

Together for Children Customer Feedback Annual Report 2023-2024



HIGHLIGHT SUMMARY 2023/24

What are our key achievements?

- We have received 190 compliments this year from children, young people, families, and professionals.
- We successfully helped 162 customers to receive satisfactory resolutions to their issues or concerns informally, without having to initiate a complaint.
- The new complaint management system, Respond is providing better insights relating to complaints data and we will soon be able to analyse initial contacts through the system reporting.

What are our areas of focus for 2024/25?

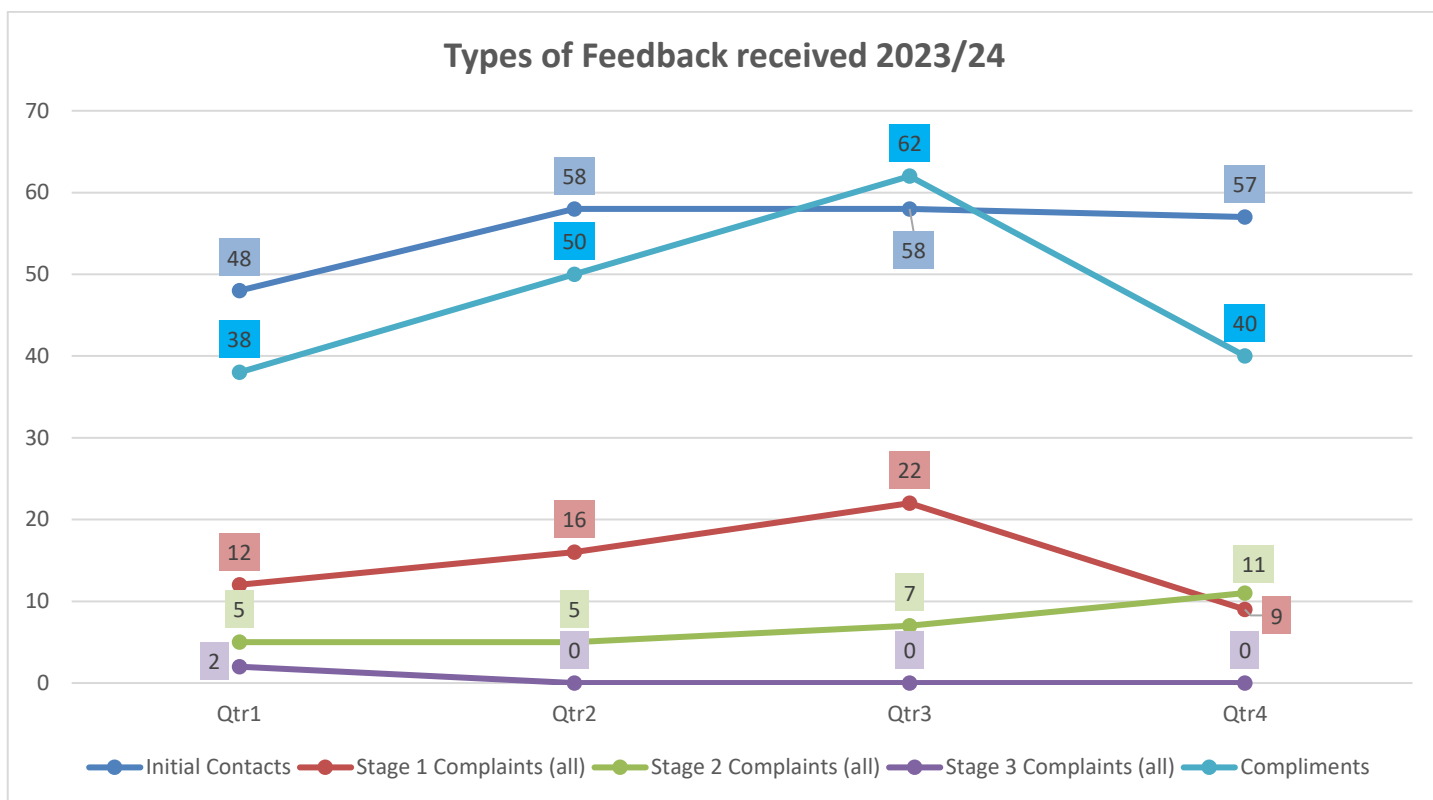
- To work with services that have seen an increase in complaint numbers and escalations to provide satisfactory resolutions at an early stage and to take forward learning and recommendations from current and closed complaints.
- Continue to focus on the timeliness and quality of complaints.
- Continue with the second phase of development of the Aptean Respond complaints management system in relation to MP and Councillor Enquiries that will improve efficiency and provide greater analysis and insight through reporting.

