

REPORT TO: SCRUTINY COMMITTEE - 7 DECEMBER 2022
REPORT ON: BI-ANNUAL REPORT ON COMPLAINTS
REPORT BY: CHIEF EXECUTIVE
REPORT NO: 331-2022

1. PURPOSE

To report on performance regarding complaints in the first half of 2022/2023, with comparisons to previous periods, and to show how the Council continues to learn from complaints.

2. RECOMMENDATIONS

It is recommended that Committee notes:

- (i) the key performance indicators on complaints closed between 1 April 2022 and 30 September 2022, with trends from previous periods;
- (ii) a summary of complaints about the Council received by and determined by the Scottish Public Services Ombudsman during 2021/2022;
- (iii) examples of the volume of transactions the Council has with customers and citizens as a context for the number of complaints;
- (iv) examples of how complaints have been used to improve services;
- (v) results of the satisfaction survey sent to people who made complaints;
- (vi) examples of compliments received about Council services.

3. FINANCIAL IMPLICATIONS

None.

4. BACKGROUND

- 4.1 The model Complaints Handling Procedure for Local Authorities requires that regular reports are produced for elected members. This report covers complaints closed between 1 April and 30 September 2022. It also includes information on the number of complaints about the Council which were dealt with by the Ombudsman in 2021/2022.
- 4.2 In terms of performance management, the report includes data on key complaint handling indicators (Appendix One) and results from the satisfaction surveys sent to those who had complaints closed in the period (Appendix Four). The report also gives examples of how we have used complaints to improve processes (Appendix Three), another requirement of the model procedure.
- 4.3 Appendix Two includes infographics giving examples of the range and number of transactions the Council has with customers and citizens, providing a context for the number of complaints received, while Appendix Five gives examples of compliments received about Council services during the first half of 2022/2023.
- 4.4 Benchmarking information from other Scottish Councils, based on analysis by the Scottish Local Authorities Complaint Handlers Network, is referred to at various points in the report.

5. OVERVIEW OF PERFORMANCE

5.1 Detailed information is included in the Appendices. Key issues to highlight include:

- The number of complaints recorded in the first half of 2022/2023 was 380, compared to 358 in the first half of 2021/2022.
- Performance in terms of the % of complaints closed within the target times dipped in the first half of 2022/2023 compared to 2021/2022. For stage 1, the % meeting the 5 day target was 71.7% compared to 73.0%, while for stage 2 the % meeting the 20 day target was 57.8% compared to 71.0%. Stage 2 complaints can be about complex and sensitive issues, but the services concerned will be reminded about the importance of meeting performance targets where at all possible.
- The average number of days taken to close complaints at stage 1 in the first half of 2022/2023 was 4.3 days compared to 5.5 days in the first half of 2021/2022. For stage 2, the average number of days taken to close complaints was 26.2 days in the first half of 2022/2023 compared to 25.6 days in the equivalent period last year. While the target in the Complaints Handling Procedure for stage 2 complaints is 20 days, this can be extended as it is acknowledged by the Ombudsman that many complaints at this stage will be more complex and take longer to investigate.
- The % of complaints fully upheld at both stages (20.9% at stage 1 and 14.5% at stage 2) was broadly in line with the 2021/2022 figures (23.5% at stage 1 and 15.9% at stage 2).
- Failure to provide a service (which on detailed analysis often turns out to be a delay in providing a service, rather than not providing it at all) has remained the most common reason for complaint, and become an even more significant percentage of the total number of complaints.
- The satisfaction surveys sent to those who have made complaints were changed from the start of 2021/2022 as the Council adopted a new standard questionnaire agreed by the Scottish Local Authorities Complaint Handlers Network. This means that there is still only limited trend information based on the new questions, but this will build up over time. Using the standard Scotland-wide survey will also allow benchmarking in future with other local authorities as they share their survey data.

5.2 All of the issues raised by this report will continue to be discussed at Council Leadership Team, the Complaints Review Group and within individual services. The examples given in Appendix Three demonstrate the Council's commitment to learn from complaints and improve processes to prevent the same issues recurring, in addition to those complaints which lead to managers speaking to individual employees or arranging training for teams.

6. STATISTICS FROM THE SCOTTISH PUBLIC SERVICE OMBUDSMAN

6.1 20 complaints were received by the Ombudsman about Dundee City Council in 2021/2022 (down from 22 in the year before). This represented 1.7% of complaints received by the Ombudsman about all local authorities in the year, compared to the previous year's figure of 2.3%.

6.2 Of these 20 cases:

- 8 were about Housing
- 5 were about Social Work
- 3 were about Planning
- 1 was about Roads and Transportation
- 1 was about Land and Property
- 1 was about Finance
- 1 was about Legal and Administration

6.3 22 cases were determined during 2021/2022, as follows:

- 10 were recorded as 'advice given'.
- 12 were 'early resolution' (eg where the Ombudsman found the complaint had already been handled well or there would be insufficient benefit from further investigation).
- None went to 'investigation'.

6.4 No complaints reached the 'investigation' stage in 2021/2022 (compared to one in 2020/2021 and two in each of 2018/2019 and 2019/2020).

7. POLICY IMPLICATIONS

7.1 This report has been subject to the Pre-IIA Screening Tool and does not make any recommendations for change to strategy, policy, procedures, services or funding and so has not been subject to an Integrated Impact Assessment. An appropriate senior manager has reviewed and agreed with this assessment.

7.2 The complaints recording database includes a feature that asks those dealing with complaints to note whether any complaints relate to an equalities issue - age, disability, gender, LGBT, race or religion. During the first half of 2022/2023, there were 2 such complaints recorded, one relating to disability and one relating to race. These complaints have been drawn to the attention of the lead officer with responsibility for equality and diversity and he has no concerns about how they were dealt with.

8. CONSULTATIONS

The Council Leadership Team was consulted in the preparation of this report.

9. BACKGROUND PAPERS

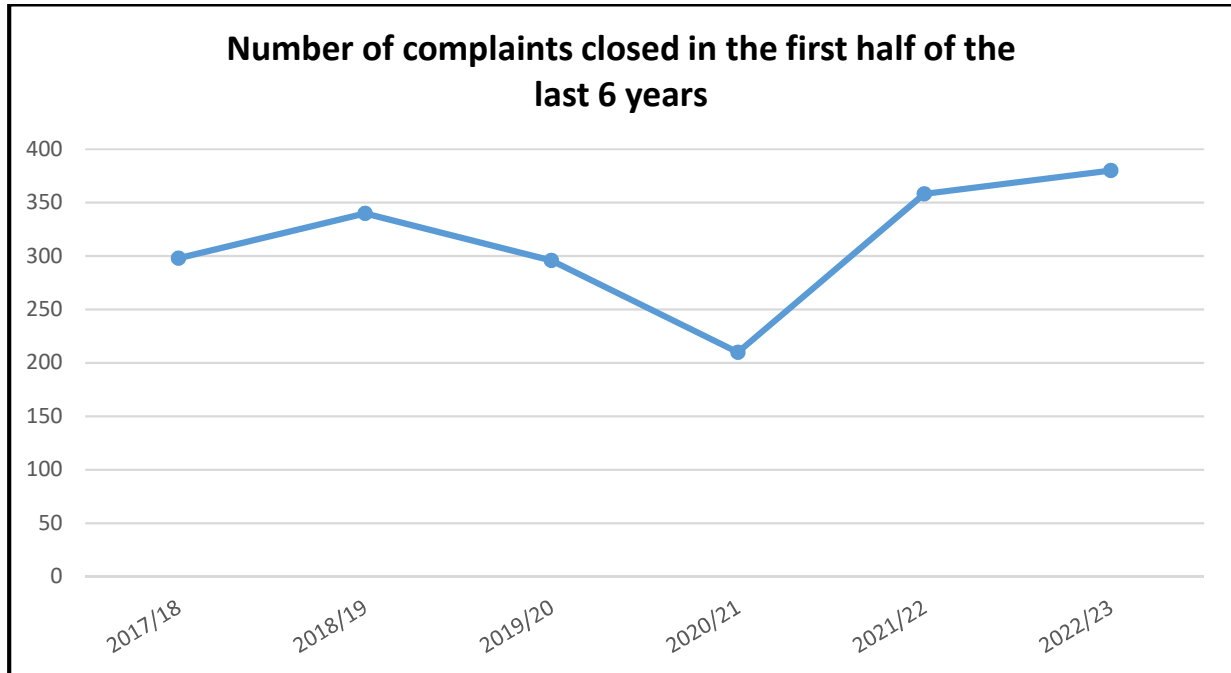
None.

