



Customer Relations – Adults Annual Report 2024-25

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1. Introduction

This report provides a summary of the comments, compliments, and complaints received under the statutory procedures in relation to Community Services provided directly or commissioned by Wigan Council during the period 1st April 2024 to 31st March 2025. It also details the enquiries made in relation to Community Services by Elected Members on behalf of their constituents.

The emphasis on customer feedback is on openness, fairness, and transparency. Quality assurance and continuous service development are a feature of how we work. Listening to and learning from the people we support helps shape our approach and encourages our creativity and our drive to improve.

As you read through the report, you'll find positive feedback. These positive figures are the result of the focus on improving quality and resident experience and implementing the learning from all the compliments, comments, and complaints we receive. We continually strive to provide the very best for the people we support and their families. If someone has a concern or good new stories, we want to know. We listen, we reflect, we change and improve the service we provide.

Understanding what residents who live and work in the borough want from their council is core to enabling us to do a good job for our communities. We know that many people are facing challenging times, however despite this, we know our residents and communities are doing amazing things across our borough, and we want to play our part to support this.

Community Service Teams annually assist residents, the teams support adults aged 18 and older with physical or sensory impairments, learning disabilities, mental health issues, and substance misuse problems. The teams also work with caregivers to coordinate care and help adults whose independence may be compromised by aging or frailty. Additionally, services are provided to individuals at risk of abuse or neglect and to young people preparing for Adulthood.

2. Our Values & Behaviours

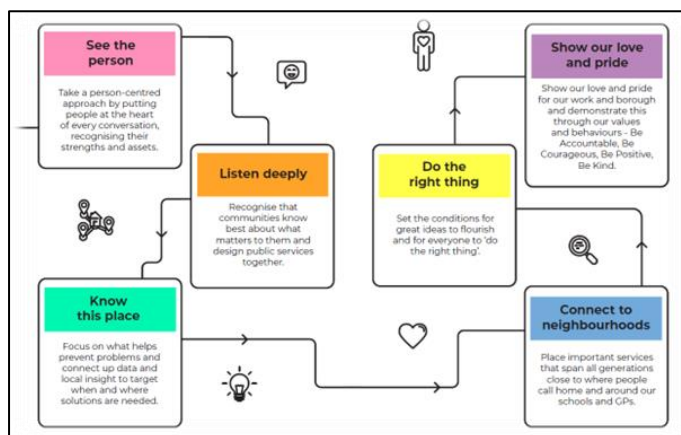
We uphold equality at the heart of our customer feedback process in community services ensuring every voice is heard, respected, and acted upon, reflecting our council's mission to break down barriers, create fair opportunities, and build an inclusive Wigan for all.

Throughout our approach we place emphasis on the council's Behaviours and Values in everything that we do.

In line with Progress with Unity, we have a unique and genuine commitment to work together as a collective for the good of the borough and support residents to live better lives, which we embed into services, as an actions from any learning identified.

The success we've had has come from our culture, behaviours and approach to working alongside our communities and partners.

Through 'Progress with Unity' we will strengthen the way we work through the following six tried and tested ways of working to achieve long-lasting change and will be adopted by the service area.



See the person

Take a person-centred approach by putting people at the heart of every conversation, recognising their strengths and assets.

Listen Deeply

Recognise that communities

know best about what matters to them and design public services together.

Know this place

Focus on what helps prevent problems and connect up data and local insight to target when and where solutions are needed.

Connect to neighbourhoods

Place important services that span all generations close to where people call home and around our schools and GPs.

Do the right thing

Set the conditions for great ideas to flourish and for everyone to 'do the right thing.

Show our love and pride

Show our love and pride for our work and borough and demonstrate this through our values and behaviours – be accountable, be courageous, be positive and be kind.

3. Our Approach

When individuals share feedback about the services they receive, we listen attentively and work collaboratively to agree on a resolution or to acknowledge and share examples of good practice. We are committed to fairness, openness, ensuring every voice is heard, respected, and acted upon, reflecting our council's mission to break down barriers, create fair opportunities,

All forms of feedback complaints, compliments, and comments are essential to our culture of continuous learning and improvement.

Our approach to complaint handling fully complies with the statutory requirements set out in the Local Authority Social Services and National Health Service Complaints (England) Regulations 2009. In accordance with these regulations, we produce and publish an annual complaints report to ensure transparency and accountability.