1. PURPOSE OF THE ANNUAL REPORT

1.1. This report covers the period 1st April 2023 to 31st March 2024. Together for Children (TfC) welcomes all forms of feedback as a way of improving service delivery to children, young people, and families. The report provides an overview of customer feedback received throughout the year, identifying topics and trends in relation to complaints information and areas of organisational learning that have taken place in response to feedback received.

2. SUMMARY OF FEEDBACK

2.1. The Customer Feedback Team are responsible for receiving, recording, and responding to feedback received from children, young people and families regarding services delivered by Together for Children. The following graph shows the different types of feedback received in each quarter in 2023/24.



2.2. In addition to the above types of feedback, the Chief Executive, and Director of Children’s Services receives Member Enquiries. In 2023/24, we received 89 enquiries of which 61 were responded to within timescale. Most enquiries were in relation to education queries (50).

3. COMPLIMENTS

3.1. In 2023/24, we received 190 compliments from children and young people, parents and other family members, foster carers, external professionals, and staff within TfC. Compliments are communicated to workers and management structures of the relevant teams and is used to congratulate workers and teams and to inform service developments and best practice. Compliments are also shared more widely with the Senior Management Team and Communications Lead, so all staff can be recognised for their dedication and hard work. Below are some examples of the compliments we have received in 2023/24:

Adoption

I have had a positive experience of working with you and other professionals from Coast to Coast and Together for Children. I felt that everyone could see the skills X and Y have and put trust in them, ultimately, I think everyone worked well together and I am confident that Z will have an amazing life with his adoptive family. I hope to work together again in the future.

Assessment Teams

My life during pregnancy really took its toll on me at times and I just wanted to thank you for all the times you allowed me to vent, it really did help having somebody I could talk to. I wish you all the best in your career, you are going to be amazing. All the best.

Careers and NEET

We recently had a Young Person complete their work experience with the Prevention and Innovation team. Part of their week was spent at The Bunnyhill Centre where they spent time learning what the Prevention Innovation and Assurance Team do. A text message was received from X's mam to thank the team for the support and help that they had given to X and the team also received a thank you card.

Children's Homes

It was great to visit Colombo Road again. Your great work with young people is inspirational.

Children with Disabilities Team

Lincolnshire children's services visited on Friday, and the outcome from my transfer is positive, their Children with Disabilities team has accepted X and a CIN assessment will be carried out. They also said how impressed they were with the transfer information that was passed on from me, and what good positive contact that they received when they needed more information whether that was via telephone or email. They said that they were able to build a good picture of X and the family even before meeting them. Everything that needed to be transferred over was done so in good time for their visit last week.

Child Protection Teams

Over the past few months Sandra has worked with many families within my team and the social workers cannot sing her praises enough. Sandra has completed some excellent work with the X family in which she is supporting them to make changes and when she has visited and worries arose, she worked with the family and network to create a safe plan for the children before feeding back and checking in with the social worker. Sandra completes excellent work with the families and her communication with the social worker also makes sure that we are fully aware of what is happening with the progression of the work which helps us with our planning.

Customer Feedback Team

I have been working with Nicola several times, she is always professional, clear and transparent. Though, in addition, I would like to make note of how she comes across. Nicola has such a lovely personality that shines through into every meeting we have. I watch each interviewee breathe a sigh of relief as Nicola puts them at ease and explains in detail the process. Nicola is able to make what could be such a daunting meeting more serene for them. Though my reports acknowledge her professionalism throughout the investigations, there is no way to feed back this additional information, and as a social worker for many years, I am aware how rare compliments are, and wanted to take the time to write this. I can only describe Nicola as having an infectious personality and wanted to say what a pleasure she is to work with.

Early Help Team

I wanted to pass on my thanks to you and all the staff at the R.I.S.E group for the last few months. It has been really helpful for X and her anxiety. Taking her out of her comfort zone has helped her realise she can do things and enjoy it. She has just come back from Battlefield Live and said it was amazing!!! Thanks again.

