



Audit & Governance Committee
13 June 2022

Annual Complaints Performance Report

Purpose of the report:

To give the Audit & Governance Committee an overview of the Council's complaint handling performance in 2021/22 and to demonstrate how feedback from customers has been used to improve services.

Recommendations:

It is recommended that 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 annual 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 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 and improve and rebuild 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.
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 could have been improved.
10. Where there is an alternative route for resolution e.g. appeals process, the matter will not be considered through the complaints procedure. For example, data breaches, Special Educational Needs (SEN) tribunals and school transport appeals panel.
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

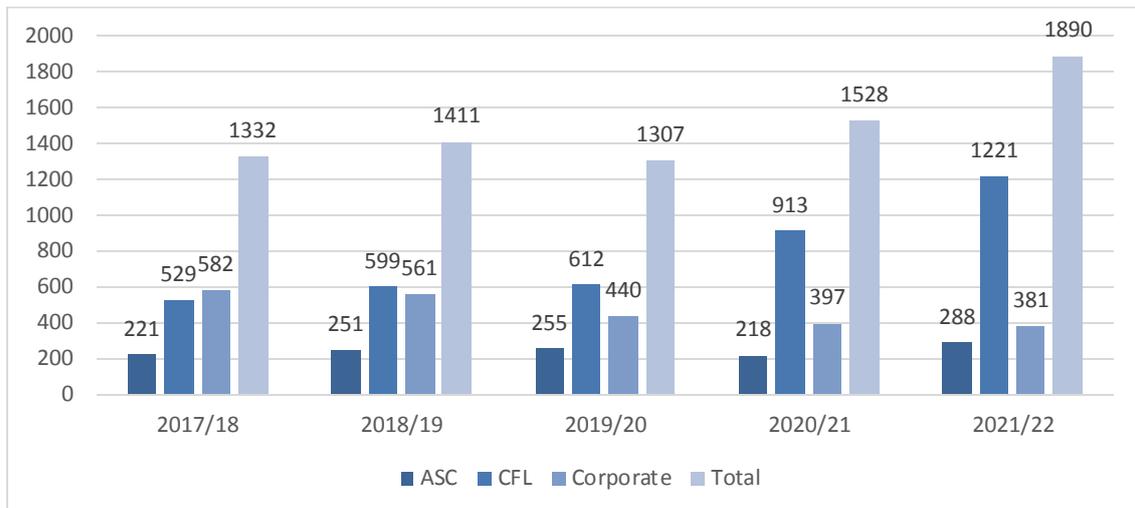
12. Our online complaint form makes it easy for customers to contact us with any concerns when it suits them. A number of service requests are received through this route, as well as residents commenting on policy decisions. While the online form is popular, it is recognised not everyone has access to, or can use, digital services. This is why there are other ways to make complaints, such as by telephone.
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 complaints 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 the complaints procedure. This is to provide 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. 909 online complaint forms were submitted in 2021/22, compared to 912 in the previous year.
16. The majority of customers used the online form for highways issues (370), with the most frequent topic being roadworks, vegetation, and potholes. The next most frequent contact related to Transport (128), then Waste (98). 150 enquiries relating to services provided by district and borough councils were also received. Where appropriate, customers were signposted to the responsible authority.
17. Some of the regular issues reported through the online complaints form, included:
 - 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 etc
 - Trading standards - comments about local businesses not trading correctly.
 - Highway enquiries - trees and vegetation enquires, roadworks/road closures and potholes.
 - Insurance claims - claims for damage to vehicles.
 - Property - reports about lighting / alarms / generators.

Complaint handling performance in 2021/22:

18. During the year 2021/22, the three complaint teams within Surrey County Council received 1,890 complaints: a 24% increase across the board from the previous year (1,528).
19. Breaking this down into the three main areas, Adult Social Care saw a 32.11% increase, the Children's and Education Customer Relations Team saw a 40% increase and all other services a 14% decrease.

