

SES KITE

RESIDENTIAL ACCOMMODATION COMPLAINTS AND REPRESENTATIONS POLICY AND PRACTICE

Date created or revised: 0725
Date of next review: 0726

*SES Avocet House Ltd (4926028), SES Turnstone House Ltd (7972485) and SES Kite Ltd (12634002)
are subsidiary companies of Specialist Education Services Topco Ltd (13159680)*

CONTENTS

1	INTRODUCTION	3
2	RATIONALE	4
3	SCOPE	4
4	CONCERN vs COMPLAINT	5
5	THE COMPLAINTS PROCESS	5
	5.1 Staff – Staff	5
	5.2 Staff of Themselves	6
	5.3 Young Adult – Staff	6
	5.4 Staff - Young Adult	7
	5.5 Young Adult – Young Adult	7
	5.6 Family/Carers	7
	5.7 Other Professionals	8
	5.8 Community - Home	8
6	INVESTIGATING COMPLAINTS	9
7	RESOLVING COMPLAINTS	9
8	COMPLAINTS PROCEDURES	9
	8.1 Preliminary	9
	8.2 Stage 1 - Early Resolution Stage	10
	8.3 Stage 2 - Formal Consideration	10
	8.4 Stage 3 (Formal) - Referral to the SES Operational Director	11
	8.5 Stage 4 (Formal) - Referral to the Directors	11
9	COMPLAINTS AGAINST THE ACTION OF THE REGISTERED SERVICE MANAGER	12
10	CONFIDENTIALITY	13
11	IF ALL PREVIOUS AVENUES HAVE BEEN EXHAUSTED	13
12	STAFF TRAINING	13
13	APPENDICES	13
	<i>APPENDIX 1: Flow Chart: Stages for Handling Complaints</i>	
	<i>APPENDIX 2: Suggested procedure for a Complaints Panel meeting dealing with a formal complaint</i>	
	<i>APPENDIX 3: Illustrative Complaints and Representations Procedures Recording Sheets (Stages 1 to 4)</i>	

1 INTRODUCTION

The essential elements of a sound complaints procedure include an initial informal stage, where most complaints are dealt with informally by simply talking the concern over. Occasionally complaints are unable to be resolved in this manner and may necessitate the involvement of the Registered Service Manager or their delegate, as arbiter. More rarely when complaints cannot be resolved in the preceding ways the Operational Director (Nominated Individual) will need to become involved. In the

event the Operational Director is unable to become involved, the Managing Director will respond in their stead. Should a situation reach this level a Complaints Panel will be convened.

Although the Operational Director will wish to be helpful, and reassure any concerned party that an issue will be handled fairly, taking part in such discussions can later prejudice their involvement in any formal complaints procedure. The SES Kite Directors are, therefore, advised to either:

- make this difficulty known and refer the party to the Registered Service Manager; or
- listen in order to help resolve the concern but accept this will prejudice their impartiality if the issue develops into a formal complaint to be considered by the Complaints Panel at a later stage.

This policy and practice outlines how general complaints can be managed. All complaints will be dealt with as quickly and efficiently as possible. The period of consideration will vary with the gravity and complexity of the complaint and the urgency with which it needs to be settled.

This policy and practice document also sets out who deals with more specific types of complaints not covered by this policy.

2 RATIONALE

The establishment does not function in isolation. It bears reference to a wide range of people including Family/carers, Directors, Placing Authorities, CQC, other professionals and the local community. The action of the home and the adults who work in it may sometimes be open to comment, question and, occasionally criticism. It is possible that the young adults who live in the home, because of their social, communication, emotional, mental health and behavioural difficulties, will more frequently be subject to comment, question and criticism.

It is important that any such censure is addressed as quickly and thoroughly as possible and that the complainant should be kept informed of all developments throughout the complaints process. It is the right of everyone to make a complaint and to have his or her complaint addressed. Under no circumstances should there be reprisals of any kind against those making complaints.

3 SCOPE

This policy and practice document applies to young adults, family and carers, staff, other professionals and members of the public.

Most matters to do with the management of the home are within the scope of this policy and practice document and ultimately the responsibility of the Directors of SES Kite.

Complaints about the following issues have their own, separate procedures and cannot be considered under the procedure described in this policy:

SES: Complaints and Representations Policy and Practice: 0725

- any action which may fall within the remit of safeguarding when required
- matters which are the responsibility of the Placing Authority,
- the conduct of any staff at the home that is a matter for the home's disciplinary procedures,
- content of a statutory care plan, and
- admissions to the home.