Fostering

Kay has received some excellent feedback from a judge at court for X. He wanted it shared by his social worker how impressed he is with Kay and the support she has provided to X. He states due to her support she has

prepared X for adoption and order now granted. He went out of his way to express his gratitude to Kay and will be recorded in his transcript. Just thought it was nice feedback for a carer who is faced many challenges as a single carer. Very unusual too for a judge to go out of his way and acknowledge how well foster carers do.

ICRT

I wanted to highlight the positive impact Crista had on X last night. X is struggling as he approaches 18 and feeling unsettled, also the family dynamics can be difficult to manage. It is clear from the recording that Crista was kind, patient, supportive and knowledgeable helping X return home safely last night.

Children's Independent Reviewing Team (CIRT)

Lewis, I wanted to email you to let you know that during my supervision with X's auntie she talked really positively about you and how great you are with Y and how 'down to earth' and easy to talk to you are – she really was singing your praises.

Next Steps

I recently chaired a Cared for Review and just wanted to compliment Julie on the support and dedication she has given to X following the breakdown of his foster home. Julie worked hard to find X the right home and help make the move as positive as it could be. X attended his review with a smile on his face, he liked his new home and felt fully supported by Julie. He felt good about the time he was spending with his brother, with his previous carers and starting at college. This has been a really difficult time for X but through the hard work and commitment of Julie he feels he is in a good place.

Performance

Daniel has contacted me to express his thanks for the work you have done on the dashboard over recent weeks. He has said it is brilliant and everyone at the Project Board was equally impressed by the work.

Permanence Teams

Thank you for all your help with us. I know we have not been easy but again you have restored my faith in the "System". I do not trust easily and I appreciate the support you have given us.

Pre-Birth Team

Regular appointments were kept up with and communication was always key. I was also given support with other areas, like housing and family network which helped in many ways. I was always given praise for the things that were done right and got help with the things going wrong. Although I was apprehensive at first, I am glad I have had the support from Tiffany and her team to get me to where I am now. Thanks.

SEND Team

Lovely feedback from Grange Parks about SEND Case Worker - Catherine, she was brilliant and very helpful.

Targeted Youth Services

The solicitor for a young person stated his PSR was nice and balanced and really gave the Judge a feel of the situation and who he is, the Judge also mentioned it was very informative and had given her further thought on the outcome given. Feedback was positive, Judge said report was detailed and she agreed with the recommendations with no questions. Solicitor also said report was good and was happy with recommendations and with a very positive character reference gained from school. Mam and young person liked the layout of the information and the positive things which had been said in the PSR about the young person who had no previous involvement with services.

4. INITIAL CONTACTS

- 4.1. Initial contacts presented by customers can be queries, concerns, information requests or issues that require a resolution. Whilst customers are provided with information about the complaints process and their rights to complain, we aim to achieve informal resolution at the earliest opportunity, in the best interests of customers for an improved customer experience. The table below shows the initial contact data for each quarter:

Initial Contacts	Q1 (Apr – Jun)	Q2 (Jul – Sep)	Q3 (Oct – Dec)	Q4 (Jan – Mar)	Total 2022/23	
Number Received	48	58	58	57	221	
Number Escalated to Stage 1	12	16	22	9	59	26.7%

- 4.2. In 2023/24 we received 221 initial contacts, an increase of 12 when compared to the previous year. Through responding to issues or concerns at the outset, we have helped 162 of our customers to receive satisfactory resolutions informally with 59 (26.7%) initial contacts escalating to a formal stage one complaint.
- 4.3. Whilst many initial contacts have been resolved without escalation, there has been an increase in those escalating to stage one when compared to 37 (17.7%) in 2022/23.

An example of an initial contact:

A young care leaver complained that he had not felt adequately supported around a housing referral. The young person had been offered some support but further discussions took place when the tenancy was identified and more support and signposting was offered around finance. The young person was happy with the response.

5. COMPLAINTS PROCESS

- 5.1. **Children’s Social Care Complaints** - follows statutory guidance and is a 3-stage process as follows:

- **Stage One** – the initial stage of the process is investigated by an Officer in the Customer Feedback Team. It is hoped a local resolution can be achieved within 10 working days, however an extension of up to 20 working days can be requested for more complex cases.
- **Stage Two** – on receipt of the response to their stage one complaint, customers have 20 working days to request their complaint is progressed to stage two if they are unhappy with the initial outcome. At this stage, an Investigating Officer will be appointed to investigate the complaint and an Independent Person who will be involved in all aspects of consideration of the complaint. The investigation can take between 25-65 working days to complete.
- **Stage Three** – if the customer remains unhappy with the outcome of the stage two complaint, they have 20 working days to request their complaint is progressed to stage three. The review should take place within 30 days of the request. At stage three, a review panel will be appointed to review the complaint. This will consist of three independent people who will make recommendations to the Director of Children’s Services.