Figure 1: Total complaints received



20. During 2021-22, the Children’s and Education Customer Relations Team received a total of 1221 complaints. The top area of complaint for 2021/22 related to Children’s Social Care Services (660). During 2021/22 complaints about Children’s Social Care increased by 57% with complaints about Education services increasing by 80% (561 complaints).
21. 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. Complaints included delay in finalising Education Health Care Plans, Annual Review Process not completed in time, children missing education and poor standards of communication.
22. 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 standards of communication and see themselves continually chasing for progress updates, for both social care and education provision.
23. During 2021/22, 92 complaints were also received from families about the delivery of Home to School Transport. 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 as a consequence of transport challenges.
24. For Education Services, primarily provision for Children with additional needs and disabilities, concerns are also often pursued through the appeals process. These translate into enquiries from MPs and Councillors as families become increasingly frustrated

by the process and what they see as internal delays with the various panels needed to inform decisions about settings and provision.

25. For Adult Social Care, the increase in volume reflects the increasing complexity of need, the on-going workforce recruitment and retention challenges within the adult social care sector, the pandemic and subsequent recovery.
26. The most frequent subject of complaint for each of the complaints 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 2021/22

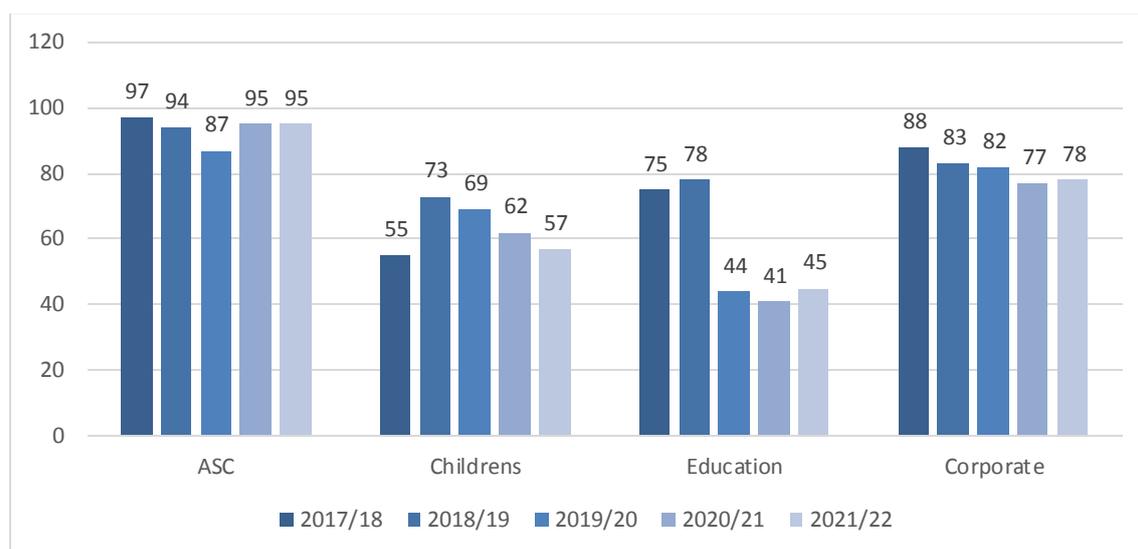
CORPORATE	CHILDREN, SCHOOLS & FAMILIES	ADULT SOCIAL CARE
Roadworks	Disagreement with assessment, content, and outcomes	Staff conduct, Communication, and issues linked to the Assessment Process
Trees/overgrown vegetation	Children out of education and without alternative provision	Financial/funding issues
Potholes on road surface	Delays in responding to Annual Reviews for children with EHCP	Service Provision
Library Services	Delays in EHCP process/disagreement with content	Decision Making
Parking	Children not meeting the criteria for support from Children with Disability Services	Safeguarding

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Complaint trends & performance:

27. For corporate complaints, the target is for 90% of stage 1 complaints to be responded to within 10 working days. This year, 78% were responded to within timescale, compared to 77% the previous year.
28. For Adult Social Care, the target is for 90% response within 20 working days (extension can be agreed) . The figure for this year was 95% matching the previous year 2020/21.
29. 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). 45% of Education complaints were responded to in timescale, compared to 41% in the previous year. For Children’s Services 57% were within timescale, compared to 62% in 2020/21.