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CHIEF EXECUTIVE

Date: 21 NOVEMBER 2022

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KEY PERFORMANCE INDICATORS

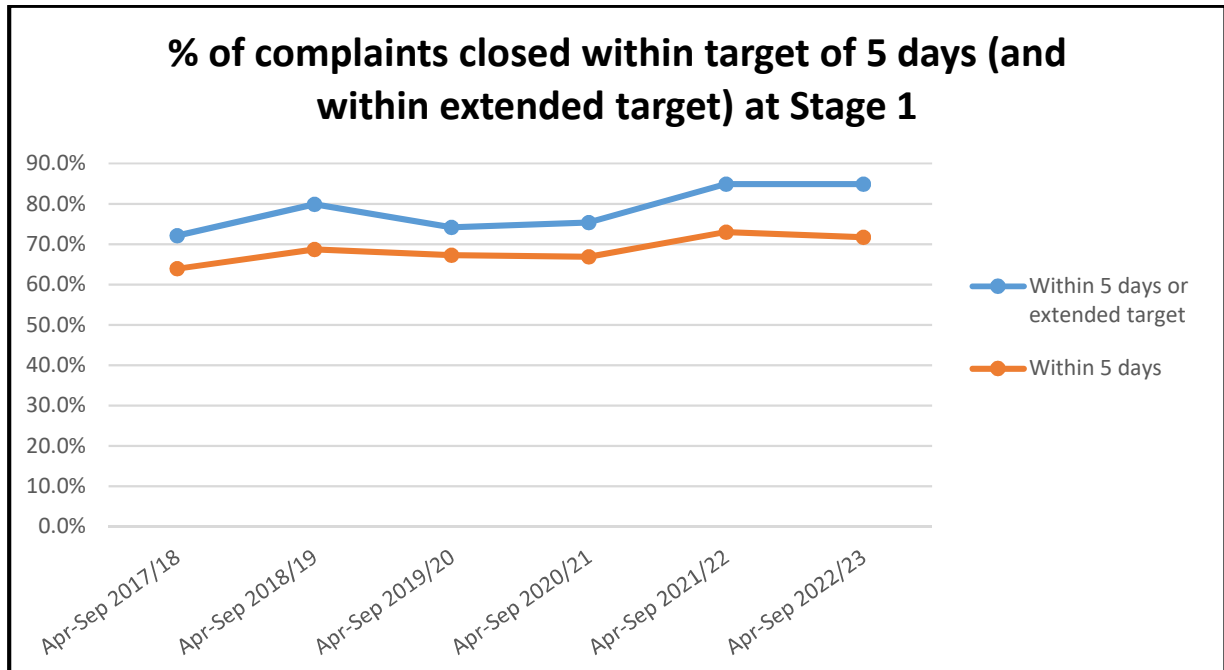


BREAKDOWN BY SERVICE

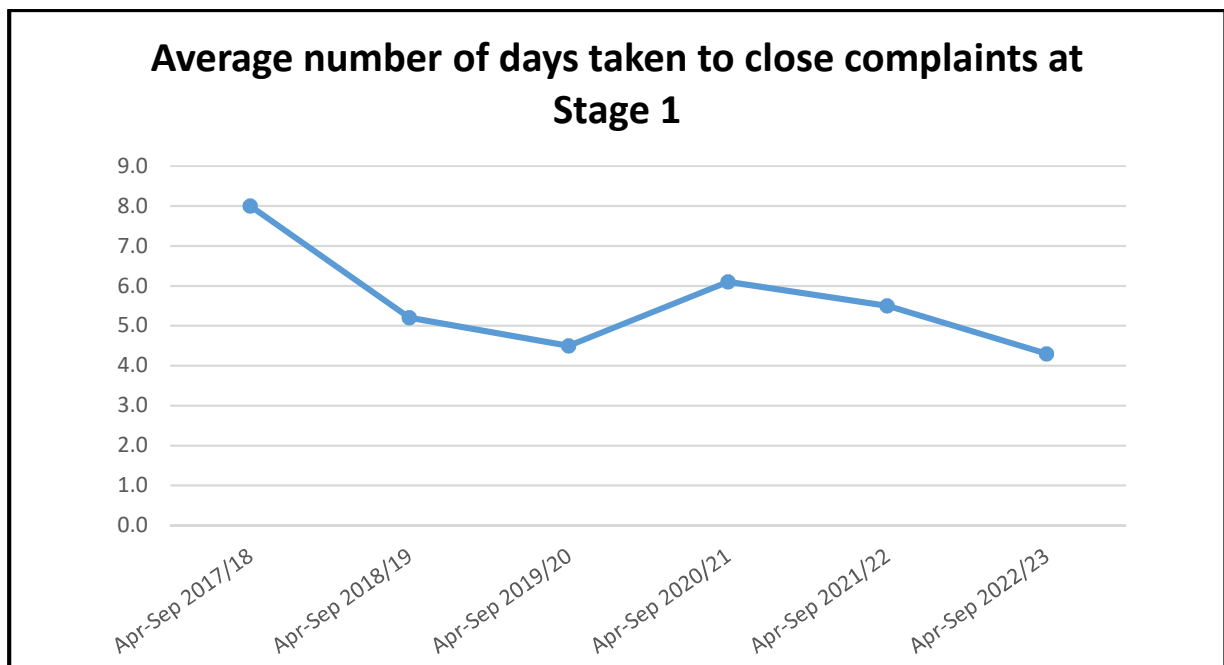
Service	Apr-Sep 2017/2018	Apr-Sep 2018/2019	Apr-Sep 2019/2020	Apr-Sep 2020/2021	Apr-Sep 2021/2022	Apr-Sep 2022/2023
Corporate Services	43	51	35	36	44	47
Children and Families						
- Education	44	47	47	7	29	29
- Children's Services	10	21	22	19	22	29
- Criminal Justice	2	1	5	0	2	3
Neighbourhood Services						
- Housing and Construction	64	93	78	49	82	69
- Environment	95	79	58	61	107	138
- Communities, Safety and Protection	N/A	N/A	7	12	17	20
City Development	18	29	19	15	25	27
Chief Executive's	1	4	2	1	1	0
Dundee Health and Social Care Partnership: Social Work	20	15	23	10	29	18
TOTAL	297	340	296	210	358	380

The most significant trend has been an increase in complaints about missed bin collections or bins not being delivered.

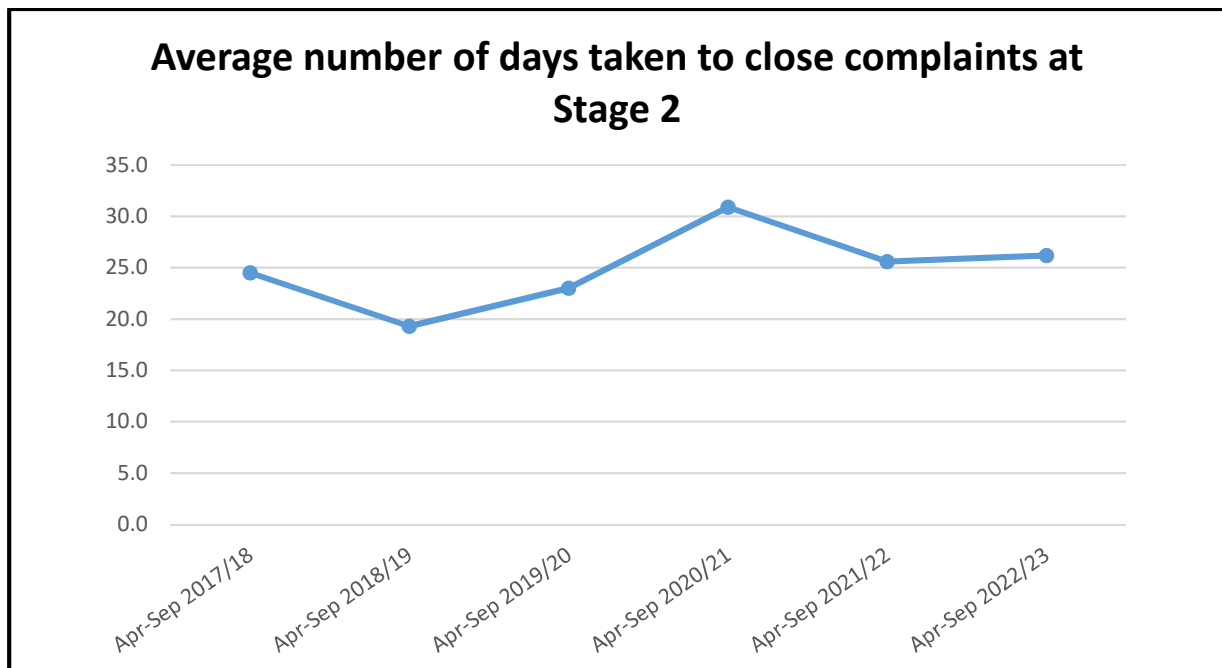
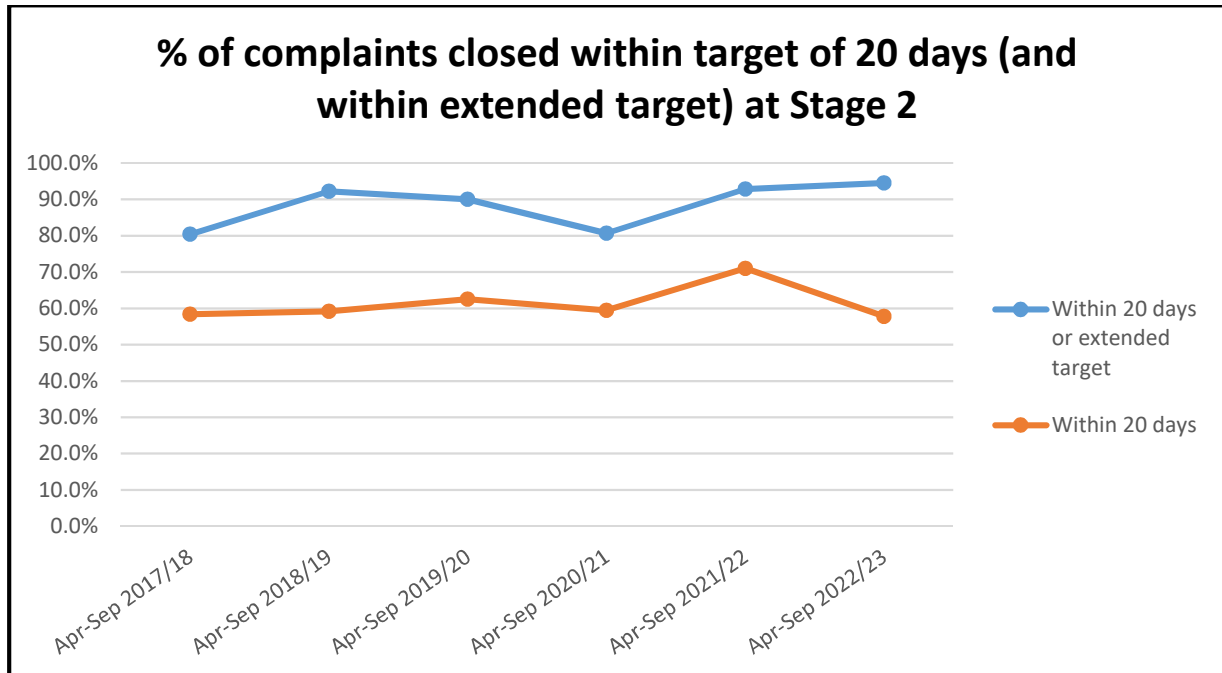
The complaints handling procedure includes targets at each stage which can be extended. The chart below shows the % of stage 1 cases closed within target and the % which met the target or the extended target.