- 5.2. If the customer remains unhappy, they can raise their complaint with the Local Government and Social Care Ombudsman.

- 5.3. **Corporate Complaints** - any complaints that do not relate to Statutory Children’s Services, are handled under the corporate complaints procedure which consists of the following two formal stages.

- **Stage One** – the initial stage of the process is investigated by an Officer in the Customer Feedback Team. It

is hoped a local resolution can be achieved within 10 working days; however, an extension can be requested for more complex cases for a further 10 working days.

- **Stage Two*** – on receipt of the response to their stage one complaint, customers have 20 working days to request their complaint is progressed to stage two if they are unhappy with the initial outcome. At this stage, an Investigating Officer will be appointed to investigate the complaint within 25 working days; however, an extension can be requested for more complex cases.

5.4. If the customer remains unhappy, they can raise their complaint with the Local Government and Social Care Ombudsman.

5.5. *From 1st April 2024, the Joint Complaint Handling Code for local authorities will be introduced with a universal deadline for Stage 2 corporate complaints moving to 20 working days; however, an extension can be requested for more complex cases for a further 20 working days.

6. COMPLAINTS RECEIVED

6.1. The table below shows the number of complaints we received under the Children’s Social Care and Corporate Complaints Policies, at each stage of the process.

	Q1 (Apr-Jun)		Q2 (Jul-Sep)		Q3 (Oct-Dec)		Q4 (Jan-Mar)		Totals 2023/24	
	Social Care	Corporate	Social Care	Corporate	Social Care	Corporate	Social Care	Corporate		
Stage 1	5	7	10	6	12	10	8	1	59	+22
Stage 2	1	4	4	1	2	5	5	6	28	+13
Stage 3	2	N/A	0	N/A	0	N/A	0	N/A	2	+2
Totals	8 (+7)	11 (+7)	14 (+7)	7 (+4)	14 (+6)	15 (+3)	14 (+9)	7 (-4)	89	+37

6.2. **Stage one complaints** - Tfc received 22 more stage one complaints this year compared 2022/23. Of those there was an increase of 54% relating to children’s social complaints and 12% increase relating to corporate complaints.

6.3. **Stage two complaints** - Tfc received 13 more stage two complaints this year. Of those there were 12 children’s social care stage two complaints compared with 6 in the previous year. 16 of the corporate complaints progressed to stage two compared with 9 the year before.

6.4. **Stage three complaints** – there was an increase of 2 complaints progressing to stage three, compared to 0 in 2022/23.

6.5. **Overall total** - in 2023/24 we received 89 complaints overall compared with 52 in 2022/23 which shows an increase of 71%.

6.6. **Number of Complaints by Young People** - no complaints were received by a young person which is a decrease of 1 compared to the previous year.

6.7. Whilst we have not received any formal complaints from children and young people in the last year, Tfc collects regular feedback from children, young people, and their families about the services they are accessing. In addition, the Mind of My Own One and Express Tools allow young people accessing assessment, planning and intervention to share their views or concerns. An ‘Amplifying the Child’s Voice at Tfc’ project has begun to review the model of delivery, technological options, communication channels and decision making process. The Project Group will make recommendations for improvement to implement a clear organisation wide engagement framework with children and young people.