Figure 3: Performance against response target

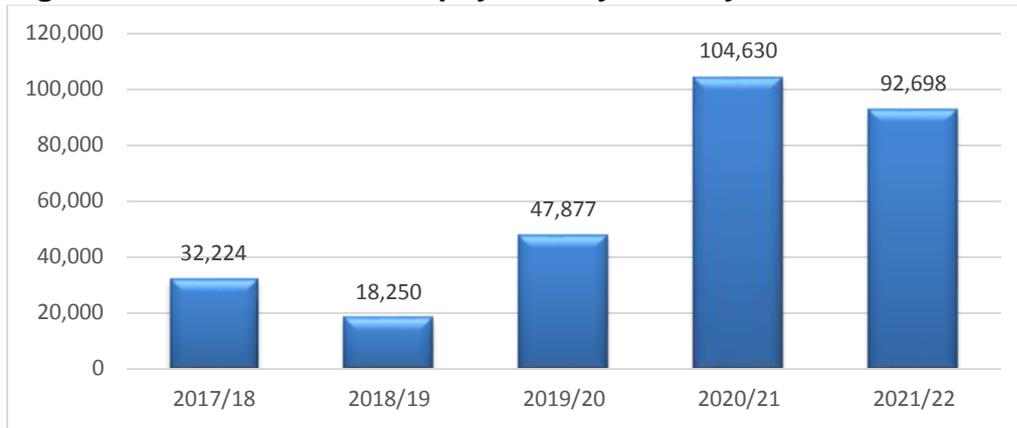


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30. The Council's complaints function continued as normal throughout the Covid-19 pandemic. However, the challenges faced by front-line staff and the focus on delivering essential services for residents did continue to impact response times and available resource. The longer response times for Children's Services and Education were not unexpected because of the increasingly complex nature of concerns shared by families, which was exacerbated during the height of the pandemic.
 31. There were 349 complaints still open at the end of the year (31 March 2022), either because they were still within the response time, or because they had yet to be resolved and responded to. The breakdown was:
 - 35 (Adult Social Care)
 - 152 (Children's Services)
 - 140 (Education)
 - 22 (all other services)

Financial Redress:

32. 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.
33. Despite the overall increase in complaints received, there was a decrease in the amount of financial redress paid in 2021/22 (£92,698.02) compared to 2020/21 (£104,630.15).

Figure 4: Financial Redress payments year-on-year



34. For Children's & Education, the total paid was £77,412.70 of which £42,217.50 were payments directed by the LGSCO and £35,195.20 were remedy payments agreed by the Council.
35. Of the LGSCO directed payments £37,417.50 related to SEND and £4,800.00 related to Children's Social Care.
36. Of the £35,195.20 local remedy payments:
 - £25,945.20 related to Education Services (this includes one single payment of £11,350.00 for loss of education provision and OT)
 - £1,550.00 related to Home to School Transport
37. £7,700.00 related to Children's Services. This includes a payment of £4,800.00 where the Southwark Judgment was not applied correctly leaving a care leaver at risk.
38. For Adult Social Care, the total paid was £14,085.32, which was a result of recommendations from the Ombudsman. The two largest of these included payments for the following two complaints:
 - A retrospective payment of £4,335.32, to pay for the hours claimed by the family to meet the client's eligible needs.
 - A payment of £5,400 for the loss of support services and the impact this has had on the client.
39. The totals of financial redress payments are shown below (figure 5).