Another key measure of promptness in dealing with complaints is the average number of days taken to close cases. This has been on a positive trend for stage 1 complaints as shown below:



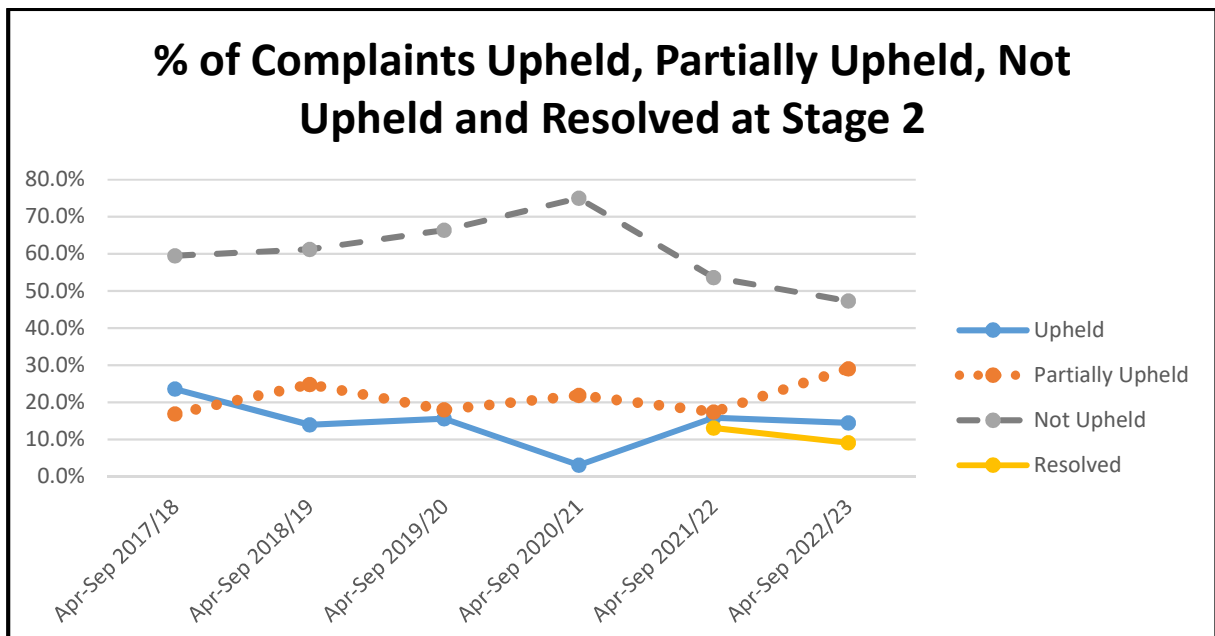
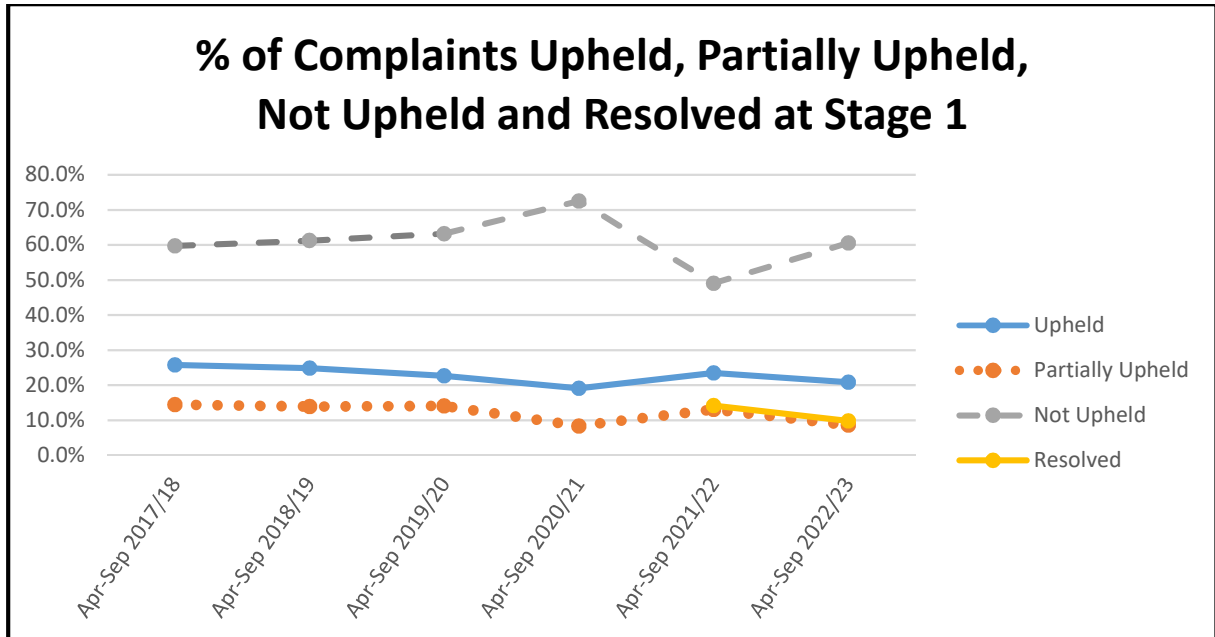
The equivalent charts for stage 2 complaints are:



NOTE: Both the 5 day and 20 day targets are designed to drive improvement in the promptness of responses to complaints – they are not absolute standards that every case is expected to meet. Although the % of stage 2 cases meeting the 20 day target has fallen, there has been an increase in officers using the facility to extend the target then meeting extended target dates.

BENCHMARKING ON CLOSURE TARGETS

Benchmarking with other Scottish Councils for 2021/2022 shows that the average number of days taken to close complaints at stage 1 in Dundee was better than both the Scottish average of 6.3 days, and the average for the family group of comparable authorities of 8.4 days. However, in the same period, the average number of days taken to close stage 2 complaints in Dundee was higher than the Scottish and family group figures.



A new option to categorise complaints as 'resolved' was only introduced from 1 April 2021 so there is limited trend data on that outcome. This category is designed to cover complaints which can be dealt with without any investigation into whether they should be upheld or not.