4. Engagement with the Customer Relations Team: 2024–2025

The following data provides a summary of Community Services activity during 2024–2025, highlighting the volume and nature of interventions delivered and their connection to feedback received through the Customer Relations Team.

4276 people accessing long term support

1540 received reablement support

3481 people benefited from Assistive Technology

6482 Early Intervention and **11,211** social care assessments (new & reviews)

Total: **26,990** Social Care interventions

399 points of feedback were logged which represents **1.4%** of the total of interventions and a reduction of **0.5%** to 23/24.

There were **92** formal complaints which required full investigation and a written response, an increase of **30%** from 2023-24.

137 informal complaints (those which can be resolved quickly without an in-depth investigation). A reduction of **18%** from last year.

4 complaints were made to the Local Government and Social Care Ombudsman = **4%** of the formal complaints received within the year. There is a significant reduction of **73%** submitted to the LGSCO compared to the previous year.

167 enquires were received from MPs and councillors, a **6%** reduction from last year.

738 compliments received: **356** recorded on mosaic (ASC System). **70** were sent directly to the Customer Relations Team, as they were not linked to a customer. **312** were recorded via the Wigan Safeguarding Adults Board, following training delivered. This equates to a **23%** increase from last year.

To strengthen the collection of customer feedback, we have developed an accessible information and advice guide for distribution across the Wigan area. This guide is shared with residents at the start of their support journey and outlines clear, inclusive ways to provide feedback. To further embed its use, a link to the guide has been added to staff email signatures as a consistent reminder and prompt.

While there has been an increase in operational complaints, we have seen a reduction in other types of feedback, including informal complaints and member enquiries. Notably, there has been a significant decrease in referrals to the Local Government and Social Care Ombudsman (LGSCO). This correlates with the data shown in the table under section 7, where there has been an increase in formal complaints taking over 30 days to investigate. This suggests that the additional time invested in thorough, high-quality investigations has contributed to fewer LGSCO escalations.

Community Services recorded a 23% increase in compliments during 2024–25, reflecting growing satisfaction among individuals receiving support.

This positive trend is underpinned by the consistently high standard of complaint investigations and responses, as well as the proactive involvement of senior managers in engaging with complainants. As a result, there has been no requirement to commission independent investigations.

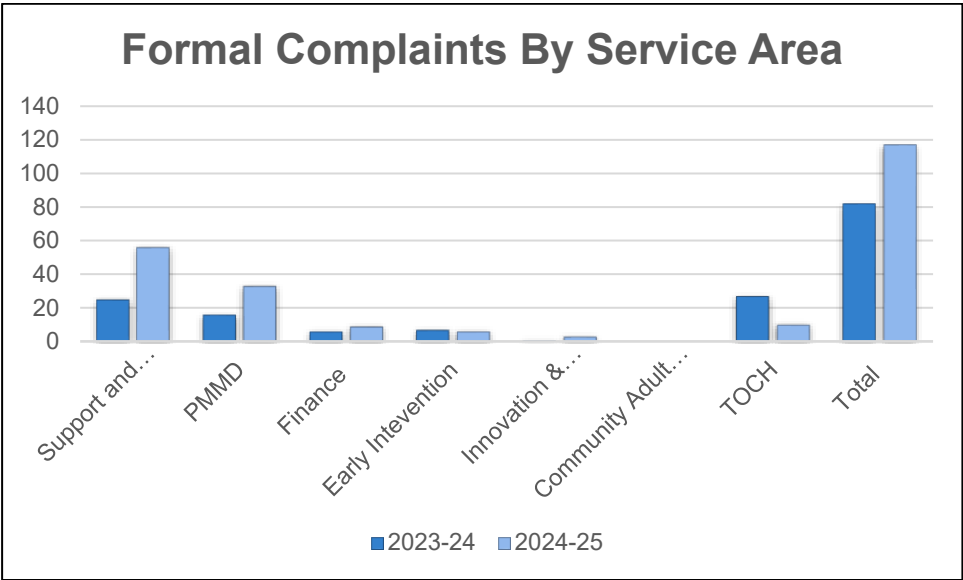
5. Community Services Operational Areas

Community Services is delivered through a wide range of well-integrated teams, each playing a vital role in supporting residents across the borough.

