

Student Complaints Policy and Procedure

1. Purpose

Anyone who feels it appropriate to express dissatisfaction is offered the opportunity to raise issues openly with full assurance that they will be dealt with courteously, fairly, objectively and in a timely manner. To be certain of consideration, the complaint must be lodged in writing within three months of the issue taking place.

iQualify UK constantly seeks to improve its services and welcomes may, from time to time, include dissatisfaction with aspects of its services. The outcomes from complaints support continuous improvement.

2. Scope

The Student Complaints Policy and Procedure is applicable to all students and staff.

A student is considered to be anyone who has registered for a course or qualification with iQualify UK, and all students at any of the College's Centres are covered by this Complaints Policy (full-time, part-time and those attending short courses).

3. Coverage:

This policy is related to any student who wishes to make a complaint about any area of the College.

4. Policy

iQualify UK places a significant emphasis on student feedback and views the complaints process as a valuable tool for contributing to ongoing improvements to the quality of our services. The policy of iQualify UK is to respond to all suggestions, whether positive or negative, in a prompt and courteous manner. All complaints will be treated seriously.

5. Procedure

5a. Stage One: Making an Informal Complaint

Issues that appear straightforward and potentially easily resolved may be directed to any relevant member of staff in order to seek an early resolution. This member of staff will inform the student, verbally or in writing of the outcome of the complaint, and what steps (if any) will be taken (including any compensation as appropriate to the Compensation and Refund Policy) to resolve the complaint. This will be done within ten working days.

If any financial settlement is accepted by the Complainant, this will act as resolution of the complaint in totality (i.e. it is the final confirmation that the complaint process has ended).

5b. Stage Two: Making a Formal Complaint

Where a complaint cannot be resolved satisfactorily through the informal route or in cases of more serious issues, these may be lodged as a formal complaint by completing a Complaints Form (Appendix 1) and submitting it electronically or in hard copy to the Principal, iQualify UK, 11 Seldson Way, London, E14 9GL.

In an instance where the Complainant feels that contacting the Principal is inappropriate (eg. if the complaint directly or indirectly involves the Principal), the Complainant should contact a Director at the same address mentioned above.

In cases where an informal complaint has been made, and settlement has not been accepted, the Complainant has 40 working days to submit a formal Complaints Form regarding the same issue.

Providing Evidence

The Complainant is required to provide evidence wherever possible to support their complaint. You should provide all possible evidence at the start of the complaint, and clarify in the relevant section of the Complaints Form what items of evidence are being submitted.

Please note that unless the issue is ongoing and evidence occurs in 'real time' during an investigation, the College is unable to keep addressing changes to a complaint, or consider multiple submissions of new evidence within one complaint.

Expectations of Compensation

At this initial stage of the formal complaint, the Complainant should outline in the relevant section of the Complaints Form what the scope of their expectation for the outcome of the complaint is (e.g. what do you hope to get out of the complaints process- financial payment, staff training, extra tuition etc.). It is in the Complainant's best interest for the College to be able to manage expectations from an early stage.

Complaints of a Serious Nature

Where a complaint of a serious nature comes in via another member of staff or another route these complaints should be forwarded to the Director/Principal to be dealt with on a formal basis.

Any concerns relating to young people and adults with additional needs who are suffering, or likely to suffer, significant harm, e.g. by neglect, physical injury, sexual abuse or emotional abuse or any aspect of bullying, harassment or coercion will be directed to the Safeguarding Officer, or a nominee, as a safeguarding issue.

Where a complaint is made by a parent or guardian on behalf of a student over 18 years of age, the College must receive permission in writing from the student to share their personal details with their parent / guardian.

Group Complaints

A group complaint incorporates more than one Complainant addressing the same, or closely related, issue (e.g. teaching issues in a group class etc.). In instances of a group complaint, all the Complainants named must complain formally as a member of the complaint. The College will not process a complaint on behalf of a group without full complicit and written acknowledgement of the issues, and supporting evidence

provided by individuals (e.g. one or more students cannot raise a complaint on behalf of a class without all members involved saying in writing that they wish to be recognised as being affected by the problems you are complaining about). In this instance, the College will investigate the case relating solely to those identifying themselves as a Complainant in the case.