Any uncertainty about whether a complaint is a home or a Placing Authority issue can be resolved by contacting the Registered Service Manager or the Operational Director for the establishment.

In addition to this document every young adult care for by SES Kite has the right to access the complaints procedure of their Placing Authority.

The young adults in our care may need support and/or guidance to access external complaints procedures and it may be necessary for staff to act as advocate for young adults or to suggest to young adults others external to the home who would be willing to act as an advocate, for example the young adult's social worker.

Similarly young adults, family/carers and members of the public may raise concerns directly with the CQC, (contact details are available later in this document).

4 CONCERN vs COMPLAINT

There needs to be clarity about the difference between a concern and a complaint. Taking informal concerns seriously at the earliest stage will reduce the numbers that develop into formal complaints.

The key messages in this document deal with complaints but the underlying principle is that concerns ought to be handled, if at all possible, without the need for formal procedures. The requirement to have a complaints procedure need not in any way undermine efforts to resolve the concern informally. In most cases the individual receiving the first approach may well be able to resolve issues on the spot. Concerns are not formally recorded, unless they become complaints.

5 THE COMPLAINTS PROCESS

5.1 STAFF - STAFF

Some degree of friction between staff may occur in work situations that can be pressured and stressful. This can be compounded by the challenge presented by young adults with social, learning, communication, emotional and/or behavioural difficulties. Success in keeping such friction to a minimum and managing interpersonal difficulties appropriately allows staff to work together productively and provides an example and role model to young adults, most of whom have great difficulty in managing their feelings and relationships.

Staff must never allow their annoyance with another member of the team to be acted out in front of the young adults. It is damaging and unsettling to young adults and staff morale to do so.

In almost all cases differences between staff should be managed by talking the matter through on a one to one basis without involving others. If this does not provide a resolution then adults should seek the guidance of their line manager and if still unsuccessful, the Registered Service Manager or their delegate.

Should a team member feel that a colleague has acted in a way which is contrary to the guidelines on policy and practice, staff must report this to their line manager or the Registered Service Manager as soon as practicably possible. Not to do so places the whole establishment, and the needs of the young adults in our care, at risk.

Should the complaint be against the Registered Service Manager then adults must refer the matter to the Operational Director.

Any complaint will be properly, sensitively and carefully investigated by the Registered Service Manager or their delegate according to the procedures described within this policy. (Should the complaint involve the Registered Service Manager, then the Operational Director will investigate the complaint).

However, if after discussion with Registered Service Manager, or their delegate, the matter remains unresolved the formal complaints procedure will be initiated. The complainant will be given a copy of the Complaints Policy and Practice and referred to the Operational Director.

Should the complaint be against the Operational Director then the staff member should, in the first instance, refer the matter to Registered Service Manager who will immediately notify the Directors. The Directors will issue a written acknowledgement that they are aware of the complaint to the original referring staff member. At this point the Directors will assess whether a complaints panel meeting needs to be held.

5.2 STAFF OF THEMSELVES

There is a risk that under pressure staff may at times behave inappropriately. It is important that in such a situation the team member informs their line manager or the Registered Service Manager themselves. The situation is likely to become more difficult to resolve if the Registered Service Manager first becomes aware of a complaint via another team member, family/carer, a young adult or any other person.

5.3 YOUNG ADULT - STAFF

It is essential that the young adults in our care feel that they can complain should they feel that they have been inappropriately managed or unfairly treated by an adult. Whilst it is usually best if a young adult talks the matter through with a member of their Key Working team (Key Worker, Support Worker) they have a right to expect that any member of staff will hear their complaint and pass it on to the Registered Service Manager or where appropriate, their delegate. Where a formal

complaint is made, family/carers and the Placing Authority will be informed and the complaint investigated according to the procedures described within this policy.

Any complaint will be properly, sensitively and carefully investigated by the Registered Service Manager or their delegate according to the procedures described within this policy.

However, if after discussion with the Registered Service Manager or their delegate the matter remains unresolved the formal complaints procedure will be initiated. The complainant will be given a copy of the Complaints Policy and Practice (and appropriate support) and referred to the Operational Director.

Should the complaint be against the Registered Service Manager then the adult must report the matter to the Operational Director.

Should the complaint be against the Operational Director then the adult should, in the first instance, refer the matter to Registered Service Manager who will immediately notify the Directors. The Directors will issue a written acknowledgement that they are aware of the complaint to the original referring staff member. At this point the Directors will assess whether a complaints panel meeting needs to be held.