7. STAGE ONE COMPLAINTS

7.1. The table below shows the percentage of stage one complaints received by service area.

Team	Total 22/23	Total 22/23
Adoption	2	3.4%
Assessment Teams	12	20.3%
Child Protection Teams	11	18.6%
Children with Disabilities Team	2	3.4%
Connected Carers	1	1.7%
Early Help Team	4	6.8%
Education	1	1.7%
ICRT Service	1	1.7%
Next Steps	1	1.7%
Permanence Teams	4	6.8%
SEND Team	19	32.2%
Transport	1	1.7%
TOTAL	59	100%

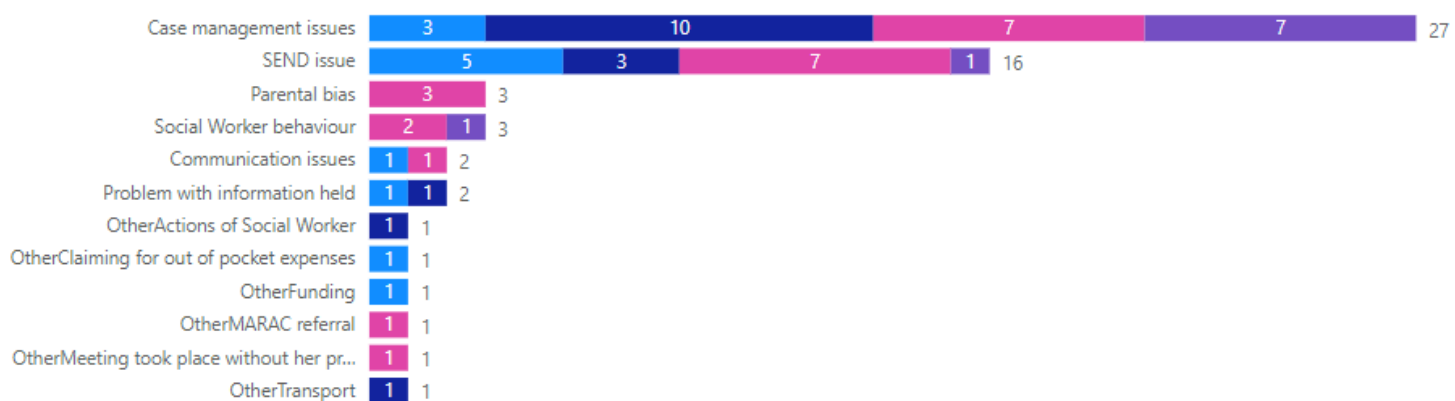
7.2. 32% of stage one complaints received in 2023/24 relate to the SEND Team and 20% relate to the Assessment Teams. There has been an increase in the number of complaints relating to the Child Protection Teams from 6 to 11 when compared with the previous year, and there has been an increase in numbers of complaints for the SEND Team to 19 compared with 12.

Themes:

7.3. The main themes of the complaints completed at Stage One in 2023/24 are shown in the chart below:

No. of Stage 1 by Theme

● Q1 ● Q2 ● Q3 ● Q4



7.4. Complaints relating to case management (sufficiency of support and decision making) together with complaints linked to EHCP/SEND issues make up the top two themes in 2023/24.

Timeliness of Response to Stage One Complaints:

- 7.5. The timeliness of stage one complaints has fluctuated over the year but overall there has been a slight decrease from 75% in the previous year to 71% in 2023/24.

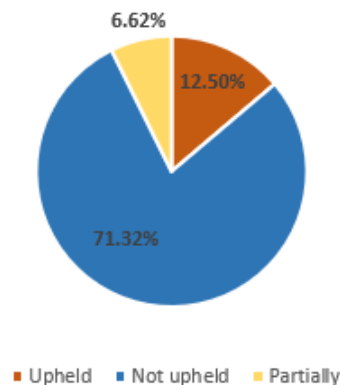
% Of all stage 1 complaints responded to in timescale	Q1	Q2	Q3	Q4	YTD
	80%	92%	73%	52%	72%

- 7.6. The Customer Feedback Team aim to resolve concerns at the earliest stage for customers by providing a greater focus on customer conciliation and mediation, e.g., offering opportunities for customers to meet with workers and managers so they can listen, discuss, and resolve their issues rather than moving to the lengthier stage two process (where this is possible). Whilst this increases customer satisfaction, consequently it can take some complaints at stage one out of timescale. We continue to focus on how to achieve the same result but within the 10 or 20 working day timescales.

Stage One Complaint Outcomes:

- 7.7. There were 136 elements of complaint identified within stage one complaints that concluded in 2023/24, compared with 112 elements of complaint in the previous year. The outcomes of all stage one complaint elements for the year are shown below.

Stage 1 Element Outcomes



- 7.8. Most complaint elements (equating to 71.32%) were not upheld.
- 7.9. Of the 136 elements of complaint, only 17 elements (12.50%) were upheld. A further 6.62% of elements were partially upheld.