These include the Locality Social Work Teams, Transfer of Care Hub, Early Intervention and Prevention services (covering Adaptations, Occupational Therapy, and the Sensory Team); this team also includes the Community Adult Front Door (CAF) which recently evolved to include Reablement, Moving and Handling, and the Integrated Community Equipment Stores, enhances access to timely information and advice, helping individuals navigate care and support services or benefit from preventative approaches.

The Provider Management and Market Development team (responsible for homecare, care homes, supported living, carers and direct payments), Community Accommodation Support Services (Finance), and the Innovation and Partnership team (including the Project Team and People-Powered Technology).

The table below outlines the distribution of operational (formal) complaints received across the various Community Service areas during the reporting period:



It is important to note that complaints relating to Community Services often span multiple service areas and may involve external providers or partner organisations. As a result, the total number of complaints listed across service areas may exceed the overall number of operational complaints received.

During the reporting period, formal complaints increased by 30% compared to the last financial year. The main areas where complaints were received, were support and safeguarding and the provider management and market development team.

A further analysis to why complaints have been received is detailed later in this report.

6. How we receive complaints

In 2024–25, both informal and formal complaints were received through a variety of channels. For comparison, data from the previous year has been included in the table below:

Year	Letter	Telephone	Email	Webform
2023 / 24	9%	25%	21%	45%
2024 / 25	6%	22%	28%	51%

Contact methods to the Customer Relations Team have remained consistent with the previous year, with email and the online web form continuing to be the most frequently used channels. This trend reflects the growing role of digitalisation in making feedback more accessible and convenient for residents, while still ensuring that traditional methods remain available for those who prefer or require them.

7. Response Rate

Acknowledging and Responding to Contacts

The Customer Relations Team recognises that reaching out with a concern can be a sensitive experience. All contacts are acknowledged promptly typically on the same day they are received and always within three working days. Telephone messages are checked twice daily, with a voicemail facility available outside of working hours to ensure no contact is missed.

Informal Complaint Resolution

Where possible, informal complaints are resolved within five working days, depending on the complexity of the issue. This timescale may be extended with the agreement of the individual raising the concern, in line with the Local Government Social Care Ombudsman (LGSCO) emphasis on flexibility and person-centred complaint handling.

Formal Complaint Timescales

For formal complaints requiring investigation and a written response, the team aims to respond within:

- 15–20 working days for less complex cases involving one or two issues.
- Up to 30 working days for more complex cases involving multiple service areas or partner agencies.

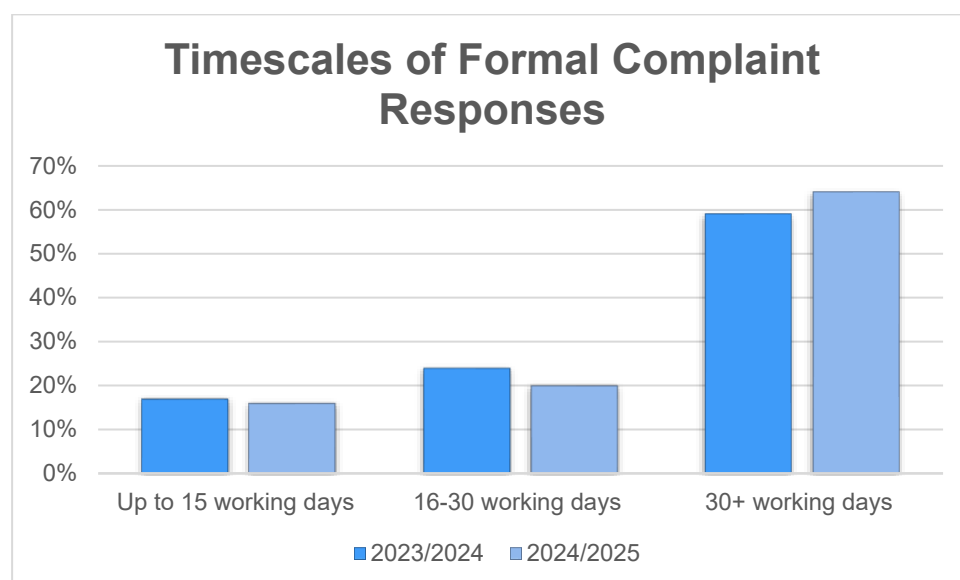
- 30+ working days for the most complex complaints, including those involving health partners.