BENCHMARKING ABOUT OUTCOME OF COMPLAINTS

Benchmarking data from other Scottish Councils for 2021/2022 shows that Dundee City Council upheld and partially upheld a lower % of complaints than both the Scottish average and the average of the family group of comparable Councils, as shown in the tables below:

Stage 1 Outcomes 2021/2022

Outcome	Dundee	Family Group	Scottish Average
Upheld	22.1%	35.6%	40.7%
Not Upheld	55.4%	29.0%	28.0%
Partially Upheld	12.7%	23.4%	14.5%
Resolved	9.8%	12.1%	16.8%

Stage 2 Outcomes 2021/2022

Outcome	Dundee	Family Group	Scottish Average
Upheld	12.9%	26.3%	24.6%
Not Upheld	60.6%	48.2%	46.7%
Partially Upheld	18.2%	18.2%	21.0%
Resolved	8.3%	7.4%	7.7%

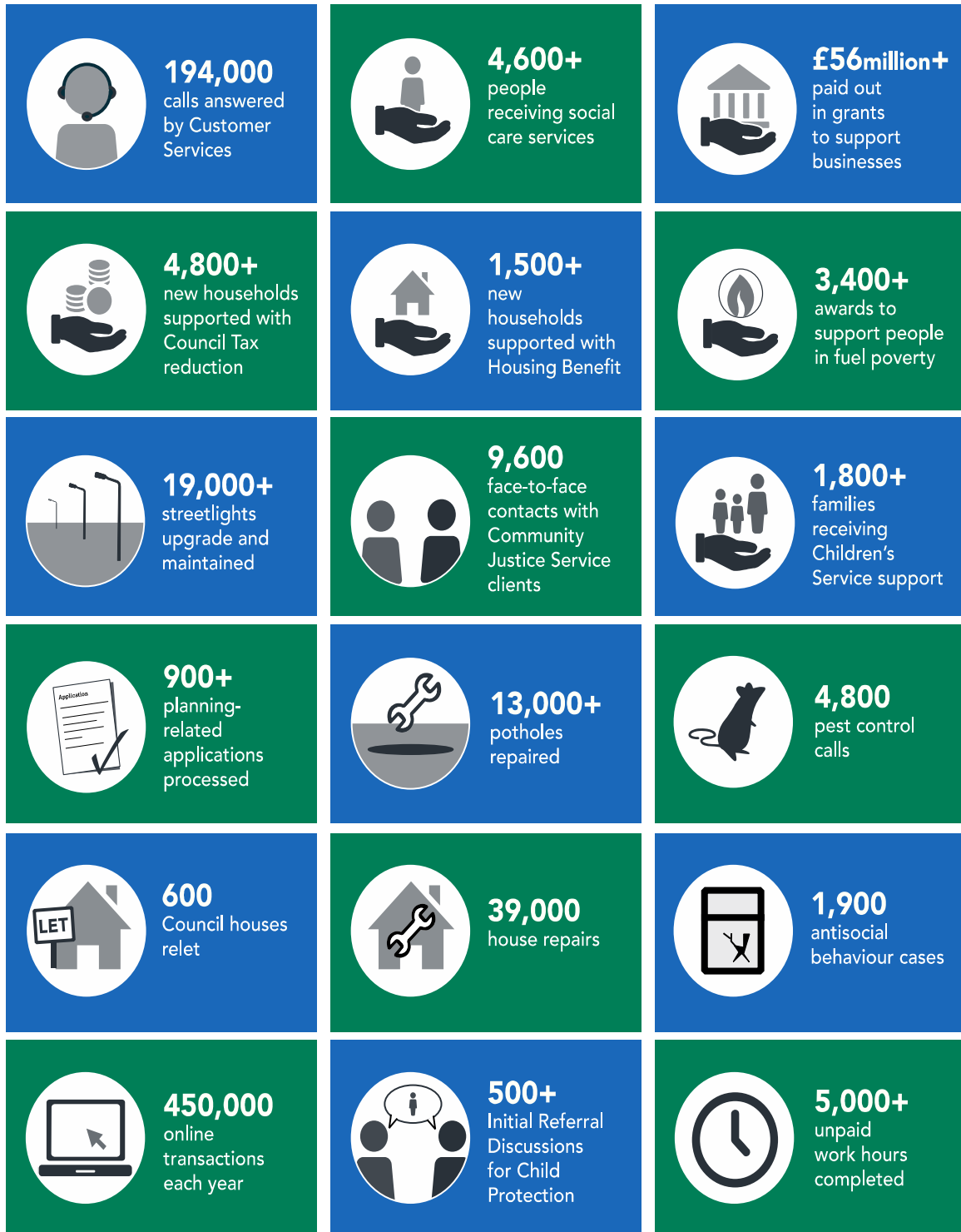
Discussions will be had through the Scottish Local Authorities Complaint Handlers Network to identify any reasons why other Councils appear to uphold a higher % of complaints.

COMPLAINTS BY NATURE

	Apr-Sep 2017/2018	Apr-Sep 2018/2019	Apr-Sep 2019/2020	Apr-Sep 2020/2021	Apr-Sep 2021/2022	Apr-Sep 2022/2023
Delay in responding to enquiries and requests	10.9%	13.8%	16.3%	11.2%	18.2%	19.7%
Failure to meet our service standards	19.7%	21.5%	17.8%	13.1%	19.0%	15.4%
Treatment by or attitude of a member of staff	29.4%	25.1%	24.8%	23.8%	21.2%	19.5%
Failure to provide a service	25.3%	21.1%	25.6%	27.1%	25.2%	36.7%
Dissatisfaction with our policy	8.3%	12.3%	11.2%	15.9%	12.6%	6.2%
Failure to follow the proper administrative process	6.3%	6.2%	4.3%	8.9%	3.8%	2.6%

There has been an increase in the % of complaints which relate to failure to provide a service. This is linked to the increase in complaints about missed bin collections and delays in supplying new bins.

EXAMPLES OF COUNCIL TRANSACTIONS



LEARNING FROM COMPLAINTS:**EXAMPLES OF HOW COMPLAINTS HAVE BEEN USED TO DRIVE SERVICE IMPROVEMENTS**

Officers closing off a complaint as upheld or partially upheld are asked to identify planned service improvements, designed to prevent similar issues recurring. These often involve speaking to individual employees or arranging training for teams on correct use of procedures and customer care standards. Below are some examples of how complaints were used to identify process/service improvements during the first half of 2022/2023:

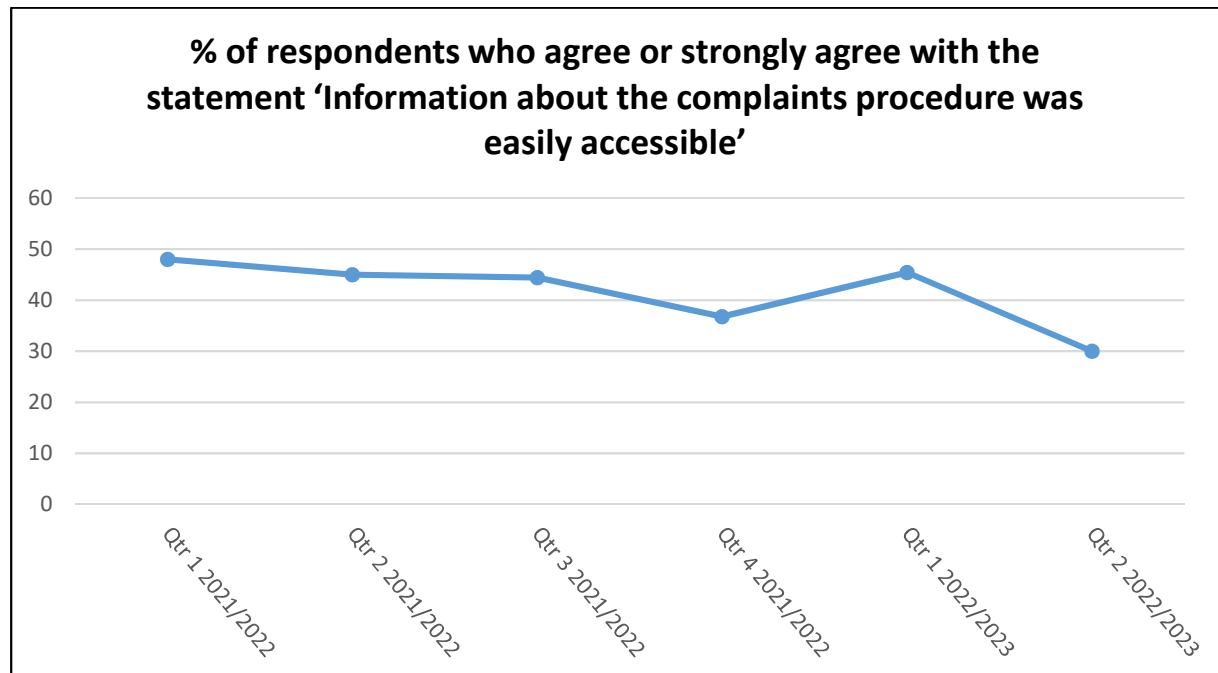
A customer complained that	We listened, we acted
They had to wait a long time to get through on the phone and didn't get a quick response to emails.	Messages to be added when we are aware that technical issues are affecting calls and acknowledgement emails to be sent.
There was only one booth open at Dundee House so the customer had to wait a long time to make an enquiry about a parking permit.	Another booth was opened to deal with the volume of appointments. An exercise would also be carried out to determine if we could direct more customers online.
A letter received about electrical testing in their home was unclear.	The generic letter had actually been revised just before the complaint was received, to make future contact with tenants clearer about the process.
There had been a lack of accountability for a decision to install streetlighting on an active travel project between the Council and the external funding partner.	Officers will be clearer in any future correspondence about the relationship between local and national policy and the requirements of external funders.
Blue bin had not been collected from person on assisted collection scheme.	All crews will be fully briefed before taking on another crew's task to cover during holidays.
Refuse services had not been updated in an area where there had been an increase in occupation following property developments.	Increased bin collections and street cleaning operators were put in place.
There had been delays in delivering new/replacement bins.	The team will endeavour to process bin requests more quickly where operationally practicable.

