

By: Jenny Whittle, Cabinet Member for Specialist Children's Services  
Malcolm Newsam, Interim Corporate Director, Families and Social Care

To: Specialist Children's Services Policy Overview and Scrutiny Committee – 28 September 2011

Subject: **COMPLAINTS 2010/11**

Classification: Unrestricted

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Summary: This report provides information about the operation of the Children's Social Services Complaints and Representations Procedure in 2010/11

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## **1. Introduction**

1. (1) Specialist Children's Services work with the most vulnerable children and families in Kent. Much of the work is focussed on intervening in family life and is governed by complex legislation, guidance and policy. Included in the legislation is a requirement to operate a robust complaints procedure for children and those closely involved with them. This provides children and other service users with the right to be heard, the opportunity to resolve issues and to take matters further if they are not resolved, an additional safeguard for vulnerable people, and information which contributes towards quality assurance and service development.

(2) The statutory requirement to produce an annual complaints report in respect of Children's Social Services is laid down by the Children Act 1989 Representations Procedure (England) Regulations 2006. The associated guidance states that this should be presented to staff and to Members and be made available to the regulator and the general public.

(3) All Looked After Children in Kent are advised how to complain. Information is also provided in leaflets, cards, on the website and via partner organisations, so that all children in receipt of services, and the adults in their lives, are encouraged to exercise their right to complain.

## **2. Operation of the Children's Social Services Complaints Procedure in 2010/11**

2. (1) Complaints about Specialist Children's Services are managed by the Customer Care Team which is currently managed within FSC. In 2010/11 the team was managed within Commissioning and Partnerships in the former CFE Directorate.

(2) There are three stages to the statutory complaints procedure:

- Stage One - Local Resolution,
- Stage Two – Investigation,
- Stage Three - Complaints Review Panel.

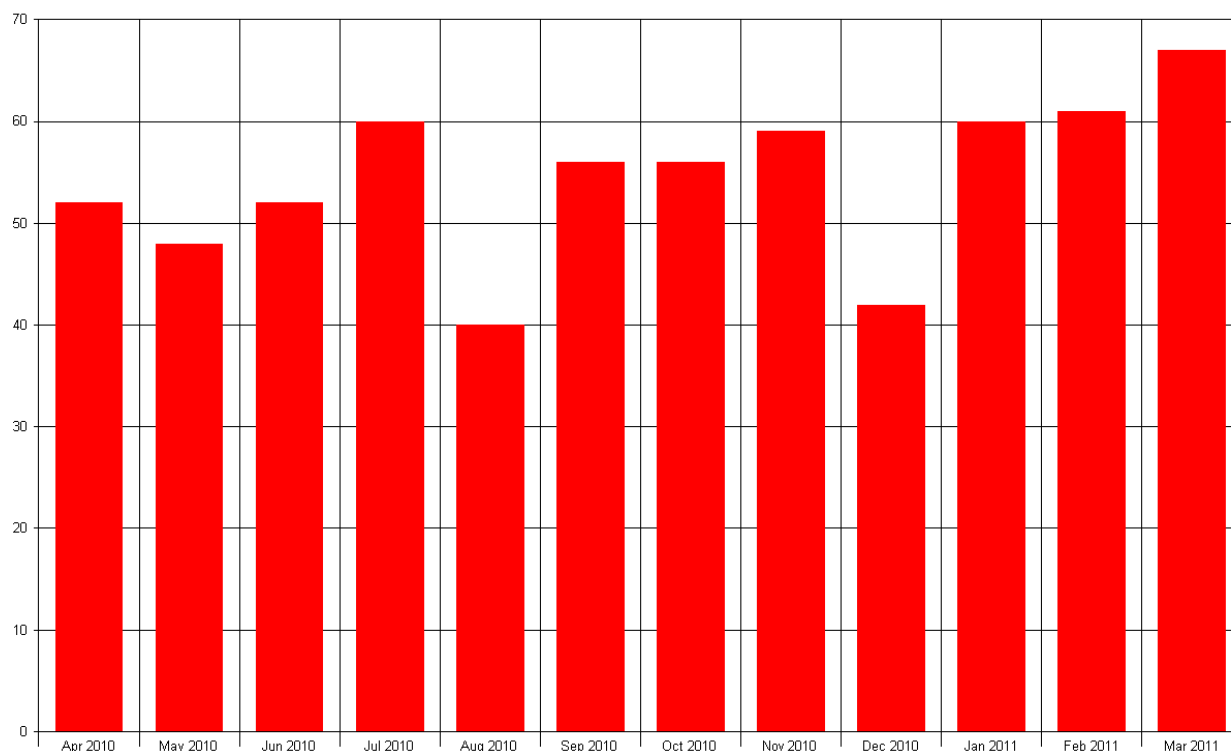
(3) Where a complaint is not resolved at Stage One, or Stage One is unreasonably lengthy, the complainant has the right for the complaint to be considered at Stage Two (Investigation Stage). This involves a thorough investigation into the issues and consideration of the complaint by an off-line Investigating Officer and an Independent Person. Complainants have the right for their complaints to progress to a Complaints Review Panel if they remain dissatisfied and the main issues are not upheld at Stage Two.

### 3. Representations made to the local authority

3. (1) 2010/11 saw a large increase in complaints about Specialist Children's Services. Numbers continue to rise in 2011/12.