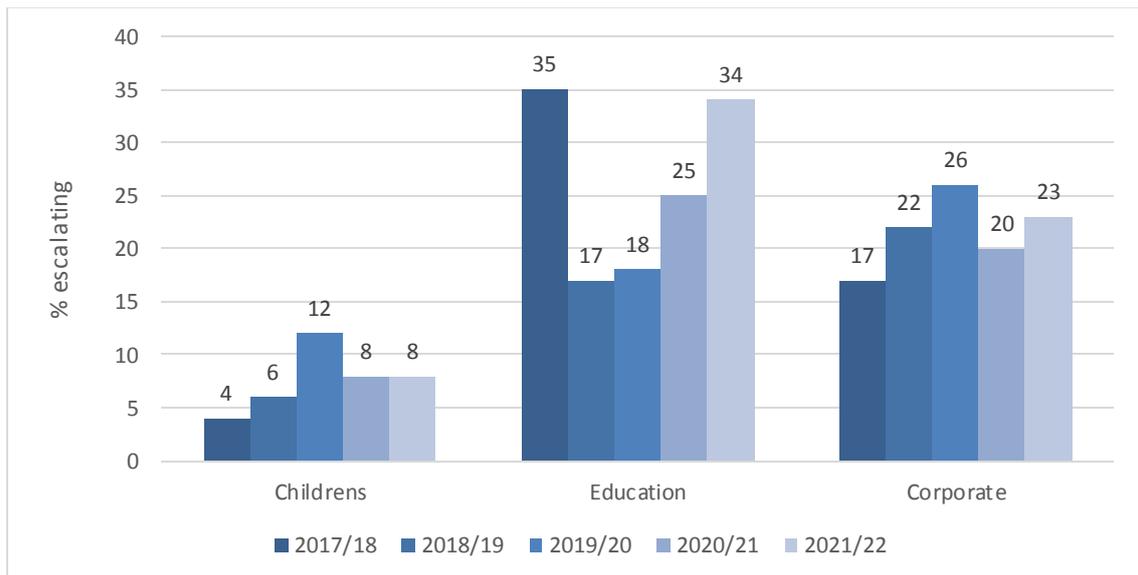
Figure 5: Financial Redress breakdown 2021/22

COMPENSATION 2021/22	
Adult Social Care	£14,085.32
Children, Families & Learning	£77,412.70
Corporate	£1,200.00
Total	£92,698.02

Complaint Escalation:

40. 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.
41. 23% of complaints (78 out of 338 Stage 1 complaints) were escalated from Stage 1 to Stage 2 of the Council’s corporate complaints procedure in 2021/22. This is a 3% increase on the previous year (20%). Due to their complexity, 43 complaints were taken on straight at stage 2 to avoid further frustration for customers.
42. During the 2021/22 financial year, 8% of complaints about Children’s Services escalated to the second stage of the complaint process. This has remained the same as the previous year. 34% of complaints about Education Services escalated to the second stage, an increase of 9% when compared to the previous year.

Figure 6: Complaint escalation year-on-year



43. 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

44. 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 128 decisions regarding complaints against Surrey County Council. The Ombudsman issues their annual letter in July 2022. 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. This report will also include benchmarking data from comparable councils in relation to complaints handling.

Pensions Complaints

45. During this year, Surrey County Council also administered the pensions function for three other local authorities (London Borough of Hammersmith & Fulham, London Borough of Hillingdon, and the City of Westminster), however they transitioned out of the pensions administration arrangements in the period between October 2021 and January 2022. Figure 8 (below) shows the complaints received for the year 2021/22 for Surrey County Council's Pensions Service.
46. During the last financial year there were four recorded cases of complaints referred to the Pensions Ombudsman. There have been no Pensions Ombudsman's decisions during the same period.
47. Overall, the total number of complaints have decreased from the previous year (previous total was 97).