These timescales reflect the guidance that complaint handling should be timely, proportionate, and tailored to the nature of the complaint.

Legislative Expectations and Best Practice

While there is no statutory deadline for completing formal complaint investigations, the expectation remains that responses should be provided within six months wherever possible. The LGSCO issued new guidance in 2025, which is being incorporated into our own procedure when handling complaints.

The table below, provides an overview of the timescales of response to formal complaints in 2024-25:



There has been an increase in the number of complaints requiring more than 30 working days to resolve. This is largely due to the complexity of the issues raised, the involvement of multiple service areas and partners. In line with the LGSCO's Complaint Handling Code, any extensions to timescales are discussed with the complainant, and regular updates are provided throughout the process. The team remains committed to delivering thorough, fair, and timely responses that reflect the seriousness and complexity of each case.

8. Outcome of Investigations

The table below demonstrates the number of formal complaints upheld, partially upheld and not upheld:

Year	Formal complaints Upheld	Formal complaints partially upheld	Formal complaints not upheld	Outstanding
2023/24	13%	24%	54%	9%
2024/25	7%	17%	29%	47%

Compared to 2023–24, there has been a reduction in the proportion of complaints not upheld. However, a significant number of investigations remain ongoing, which may influence the final outcome.

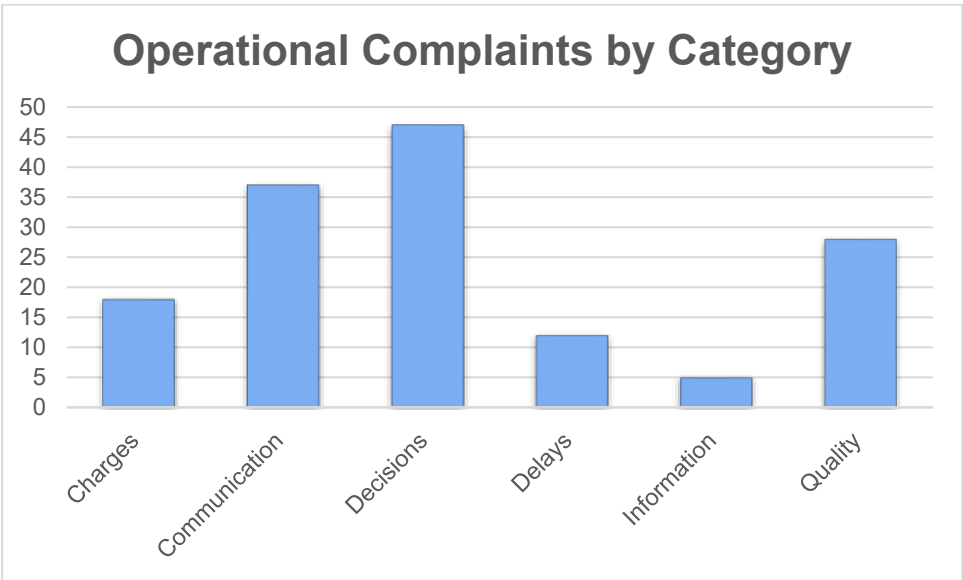
While we continue to prioritise informal resolution wherever appropriate, the increased time taken to investigate formal complaints as shown in the table above has contributed positively to the number of complaints upheld and the reduction in referrals to the Local Government and Social Care Ombudsman (LGSCO). This reflects the value of thorough, evidence-based investigations.

When a complaint is upheld, either fully or in part, we provide a clear and sincere apology, along with an explanation of the actions taken to address the issue and prevent recurrence. Each upheld complaint feeds into our Learning Outcomes Framework and informs the improvement action plan for the following year. In turn we also link closely with Wigan Safeguarding Adults Board for any complaints which have multi-agency strategic value to ensure learning is transparent to partner agencies and this allows for early intervention elsewhere in the system.

In line with LGSCO guidance, remedies may also include financial redress such as waiving charges or offering compensation where appropriate, to acknowledge distress caused or the time and effort involved in pursuing the complaint.