Type of Record	2006/07	2007/08	2008/9	2009/10	2010/11
Enquiry	69	94	98	126	166
Compliment	36	36	71	66	54
Corporate complaints	50	89	73	98	139
Statutory complaints	189	178	193	200	267
<b>Complaints total</b>	<b>239</b>	<b>267</b>	<b>266</b>	<b>298</b>	<b>406</b>

Specialist Children's Services total records by month



*all statutory, non-statutory complaints and enquiries received in period*

## Contact method

Type of Record	Card/Gift	E-mail	Fax	Letter	Other	Telephone	Visit	Website	Total
Children Act	0	65	0	127	0	72	1	2	267
Corporate Complaint	0	40	1	70	0	27	0	1	139
Enquiry	0	30	0	134	0	0	0	2	166
Merit/Compliment	11	18	0	20	5	0	0	0	54

(2) Although there was an increase in emailed complaints, most complainants prefer to write a letter. As in previous years, it remains highly unusual for complainants to use the website to make a complaint.

## Representations via elected representatives

(3)

## Enquiries

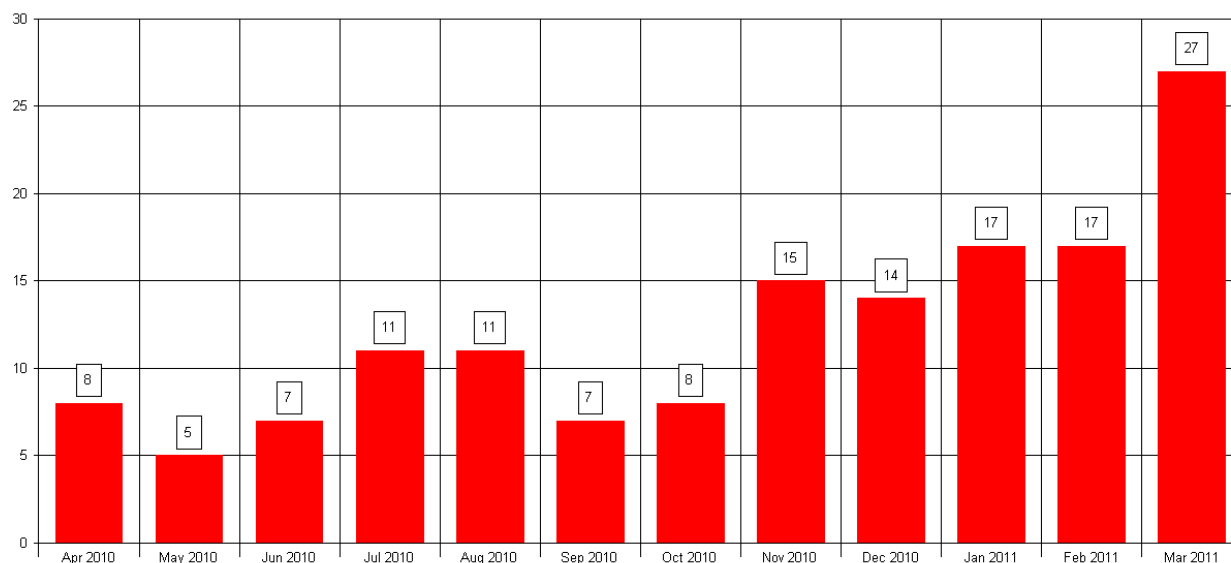
Advocate	1
Central Government Department	9
Close Relative	4
County Councillor	5
Foster Carer	1
Headteacher/Governor	4
Health Representative	1
Legal Representative	3
MP	121
Neighbour	1
Other	4
Other Local Authority	1
Parent	4
Religious Body	1
School	1
Special Guardian	1
Voluntary Organisation	4
<b>Total</b>	<b>166</b>

(4) Letters from MPs and County Councillors are usually registered and responded to as enquiries but if the constituent is eligible the elected representative is also advised of their right to make a statutory complaint.

## Corporate complaints

(5) Complaints about Specialist Children's Services which do not fall under the statutory procedure are handled by the team under KCC's corporate complaints procedure. By definition, non-statutory complaints handled under the corporate complaints procedure are either not from service-users or those directly affected by the service, are from people with whom sensitive information about the client cannot be shared, or they are about a service for which the local authority is not solely responsible. For this reason they do not usually command the same priority as statutory complaints and rarely involve an independent investigation. There was also a marked rise in non-statutory complaints, particularly in the second half of the year.

SCS corporate complaints by month



(6) In addition to the above, the customer care team received 308 representations which were directed along alternative routes including child protection referrals, insurance claims, fostering panels, legal action and conference appeals. In a number of cases advice was given about potential complaints and a note of the issues made but the complainant decided to take it no further or was willing to discuss the issue informally with the social worker or team leader.

## Compliments

(7) Unsolicited representations made to the local authority from external sources and which provide positive feedback about services, are registered as compliments.