Figure 8: Pensions Complaints 2021/22

Fund	2021/22 Total
Hammersmith & Fulham	2
Hillingdon	6
Westminster	1
Surrey	30
Total	39

Learning from complaints

48. Every complaint presents an opportunity to put things right for the complainant and also for the Council to learn and improve. An individual

complaint may result in a single action to put that particular 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:

49. 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 2021/22, the Council recorded 1098 compliments about its services: 128 for Children and Family Service, 70 for Education; 451 for Adult Social Care and 449 for all other services. The decrease in numbers recorded on our system for 'all other services' is as a result of work ongoing to ensure more consistency in the logging of compliments through a standard definition.
50. 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:

51. 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) Take up of the new Children's Customer Relations Team e-learning package has been significant, alongside raising awareness about the information and advice available to support effective complaints management.
 - f) Children's Customer Relations Team has developed Service Level Agreements with front-line services and increased the exchange of information between Quality Assurance Teams and the Customer Relations Team to inform practice delivery.

- g) Children's Customer Relations Team arranged the delivery of an LGSCO training course for over 150 officers on Effective Complaints Management. A further date is being arranged for newly appointed officers within Children's Social Care and Education.
- 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 highlight challenges and focus on where things are going wrong to inform service improvements; this includes process changes within the complaints handling process itself
- 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.

52. 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.
 - Support work to improve quality of communications and response times to address concerns before they become complaints.
- f) The Children's Customer Relations Team will:
 - Arrange the delivery of further Training on Effective Complaints Management by the LGSCO to improve the quality of initial

complaint responses.

- Continue to support services in embedding a culture of Early Resolution and Learning from Complaints.
- 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.

Financial and value for money implications

53. 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

54. 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 particular groups, and people 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

55. 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:

56. 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: Relative complained there was no suitable discharge planning for the service (or patients) with incontinence and not having the ability to access services as soon as they arrive home. Unhappy with the care agency, as staff were inexperienced with irregular timings of care.

We did: Learning identified that there should have been discussion of managing incontinence and actions agreed early in the pre-planning post discharge from temporary placement back home. Team were reminded of the importance of making early referrals to the continence team, who are best placed to provide advice and information and complete an assessment as appropriate

Customer said: Complaint by ex-wife of service user who had informed staff several times that she did not want to be contacted for any reason regarding the service user, due to their difficult relationship. Staff continued to contact her. Most recently she was asked if she would visit and sit with him and wait for the ambulance to arrive.

We did: All staff in team were reminded of the necessity of accurately updating the records with information provided and ensuring all services involved are acting on current accurate information, and further training was provided to staff on working with disclosures of a sensitive nature, to ensure these are managed in a timely and sensitive manner and information is shared

You 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 are reviewing the Transport Policy to ensure that parents are not disadvantaged; we are including publication of a Guide to Home to School Transport that accompanies the Policy for ease of reference for residents, families, young people, and council officers

You said: Parent complained that the Council was incorrectly directing how Direct Payments should be used. This impacted on a young person's ability to access recreational activities during the Covid-19 Pandemic.

We did: We recognised that for both Direct Payments and Personalised Budgets across Education and Social Care Services there was a lack of clarity around the application of the regulations. We are currently reviewing the policy to ensure that it is fair and equitable.

Customer said: Complaint that the Council is not putting a copy of its Environmental Impact Assessment (EIA) screening options on its own planning register

We did: Change in procedure so that this information will be added to the county council's online planning register going forward as this will make the information accessible to more people.

Customer said: Complaint about failure to coordinate works which had resulted in the surface of a newly maintained pavement being damaged by utility works

We did: Complaint identified that there was an administrative error by our contractor. The Highways Engineering Team visited the site to identify required re-programming of the slurry seal pavement works once the utility works had been completed. The works were then carried out at our contractor's cost.