9. Common Themes in Customer Complaints

The main causes of operational complaints during 2024–25 typically fall into six key categories, with some complaints spanning more than one area. The table below presents a breakdown of these themes, offering insight into the most common reasons individuals contacted Community Services:



As illustrated in the table, the majority of complaints relate to decision-making, communication, and service quality. These concerns often stem from decisions regarding care and support packages, as well as communication around progress updates, such as waiting list status and the allocation of a social worker. These themes are further explored under the key learning areas referenced in section eleven, highlighting the importance of transparent processes and timely, empathetic communication.

Where concerns relate to quality, this typically refers to the standard of services provided whether in relation to care packages or the accuracy and clarity of documentation. When concerns are raised about a care package, our Service Quality Performance Officers take a proactive approach, conducting investigations and working closely with providers to monitor and drive improvements where necessary.

10. Local Government and Social Care Ombudsman

The Local Government and Social Care Ombudsman (LGSCO) acts as the final stage in the complaints process for individuals who feel their concerns have not been adequately resolved by Community Services. The Ombudsman investigates complaints fairly and independently, covering both publicly and privately funded community services.

In 2024-25 there were four referrals made to the LGSCO, marking a reduction of 73% compared to the previous year. From the four referrals received, the LGSCO, decided to investigate one of them. The three not accepted by the LGSCO, was a result of the investigation completed by the service been sufficient.

A summary of the investigated referrals is provided below. The one cases accepted by the LGSCO is still awaiting a final decision.

Complaint	Case	Final Decision
Ms A, the daughter of Mr A, submitted a complaint to the Local Government and Social Care Ombudsman (LGSCO) following the implementation of an emergency care package arranged by the Community Front Door Team. She raised concerns that no financial assessment was discussed or completed at the time the care package was put in place. Additionally, Ms A expressed dissatisfaction with the Council's request for her father to change care providers. Although the current provider was initially commissioned by the Council, it is not listed as one of the Council's ethical providers. Ms A was informed that her father could continue receiving care from the existing provider, but this would require a direct payment arrangement and a top-up fee due to the difference in costs.	1	Awaiting Decision

11. Embedding Learning into Practice

All customer feedback plays a vital role in recognising what is working well and identifying opportunities for improvement. Insights from complaints and compliments are regularly shared with managers across Community Services through dedicated updates. These insights feed into our Learning Outcomes Framework, which is used to monitor progress and inform service development. Updates are reported through our governance structures to ensure accountability and continuous improvement.

Below are some examples of the learning we've taken forward:

Theme	Learning
Decisions	It is essential that individuals, or their representatives, clearly understand the reasons behind decisions made about their care and support. This begins with setting realistic expectations from the outset of their journey with Community Services. We are currently undertaking a project to review and improve all information and advice available to people accessing services. This includes clarifying the community service offer and outlining what individuals can expect throughout their experience. To support this, guidance has been shared across the workforce to ensure that proposed care and support plans are quality assured before final decisions are made. This process helps ensure that the least restrictive options are considered first, with the aim of enabling people to live as independently as possible and lead healthy, fulfilling lives. Importantly, this approach is not driven by budgetary decisions, but by a commitment to sharing best practice and ensuring every person receives the most appropriate care and support to help them thrive.
Communication	Effective communication is fundamental to building and sustaining positive working relationships. Poor or inconsistent communication is frequently a contributing factor in complaints or their escalation. To address this, training has been delivered to frontline staff on the complaints process and expectations, ensuring they feel confident in managing concerns when they arise. There is ongoing training focused on best practice in customer service, managing challenging behaviours, and the full cycle of receiving, investigating, and

	responding to complaints. This supports a consistent, empathetic, and solution-focused approach across all teams.
Quality	This learning relates to both the quality of care provided and the importance of accurate case recording. Where concerns are raised about care delivered, the service is supported by dedicated Quality Performance Officers. These officers carry out thorough investigations into the issues raised and, where necessary, implement and closely monitor action plans to drive service improvement. Providers operating under our Ethical Provider Framework are clear about the standards expected of them. Where those standards are not met, they work collaboratively with us to make the necessary improvements. We remain committed to enhancing the quality of our case recording. To support this, we have developed and begun implementing a new Case Recording Guidance and Use of Appropriate Language resource. This has been co-produced with key partners, including Happy Smiles, and is now embedded across our partnership. The guidance is supported by a series of bite-sized learning sessions, which all teams are expected to attend, helping to ensure consistent, respectful, and person-centred recording practices.
Delays	Concerns relating to delays typically involve waiting times and access to services. The service is actively working to review and reduce waiting lists, with teams focused on strengthening the workforce to support timely allocation and assessment. We recognise that delays can often be linked to communication challenges, and we are committed to minimising any unnecessary distress this may cause for individuals and their families. Waiting lists are regularly monitored and risk-assessed, and the plan is to keep individuals informed through written updates to ensure transparency and reassurance. To further support continuity and personalisation, we have embedded the Named Social Care Worker model. This ensures that individuals open to services have a consistent point of contact, reinforcing our commitment to the Council's Six Ways of Working. This