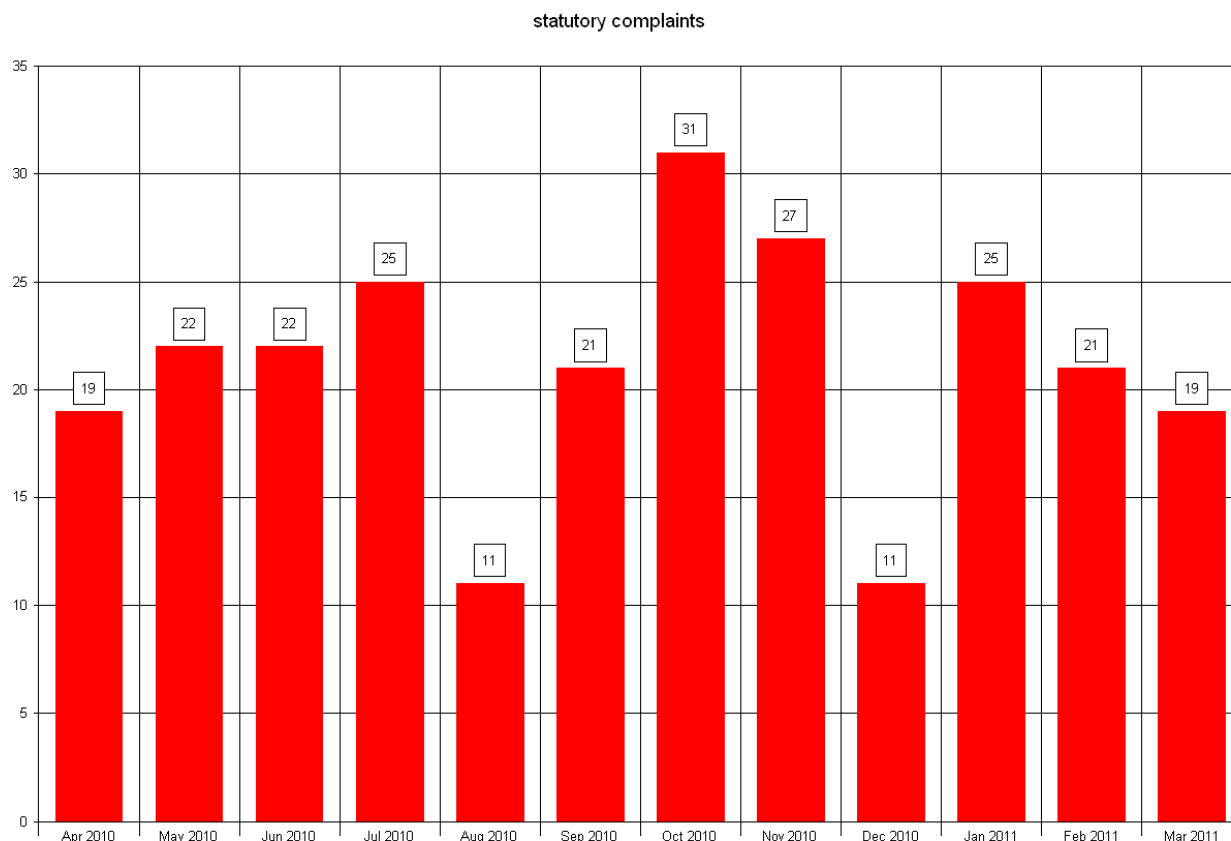
(8) The compliments recorded in 2010/11 were about the following services.

Adoption	2
Child Protection	4
Children in Need	24
Children with Disability	10
Early years	1
Looked After Children	8
Respite care	4
Other	2
<i>Total</i>	<i>54</i>

### Compliments were made by the following groups

Central government department	1
Client (child or young person)	1
Close relative	4
Foster carer	6
Headteacher or school governor	4
Health professional	2
Legal professional	4
Other Local Authority	1
Parent	25
Prospective adopter	1
Service provider	4
Voluntary organisation	1

## 4. Statutory complaints



### The number of statutory complaints at each stage and those considered by the Local Government Ombudsman

	2007/8	2008/9	2009/10	2010/11
Stage One – Local Resolution	177	187	198	267
Stage Two – Formal Investigation	42	30	25	26*
Stage Three – Complaints Review Panel	6	5	0	2
Local Government Ombudsman referral	21	16	20	11

\* 9 stage two complaints were subsequently withdrawn

4. (1) Despite the increase in the numbers of complaints and increased pressures upon local staff, efforts to resolve complaints early have continued and this is reflected in the data which shows a continuation of the trend towards greater numbers of complaints received and resolved at the first stage, and fewer escalating. The number of Stage Two investigations carried out in 2009/10 represents less than 10% of the total number of statutory complaints received (cf 24% in 2007/8).

(2) Current policy places the emphasis in the complaints process on resolution. Local managers should usually meet, or at least speak with, complainants, unless there is a good reason not to, to attempt to resolve issues before writing. This approach has been reinforced in training sessions and in support provided by the Customer Care Team.

(3) Staff are encouraged to continue to seek to resolve complaints at a local level when they escalate to Stage Two or beyond. One complaint, for example, was withdrawn following a meeting with the District Manager who gave the complainant the

opportunity to be involved in a parents' group looking at improvements to the Direct Payments process. A complaint from a young person was withdrawn once she understood more about the supported lodgings available to her and changed her mind about wanting to stay in foster care. In all, nine of the 26 Stage Two complaints registered in 2010/11 were withdrawn before investigations concluded, including two complaints made by young people.

(4) KCC has a contract with Action for Children to fulfill the statutory requirement for an Independent Person to be involved in Stage Two investigations. Action for Children continues to report that complaints have become more complex and time-consuming. This view is supported by Investigating Officers. As local staff work harder to address complaints at an early stage, those that do escalate tend to be complaints which are more complex and difficult to resolve.