In the case of one or more students raising a group complaint, the Principal/ Director with whom the case has been raised will contact the other members reasonably considered to be affected (e.g. other class members) to raise awareness that a complaint has been raised without divulging any confidential material, and that they should contact the Principal/ Director if they wish to be considered as a Complainant in the formal procedure. This contact will be done within two working days of the Principal/ Director receiving the initial complaint.

Anonymous Complaints

Anonymous complaints will not typically be considered, unless the College believes that to not remain anonymous is likely to cause a substantial threat to the life, safety or wellbeing of the Complainant. In cases where a Complainant wishes to remain anonymous, the issue will be assessed by the Principal/ Director receiving the complaint. The Complainant will receive correspondence on remaining anonymous within five working days of making the complaint.

If a complaint is taken forward anonymously, the Complainant will be made aware in writing that any evidence they give will be redacted to protect their identity (e.g. information that might make it clear who is making the complaint will be removed), and that this redaction may affect how a panel understands the evidence presented, and that this may affect the final outcome of the complaint. This will be sent alongside their correspondence in the above paragraph.

Recording of Complaints

All formal complaints will be recorded, acknowledged within five working days and monitored until conclusion. A central log of complaints and appeals against complaints outcomes is maintained and monitored by the Head of Studies. A full list of complaints is reported annually to the Senior Management Team.

Investigating the Complaint(s)

The Principal will assign an Investigating Manager to investigate the formal complaint. The Investigating Manager will not be directly related to the complaint, Complainant and all those involved in the complaint as much as possible in order to minimise bias and the perception of bias. If the Principal/ Director feels that elements may create a perception of bias (e.g. staff or other student names), these may be redacted before the evidence is submitted to the Investigating Manager (e.g. information that might make it clear who the complaint is referring to will be removed). In the instance that the Principal/ Director feels this role cannot be filled by a member of internal College staff, external board members may be contacted. The Complainant does not have authority to select their Investigating Manager.

The Investigating Manager will aim to update the Complainant with the findings of their investigation within twenty working days of the initial response stating that an investigation into the complaint would take place. In cases where operational aspects of the investigation extend twenty days, the Complainant will be contacted in writing and given an update on the new expected timeframe.

Appointments with the Investigating Manager

During this stage you may be contacted for further information or may be invited to meet with the Investigating Manager. Any appointments arranged with the Investigating Manager are finite, and cannot be re-arranged by the Complainant for any reasons other than major events, including evidence supplied by the Complainant. Major events considered by the College are: funerals, pre-arranged hospital appointments, unavoidable carer's duties.

Events not considered by the College include, but are not limited to: unevidenced/ minor ailments (headache, stomach ache etc.), travel costs, work commitments, poor time management, childcare

In instances where a Complainant is absolutely unable to access the College (e.g. they are abroad), the College will consider a meeting via phone or Skype.

Where the Complainant is invited to attend a meeting, they may be accompanied by a friend or relative or in the case of a student by a member of staff, but the accompanying person will not normally take an active part in the meeting. Legal representation is not permitted without the College's knowledge or consent. Conversely, if the College plans to have legal representation present, the Complainant will be contacted in writing when they are invited to the meeting. In cases of legal representation, the College will arrange a date a minimum of five working days prior to meeting to allow the Complainant to organise legal representation of their own. In the instance that this is not sufficient time, the College will consider one change of date agreed on by the Complainant, and within a further five working days, to allow for legal representation to be organised. After this, the College will consider adequate measure have been taken to allow the Complainant to organise legal representation, and the second date will not be re-arranged.

Following the investigation, the Investigating Manager will respond to the Complainant within twenty working days, unless otherwise advised.

Contact During the Complaint Process

The College clearly outlines its timeframes for each stage of the complaints process in this policy, and flow chart (Appendix 3). Whilst some contact between the Complainant and the Investigating Manager may be required and reasonable, timelines for completion of duties should be accepted and tolerated by the Complainant. Excessive requests on progress, or a high volume of contact which will not affect the process, or aggressive written or verbal contact, will not be tolerated (eg. making a complaint does not give you permission to be rude, aggressive or excessively demanding of staff members' time).

Any cases where this behaviour is exhibited will be dealt with under the College's Misconduct Policy as it would be in any other instance (e.g. the College will deal with any issues of misconduct the same for a student making a complaint as we would any other).