	approach ensures people are seen and heard, connected to their communities, and supported in a way that reflects our values of doing the right thing, showing love and pride, and enabling individuals to live well and thrive.
Information	As similar to the learning under the theme 'Decision' We are currently undertaking a project to review and improve all information and advice available to people accessing services. This includes clarifying the community service offer and outlining what individuals can expect throughout their experience and ensuring that all information is inclusive to anyone that wants to access it.

12. **Examples of compliments: a valued reminder that our work makes a difference.**

There has been a significant rise in the number of compliments and expressions of gratitude received from individuals we support, their families, colleagues, and partner organisations reflecting the positive impact of our teams across community services.

While complaints are a vital tool for identifying areas for improvement and driving learning, compliments are equally valuable. They highlight what we are doing well and reinforce the standards we strive to uphold.

Compliments offer meaningful insight into what individuals and their families truly value in our services and staff. They often reflect the emotional challenges people face, feeling overwhelmed by their circumstances, decisions, and the volume of new information. This reinforces the importance of clear communication, empathy, and taking time to listen. Demonstrating kindness, patience, and respect is essential and embodies our asset-based approach.

Just as we share learning from complaints across teams, we also celebrate compliments and reflect on the lessons they offer. Understanding what good, compassionate, and person-centred service looks like helps us to consistently deliver it.

Below is a snapshot of compliments received in 2024-2025, aligned to the six ways of working:

See the Person

I wanted to express my gratitude for the exceptional care provided by Vicky in relation to the above case I've been allocated. I am attending a CHC meeting next Wednesday for this lady and visited her today with her son to complete a new SSA. This lady was previously under Vicky's care, who supported her discharge back home.

It is evident that Vicky has fought for this lady's wishes, even when other professionals had concerns about her safety at home. As a result, she remains at home, has not experienced any falls, and is settled and enjoying her home environment. The son has praised Vicky's involvement in his mum's case, stating that without her dedication, his mum would likely be in a care home and very miserable. Thank you, Vicky, for making this lady's life happier towards the end of her journey.

Margaret always goes above and beyond for our residents and always gains lots of positive feedback. The DP process can be quite daunting at the set-up visit due to the amount of responsibility the recipient is taking on. Margaret will always put the resident at ease and explain everything thoroughly. She will also ensure they are confident in the process before she leaves the visit but will reassure them that they can contact her any time if they are struggling with anything.

"I think Helen is brilliant, she is one of the best social workers I have ever had. Helen takes the time to understand and to listen. Before I have had social workers just come in and make decisions.

Helen listens, she gets all the information and takes time to make decisions. I trust her, I trust her with my care. I have never felt like this before about adult social care. I wouldn't change anything about the service."

I have been asked by Tracey Turner to send this letter to you both. This was the lady that was passed onto Complex Dependency to support her to reconnect with appropriate services and to help improve home conditions.

Tracey now has good connections with Lettings, and she is engaging with Tenancy Support after we helped to restore her faith and confidence in professionals/services. Hopefully Tracey will find another property soon, whereby she can continue her life in a healthier and happier environment.

Listen Deeply

Elaine as helped me more than ever. I was down with my mental health, and she gave the courage to fight on

All staff who have visited have been superb with Leslie and his wife Val. Karen stated she can't thank you all enough for your support so far!

Diane was lovely, she listened well and understood the difficulties we face.

She was extremely complimentary as to how you have handled her recent issues and said you have done more for her in the last 2 days

Hayley, you have been so attentive in dealing with my concerns and I am with the steps you have put in place to support me.

Thank you

Catherine, you are lovely.

You're sensitive, a real listener. I feel seen and valued. You inform me and make suggestions with me, in mind.

Russell is fabulous and does the same.