An example of a stage one social care (statutory) complaint:

A complaint was received from a friend providing support to a mother whose child was open to social care. The friend was not happy that the social worker was not displaying her ID badge and felt that being questioned about her name and details was unfair and intimidating. The friend also felt that the family were not receiving enough support around housing issues. Enquiries found that the social worker had asked appropriate questions for updating case notes after a visit and no evidence was found of intimidating behaviour. Support had been given to the family as far as possible around housing issues and the Team Manager also spoke to the social worker and reiterated that an identity badge must be worn when completing visits.

An example of a stage one corporate complaint:

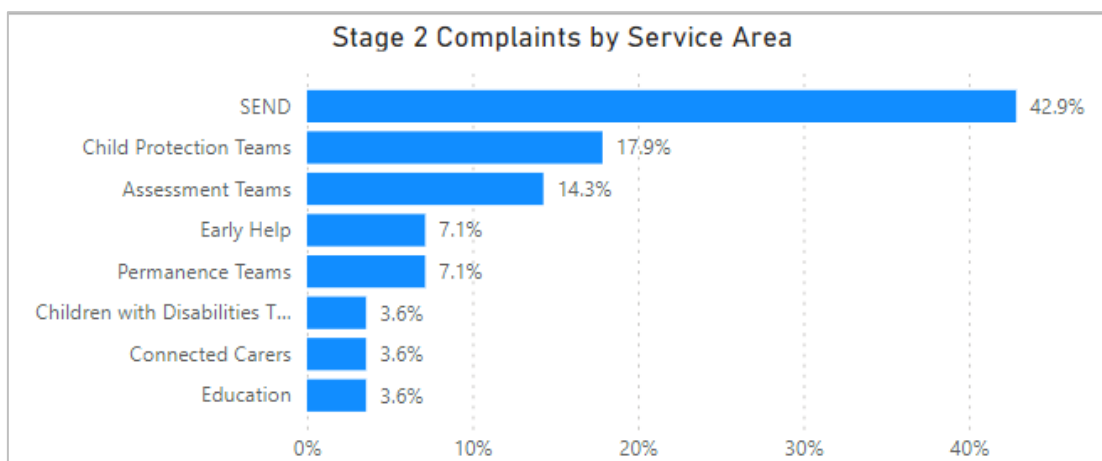
A parent complained that an educational provision was inappropriately named on their child's EHCP as a place could not be offered until a year later than expected. The Stage 1 investigation found that the provision should not have been named as the child did not meet the age range stipulated by the provision and the complaint was upheld. Additional resources and support were put

in place until a school place was available however the parent was still not happy that no actual date was confirmed and had worries about potential delays and chose to escalate to Stage 2.

8. STAGE TWO COMPLAINTS

8.1. Overall, the number of stage two complaints completed has increased by 13 when compared to last year.

8.2. The chart below shows the number of all stage two complaints received by service area.



8.3. Of the 28 stage two complaints received, 42.9% related to the SEND Team, 17.9% to Child Protection Teams and 14.3% to the Assessment Teams. Compared with the previous year, there has been a notable shift in stage two complaints concerning the SEND team, with an increase of 16%.

8.4. The top themes for stage two complaints related to case management and decision making and EHCP/SEND issues. For example, how information has been shared, timeliness of EHCP plans, accuracy of information, provision of education provision identified in EHCP, disagreement with alleged accusations, timeliness of assessments, decisions not to return child to parents, not agreeing with social worker involvement.

Timeliness of Response to Stage Two Complaints:

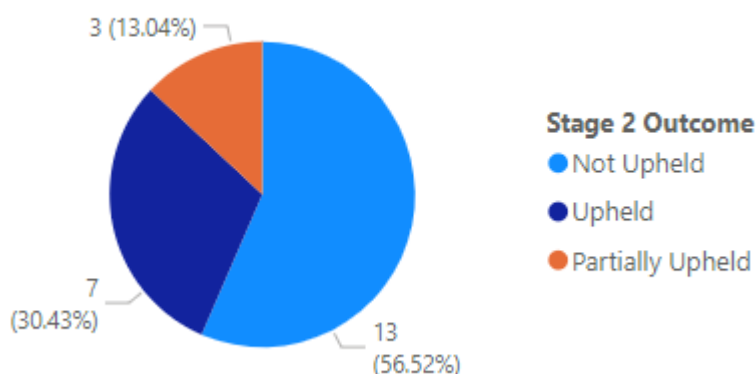
8.5. In 2023/24, 23 complaints concluded (figures differ to numbers received, as there were complaints open at the start of the year from 2022/23 and complaints that remain open moving into 2023-24). 2 of the 7 stage two Children's Social Care complaints were completed within the 65 working-day timescale (28.6%). 8 of the 16 stage two corporate complaints were completed within the 25 working-day timescale (50%).