Mediation

If the complaint cannot be resolved satisfactorily through the normal procedure, mediation may be arranged. Mediation is voluntary and will only take place with the agreement of both parties. The Director will be responsible for arranging mediation. The mediator will be neutral to the dispute.

Outcomes of a Complaint

In cases where a complaint is upheld or partially upheld (e.g. the College finds that some or all of the issues raised by you are justified), the College may offer a range of compensations or actions to be put in place, as per the Compensation Policy. In cases where a Complainant accepts the settlement being offered by the College (financial payment, a written apology, further tuition etc.), this acts as acceptance of the outcome of the complaint, and there is no further recourse to move to Stage Three: Review of a Complaint Outcome” (e.g. you cannot accept the settlement the College offers, and then ask for the case to be reviewed.)

In the case of financial settlement of a group student complaint, where the reason for awarding the settlement is partial refund of tuition fees, this will be awarded on a percentage basis (not a set fee) in order to best compensate all those involved (e.g. an international student and a home student who have paid different initial fees will be most equally compensated).

5c. Stage Three: Review of a Complaint Outcome

If you are not satisfied with the outcome of the investigation into the complaint, you may be able to instigate “Stage 3: Review of a Complaint Outcome” of the iQualify UK Complaints Procedure. At the conclusion of this procedure you will be issued with a ‘Completion of Procedures’ (CoP) letter, which would allow you to then refer your complaint to the Office of the Independent Adjudicator (OIA), should you wish to proceed further and/or you still believe the outcome of your complaint is not justified.

Scope for Review

The Complainant has the right to request a review of the outcome of the complaint in the following instances:

- The Complainant is able to provide new material evidence which was unavailable at the first investigation
- The Complainant has substantial grounds to support that the original investigation did not follow procedure, and that this has affected the outcome
- The Complainant has substantial grounds to support that the original outcome was unreasonable

Disagreement with an outcome without further/ new evidence for the above reasons is not grounds for a review (eg. if procedures have been correctly followed and you have no new/ further evidence to support your case, the College will not grant a review).

Requesting a Review of a Complaint Outcome

Requests for review of the outcome of a complaint, and all further/ new supporting evidence should be lodged with the Head of Studies within ten working days of receipt of correspondence stating the outcome of the investigation into the formal complaint by using the Complaints Form (Appendix 1). The grounds for review and any actions sought must be clearly stated at the time of requesting the review. The Head of studies will review the formal investigation and consider whether:

- New evidence or circumstances have become known, which could not have reasonably been made known at the time of the original complaint;
- The investigation was not conducted fairly or according to procedure and this may have affected the outcome;
- The decision and outcome of the complaint were unreasonable.

The Head of Studies will contact the Complainant within five working days to inform whether the request

for a review is considered justified, or if not, why. If the review is not considered justified, a CoP letter will be issued by the Head of Studies within five working days of this contact.

In cases where the Head of Studies considers there is grounds for review, a review panel will be organised in all instances (the Head of Studies does not have the power to overturn the original outcome on their own). This will follow the process below:

Collation of Panel

The Head of Studies will organise a panel with a minimum of two members. These members will be selected on the basis of eliminating bias, or the perception of bias, by being directly unrelated to the complaint. The panel will also not include the Investigating Officer and initial responder (eg. either the Principal or Director who received the Complaint Form when you first made the complaint), or any others who were involved in investigating or giving evidence for the initial complaint.

Invitation to Panel Hearing, and First Refusal of Panel Members and Documentation

The following information will be sent to the Complainant in writing within ten working days of the Request to Review being accepted by the College:

- An invitation to attend a hearing on a date suitable to the Panel
- An outline of who has been selected for the panel, and the reasons for this in interests of eliminating bias, or the perception of bias.
- All documents to be used in the hearing

It is the responsibility of the Complainant to confirm within three working days of receiving the above information, that the date, time, Panel Members and documentation are acceptable.

In the instance where the date or time is not possible for the Complainant, this must be communicated in writing to the Head of Studies for assessment. In the interests of fairness, the College will rearrange a Panel Hearing for 'major and pre-arranged' events such as funerals, religious celebrations or commitments, pre-arranged hospital appointments, unavoidable carer's duties, childcare commitments.

Events not considered as 'major and pre-arranged' by the College include, but are not limited to, general inconvenience for Complainant; leisure holidays; work commitments.