Hayley everyone is working so cohesively together, and the issues of the recent past are so far removed from me now.

I know there's some work to do to make sure the proposed plans are viable but I'm really happy.

I cannot thank you and Catherine, enough.

Thank you listening but more important, for hearing me.

I would like to say a big thank you for your support over the last few weeks. I know it hasn't been straightforward due to a breakdown of communication with my children. This morning you were very professional in your work. Both in the meeting and also with my mum.

Looking back to when my mum was in hospital she has improved in her health. Which is down to you for supporting me and also making the right care my mum needed.

Thank you for the information on mediation. I will look into this, so hopefully we can move on together 🙏 🙏

I wish you all the very best for the future.

Thank you once again.

Know this Place

I hope you no physically only professional who has actually physically helped and for that you don't understand how grateful I am x

When each of my kids have been diagnosed it's just been here is some paper they have autism, I've had to find my own way with them every professional I get a bit of hope and thinking yep this one is going to help they all give me booklets not one has helped me, that's why I was so shocked when I met you and you was like right you need this and that I never asked for a thing for the boys because I had given up and just got on with it .. but I genuinely hope you know you make a huge difference and give parents like me hope x

This clearly demonstrates the impact of your role at the front door, having prevented this lady having to have a package of care, providing relief to the family that she is safe and happy.

Well done for a fantastic assessment with a brilliant outcome ★ and for sharing / asking if they would provide video feedback. You are always more than willing to step up and get involved
Elise – brilliant energy for the team 😊

The builder will complete repairs and painting by Thursday the 30th of January

I am seeing the house with Derek on Wednesday. I am arranging to have the house cleaned carpets though old will be shampooed. The bathroom needs new flooring, but the floor will be replaced with a wet room. Derek had to cut down the hydrangea so as to repair the roof.

Whoever was employed by the council to clean up the house left a tree and rubbish in the back yard. I will have a good look round the house with Derek the builder, he will pick me up to take me to Hardy Street. I will call you or send an email and some photographs of the repairs etc.

My son Tony has paid the council bills and managed to restore Anthony's pension credit.

Anthony will be able to get help with his water bills and other benefits that he is due to.

Anthony has been very lucky that he has two very understanding social workers. I thank you Nyasha, social work is a very difficult occupation you handle it very well.

Do the Right Thing

CIC were unclear and frustrated with our processes Rebecca took time to clarify and explain. She made sure somebody was picking up at TOCH and that we were following processes by re-assessing when there had been a clear change in need. When I thanked her, she was a little baffled which made me laugh, but SW's relationships with our providers really do go a long way.

It's the second time in 2 weeks that Ashton SW's have gone beyond to do the right thing, so I just wanted to say I appreciated Ashton.

Just wanted to drop you a quick email to say I've had Ellen's members catch up and she spoke very positively of the initial home visit you completed with one of her young people within our PfA Life Coach Service (CW). From chatting with Ellen, some of the ideas you shared with the young person and her family were very person-centred and creative ways to support her independence. It's not often people take the time to share positive feedback so just wanted to make sure I acknowledged this, and I know Ellen is looking forward to continuing to work with you to support Caitlin and her future.

I just wanted to email to let you know how thankful we are, as a family, of the support we have received from Vicky.

We first met her at the home on Tuesday of this week at a meeting about Cliff. She explained what she had originally come to the meeting for, which was different to what we were expecting. She was so professional and informative, and managed to answer all of the questions that we had previously been trying to get answers for with no success.

She explained that Cliff was effectively in a 'hospital' bed at the home, which we hadn't been informed of and once we explained the phone call we had recently had from Cliff's dialysis doctor, she immediately realised the type of support Cliff needed wasn't what she had originally come for. She also had the sensitivity that the conversation needed to be away from Cliff's bedside, who is extremely poorly, and took us into a private room.

From there she went into action and listened to us as a family and the nurse from Bedford home who agreed with the doctor about Cliff's prognosis. She made a phone call and started the process of CHC for Cliff. She has kept us fully informed all the way through the process.

I am just writing this email, as I know only too well that people are always quick to complain if a service is not good but never as quick to praise when excellent service is received.

I can only say what a difference it has made to us since we met with Vicky and the help and support, she has given to Cliff, first and foremost, and us as a family as this very difficult time. She is a credit to your team!