Stage 2 starts 2010/11

Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
4	3	2	1	2	1	1	4	1	3	4	0

(5) Three Stage Two complaints were fully upheld, nine were partially upheld and five were not upheld.

(6) Two complaints were considered by a Complaints Review Panel at Stage Three. One was from the parent of an autistic child who alleged that he had not understood what he was signing when he gave permission for his son to be placed in foster care. The main complaints were not upheld and the outcome of the panel was not dissimilar from the outcome at Stage Two. The second Panel considered complaints of an Asylum-seeking young person about her accommodation. Although the complaints were not upheld the panel was useful in providing a forum in which some agreement and compromise was reached with the complainant.

(7) Outcome of complaints considered by the Local Government Ombudsman

Maladministration causing injustice	none
Local settlement	5 complaints: £250 in respect of trouble and uncertainty to carers because no support plan was in place for children before residence orders made, £250 to parents for lost opportunity to appeal CP conference decision and £250 for having repeated incorrect information about the complainant received from the police after the police had notified the council of its error. 2 complaints were settled locally without financial redress and the LGO discontinued its investigations.
No maladministration	3 complaints
Discretion not to pursue	2 complaints
Premature	1 complaint
Decision pending	3 complaints

(8) Complainants may contact the Local Government Ombudsman at any time but the Ombudsman will refer them back to the Local Authority as premature if it has not had the opportunity to consider the complaints under its own procedures. Some people complain to the Ombudsman if they are refused access to the statutory complaints procedure on the grounds of ineligibility.

### Corporate complaints procedure

(9) 139 complaints were received which fell outside the legislation and followed the corporate, two-stage complaints procedure introduced in 2009. If a complainant is not satisfied with the local response at the first stage under the Corporate complaints procedure, the Head of Service will consider the complaint at the second stage and decide, in discussion with the customer care manager, if an independent investigation is necessary. A number of the complaints were from close relatives or from parents about a process such as a Section 47 investigation which is often led by the Police, or Section 7 report requested by the court, which does not fall under the statutory procedure because it would have to be challenged in court. Many of these complaints in 2010/11 were disputing decisions taken by, or the role of the Local Authority in, a court of law.

## 5. Which Customer Groups made the complaints

### 5. (1) Statutory complaints

<b>Originator</b>	<b>2007/8</b>	<b>2008/9</b>	<b>2009/10</b>	<b>2010/11</b>
Child or young person	19	29	26	36
Parent	122	116	149	191
Close relative	15	31	8	17
Carer	2	5	5	3
Foster carer	8	5	4	10
Other	10	0	1	3
Legal representative	1	4	4	4
Prospective adopter	0	2	1	0
Special Guardian	0	1	0	3
<i>Total</i>	<i>178</i>	<i>193</i>	<i>200</i>	<i>267</i>

## 6. The types of complaints made

6. (1) This section sets out the issues raised by complainants: what the complaints were about. Most complaints were not upheld but nevertheless provide feedback on how people directly affected by services experience them.

Assessment	5
Attitude of staff	20
Behaviour of staff	58
Breach of confidentiality	13
building	1
Contact with staff	6
Delay	2
Direct payments	1
Discrimination	2
Disputed decision	72
Financial assessment	2
Foster carers	6
Housing/accommodation	1
Incorrect information / advice given	2
Incorrect personal information held	3
Lack of information	7
Lack of provision	5
Lack of support	40
Needs not met	10
Other	3
Policy	2
Request for service	2
Respite care	4
<i>Total</i>	<i>267</i>

### Attitude and behaviour of staff

(2) It is common for complainants to personalise their disagreement with decisions made or to focus their distress about the situation they find themselves in onto the worker with whom they have most contact. The complaints reflect a public perception that decisions are taken by individual social workers in isolation and that a change of social worker could result in a different decision. Many of the complaints are in connection with cases in care proceedings or child protection.

### Delay

(3) There were fewer complaints about delays last year but an increase in the number of complaints about mistakes and the quality of information provided. While numbers have reduced there continue to be some complaints about delays in OT assessments and receiving equipment. Other delays raised were about processing payments.

## **Breach of confidentiality**

(4) There was a marked increase in the number of complaints about breaches of confidentiality; this continues to be a serious issue. 11 of the 17 (including non-statutory) complaints were upheld and breaches had led to people being placed at risk in some cases.

## **Disputed decision**

(5) Once again this is the most common subject of complaints, particularly in complaints from children and young people.

(6) A number of complaints were received from or about homeless young people and were critical about the application of the protocols put in place to comply with the Southwark Judgement in Kent. Some complaints on this subject have more recently been subject to investigation by the Local Government Ombudsman.

(7) As in previous years the majority of complaints made by children and young people were about important decisions affecting their lives, particularly concerning placements.

(8) Fourteen children and young people did not want to move from their current placements to alternative foster carers or supported living accommodation. This continues to be the main reason for complaints from children and young people.

(9) One young person was unhappy in foster care and wanted to move in with a relative; another felt that her residential placement did not meet her needs.

(10) Most children and young people complaining wanted more support. One complained that the social worker did not return calls and did not attend meetings that had been arranged. Two were concerned about financial support; one young person's financial support was due to end.