Acceptance or First Refusal of Panel Members and Documentation

In the instance where the Complainant feels that either the Panel Members or documentation to be used is not appropriate, the Complainant must give evidence why they believe this to be the case to the Head of Studies, in writing, within five working days of receipt of the information.

If this occurs, it should be noted that the process may take longer than the standard thirty days in totality, to allow for reasonable assessment of the evidence, and any required changes or arrangements to be made to the Panel Members or documentation.

Third Party and Legal Representation

The Complainant may be accompanied by a friend or relative, by a member of staff, or by a Student Representative, but the accompanying person will not normally take an active part in the meeting.

Legal representation is not permitted without the College's knowledge or consent. Conversely, if the College

plans to have legal representation present, the Complainant will be informed of this in writing when they are invited to the hearing. In cases of legal representation, time for the Complainant to arrange legal representation will be considered in the arrangement of the Panel date, up to ten working days. After this, the College will consider adequate measure have been taken to allow the Complainant to organise legal representation, and further extension to the Panel date will not be arranged.

Attending the Panel Hearing

Once the Complainant has accepted the Panel Members and documentation, the Panel will be held.

Once agreed, the Panel Hearing is finite, and cannot be re-arranged by the Complainant for any reasons other than 'major unscheduled events', supported by evidence supplied by the Complainant. 'Major unscheduled events' considered by the College are bereavement; major illness or injury which precludes the Complainant from attending; major illness or injury of a dependant for which arrangement of other care is not feasible.

Events not considered as 'major and unscheduled' by the College include, but are not limited to unevidenced/ minor ailments (headache, stomach ache etc); travel costs, delays or disruptions; work commitments; poor time management; general childcare; general carer's duties; pre-arranged appointments of any nature; inconvenience for Complainant.

NOTE: the above reasons relate to cancelling or delaying a Panel Hearing once the Complainant has agreed the date of the hearing. iQualify UK recognises that for fairness to all its students, reasons which are not 'major and unscheduled' named above must still be considered as relevant so as not to discriminate against any background (e.g. parents or carers with responsibilities, students with financial difficulty, students of religious faith etc.). The Complainant will therefore have an opportunity at the initial invitation stage to state any of the listed 'major and pre-arranged' reasons for re-arranging a panel hearing.

In instances where a Complainant is absolutely unable to access the College (eg. they are abroad), the College will consider a meeting via phone or Skype.

In instances where the Complainant does not attend the hearing without evidence of a 'major unscheduled event', the College reserves the right to dismiss the complaint.

Acceptance of Minutes

During the hearing, minutes will be taken by an impartial member of staff. At the end of the hearing, the Complainant and any other members involved in the hearing, and the members of the Panel, will be asked to read through and sign that they agree what has been written is a true representation of the events that occurred.

In the case where one of these people does not agree with the minutes, this must be communicated at this point, and any amendments made must be agreed upon and initialed by all signatories. There is no recourse for any party to dispute the minutes after these signatures (e.g. neither you or any member of the Panel can argue that the minutes are false once they have signed).

Follow up from a Panel Hearing

We aim to conclude the Review process normally within thirty working days and will contact you with the outcome and a 'Completion of Procedures' letter. The response will explain any action to be taken to resolve your complaint (including compensation as appropriate to the Compensation Policy), or why it is

considered that no action is necessary. This decision constitutes the final stage of the College Complaints Policy and Procedure.

Taking the Complaint to an External Body

Following the outcome of the official internal complaints process, if a student is still unsatisfied, or feels the outcome was not fully justified, they are entitled to appeal externally to the following relevant external agencies:

- Edexcel/ Pearson- academic complaints (in the case of courses where the outcome is a BTEC HNC or HND) https://qualifications.pearson.com/content/dam/pdf/Support/policies-for-centres-learners-and-employees/Enquiries_and_Appeals_on_Pearson_Vocational_Qualifications.pdf
- Office of the Independent Adjudicator (OIA) for all students on Higher Education courses <http://www.oiahe.org.uk/making-a-complaint-to-the-oia/how-to-make-a-complaint.aspx>
- Office for Students (OfS) for all students on Higher Education courses <https://www.officeforstudents.org.uk/contact/notifications-and-complaints/>
- Quality Assurance Agency for Higher Education (QAA) www.qaa.ac.uk/reviewing-higher-education/how-to-make-a-complaint
- An individual learner may refer to CMI Complaints Procedure if they remain unsatisfied with the outcome of any complaint once all internal procedures have been followed.