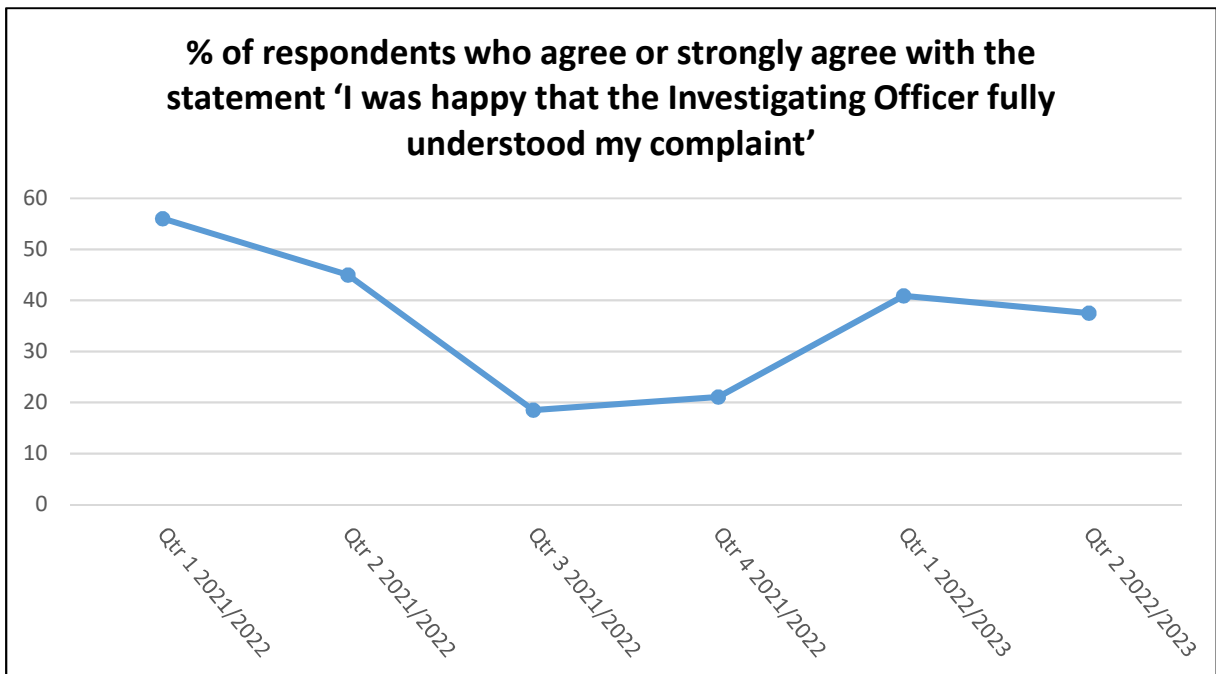
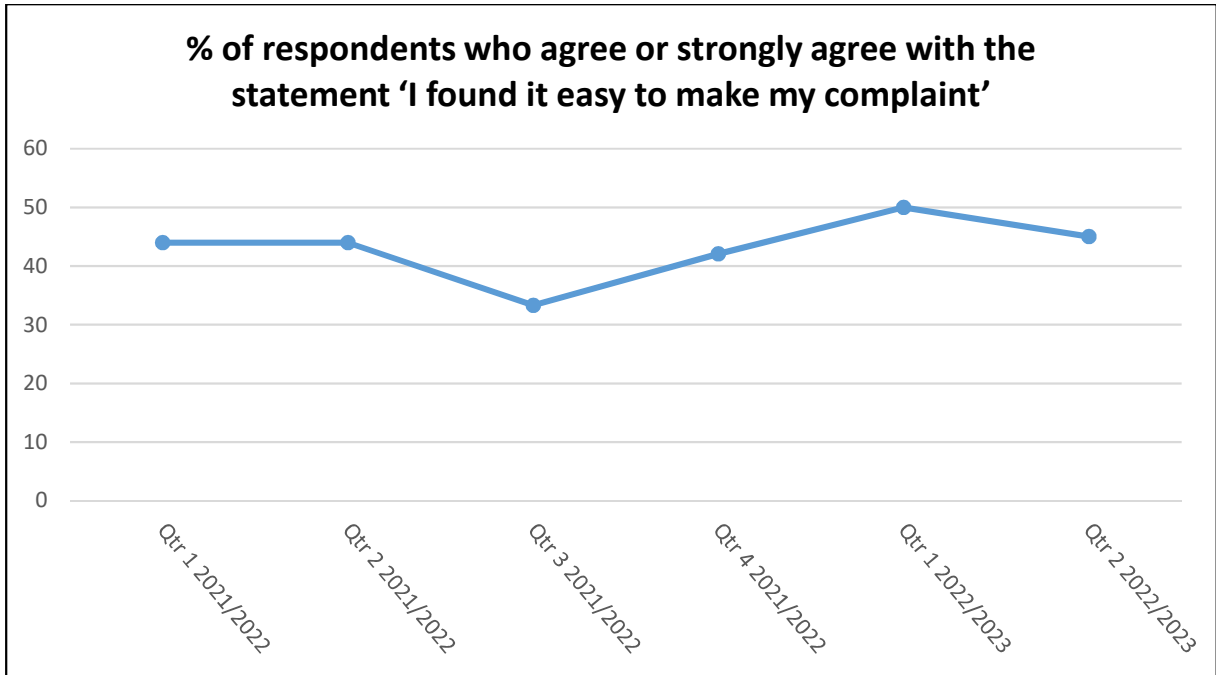
SATISFACTION WITH COMPLAINTS HANDLING