(11) One child complained that her photo album which had been taken into safe keeping had been lost by the local authority leaving her with nothing to remember her family by. Another child's presents or vouchers from her parents had been lost between placements.

(12) Most disputed decisions were from parents.

(13) There has been an increase in the number of fathers complaining that, as the police have dropped charges or a jury has found them not guilty, social services should cease to see them as a risk to their children. This continues to be a common complaint in 2011/12.

(14) A number of fathers complained that concerns they were trying to raise about their children were not taken seriously and disputed the decision to close the case. A number of estranged parents complained that the social worker was biased in favour of their ex-partners. Complaints about assessments also alleged bias of this kind.

(15) Parents often complained about a failure to keep them informed and reported feeling ignored. Examples are of not receiving school reports, not being told that their child was to be interviewed at school, not being told the outcome of assessments.

(16) Most complaints about lack of resources and lack of support were received from parents of disabled children. Some were about delays in receiving equipment needed. Another common complaint was that the child did not meet the criteria to receive a service.

(17) Five complaints were about the failure to complete Occupational Therapy assessments in a timely manner. Most were resolved by providing minor adaptations and equipment based on the screening undertaken of the referral pending a full assessment to address long-term needs.

(18) Parents of other children in need complained that they did not receive enough visits, there was no allocated social worker, or the social worker did not return their calls.

## **7. The outcome of complaints**

7. (1) stage 1 complaints closed in 2010/11

<b>outcome</b>	
Explanation	149
Apology	25
Advice given	2
Issue resolved	14
Practice issues addressed	3
Complaint withdrawn	5
Financial settlement	6
Other	3
Issue addressed in court	1
Service change	2

(2) It should be noted that "Apology" is recorded only when fault has been identified. Explanation remains the most common outcome of a complaint. "Issue resolved" is recorded when the complainant has agreed resolution, usually in a meeting, before the written reply is sent.

### **Financial settlements**

(3) There were six cases where internally resolved complaints involved a payment by KCC. Three of these were restitution for lost or damaged property. In the other cases this was due to the financial consequences of breach of confidentiality, recompense for poor communication and an agreed resolution to an error in foster care payments.

(4) None of the above was a complaint referred to the Local Government Ombudsman and most resolved at stage one of the complaints procedure. Two were the subject of a stage two investigation. In addition, three complaints investigated by the Local government Ombudsman resulted in a financial settlement (see section 2 above).

## **8. Details about advocacy services provided under these arrangements**

8. (1) It is a requirement for the Local Authority to offer an advocate to a child or young person wishing to make a complaint. Kent County Council has contracts with Upfront to provide advocates for Looked After Children, and with Action for Children to provide advocacy for Children in Need. Action for Children also provides an independent help-line for children and associated adults to help in resolving issues at an early stage.

(2) 20 complaints were received on behalf of children and young people via advocates that they had approached themselves. 17 had approached the Upfront Advocacy service, two Voice, and one complained via the foster carer. 16 children and young people complained direct to the County Council and were given information about advocacy in every case but one. Eight of the 16 children and young people made use of the Upfront advocacy service and one contacted the Children's Rights Director.

## **9. Compliance with timescales, and complaints resolved within extended timescale**

### **Statutory timescales**

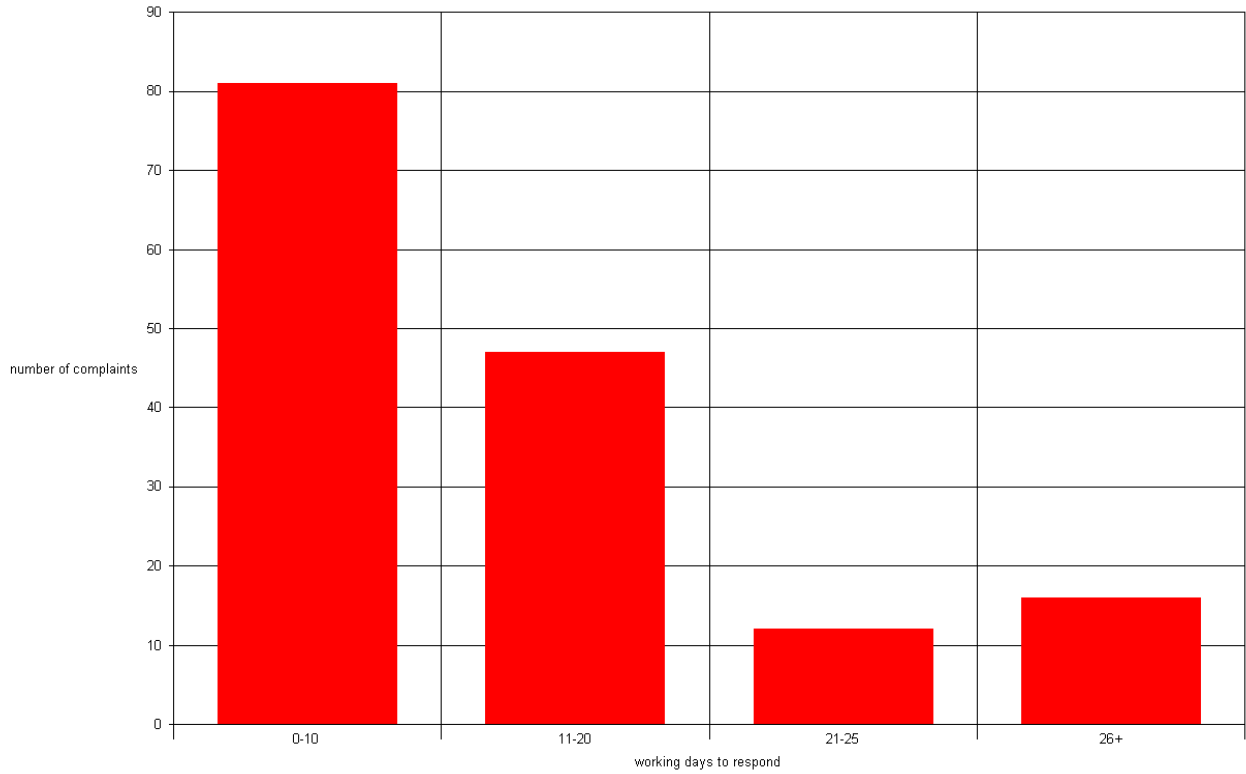
9. (1) The Local Authority must consider and try to resolve Stage One complaints within 10 working days of the start date. This can be extended by a further 10 working days where the complaint is considered to be complex.