Confidentiality

All complaints will be treated as confidential to safeguard interests and information limited to those involved in the complaints process. If in exceptional cases and for justifiable reasons the Complainant wishes to remain anonymous throughout the process, this may be considered. However, if disclosures are made it may be necessary to share information and this must be explained to the Complainant. The College will not normally investigate anonymous or malicious complaints.

Where a complaint relates to issues linked to perceived safeguarding, bullying and/or harassment, the College will consider these policies alongside the Complaints Policy and Procedure. The College Safeguarding, Child Protection, Prevent and Missing from Education Policy and Procedures will take precedence over the Complaints Policy and Procedure.

Complainants who feel that they need help and/or support to make a complaint may wish to talk to the Head of Studies or Safeguarding Officer, or a Student Representative. All information shared will be kept confidential, unless it raises safeguarding issues which justify reporting to the Safeguarding Officer.

1. Student Academic Code and Disciplinary Code

The iQualify UK Codes set out the standards expected of all who make use of the College's facilities at any of its Centres. This policy supports the standards of behaviour set out in the iQualify UK Policies and the Mission statement. Anyone who feels it appropriate to express dissatisfaction is offered the opportunity to raise issues openly with full assurance that they will be dealt with courteously, fairly, objectively and in a timely manner.

We aim to treat members of our community courteously at all times and expect our community members to treat our staff and students in a similarly respectful way. We take seriously any threatening, abusive or violent behaviour against any of our staff, students or community. If a student, parent / guardian or visitor is violent or abusive, they will be asked to stop. If they persist, we may exercise our right to take action to have them removed, immediately if necessary, from our community. These types of behaviours will not be tolerated under any circumstances. Any staff or students exhibiting these behaviours will be dealt with via

our College disciplinary procedures. Any incident of threatening, abusive or violent behaviour may additionally be reported to the local Police Service.

2. Vexatious Complaints

There may be occasions when, despite all stages of the procedures having been followed, the Complainant remains dissatisfied. If the complaint becomes vexatious (e.g. the Complainant tries to re-open the same issue), iQualify UK reserves the right to end the complaint handling process and will inform the Complainant in writing that the procedure has been exhausted and the matter is now closed.

3. Time Management of the Complaint Process

In this policy and procedure, the College outlines the expected timeframes and measures taken for amendments (eg. when you can or can't change a meeting, when you are expected to provide evidence or correspondence etc). It is the responsibility of both the College staff involved in the process, and the Complainant(s) to abide by these timeframes. Failure on the part of the Complainant to complete the required actions in a timely manner as outlined in this policy may lead to the complaint being considered null and void by the College.

In instances where the College or the Complainant is unable to complete any requirements within the expected timeframes, this should be communicated clearly to all appropriate parties.

Whilst the College always strives to complete each aspect of the Complaints Process within the given timeframes, it reserves the right to complete actions outside of the stated timeframes in particular instances where operational or personnel issues are unavoidable.

The Main timeframes of the Complaints Procedure is outlined as a flow chart in Appendix 3.

Appendix 1: Complaints Form

Student Complaints Form

The completion and submission of this form initiates a formal investigation into your complaint.

You should only complete it if either (a) you are unhappy with the way your complaint has been handled informally or (b) you feel that the substance of the complaint is such that attempted informal resolution is inappropriate. All sections of the form should be completed in as much detail as possible.

There are two types of complaints:

1. A complaint about the provision of programmes, or parts of programmes of study, services or facilities by the College or the actions or lack of actions by the College or its staff, as set out in Student Complaints Procedure.
2. A complaint of bullying, harassment victimisation or discrimination by another student or member of staff.

In both cases the completed form should be submitted to the Principal within 30 working days of the events or actions (or lack of actions) which prompted the complaint.

1. I have consulted the relevant procedures and I would like my complaint dealt with as a:

Formal complaint regarding academic services/facilities

Formal complaint of bullying, harassment victimisation or discrimination

<input type="checkbox"/>
<input type="checkbox"/>

Please tick the most appropriate box

2. About You (In the case of a group complaint, please attach details of all complainants on a separate sheet. We will not consider any student to be a member of a complaint without their written permission.)