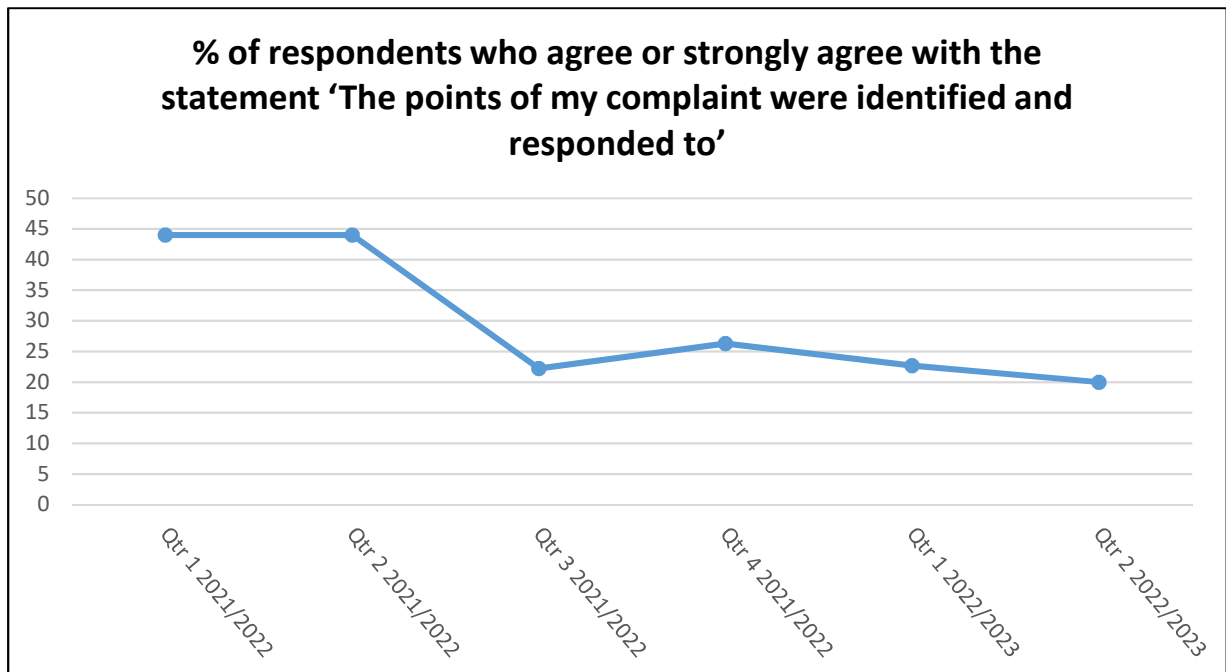
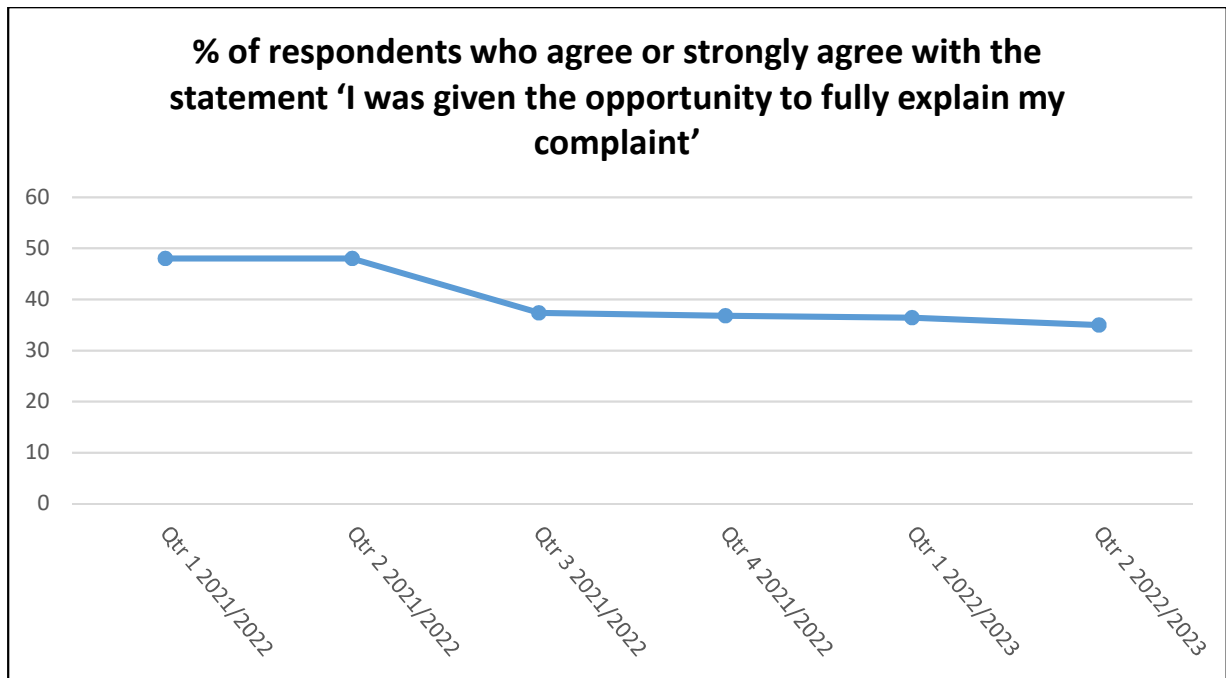
The model Complaints Handling Procedure requires the Council to report on a measure of customer satisfaction with its complaints process, and to do this we issue surveys every 3 months.

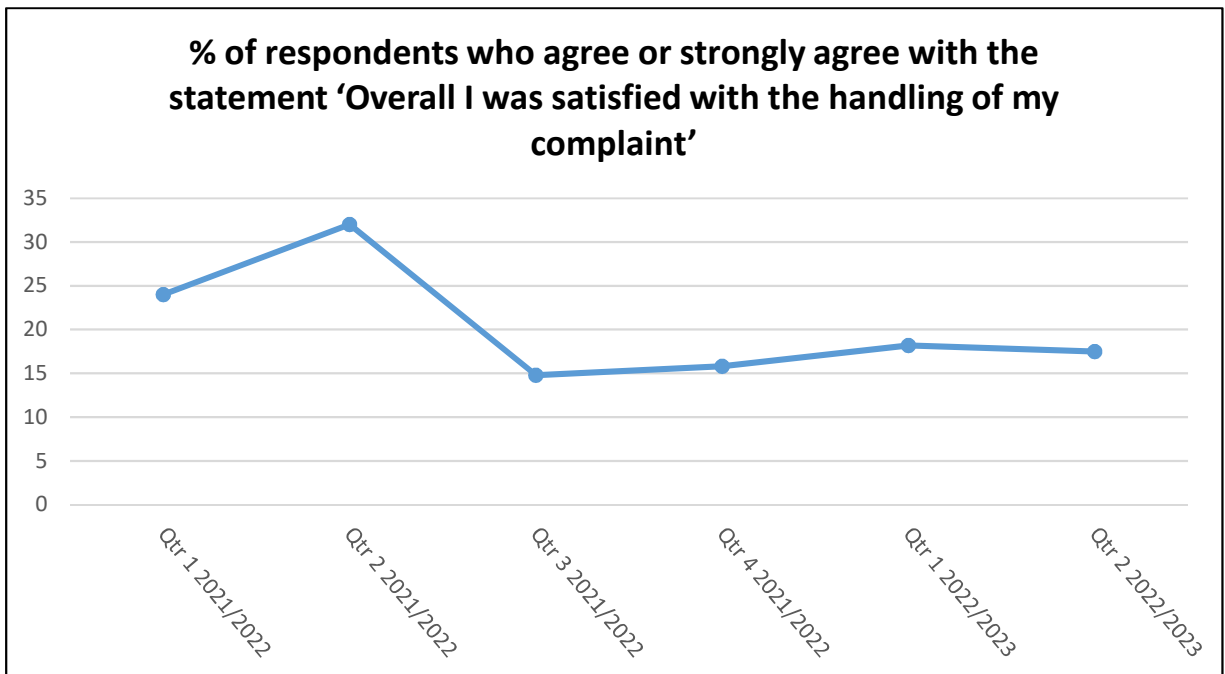
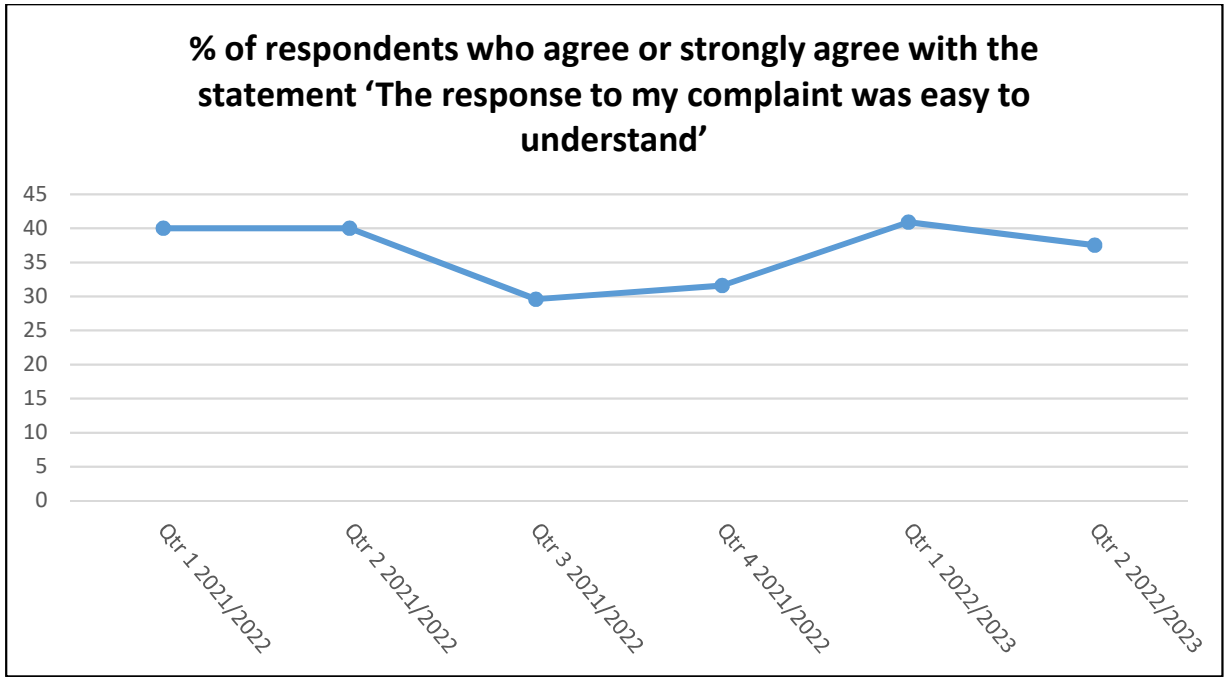
From the beginning of 2021/2022 we have been using a new questionnaire agreed by the Scottish Local Authorities Complaint Handlers Network which is why trends from previous years are not shown as they were previously. However, trend information is beginning to build up from the quarterly surveys.