Staff should be aware of the need to support young adults in accessing the complaints and representations procedure and should inform young adults of their right to representation by someone external to the home.

5.4 STAFF - YOUNG ADULT

Staff working with a client group that can at times be very challenging and provocative will on occasions face verbal, emotional and physical challenge. Staff should not become indifferent to such behaviour. They have a right to use the home's complaints procedures to deal with the challenging behaviour of young adults and to have the support of their colleagues and the Registered Service Manager when doing so.

Any complaint will be properly, sensitively and carefully investigated by the Registered Service Manager or their delegate according to the procedures described within this policy.

However, if after discussion with Registered Service Manager or their delegate the matter remains unresolved the formal complaints procedure will be initiated. The complainant will be given a copy of the Complaints Policy and Practice and referred to the Operational Director.

5.5 YOUNG ADULT - YOUNG ADULT

Young adult complaints against other young adults should be dealt with the same rigour as complaints from other sources. Many young adults cared for at an SES Kite are vulnerable and may feel threatened, as in the past they may not have been listened to appropriately. It is particularly important that staff leave young adults feeling that they have been properly listened to; their feelings and anxieties understood; and their complaints fully investigated. Whilst it is usually best if a

young adult talks the matter through with a member of their Key Working team, they have a right to expect that any member of staff will hear their complaint and pass it on to the Registered Service Manager or, where appropriate, their delegate.

Any complaint will be properly, sensitively and carefully investigated by the Registered Service Manager or his/her delegate according to the procedures described within this policy.

However, if after discussion with the Registered Service Manager or their delegate the matter remains unresolved the formal complaints procedure will be initiated. The complainant will be given a copy of the Complaints Policy and Practice and referred to the Operational Director.

Staff should be aware of the need to support adults in accessing the complaints and representations procedure and should inform young adults of their right to representation by someone external to the home.

5.6 FAMILY/CARERS

Family/carers who are unhappy about any aspect of their relatives care or experience at the home should make an appointment to see the Registered Service Manager or their delegate. The Registered Service Manager or their delegate will discuss the complaint with family/carers and involve other staff where appropriate.

Any complaint will be properly, sensitively and carefully investigated by the Registered Service Manager or their delegate according to the procedures described within this policy. Usually, because of close working relationships with Family/carers, problems or worries can be easily resolved at this stage.

However, if after discussion with the Registered Service Manager or their delegate the matter remains unresolved the formal complaints procedure will be initiated. The complainant will be given a copy of the Complaints Policy and Practice and referred to the Operational Director.

The formal procedure allows for family to attend a panel hearing and be accompanied if they so wish, just as any other complainant.

Staff should be sensitive to the fact that parents/carers may require support in accessing the complaints and representations procedure.

5.7 OTHER PROFESSIONALS

Professionals who are unhappy about any aspect of a young adult's care or experience at the home should make an appointment to see the Registered Service Manager or their delegate. The Registered Service Manager or their delegate will discuss the complaint and involve other staff where appropriate.

Any complaint will be properly, sensitively and carefully investigated by the Registered Service Manager or their delegate according to the procedures described within this policy. Usually, because of close working relationships with other professionals, problems or concerns can easily be sorted at this stage.

However, if after discussion with Registered Service Manager or their delegate the matter remains unresolved the formal complaints procedure will be initiated. The complainant will be given a copy of the Complaints Policy and Practice and referred to the Operational Director.

5.8 COMMUNITY - HOME

Members of the community who are concerned about any aspect of home's practice, staff and young adults behaviour, or any other matter should contact the Registered Service Manager.

Any complaint will be properly, sensitively and carefully investigated by the Registered Service Manager or their delegate according to the procedures described within this policy.

However, if after discussion with the Registered Service Manager or their delegate the matter remains unresolved the formal complaints procedure will be initiated. The complainant will be given a copy of the Complaints Policy and referred to the Operational Director.

6 INVESTIGATING COMPLAINTS

It is suggested that at each stage outlined below, the person investigating the complaint makes sure that they:

- establish **what** has happened so far, and **who** has been involved;
- clarify the nature of the complaint and what remains unresolved;
- meet with the complainant or contact them (if unsure or further information is necessary);
- clarify what the complainant feels would put things right;
- interview those involved in the matter and/or those complained of, allowing them to be accompanied if they wish;
- conduct the interview with an open mind and be prepared to persist in the questioning;
- keep notes of the interview.