Full Name:

Student No.:

Programme of Study:

Year of Study:

Address for correspondence:

Telephone No:

Mobile No:

Email:

3. About your Complaint

a. Please set out the details of your complaint, including dates of incidents or events if appropriate, with copies of any relevant documents (e.g. emails and other correspondence that you wish to be taken into account). Such evidence should normally be contemporaneous and capable of verification. If you need more space, please continue on separate sheets of paper and attach them to the form.

b. Please explain what steps you have taken to resolve your complaint informally and attach copies of any relevant correspondence and the names of staff with whom you have raised the complaint. If you have not attempted to address your complaint informally please provide the reason why.

c. Please explain why you are not satisfied with the response you have received at the informal stage (if the informal stage has been used).

d. Please outline all evidence you wish to submit to support your case using the format below. Smaller items can be included in this form, or a link to where items can be found electronically can be listed. If you wish to submit in hard copy, please state 'hard copy given to (Principal/ Director)'

Date	Description of item of evidence	How does it support your complaint?	Where can it be found?

4. Resolution

Please indicate, without prejudice, what outcome or further action you are wanting in resolution of your complaint.

5. Declaration

I declare that the information given in this Form is true. I have consulted the relevant Procedure above that I wish my complaint to be considered under, as indicated on page one of this Form.

Signed:

Date:

Note:

1. The College will have due regard towards maintaining confidentiality in relation to your complaint but, in order for it to be considered fully, the content will need to be disclosed to members of staff who are involved in putting the relevant Procedure into effect e.g. the relevant department as well as staff whose input may be required to respond to the issues you have raised e.g. the person to whom the complaint relates, Counsellor if involved etc. By signing the declaration above you are consenting to the disclosure and sharing of information relevant to the complaint within the College at all stages of the applicable Procedure.
2. If your complaint relates to the service or treatment you have received from an office or department outside the academic department, it will be forward to the head of that service provider for investigation for eg Accommodation Officer, Head of Admissions and Warden etc.
3. The Student Complaints Procedure is only available for students registered for programmes of study at the College, inclusive of recently registered students for complaints concerning pre-graduation grievances (please note the submission timescales above). A complaint submitted by a third party will not be accepted unless accompanied by written authorisation from a student. Anonymous complaints will not be accepted under this Procedure.

Appendix 2: Completion of Procedures Letter Template

Dear [Name of complainant],

Completion of Procedures Letter

This letter confirms that the internal procedures of iQualify UK in relation to your *complaint / appeal etc** regarding [please describe] have been completed.

The issues that you raised in your *complaint / appeal etc** were [details]

The issue(s) that were considered in relation to your *complaint / appeal etc was / were**: [brief summary of the complaint etc].

The final decision of iQualify UK is* [detail] because [reasons].

The procedures / regulations applied were*: [details and date as supplied to the OIA's electronic Regulations Bank]. iQualify UK subscribes to the independent scheme for the review of student complaints. If you are dissatisfied with the outcome you may be able to apply for a review of your *complaint / appeal etc** to the Office of the Independent Adjudicator for Higher Education (OIA) provided that the complaint you take to the OIA is eligible under its Rules.

Should you decide to make a complaint to the OIA, your OIA Complaint Form **must be received by the OIA** within **12 months** of the date of this letter, that is, it must be received by the OIA **on or before** [insert date - e.g. if the *Completion of Procedures Letter* is dated 9 July 2018, this date should be 9 July 2019].

[Include here any factors of which the College is aware which mean that it is particularly important for the student to bring the complaint promptly.]

You can fill in the OIA's complaint form online or download a copy from the OIA website.

<http://oiahe.org.uk/making-a-complaint-to-the-oia/oia-complaint-form.aspx>. The OIA also publishes *An Introduction to the OIA Scheme for Students*, which can be downloaded from

http://oiahe.org.uk/media/42715/oia_intro_leaflet_16pp.pdf. Alternatively, you can telephone or write to the OIA for a form. **You should send a copy of this letter to the OIA with your OIA Complaint Form.**

Guidance on submitting a complaint to the OIA and the OIA Complaint Form can also be found on the OIA's website <http://www.oiahe.org.uk/making-a-complaint-to-the-oia.aspx>.

Please note that the OIA will normally only review issues that have been dealt with through the provider's internal procedures.

Yours

sincerely,

Principal

Appendix 3: Flow chart of Complaints Procedure and Time Frames