Annex 2: Extracts of compliments received

ADULTS:

Mental Health & Commissioning Team: Crest Lodge stated during the difficulties they were experiencing with challenging service users over the last month, that they felt consistently supported by you. They wanted their thanks and appreciation to be shared with you and your management team. Thank you on behalf of the management team who value that you went the extra mile in providing support to a provider experiencing a challenging situation.

DoLS: I would like to compliment Surrey DoLS team, I have interacted with many supervisory bodies in my role, but none have taken such a proactive and supportive approach not just for the person a DoLS is about but the responsible authority. It is very refreshing, and I appreciate it deeply, keep up the good work.

Transition Team: We just wanted to let you and your Team know what a positive experience the whole process was for us all. We are truly grateful for the timely help and support we have received at such a precarious time for the family. The understanding and consideration shown to us by the team/panel as a whole is very much appreciated. A big "THANK YOU" for all the hard work you do, with limited resources in such difficult times.

Guildford Locality Team: You have been able to see the reality of our situation, so clearly. I have no idea how you got to be so insightful, but I feel you have been sent to us like a guardian angel and I can never thank you enough for your time, care and genuine compassion and understanding.

Tandridge Locality Team: The OT a member of your team has been a great help and support assisting me with the care of my husband who has dementia. Throughout my husband's journey she has offered advice and practical support providing necessary walking aids, sliding sheets and most recently a hoist. This has ensured that I am able to care for my husband with less worry and more effectively.

Learning Disability and Autism Team: Thank you for your hard work, commitment, and professionalism in giving my daughter the ability to be cared for in an appropriate manner. I did email previously to explain her situation and care needs and did so in a factual way so as not to cloud the situation with emotion. However, this email will be more emotionally driven as I just wanted you all to know what you have given to both my daughter and myself.

CHILDREN'S & EDUCATION

Fostering Service: "Our supervising social worker, X, is absolutely amazing. We have benefitted from her experience and knowledge since we started our journey. X is supportive and we have relied on her for advice when things have got tricky as well as "just being there" when things are smoother. X is a credit to the local authority, and we are thankful."

NW Assessment Team: We, at Y, would like on the record that we think X is possibly the best social worker we have worked with. X is approachable,

available, friendly, astute and most of all, honest with all parties. X is able to understand the whole picture and be sympathetic to all concerned; her fair approach to situations is really easy to work with.

SE Family and Safeguarding Team: Please can I flag up what a superb job X is doing supporting our son who is at Y in Cranleigh where he is at school being looked after for his full autism diagnosis. Our son is a wonderful and challenging young man and X has been brilliant showing real intelligence wisdom and practical support to make sure he is properly looked after and has visited him at school and home and stayed in frequent contact and often gone the extra mile to be helpful. X is a real credit to the Council and reflects very well on your services and is a model Social Worker and deserves real recognition for all her great efforts.

NE Family and Safeguarding Team: I want to thank you, for your positive entrance and involvement in my case at a time when the world seemed to be closing in on me, my children, and my life. I also want to thank X, from the bottom of my heart, for being so professional yet kind and empathetic and nurturing. My children have grown to trust and look forward to seeing her...as have I. X, in my opinion, is like that one teacher who changes your life. She has been patient, supportive and most of all has helped me lessen to parent again. Our child wants to be a social worker now because of the positive work and influence of X. X is a fantastic social worker and a credit to Surrey. I will genuinely never forget X; I will never go backwards again, and I will be the best parent I can be because of this journey (that's been the hardest thing I've ever done)

HOPE: "Hi X, I know we only spoke this morning, but I just wanted to give a personal THANK YOU for championing N's needs. He may not say the same directly, but I know he is grateful for your help."