(2) Timescales have been extended for particularly difficult or complex cases, for example when more than one agency or service is involved or when complaints are bound up with other processes such as court proceedings and safeguarding procedures. Performance against timescales has deteriorated very slightly since the previous year when 80% of statutory complaints were completed within 20 working days. Performance against statutory timescales remains better than performance for non-statutory complaints and enquiries.

- 94% of stage 1 acknowledgements were sent out within three working days.
- 53% of stage 1 responses met the 10 day timescale.
- 30% of responses with a 10-day deadline were completed within 20 days.
- 72% of stage 1 responses were extended and met the 20 day timescale.
- Overall 79% of stage 1 complaints were completed within 20 working days.

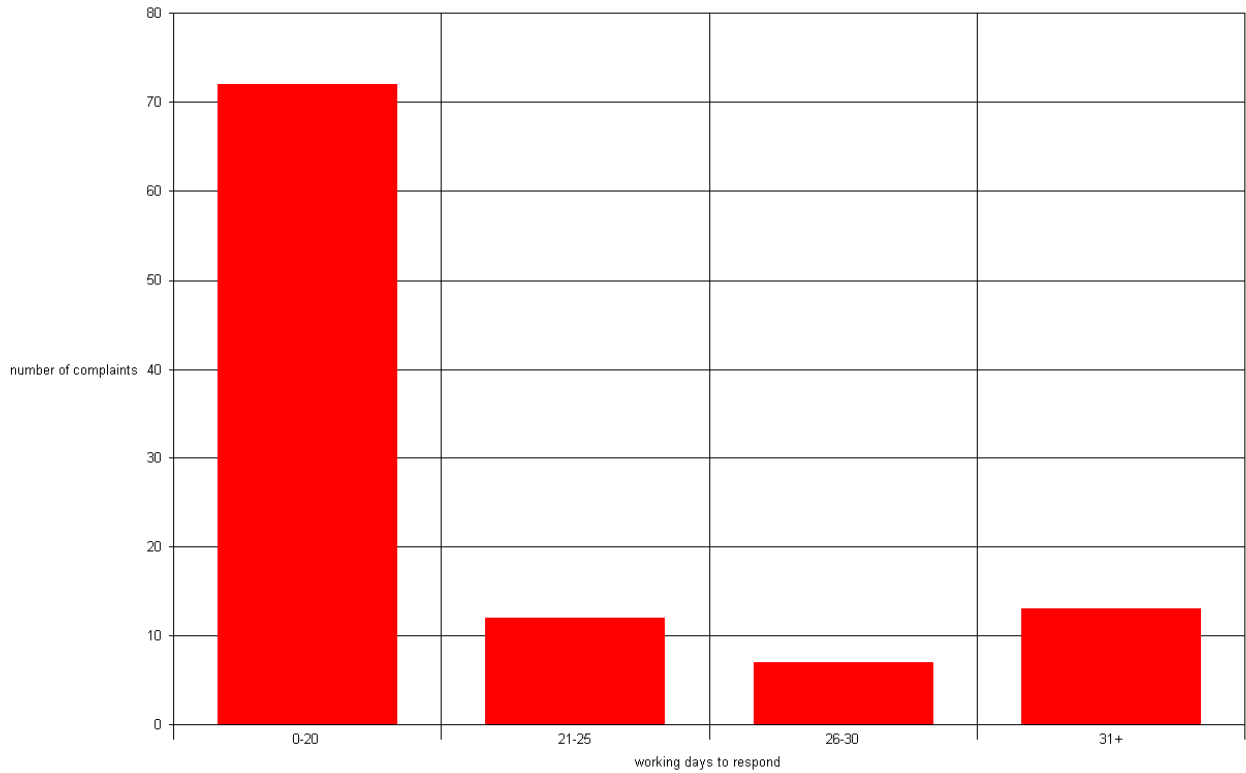
(3) The Local Authority should consider Stage Two complaints within 25 working days of the start date (the date upon which a written record of the complaints to be investigated has been agreed) but this can be extended to 65 working days where this is not possible. Investigating Officers and Action for Children report a continuation in the trend of increased complexity in the subject of complaints making a 25 day target unachievable. In most cases investigators have been able to work within the 65 day timescale, that is when staff have been available for interview and files are available and in good order. One complaint was completed within 25 working days and only one other Stage Two complaint was completed within 65 working days.

performance against 10 day timescale



statutory complaints received 1.4.10 - 31.3.11

performance against extended timescale - 20 days



statutory complaints received 1.4.10 - 31.3.11 - extended

## **Non-statutory timescales**

(4)

- 76% of complaints handled under the corporate procedure were acknowledged within three working days
- 55% of corporate complaints met the 20 day timescale.
- 80% of enquiries were acknowledged within three working days.
- 66% of enquiries were completed within 20 working days.