8.6. The average days taken for investigation and adjudication of the complaints was 40 working days: down from an average of 67 working days in 2022/23. Whilst progress has been made, this will continue to be an area of focus for the Customer Feedback Team in 2024/25.

Stage Two Complaint Outcomes

8.7. There were 64 elements of complaint identified within all stage two complaints that concluded in 2023/24. The outcomes of stage two complaint elements for the year are shown below.

Stage 2 Complaint Outcome



- 8.8. At stage two, most complaint elements equating to 56.52% were not upheld (77% in 2022-23). 13.04% of elements were partially upheld (9% in 2022-23) and 30.43% were upheld (11% in 2022-23). The main subject areas of elements upheld at stage two were SEND issues and case management issues.

An example of a stage two social care (statutory) complaint:

A parent complained that Together for Children was incorrect to undertake a means tested financial assessment resulting in the reduction of the Special Guardianship Allowance. The investigation highlighted that Special Guardians can have the Special Guardianship Allowance reviewed annually or indeed sooner should Together for Children become aware of any change of circumstances. The tool used to complete the financial assessment, is the tool established by the Department for Education, which is used nationally. The parent was subject to a financial assessment in 2016 and again in November 2018. The Special Guardianship Allowance remained the same. However, a further assessment conducted in October 2022 determined that as a result of an increase in salary, the entitlement figure was subsequently reduced. Together for Children were correct to undertake a means tested financial assessment resulting in the reduction in the Special Guardianship Allowance paid. The complaint was not upheld.

9. STAGE THREE COMPLAINTS

- 9.1. There were 2 Stage 3 Review Panels in Quarter 1. The first complaint had 12 elements and the Panel changed the outcome of 8 of those elements of complaint. The Panel felt there was not sufficient evidence to back up the complaint outcomes. The Local Government Ombudsman came to the same conclusion. All actions were carried out and learning and development work has been carried out to reinforce and strengthen the investigation process and the level of practitioner expertise that is available to the Investigating Officer for future complaints.
- 9.2. The second complaint had one element and the Panel changed the outcome as they felt there was not sufficient evidence to back up the outcome. A remedy payment of £500 was agreed for the time, trouble and distress experienced by the parent raising the complaint.

10. OMBUDSMAN REFERRALS

- 10.1. There have been 6 complaints highlighted to the Customer Feedback Team by the Local Government Ombudsman this year; 2 were upheld and 2 were closed after initial enquiries. The outcome of 1 showed there were slight delays in Tfc's investigation as it was a statutory requirement for Tfc to respond within one working day, which was fault. However, delays were minimal and did not cause an injustice. There was no fault found in how Tfc made decisions about the concerns raised. The outcome of 1 found fault with Tfc for its complaint handling process. There was no fault with Tfc for the other elements of the complaint.

11. COST OF COMPLAINTS

- 11.1. The total cost of investigating claims this year was £21,445 compared to £7,197.50 in the previous year. All stage two investigations (where possible) are undertaken by TfC Investigating Officers rather than using external allocations, resulting in a significant saving. The costs therefore relate to the external recruitment of Independent Persons who work alongside the Investigating Officers in line with statutory guidance.
- 11.2. The compensation costs paid in relation to upheld complaints this year is £43,920 compared with £1,200 last year. £3,500 relates to Children's Social Care complaints and £40,420 relates to corporate SEND complaints.

12. PERSISTENT & UNREASONABLE COMPLAINANT BEHAVIOUR

- 12.1. The Customer Feedback Manager wrote to three customers this year regarding the content and frequency of their communications to our services. The matters did not escalate further.