NE Education and Inclusion Service: I must say you have been amazing and my child and myself attended a viewing of the school a few days ago, my child was overjoyed and felt she would be very happy there and that was down to seeing how the SRP will support and facilitate her needs. This has come from your support and input within these last months and as her mum and on her behalf, we thank you and will always be grateful! - You have helped give her the best start she and I could ask for, and without your input we never would have been provided with this transition process which I reinforced was paramount from the start. Thank you for listening, responding, and always calling me back, when things are uncertain this is so important and helpful.

CORPORATE:

Blue badge: I would just like to thank you most sincerely for processing my blue badge so quickly as I appreciate how busy you are. It will make a real difference to my life, so I felt it was appropriate to send my thanks.

Surrey History Centre: Many thanks. The information you gave enables me to go forward to support very dear, and old, friends who heretofore had little knowledge of their parent's history.

Registration: Dear Registration Service, we wanted to say thank you for the most wonderful ceremony on Saturday, it was absolutely lovely, and we had

so many comments from guests about how beautifully the words were delivered and also how meaningful they are. So a huge thank you to the two registrars.

Highways: I would like to thank your department for acting so promptly in getting Thames Water to unblock a drain and for arranging your Highways team in filling in a dangerous pothole.

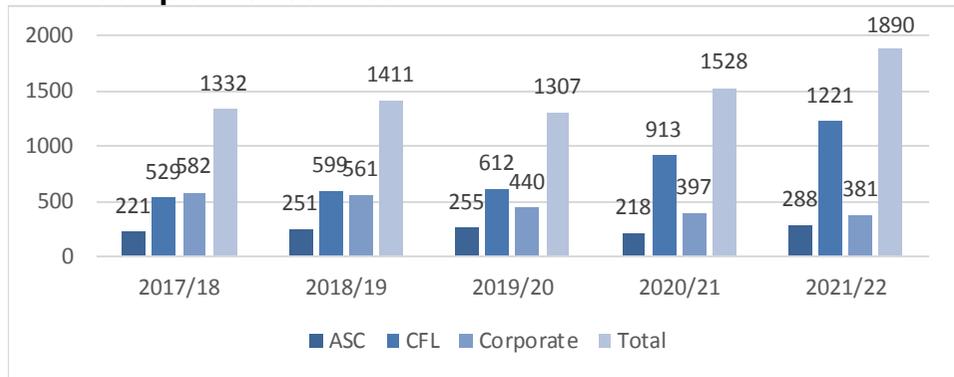
Libraries: I just wanted to email you to say a very big thank you to X the Librarian who showed me around when I first came to the library with my daughter. She always greets you, deals with your needs hastily and respectfully, and most importantly she's got an intense enthusiasm and excitement around little ones, my daughter genuinely jumps up and down when it's Rhyme time. Thank you to everyone for the effort to make this a beautiful place to learn and have fun.

Contact Centre: I just wanted to give some feedback to say that yesterday a lady called X helped me out with some issues renewing my concessionary bus pass and she was such a great help. She sorted everything out for me and really took the time to help and got back to me quickly. Her manner on the phone was fantastic, really understanding, and clear. Thank you so much for your help!

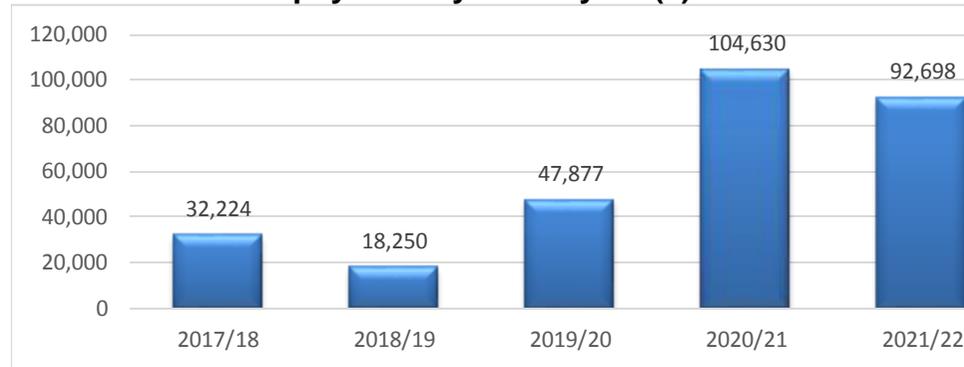
Surrey Fire & Rescue: I just wanted to email to say a big thank you to both these teams for doing a really wonderful job at 2.30am when we had a fire at our home about 3 weeks ago. They came very quickly and found us easily even though we are in the middle of nowhere! They were very calm and clear with their instructions and sorted everything out very efficiently. We felt safe in their hands and were very grateful for the way they put us all at our ease and with a great sense of humour too. These have been such challenging times for all of us. Thank you so much for all that you are doing. We feel very blessed to know that you are a phone call away but have no plans to need you in the future!

