to you amazing firemen from the Epsom station who attended my neighbours attic room fire yesterday There quick actions making sure my neighbour was not in the property Controlling the fire so it did not spread I cannot thank them enough They also checked my house to ensure it had not spread into my home We were also given smoke alarms which were fitted Please tell them all that I will before ever grateful and wish them a Merry Christma

Annex 3: Summary graphs from main report

Figure 1: Total complaints received.

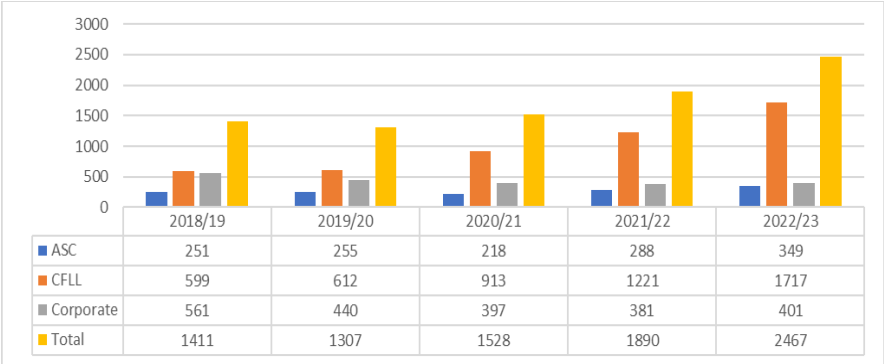


Figure 4: Financial Redress payments year-on-year

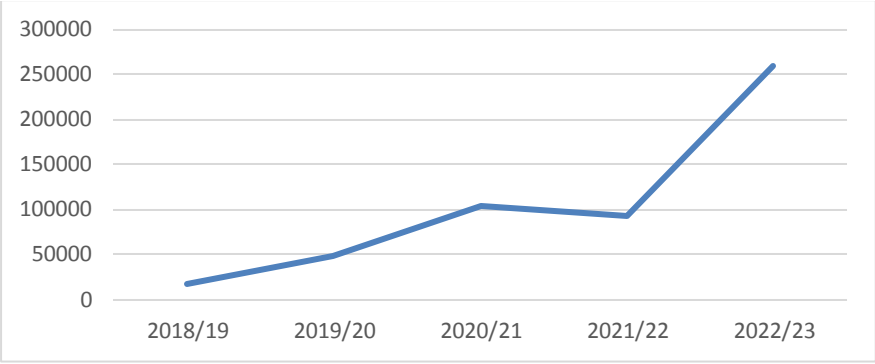


Figure 3: Performance against response target

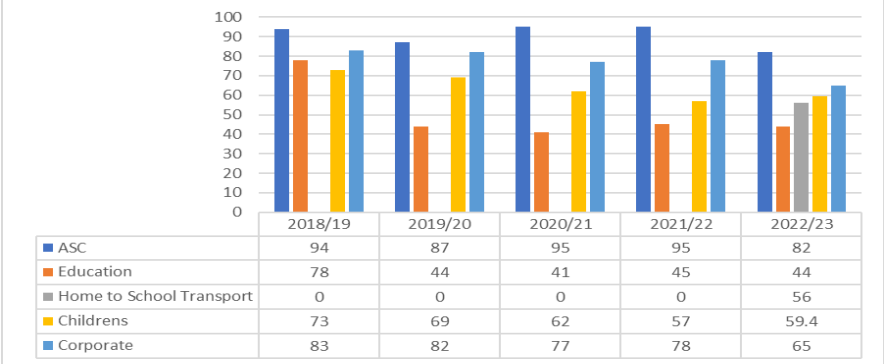


Figure 6: Complaint escalation year-on-year

