



Formal Complaints Procedure

This policy outlines the actions to be taken in response to complaints from students, clients or any other stakeholder.

Norland is committed to providing a high level service. If you do not receive satisfaction from us we need you to tell us about it. This will help us to improve our standards.

This Complaints Procedure will:

- encourage resolution of problems by informal means wherever possible
- be easily accessible and publicised
- be simple to understand and use
- be impartial
- be non-adversarial
- allow swift handling with established time-limits for action and keeping people informed of the progress
- ensure a full and fair investigation by an independent person where necessary
- respect confidentiality
- address all the points at issue and provide an effective response and appropriate redress, where necessary
- provide information to Norland's Senior Leadership Team so that services can be improved

Dealing with Complaints – Formal Procedure

The formal procedure will be invoked when initial attempts to resolve the issue are unsuccessful and the person raising the concern remains dissatisfied and wishes to take the matter further.

Formal Complaints Procedure Stages

- Stage one: complaint heard by member of the Senior Leadership Team
- Stage two: complaint heard by the Principal
- Stage three: complaint heard by Board's complaints appeal panel

If you wish to make a formal complaint, please contact Soo Rusher, PA to the Principal, or a member of the Norland Senior Leadership Team. You can write to them at: Norland College, York Place, London Road, Bath, BA1 6AE



Investigating Complaints

Next steps

1. We will record your complaint in our central register within a day of having received it.
2. Within five working days of receiving your complaint, you can expect to receive a letter acknowledging your complaint and asking you to confirm or explain the details set out. We will also let you know the name of the person who will be dealing with your complaint.
3. Within five working days of receiving confirmation from you of the details of the complaint, you can expect to receive a letter from us informing you about the next steps we are taking.
4. We will then start to investigate your complaint.
At each stage, the senior manager investigating the complaint must ensure 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 interviews
5. The senior manager will then meet with you to discuss and hopefully resolve your complaint. If you do not want a meeting or it is not possible, the senior manager will send you a detailed reply to your complaint. This will include suggestions for resolving the matter. Either of these actions will take place within five working days of completing the investigation.
6. If a meeting is required, and within two working days of it taking place, you will receive a letter confirming the details of the discussion and any solutions agreed.
7. At this stage, if you are still not satisfied you can contact the Principal at Norland College, York Place, London Road, Bath, BA1 6AE. The Principal will review the senior manager's decision within 10 working days.
8. Further appeal can be made to the Board of Directors, Norland College, York Place, London Road, Bath, BA1 6AE. A Nominated Director will be appointed to check that the correct procedure has been followed. If necessary, an appeal panel will be convened, comprising 3 Directors, who will review the case and will let you know of the outcome of this review within ten working days of the end of the review. The Chair will write to you confirming the panel's final position on your complaint and explain their reasons.
9. In the case of a complaint against the Norland Agency, and if you are still not satisfied, you can contact the Recruitment and Employment Confederation (REC) at www.rec.uk.com

If we have to change any of the time scales above, we will let you know and explain why.



Roles and Responsibilities – Appeal Panel

The Role of the PA to the Principal

The PA to the Principal is the contact point for the complainant and is required to:

- set the date, time and venue of the hearing, ensuring that the dates are convenient to all parties and that the venue and proceedings are accessible
- collate any written material and send it to the parties in advance of the hearing
- meet and welcome the parties as they arrive at the hearing
- record the proceedings
- notify all parties of the panel's decision

The Role of the Nominated Director

- check that the correct procedure has been followed
- if a hearing is appropriate, notify the PA to the Principal to arrange the panel

The Role of the Chair of the Panel

The Chair of the panel will ensure that:

- the remit of the panel is explained to the parties and each party has the opportunity of putting their case without undue interruption
- the issues are addressed
- key findings of fact are made
- the hearing is conducted in an informal manner with each party treating the other with respect and courtesy
- the panel is open minded and acting independently
- no member of the panel has a vested interest in the outcome of the proceedings or any involvement in an earlier stage of the procedure
- each side is given the opportunity to state their case and ask questions
- written material is seen by all parties. If a new issue arises all parties should be given the opportunity to consider and comment on it

Notification of the Panel's Decision

The Chair of the panel will ensure that the complainant is notified of the panel's decision, in writing, with the panel's response within a set deadline of ten working days. There are no further rights of appeal.