Annex 3: Summary graphs from main report

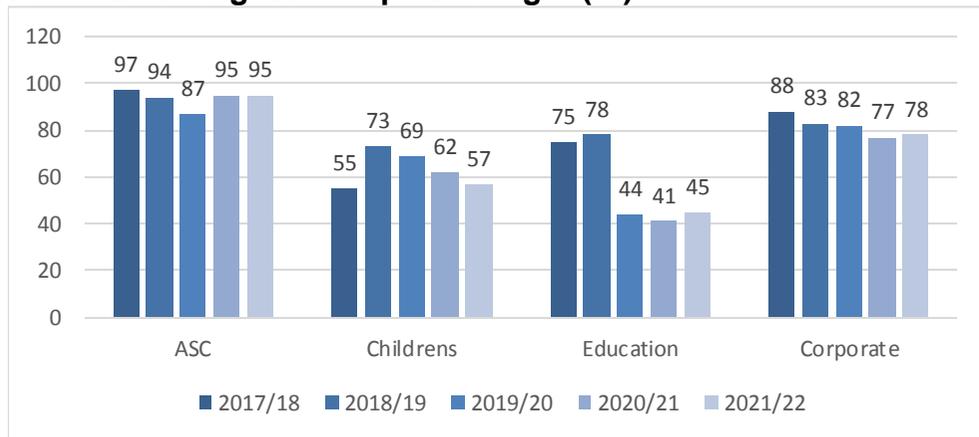
Total complaints received



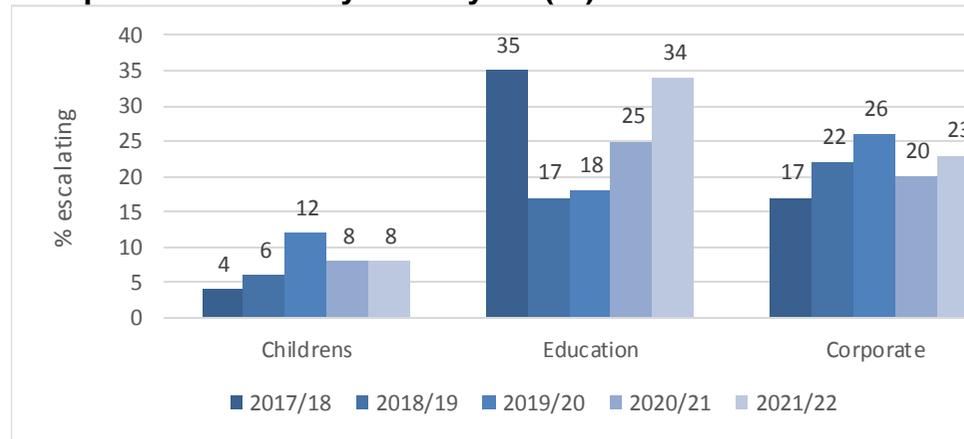
Financial Redress payments year-on-year (£)



Performance against response target (%)



Complaint escalation year-on-year (%)



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