(5) The data on performance against timescales for the whole service is not consistent and masks a variation between districts and service units (see Appendix 1) as well as variations across the year. Local pressures and problems with meeting timescales are drawn to the attention of the relevant managers for action at a local level. It is important to ensure that quality of response and resolution rates are also maintained. The Customer Care Team endeavours to keep complainants informed of progress and is required to offer the next stage of the procedure to complainants when timescales are not met.

## **10. Learning the Lessons from Complaints**

10. (1) Lessons learned are taken from complaints which were upheld in full or partially or resulted in an apology, change of decision, change of policy or some other action taken as the direct consequence of a complaint. Some lessons learned came out of stage two investigations and were not necessarily the main issues that complainants had raised.

(2) Most lessons learned were practice issues.

(3) The main issues arising were as follows.

- Breaches of confidentiality  
Most complaints indicated a failure to check minutes, addresses etc before distributing documents. At least one complaint was due to poor practice and lack of understanding of the Data Protection Act. Action has been taken at a local level in each case but this appears to be a widespread problem to be addressed by the Specialist Children's Services Divisional Management Team.
- Case recording  
Investigating Officers and Independent Persons have highlighted this as a problem in a number of Stage Two investigations. Some complaints have been upheld because of a lack of information on the child's file. Concerns have been raised in a number of cases about the failure to be able to explain a child's story to them should they wish to see their files in future in order to understand, for example, how they came into care or why a placement broke down. Independent Persons have described on several occasions how information on a child is held in a number of different places i.e. ICS, the paper file, G drive etc. In some cases visits could only be verified in the social worker's diary. This supports Ofsted findings and is being addressed in the Improvement Plan.

- **Communication**  
This continues to be an issue arising from complaints. While not always the issue raised by the complainant, the failure to explain clearly or to use appropriate words often led to misunderstandings which gave rise to complaints. One complaint gave rise to a review of a leaflet.
- **Policies and Procedures**  
Some complaints highlighted the need for county-wide procedures on, for example, parents' mileage claims, the criteria for receiving a service from the Disabled Children's Service, and for improvement to the system for making payments to foster carers and for transferring cases to the 16+ service. Action is underway to address each of these issues.
- **Training**  
Some complaints highlighted the need for training and/or guidance for front line staff on, for example, supporting adaptations to family homes, parental consent for accommodating a child under S20 and on the Kinship Care Policy introduced in 2010. Action has been identified and is underway or included in planned training.
- **Resources**  
There has been a reduction in the number of complaints as parents are better informed and the screening of referrals is used to identify support, minor adaptations and equipment that can be provided immediately pending full assessment to identify long-term needs. Waiting lists for full assessments remain but Occupational Therapy staff have been recruited to address the problem.

(4) Lessons learned from complaints will be reviewed in detail by the Specialist Children's Services Divisional Management Team and the Training Board to ensure that all issues highlighted are being addressed appropriately.

## **11. Summary of statistical data about the age, gender, disability, sexual orientation and ethnicity of complainants**

11. (1) Diversity information is gleaned from the client system in respect of Children and Young People but a form is sent with every complaint acknowledgement seeking information on the ethnicity, gender and age of complainants because for most complainants this information is not available.

Ethnicity of complainants 2010/11

<b>Ethnicity</b>	<b>Number of Complainants</b>
Not known	211
White British	44
Indian	0
Asian other	0
African	3
Caribbean	1
Any other ethnic group	1
White other	4
Black other	2
Mixed other	1
<i>total</i>	<i>267</i>

(2) One of the main purposes of the introduction of the complaints procedure was to provide a voice for children and young people. While closely associated adults also have the right to complain about how they are affected by services, it is important that we continue to seek ways to make the procedure more accessible to children.

Age of complainants 2010/11

Age	Statutory complaints
Under 16	18
16-19	18
20-24	13
25-59	25
60-64	1
65+	1
Not known	191
<i>total</i>	<i>267</i>

## Gender

(3) 32 complaints were received jointly from both parents, 150 complainants were female and 81 were male. Gender was not known in 4 cases (complaints received via legal representatives).

## Disability

(4) 8 complainants described themselves as disabled (3% of complainants). 55 said that they were not disabled and it is not known for the other 204 people making statutory complaints.

## 12. Review of the effectiveness of the complaints procedure

12. (1) Kent continues to operate a robust service for people making complaints about children's social services with a strong focus on resolution. The reduction in the proportion of complaints escalating to Stage Two is a positive indication that the emphasis on resolution continued throughout 2010/11. However, the level of training provided for front-line staff and monitoring reports for the management team reduced in 2010/11 because of increased demands on the service.

(2) Quarterly data on complaints, comments and compliments was produced for inclusion in corporate monitoring in 2010/11.