From the bottom of our hearts, we thank you. We have an access number, we are getting 3-weekly telephone report, we have been made aware of all that Jill is going to get in the way of extra care and

Connect To Neighbourhoods

I would like to give a compliment to Annette for her outstanding management on a complex case. She has been excellent in navigating the complexities and providing valuable support to the social worker. Annette consistency demonstrates compassion, effective oversight, and a strong ability to manage risks through a collaborative, multi-agency approach.

From a safeguarding perspective it is heartwarming to see such compassion and collaborative practice. I am sure this inspires the practice across her social work team.

Joanne said that she wanted to praise Deb (IDVA) and Davey (CDT) for work done with Rebecca. There has been longstanding abuse and frequent incidents and MARAC referrals and said that it is due to the work they have done to get Rebecca to a place of safety. 'Hats off' to them.

I have linked in with the community champions to see if there was anything they could do to assist with this whether freely or at a slight cost. Initially it was a flat no, as they would not have the capacity to support this but after I suggested the possibility of a handful of people that were living less than a mile away, they said she would take it to their next Community/funding meeting. Watch this space.

Can I just say that I think you are fabulous! I have only attended three of these meetings and am like a duck out of water but when you speak it makes sense. You also seem to be one of the only people that really thinks about the task in hand, and you come up with ideas how we could positively change the situation.

I have learnt so much from you in such a short space of time so thank you.

I wanted to express my sincere appreciation for you and your team. It has been a fantastic experience working alongside Wigan Council, and I am truly grateful for the knowledge and support your team has provided me over the past few months in managing Eastdale.

Their expertise, guidance, and willingness to support me through challenging situations have been invaluable. They have not only helped navigate complex circumstances but have also explored new opportunities, demonstrating a true commitment to partnership working and excellence.

I have felt completely comfortable being open and honest with them, and their approachability and professionalism have made a significant impact. Please pass on my compliments—they are a credit to work with, and their dedication does not go unnoticed.

Show our Love and Pride

Just wanted to drop you a note to say well done on your fabulous work – there were several cases I looked at that you were involved in, your notes were so comprehensive, factual and just amazing.

Last week the Managers in Leigh went over and above in driving to Holyhead in their minibus in order to collect one of our/their clients and 2 social workers, they went over and above and I'm going to see them on Wednesday to take some flowers.

I must say, in my view the quality of paperwork that you have completed is excellent. I have mentioned it to my colleagues in the team too as in my view it was probably one of the best COPDOL papers I have read in my time here at Wigan. You have answered all the questions brilliantly and your COP3 is very detailed with your answers backed up with clear evidence. The approach you have used to engage Malcolm is fantastic, especially the 'Malcolm's care' book is brilliant and impressive. Very well done, thank you for your hard work.

She said everyone involved from Wigan Council has been amazing and she mentioned you personally

Just been on a call to Lisa and I found myself telling her how good I thought you were, how you have a calm way of dealing with things and how you are a hard worker.

Given I was talking about you I thought I'd email you to tell you as well as we often forget to send on the praise 😊

I want to take a moment to thank Gemma for all the support and guidance she has provided over the past 12 months. I am now one year into my apprenticeship, and I truly appreciate everything she has done for me 😊

Gemma has been incredibly supportive and approachable, making me feel comfortable reaching out with any questions or concerns. Not only is she extremely knowledgeable, especially when it comes to theories and concepts, but she has also been fabulous in helping me navigate my work.

I just want to say a massive thank you! You're a star!

13. Learning Together, Moving Forward Stronger

As part of our ongoing commitment to service improvement, we are focused on ensuring that our feedback processes are robust, responsive, and reflective of best practice. To support this, we have developed a delivery action plan that prioritises the sharing of complaints and lessons learned with all Community Services. This will be achieved through:

- Monthly management meetings across Community Services
- A quarterly Complaints and Compliments Report
- Targeted training on the Community Services complaints process, including the underpinning legislation and expectations for those involved in investigations and responses
- Oversight and updates of the action plan via the Business Delivery Board
- Creating and sharing case studies of best practice to embed across the service.

We remain dedicated to delivering high-quality, person-centred services that enable everyone in the borough to live their best life. We will continue to challenge ourselves to improve and evolve our services. We welcome all feedback as this is a vital part of shaping the future of care in Wigan.