7 RESOLVING COMPLAINTS

At each stage in the procedure everyone should keep in mind ways in which a complaint can be resolved. It might be sufficient to acknowledge that the complaint is valid in whole or in part. In addition, it may be appropriate to offer one or more of the following:

- an apology;
- an explanation;
- an admission that the situation could have been handled differently or better;
- an assurance that the event complained of will not recur;
- an explanation of the steps that have been taken to ensure that it will not happen again;
- an undertaking to review policies in light of the complaint.

It would be useful if complainants were encouraged to state what actions they feel might resolve the problem at any stage. An admission that someone could have handled the situation better is not the same as an admission of negligence.

An effective procedure will identify areas of agreement between the parties. It is also of equal importance to clarify any misunderstandings that might have occurred as this can create a positive atmosphere in which to discuss any outstanding issues.

8 COMPLAINTS PROCEDURES

8.1 PRELIMINARY

Any person receiving what appears to be a complaint should ascertain whether it is indeed a **concern** being raised or a **complaint**. This should be done by asking the person concerned a direct question to clarify. This is a significant first step as concerns can usually be dealt with swiftly and without formal recording. Should the person concerned wish their comments to be dealt with as a complaint then the subsequent procedures will apply.

8.2 STAGE 1 – EARLY RESOLUTION STAGE

Complainants should be provided with an opportunity to discuss any complaint with their Line Manager (or Support Worker in the case of a young adult) who will try to clarify with the complainant the nature of the issue; the outcome the complainant is looking for, and assure them that the home will investigate it fully.

The Line Manager (or Support Worker) will make sure that the complainant is clear what action has been agreed and arrange for the matter to be put in writing if it is apparent that that is the best way of making things clear. Complaints at this stage should usually be addressed within 7 calendar days.

All complaints reaching this stage will be logged in the Complaints Book, recording briefly:

- who made the complaint,
- the date and nature of the complaint,
- action taken and the outcome of the complaint.

The Book is kept securely in the main office together with a file of any Recording Sheets (and any additional documentation) that accompanies the entry.

Complainants will be made aware of the procedure for considering their concerns further should they not be satisfied after this informal stage has been completed.

The Complaints and Representations Procedures Recording Sheet, Stage 1 (see Appendices), should be completed by the person handling the complaint. Written records will therefore be kept of all complaints indicating whether they were resolved at this first stage, or whether they proceed to formal consideration (Stage 2).

8.3 STAGE 2 - FORMAL CONSIDERATION

Where a complainant has made an approach to the home through the Early Resolution Stage and is not satisfied with the outcome, they should write (or have their concerns recorded by someone acting as an advocate on their behalf) to the Registered Service Manager giving details of their concerns and asking for the matter to be given further consideration.

All complaints reaching this stage will be logged in the Complaints Book and acknowledged in writing by the home and copied to the Operational Director for information.

The Registered Service Manager will seek any clarification necessary about the complaint, including interviewing the complainant where necessary.

The Registered Service Manager will also seek any necessary advice on the matter and investigate it carefully.

The Registered Service Manager will make a response within 7 calendar days. The complainant will be notified (in writing if appropriate) of the outcome of the complaint.

Where a complainant is not satisfied with the outcome of this first formal stage they have 28 calendar days from the date of the Registered Service Manager's letter to register the complaint with the Operational Director.

The Complaints and Representations Procedures Recording Sheet, Stage 2 (see Appendices), should be completed.

8.4 STAGE 3 (FORMAL) - REFERRAL TO THE OPERATIONAL DIRECTOR

The Operational Director will only consider complaints that have already progressed through stages 1 and 2 outlined in this procedure, with the exception of a complaint against the Registered Service Manager.

On receipt of a written complaint the Operational Director will:

- immediately log and acknowledge receipt of the complaint;
- check that the complaint has already completed Stages 1 and 2;
- check that the 28 day period since Stage 2 was complied with;
- seek any clarification necessary about the nature of the complaint;

The Operational Director will meet with the complainant. At this stage of the process an adult (or young adult) may be represented or accompanied at the meeting with the Operational Director.

The Operational Director will also seek any necessary advice on the matter and investigate it carefully.

The complainant will be notified (in writing if appropriate) of the outcome of the complaint within 7 calendar days of the meeting.

Where a complainant is not satisfied with the outcome of this second formal stage they have 28 calendar days from the date of the Operational Director's letter to register the complaint with the Directors.