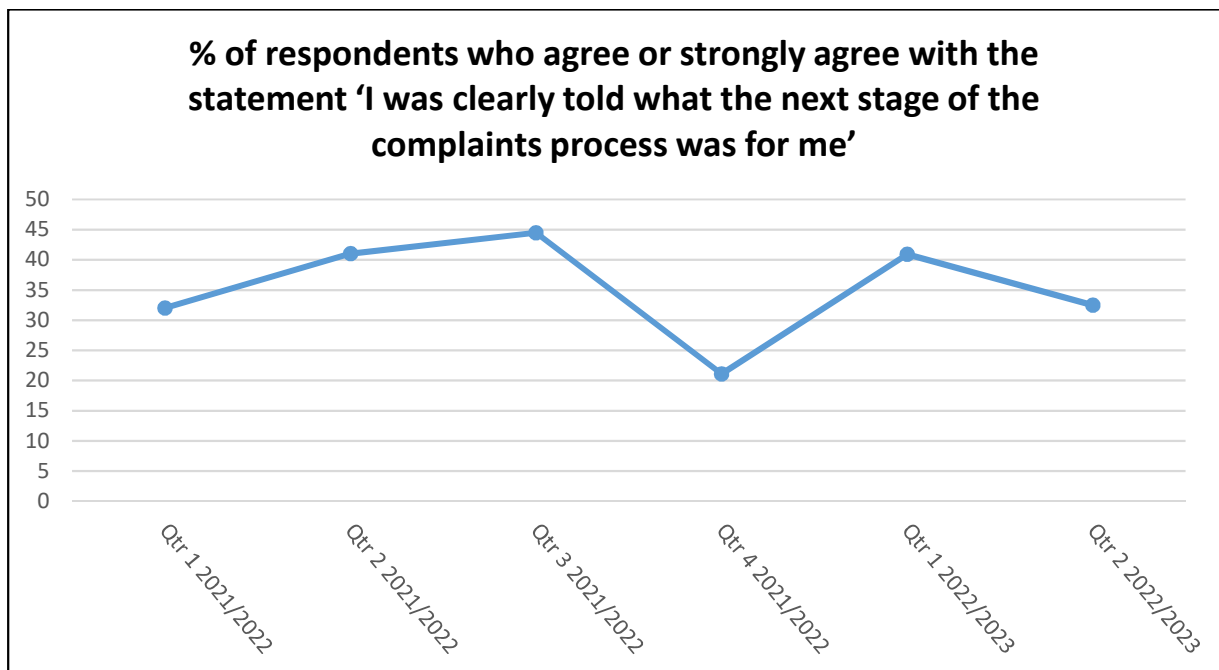
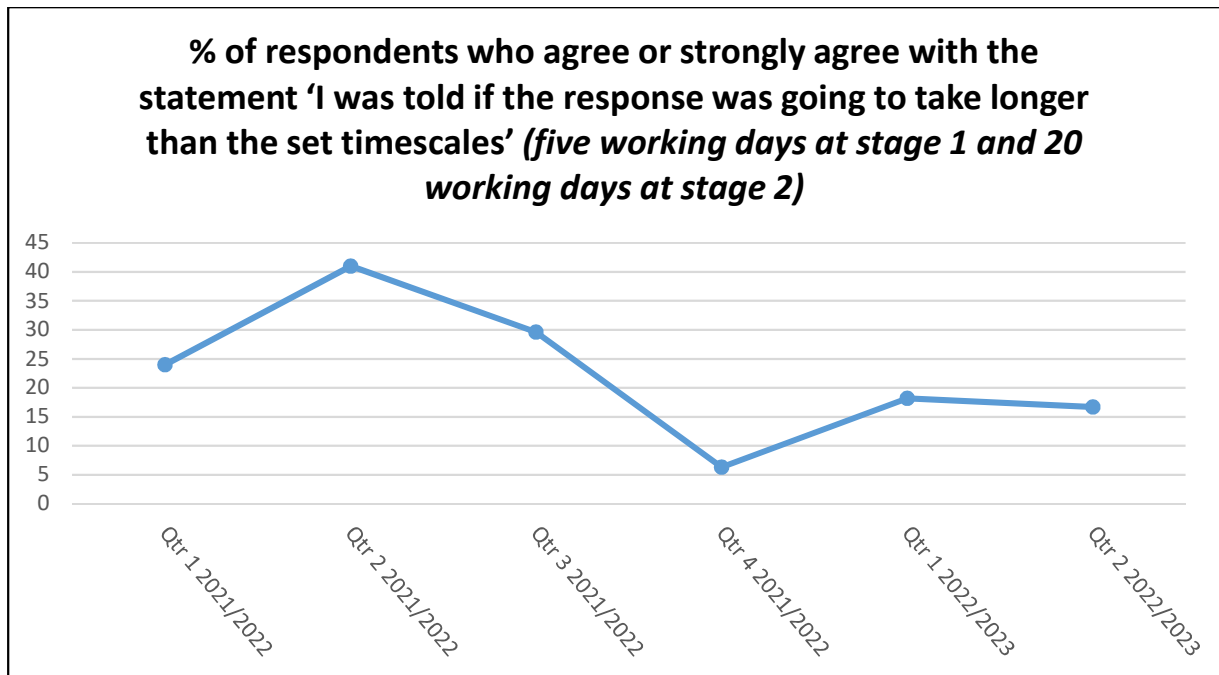
The charts below show the % of respondents who said they agreed or strongly agreed with each of the statements in the survey. Since the survey sample consists entirely of people who have made a complaint, many of which are not upheld, it may not be surprising that satisfaction levels are not particularly high. The aim is to increase the % of respondents who acknowledge that the process of dealing with their complaint was satisfactory and feel they have at least been heard, even if they did not get the outcome they desired.











BENCHMARKING ON SATISFACTION SURVEY DATA

Some limited benchmarking information is now becoming available from other Councils in Scotland who use the same customer satisfaction survey. In 2021/2022, the average % of respondents who said they agreed or strongly agreed with the statements was 40.7% across those Councils who ran the survey, compared to 35.2% in Dundee. Figures for just our 'family group' of comparable authorities are not yet available. Work will continue (through training, communication with services, discussion at the Complaints Review Group and discussion at Council Leadership Team) to improve responses and hopefully improve satisfaction scores.

COMPLIMENTS

Members suggested that it would be useful to include in this report examples of compliments which have been received about Council services.

Below are some examples of the compliments which were submitted during the first half of 2022/2023 on the 'Tell Us About Good Service' form on the Council's website:

Sent X from the tenancy estate team an email requesting permission to install wooden fencing within my garden. Was shocked and taken back on the super-efficient service I received. She responded to my request and visited my home today to explore my request in more detail. Public tend to focus mostly on when public services go wrong other than highlighting the good services that take place. X was very knowledgeable and professional during face to face today. Was great to see there are very efficient professional staff within the public service who clearly demonstrate their excellent customer service skills. Could not fault estate team and was very impressed with fast response given the restrictions Dundee City Council has had to face for over 2 years. Thanks again for excellent tenant customer service received today.

I have come across X early in the morning before he is due to start work picking up litter from Lochee Park. Cheerful guy who enjoys his work and although no longer his remit is in Lochee Park before 7am picking up the never-ending litter. We are quick to criticise but this time I felt he was due a compliment for his extra unpaid work! Well done!

I would very much like to express my thanks to X who completed a gardening job in our front garden that we had waited almost 3 years to be completed. We are delighted with the work carried out and couldn't be happier. Please, please pass on our sincere thanks to X and his band of men for making our lives much more enjoyable. We will be spending many happy hours pottering about or enjoying our garden in the sunshine.

I wish to compliment your team on the excellent job they do of the assisted garden maintenance in my area. Several of my neighbours have their grass and hedges cut by the council and the team do an amazing job. It really improves the area. Thank you DCC.

I have used the Recycling Centre at Riverside a few times recently. The site is well organised and the staff are always very helpful and pleasant.

Ordered an uplift of bulky goods recently. The service was easy to use and delivered bang on time. The staff taking the order were friendly and helpful.

I would like to highlight one of your brown bin refuse collectors as an absolute star. My 3 year old son is always super excited when the lorries go past and runs to the window to wave to the men. This man in particular is always first to wave to my son with a big smile on his face and give him a thumbs up. It makes my son's day. Thank you so much.

I would like to give a massive amount of praise to X who has gone above and beyond to help with bin issues within Buttars Place. The issues have been ongoing for years, however within weeks of X being on the case there has been a massive improvement. He has made such a difference to this street, so kind and friendly and even though he must deal with people moaning daily he is still so helpful! I honestly can't talk highly enough about the work he has done within this street. Excellent service.

Our father is elderly and was allocated X as his social worker/care manager. As a family we were appreciative of the way X responded to our queries, gave advice and support. He made a very difficult situation much easier due to his support and empathetic service. I know social workers are often complained about but I feel that good practice and service should be recognised. Many thanks.

I have recently moved to Dundee and really enjoyed the concert at Magdalen Green on Sunday. Such wonderful music in a beautiful setting. Thank you.