(3) The Customer Care Team monitors complaints by service unit and district. Local problems are brought to the attention of relevant Heads of Service. Complaints highlighting issues with policies, widespread practice across the county, or serious failings are brought to the attention of the Director. Appendix 1 has data by district and service.

(4) The practice of using in-house Investigating Officers at Stage Two provides a useful way of sharing practice and lessons learned across the county. Investigating Officers report that they take back learning points from their own investigations to their own areas of the service. Investigating Officers may be any member of staff at Team Leader level or above whose Head of Service is not also responsible for the service under investigation. Staff in the following roles have acted as Investigating Officers in 2010/11:

County Manager, FGC Service  
District Manager  
Preventative Service Manager  
Team Leader  
Principle Social Worker, C&F Team

Projects and Property Manager  
Training & PD Manager  
Principal Social Worker, Out Of Hours  
Senior Practitioner  
Area Children's Officer – Safeguarding  
Performance and QA Officer.

(5) Actions needed and practice issues to be disseminated are discussed and agreed at each adjudication meeting held to decide the outcome of a stage 2 investigation. Adjudication meetings are chaired by Head of Service and outcomes shared more widely as appropriate.

(6) The Customer Care Team works with the Children's Social Services Professional Development Unit to ensure that practice issues arising from complaints are addressed in the core training programme.

(7) The Customer Care Team responded to team/unit requests for information about complaints relating to their services in 2010/11 for example, for Ofsted, for the inspection of the Fostering service and for the annual report on the Adoption Service.

(8) During 2010/11 the following training sessions were provided for staffing complaints handling:

- One day training by the Local Government Ombudsman for Investigating Officers,
- 4 half-day sessions in formal training for NQSWs using "Complaints Made Easy", and
- 4 half-day sessions for overseas social workers using "Complaints Made Easy".

(9) Quarterly data is now included in core monitoring information provided to FSC Directorate Management Team and monthly data to Heads of Service in the Specialist Children's Services Division.

(10) The first principle of the new Quality Assurance Framework for children's social services agreed as part of the Improvement Plan brings together a range of information sources to inform the council and its partners about the quality and effectiveness of Specialist Children's Services. Information from complaints and compliments will be included and considered alongside data from other sources in order to provide a more comprehensive picture of performance across the service in 2011/12.

### **13. Recommendations**

13. (1) Members of the Specialist Children's Services Policy Overview and Scrutiny Committee are asked to NOTE the information presented about complaints and enquiries received about the service, the effective management of complaints that has been established, the improvements made by the Directorate in response to lessons learned from complaints and the plans to make further improvements proposed.

*Background documents: none*

Contact details:

Ann Kitto, Customer Care Manager

Kroner House

Eurogate Business Park

Ashford, TN24 8XU

01233 652144 (7001 2144)

[ann.kitto@kent.gov.uk](mailto:ann.kitto@kent.gov.uk)



## Appendix 1

	Statutory complaints received	Statutory complaints within 20 days	Stage 2 starts	Stage 2 withdrawn	Stage 2 (completed) total as % of Statutory complaints received	Corporate complaints (non-stat) received	Corporate complaints within 20 day timescale	Enquiries received	Enquiries within 20 day timescale	Compliments received
<b>16+</b>	11	89%	2	1	9%	4	75%	3	33%	0
<b>UASC</b>	5	100%	0	-	-	2	0%	3	50%	0
<b>Ashford</b>	33	84%	3	-	9%	10	67%	7	89%	4
<b>Canterbury</b>	17	84%	1	1	-	10	75%	11	78%	1
<b>Dartford</b>	11	83%	0	-	-	4	0%	7	57%	1
<b>Dover</b>	21	68%	1	1	5%	9	63%	12	69%	10
<b>Gravesend</b>	15	80%	3	1	13%	3	67%	10	60%	3
<b>Maidstone</b>	16	79%	1	-	6%	8	80%	3	25%	5
<b>Sevenoaks &amp; Swanley</b>	12	91%	2	-	17%	9	56%	5	60%	1
<b>Shepway</b>	12	60%	1	1	-	9	57%	10	100%	3
<b>Swale</b>	18	71%	0	-	-	16	47%	10	50%	2
<b>Thanet</b>	27	61%	3	2	4%	14	50%	26	50%	2
<b>Tonbridge &amp; Malling</b>	12	50%	1	-	8%	6	67%	13	39%	1
<b>Tunbridge Wells</b>	13	80%	0	-	-	7	20%	4	75%	0
<b>EK DCS</b>	15	93%	4	1	20%	3	100%	8	71%	6
<b>WK DCS</b>	18	82%	1	-	6%	0	100%	15	85%	4
<b>Sensory Loss</b>	2	100%	0	-	-	1	100%	0	-	0
<b>Residential units</b>	1	100%	0	-	-	0	-	0	-	3
<b>Adoption</b>	0	-	0	-	-	3	0%	1	100%	1
<b>Fostering</b>	9	88%	2	1	11%	6	38%	2	50%	2
<b>FGC</b>	0	-	0	-	-	0	-	1	100%	0
<b>Out of Hours</b>	0	-	0	-	-	3	100%	0	-	0
<b>CP chairs, LADO, crim injures and IROs</b>	0	-	0	-	-	1	0%	0	-	1
<b>Early years</b>	0	-	0	-	-	7	0%	8	86%	1