The Complaints and Representations Procedures Recording Sheet, Stage 3 (see Appendices), should be completed.

8.5 STAGE 4 (FORMAL) – REFERRAL TO DIRECTORS

Where a complainant has made an approach to the home through the first three stages and is not satisfied with the outcome, they should write to the Directors giving details of their concerns and asking for the matter to be given further consideration. The Directors will only consider complaints that have already progressed through stages 1, 2 and 3 outlined in this procedure, with the exception of a complaint against the Operational Director.

On receipt of a written complaint the Director will:

- immediately log and acknowledge receipt of the complaint;
- check that the complaint has already completed Stages 1,2 and 3;
- check that the 28 day period since Stage 3 was complied with;
- seek any clarification necessary about the nature of the complaint;
- consider arrangements and configuration of the Complaints Panel
- arrange for the Complaints Panel to consider the complaint as soon as it is practical to do so; and
- invite the complainant and any representative to the meeting.

A Complaints Panel consists of a Director and two others not involved with the matters detailed in the complaint. One panel member will be independent of the management and running of the establishment and one could be an additional Director.

The complainant may be accompanied to the hearing if they wish. The complainant or their representative will be given an opportunity to address the panel. A detailed procedure covering the conduct of this meeting is attached as an appendix to this document.

The Remit of The Complaints Panel may be any or some of the following:

- dismiss the complaint in whole or in part;
- uphold the complaint in whole or in part;
- decide on the appropriate action to be taken to resolve the complaint;
- recommend changes to systems or procedures to ensure that problems of a similar nature do not recur.

The Chairperson of the panel will notify in writing the outcome of meeting to the complainant and Operational Director within 7 calendar days.

The Complaints and Representations Procedures Recording Sheet, Stage 4 (see Appendices), should be completed.

9 COMPLAINTS AGAINST THE ACTION OF THE REGISTERED SERVICE MANAGER

Given their prominent role in the management of the home, sometimes complaints that initially seem to be about the Registered Service Manager are in fact more general complaints about the home. Such complaints should be dealt with as general complaints and are covered by the procedure contained in this document. Where there is a specific complaint about the conduct of a member of staff, including the Registered Service Manager it may be more appropriate for it to be considered under the separate disciplinary process where the findings and outcomes are confidential. Where such matters refer to the conduct of the Registered Service Manager they should initially be referred to the Operational Director.

10 CONFIDENTIALITY

All correspondence, statements and records of complaints will be kept confidential.

11 IF ALL PREVIOUS AVENUES HAVE BEEN EXHAUSTED

In the event of all procedures having been followed and the complaint is not resolved, further representation can be made to:

- **CQC** – Care Quality Commission, Citygate, Gallowgate, Newcastle upon Tyne, NE1 4PA; 03000 616161, <https://www.cqc.org.uk/give-feedback-on-care>

12 STAFF TRAINING

All staff will receive training during induction and then subsequently periodic refreshers exploring a range of issues including what constitutes a complaint, how to respond to a complaint, the procedure for dealing with an informal complaint and how this is recorded, the procedure to follow should a complaint not be dealt with promptly by informal means, including who should be notified and the keeping of records, how to complain to someone outside of the home and how to support young adult's in making a complaint.

13 APPENDICES

- APPENDIX 1: Flow Chart: Stages for Handling Complaints*
APPENDIX 2: Suggested procedure for a Complaints Panel meeting dealing with a formal complaint
APPENDIX 3: Illustrative Complaints and Representations Procedures Recording Sheets (Stages 1 to 4)

APPENDIX 1

Flow Chart: Stages for Handling Complaints

STAGE 1
EARLY
RESOLUTION
STAGE

Expression of complaint to a member of staff
Satisfactory outcome reached?
No Yes → **No further action**
Refer to Deputy Service Manager
Satisfactory outcome reached?
No Yes → **No further action**

STAGE 2
FORMAL
CONSIDERATION

Complainant makes written complaint to
Registered Service Manager
Investigation conducted and reported to complainant
Satisfactory outcome reached?
No Yes → **No further action**

STAGE 3
REFERRAL TO
THE OPERATIONAL
DIRECTOR

Complainant makes formal complaint to the
Operational Director
Investigation conducted and reported to
complainant
Satisfactory outcome reached?
No Yes → **No further action**

STAGE 4
REFERRAL TO
THE DIRECTORS

Complainant makes formal complaint to the Directors
Complaints Panel Meeting Convened
Complainant and SES Kite Operational Director
Complainant and Operational Director notified of
outcome within 7 days

If at this point a satisfactory outcome is not reached the complainant will be given appropriate contact details as described later in this policy document.