I received a phone call from your Fuel Well Dept regarding my application. What a cheery and happy sounding person, she is great for dealing with the public. She went through my application over the phone, she wasn't in a rush to get finished for 5pm. I've nothing but praise for this lady, she even made me feel better due to her happy sounding nature, nothing was a problem to her and got my application sorted out. I feel I had to let you know.

I just wanted to offer a sincere thank you to the lady based at Lochee parking office who helped sort out the issue I was having with my pre-paid pass that I have for Greenmarket car park. Clearly gone out her way to help and very much appreciated and deserves a thank you for excellent customer service.

The staff from The Pod at St Francis arranged drop off play sessions over the summer holidays at Dundee Disabled Children's Association which were a great help for my grandson and the family. We can't thank X and the staff enough for arranging these sessions, it made a huge difference to us over the holidays. X has been at St Francis for the last 2 years and everyone involved in his care has been wonderful. The support and understanding given to him and the family has been excellent. Thank you to everyone at St Francis for the last two years of kindness, compassion and professionalism.

The replacement of shower doors has been completed and what a huge difference it is making, I would like to thank you for work well done. I also would like to say that the joiner who did the work was very tidy and cleaned up after him, was very professional and polite, a credit to his profession and council workers. Thanks very much.

I called on the 5th of September - I was on hold for a minute but then the nicest person ever picked up. She was so lovely and helpful as she was dealing with my enquiries about council tax that I just had to send a quick message. No one wants to use their lunch break to do something like this but she was so nice that it didn't even matter. Thank you!

I just wanted to give a massive compliment and thank you to your Aquatics Team that I speak to through email. I don't have a name, I don't know if it is one person or they just all happen to be so lovely and helpful but I just think they are amazing. I assume they must be inundated with questions and people wanting to know when things will be up and running properly on the swimming lessons but they have dealt with my queries about changing venue and class time etc so personally, lovely and quickly. It has been the same in previous years when I have had to contact them so I just wanted to highlight this. Thanks Aquatics Team!

Well done to Waste Management on the massive clean up after irresponsible members of the public during the strike and the resumption of nearly all the services next week. What an effort, credit due to them in their efforts.

Just wanted to say thank you to X today, had an issue with overpaying council tax and spent the day speaking with a collections company that got us nowhere. X fixed it in a few minutes.

Roads have been resurfaced this week and I wish to compliment your crew on the efficient way they did this. They were hard working, helpful to residents who needed access and exit and rarely seemed to take a break. Job well done.

I'd like you to pass on my thanks to the plumbers who did a job well done. They were always smiley and chatty despite the job being a big one (and on a Friday).

Please thank EVERYONE involved in the work that has been carried out at Seabraes and at Victoria/Balgay Park in the West End where I live. BEAUTIFUL work, hugely appreciated and THANKS for removing the hideous cypress tree in the circular display at the entrance.

I would like to thank you very much for your assistance recently in respect of registering my mum's death. I was understandably a bit anxious when actually having to phone but my first initial call dealt with by your colleague completely put me at ease. This trend continued when I spoke to you and the whole process was very straightforward. I was very impressed with the professionalism, tact and communication skills that you both conveyed throughout and it's so nice to be able to talk to people who clearly consider the client and their situation.

(also for Registrars) Thank you so much for your kindness and support in enabling us to proceed with X's paperwork. We feel so overwhelmed with all you have done for us and we thank you from the bottom of our hearts.

I wish to put on record my praise for the team who process all of my wheelie bins and food waste. The team are unfailingly friendly and helpful regardless of the weather or the challenges of their jobs. Their uniforms, equipment and vehicles are always clean and professional. They never leave items strewn on the road and all of our bins are returned safely to the pavement after emptying. They are worth every penny of my council tax contribution to refuse - and more. Importantly, I am not writing this because of the current legal action. I had intended to write this email for a while. I hope you are able to reward these people for their efforts.

I was in the East Housing Office this morning to arrange a new Blue Badge. I was so impressed by the young lady who helped me. She was pleasant, smiling and helpful. It was a pleasure to deal with her.

Just wanted to say thanks very much to the lady who phoned me back and told me how to go about getting my partner's birth certificate as he was brought up in care. She was really helpful. I have paid for X's birth certificate and can't believe how easy it was. Great customer service.

About the team who manage the Scottish Welfare Fund - I just wanted to email a massive THANK YOU, really sincerely, from the bottom of my heart thank you. You guys are under immense pressure, however you have helped me so much, in what has been the worst 10 months of my entire life. You have always remained courteous and informative and I really am so very grateful for all of the support you have provided me with. I really do not know what I would've done had it not been for your department.

In addition to the compliments made online, social care services often receive comments, cards etc direct from service users' families and care managers. Examples of those received recently include:

For Social Care Response and Telecare:

Mrs X who had her alarm installed the other day called to say she had an excellent experience with the Telecare team who installed her alarm. They were very knowledgeable about SCR & Telecare and made her feel very relaxed and at ease.

Mr Y called to say that his mum had used her pendant as she had had an accident. The two staff who attended were so nice, reassuring his mum that everything was fine and not to worry. His mum doesn't use her alarm as she gets embarrassed, however after her experience today she is more confident in using her alarm.

Call from service user's daughter complimenting the telecare team, saying how nice they were and how they verbally talked through the equipment with her mum and made her mum feel at ease.

Compliment saying the service received from the first call to the final visit was second to none, very pleasant and helpful staff. Assistance on the phone was exceptional and the home visit from was also exceptional - both made my mum feel at ease and explained everything that they were doing. Well done to your teams!

I want to thank the control room staff for their help and also the workers who came out to see if I was ok. I was a little shaken but otherwise fine, your service is a life line.

Compliment from client's daughter. Telecare assessor was out to install equipment at mother's house, he was very professional and knowable of what he was doing, he had a kind nature towards my mother, he is an asset to your team.

Thank you card from service user saying that she wants to thank everyone for all their help and support when she had an accident, said your service is a lifeline for me.

For Homecare City Wide care at home team:

Son called to thank staff for going above and beyond for their mum and family and for all they had done over the years - that they are all angels and that their mum got her wish to die at home.

Daughter called to thank staff and service for support to their mother, saying they can't thank the team enough.

Now that my mother in law's care package has closed, I just wanted to take the opportunity to thank you and your team for all the help and support that you have given us over the last few months. I know that X. can sometimes be challenging, but your team's kindness and patience with her have been greatly appreciated. She is very fond of the Carers that visit her and speaks of them with affection. Their visits enabled her to maintain her independence for a lot longer than she otherwise could have. You were incredibly patient and supportive. Please pass on our gratitude to the rest of the team.

Saying how great the care X receives is, and described it as "excellent". Just wanted to pass that on and if you could let the care staff know as it is so important they hear the compliments, hope this gives them a boost!

Daughter of service user who sadly passed away wrote to compliment team on their outstanding care to her mum stating "the team were wonderful, even throughout the pandemic when family were unable to visit. The simple things the team done by keeping her up to date re phone calls made a big difference to her. The team were the most caring and professional team and we as a service should be very proud of the team.

I would like to take this opportunity to thank all your team working within the Adult Services Group for all their efforts and hard work in looking after the local community. Special thanks to the carers, housing with care staff and Wardens at Brington Place that looked after my mum over the past 12 years. Knowing mum was well cared for daily really meant a lot to me. I was fortunate to go to work and do my job well because I knew my mum was cared for everyday by the amazing caring staff at Brington. Thank you all and keep up the great work.

For OT Equipment Store

Daughter wished to thank OT First contact and OT store/Driver for speedy service. Equipment ordered and delivered same day. Very grateful.

Service user called to advise of the "amazing service" and "really impressed" by the OT First contact service and OT store.

For Health & Community Care support workers

I couldn't be more thankful to you and what you've done for us. You really are an angel walking. Since the second you came into our lives, it's turned around and become the best life. Thank you so much. So much.

In times when people are quick to complain, our family wanted to pass on our compliments and thanks to your worker x. He is allocated as my dad's social worker and was previously allocated to my mum. The service he provided was responsive and sensitive and made difficult times less stressful, due to his helpful manner and calm demeanour.

My mother passed away last week. I'd like just to record our family's thanks to you and your colleagues for your assistance in getting carers in place as speedily as you did. The carers who came were fantastically supportive and frankly we would have really struggled without them.

I struggle with my confidence but also due to my anxiety and paranoia I find it difficult to feel comfortable discussing the issues that I face and come across. However, with x it is completely different. She is such a welcoming person I instantly felt comfortable to discuss all issues that I was facing with her. She has also given me such confidence in myself and things that I can still do. She is incredible. She has helped me more than anyone has helped me and I just really wanted to send you an email to express the most I can how amazing she is as a support worker! I wouldn't be where I am right now having the confidence to go on a bus and go grab a coffee myself without the support of x behind me. Please ensure my praise is passed onto anyone who this would please, as she has definitely been my saviour.