13. LEARNING AND IMPROVEMENT

- 13.1. In 2023/24 we have seen a shift in complaints data within Sunderland. Most notably we have seen an increase in complaints relating to SEND. Nationally, concern is growing over provision for children with SEND following record numbers of complaints that have been upheld by the England Local Government Ombudsmen this last year, increasing by 60% compared to the previous year. In addition, the LGO has increased the financial remedies that Local Authorities are asked to pay and are asking for services to improve to ensure other parents are not affected by the same issues.
- 13.2. In Sunderland the number of children with an EHCP has increased by 76% in the last 5 years but with the largest increases seen over the last two years. This correlates directly to the increased levels of customer dissatisfaction in the same period. The SEND service is progressing an improvement plan and as a result of that work we have seen a significant increase in EHCP timeliness since January 2024 where we conversely saw a reduction in stage 1 complaint numbers relating to SEND. The Customer Feedback Team are working closely with the service via targeted workshops to proactively look at ways to make improvements to prevent further issues arising, specifically around communication matters, timeliness of EHCPs and annual reviews and progressing personal budgets in a timely manner.
- 13.3. In addition, Sunderland has also seen a sharp rise in the number of children subject to a Child Protection Plan. The number of children on a Child Protection Plan has increased from 329 in April 2023 to 519 in March 2024. Again, there is a correlation between the increase in child protection numbers and the increase in customer dissatisfaction particularly at stage 1 of the complaints process. The Senior Leadership Team are proactively engaging practice development work to address the increase.
- 13.4. TfC continue to drive improvement from learning from the complaints and compliments raised. An action plan is maintained by the Customer Feedback Team which includes actions and recommendations from stage two investigations and stage three panels. The action plan is closely monitored by the team. Reminders are sent to managers with responsibility for the recommendations each month and reported into Senior Management Team meetings to ensure that the learning is shared across the whole service. Below are some examples of the recommendations undertaken this year:
- Team Managers within the Children with Disabilities Team identified some learning through communicating with a parent about how and if they can be made aware of the work carried out by Together for Children with their child and what this may look like.
 - All Social Care staff were briefed through their learning and briefing platform about how care team meetings should be held in accordance with statutory requirements.
 - The SEND Strategic Lead worked with her team regarding the importance of communicating with parents when detailing their preferences before Resource Panel.
 - The SEND Strategic Lead reinforced the importance of holding meetings with parents at the earliest opportunity.

- Together for Children have completed a review of how financial assessments and reviews of support plans are completed with Special Guardians and Kinship Carers, over the past 18 months. The changes to the policy and procedure were approved by Full Council in October 2022. During this work, we undertook information sessions with carers in person and via a Teams seminar to update them on the planned changes. As a result of this agreement, over the past year changes to the internal processes have been completed. The new process is now in use for all new carers.
- Together for Children Social Care Senior Management Team have developed a more informed policy that sets out how travel expenses are paid to parents of Cared for Children and to support and guide officers and to ensure a clear and consistent procedure is followed.
- Processes have been strengthened for when a Cared for Child moves into their residential home, a comprehensive placement agreement is completed, and a copy is provided to parents if appropriate with a further copy remaining on the child's file.
- Processes have been strengthened for when a Cared for Child moves into their residential home, an inventory of items owned by the child is taken, recorded and copies are kept on the child's file with an additional copy provided to parents if appropriate.
- The activities for when workers meet with parents to go through a Child and Family assessment have been improved.

13.5. Although there is still work to do to continue to improve timeliness, we have received positive feedback from customers confirming that concerns are being resolved at an earlier stage and therefore customers are not having to proceed through the lengthier stages unnecessarily.

13.6. The Customer Feedback Team will continue to proactively work with services to analyse arising themes to identify learning and improvement opportunities.

13.7. We continue to be part of a local arrangement for the recruitment of Independent Persons (IPs) for Stage two Children's Social Care complaints, working with Gateshead and South Tyneside local authorities. As a result of this arrangement, we are seeing a reduced delay in instigating the investigation process through a quicker appointment process. We have recruited our own small pool of IPs who can undertake the IP role in Gateshead and South Tyneside authorities where workers are seeing practice in neighbouring authorities and can add to their experience, learning and knowledge.

13.8. The Customer Feedback Team have been using the Apteian Respond complaints handling management system since May 2023. Our complaints data is more accessible, can be reported more easily and assists greatly with workflow management within the team. In May 2024, the Customer Feedback Team will continue with the second phase of development of the Apteian Respond system in relation to a new workflow of our MP and Councillor Enquiries that will improve efficiency and provide greater analysis and insight through reporting.