Suggested procedure for a Complaints Panel meeting dealing with a formal complaint

Ideally meetings will be open to all participants, but account will be taken, (particularly if the complainant is a young adult) of the effects of other contributors being present. This especially applies during items 2 and 3.

The Panel may choose to call, and/or examine written contributions from any members of the team, or persons relevant to the complaint.

The Panel will judge the appropriateness of which part of the meeting the various contributors attend. Witnesses are only required to attend for the part of the hearing in which they give their evidence.

1. The Chair opens the meeting explaining that the purpose of the meeting is to listen to the complainant.
2. The Complainant, or their representative presents his/her case stating the issues clearly. Any witnesses on behalf of the Complainant are heard.
3. Panel members, and any representative of the Placing Authority (if applicable), have an opportunity to ask questions of the Complainant (or any witnesses) seeking clarification.
4. The Operational Director provides details of how the complaint has been handled and details of any action taken. Any witnesses on behalf of the Operational Director are heard.
5. The Complainant or their representative, Panel members and any representative of the Placing Authority have an opportunity to ask questions of the Operational Director or their witnesses.
6. The Panel may at this point request and/or examine contributions from any other party.
7. These contributors may be asked questions by Panel members, and any representative of the Placing Authority (if applicable), the complainant and/or the Operational Director.
8. The Operational Director sums up.
9. The complainant or their representative sums up.
10. The Operational Director, Complainant and others leave to allow the Complaints Panel to consider the complaint.
11. The chair of the Panel explains that both parties will receive in writing the Panel's findings and recommendations (usually within 7 calendar days of the meeting).

SES KITE

COMPLAINTS AND REPRESENTATIONS PROCEDURES RECORDING SHEETS

Stage 1: Early Resolution

Person making complaint: Date:

Person dealing with complaint:

Nature of complaint:
.....
.....
.....
.....
.....

Action taken in response to the complaint
.....
.....
.....
.....
.....

Outcome of any investigation
.....
.....
.....
.....
.....

Was this complaint addressed within 7 calendar days? YES/NO

Resolved to satisfaction of complainant YES/NO

Is this complaint moving to Stage 2 of the complaint's procedure? YES/NO

Complaints Book completed

Monitored by Registered Service Manager: Date:
.....

Staff / Staff		Staff / Young Adult	
Young Adult / Staff		Staff of themselves	
Young Adult / Young Adult		Family / Carers	

Stage 1 sheet attached with any additional paperwork

Completed by Registered Service Manager: Date:
.....

Monitored by Operational Director: Date:
.....

SPECIALIST EDUCATION SERVICES

COMPLAINTS AND REPRESENTATIONS PROCEDURES RECORDING SHEETS

Stage 3: Referral to the Operational Director

Person making complaint:

Date dealt with at Stage 1: Date dealt with at Stage 2:

Date complaint received, logged and acknowledged by Operational Director:
.....

Was the complaint registered in writing within 28 days
from the Registered Service Manager’s letter?
.....YES/NO

Action taken in clarification of the complaint

.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....

Date of meeting with complainant:

Name of person accompanying complainant:

Was the outcome of the complaint given to the complainant within 7 calendar days?
.....YES/NO

Stage 3 response/outcome letter attached

Stage 1 and 2 sheets attached with any additional paperwork

Any other relevant information?

.....
.....
.....
.....
.....
.....

Completed by Operational Director: Date:
.....

SES KITE

COMPLAINTS AND REPRESENTATIONS PROCEDURES RECORDING SHEETS

Stage 4: Referral to the Directors

Person making complaint:

Dates dealt with at Stage 1: Stage 2: Stage 3:

Date complaint received, logged and acknowledged by Director:

Was the complaint registered in writing within 28 days from the Operational Director's letter? YES/NO

Date of Complaints Panel meeting with complainant:

Names of the 2 additional representatives: 1.
(Please indicate independent person(s)) 2.

Name of person accompanying complainant:

Was the outcome of the complaint given to the complainant within 7 calendar days? YES/NO

Stage 4 response/outcome letter attached

Stage 1, 2 and 3 sheets attached with any additional paperwork

Any other relevant information?

.....
.....
.....
.....
.....

.....
.....
.....
.....
.....
.....

Completed by Director: Date:

Completed or Monitored by Director: Date: