

Policy title	Complaints Policy with Procedure
Summary	This Policy establishes a consistent framework for the delivery of complaints.
Scope	The policy applies to all employees and board/committee members who are involved in dealing with complaints on MSV's behalf.
Author & Job Role	Gillian Ainsworth Complaints and Feedback Manager
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1. Introduction & Policy Statement

Mosscare St Vincent's (MSV) is committed to providing high quality services and we value feedback from our customers to help us understand where we are doing well and where there are areas for improvement.

People, Place and Performance form our strategic focus and whilst we aim to deliver great customer service, we do understand that sometimes despite our best-efforts, things can go wrong, and it might be necessary to raise a complaint. We aim to put the needs and aspirations of our customers at the heart of everything we do, and this includes how we respond to complaints.

If customers are unhappy with the quality of a service, they have received or the way they have been treated by an MSV colleague or contractor they have a right to complain. Complaints relating to building safety are noted separately in this policy, to ensure customers have a direct process to follow, and these complaints are processed quickly and for swift resolution.

The purpose of this policy is to provide a framework for dealing with all types of feedback on complaints, compliments, and suggestions. Additionally, anyone who has a relationship with MSV can pass on compliments, comments, and suggestions.

This policy links into our values below:

- Do the decent thing
- Be customer focused
- Be open and transparent
- Be trusting and trustworthy
- Be accountable
- Be inclusive
- Be kind

2. Definitions

Our definition of a complaint is in line with the Housing Ombudsman Service complaint handling code.

We define a complaint as:

'An expression of dissatisfaction, however made, about the standard of service, actions, or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents'.

MSV values feedback on its services and views complaints as an opportunity to learn from our customer's perspective.

A **'service request'** is a request for one of the services we offer customers, such as a request for a repair to be completed or support with an antisocial behavior issue. It may also be a query for information or an explanation relating to any service offered. We may deal with some service requests outside of the formal complaints procedure if we can put things right quickly at the first point of contact. This will be done in agreement with the customer although they will be offered the opportunity to raise the issue as a complaint should they wish to take this option. In order for us to gather intelligence and feedback learning to teams this data will be recorded and collated. We will use this data to help us improve our services. If in the future, if the issue was still not resolved, we would raise it as a formal complaint and make the case handler aware of the history.

Stage One is the entry point to our complaints service for a customer wishing to have their concerns recorded formally. This emphasis is on resolving concerns and putting things right with the minimum of delay, enabling customers to be heard and understood.

If the complainant is dissatisfied with the response provided at stage one, they may request that their complaint is escalated to **'Stage Two'** of our process. At stage two, a more senior colleague from our senior leadership or executive team will investigate these concerns.

A **'compliment'** is an expression of satisfaction with a service that we, or anyone acting on our behalf have provided. This could be satisfaction with an individual member of staff, a team or a particular service area.

A **'Suggestion'** is an idea shared with MSV to change the way we deliver our services for the benefit of its customers or wider audience, such as a change in policy or process.

3. The Purpose of the Policy

The purpose of this policy is to provide a framework for dealing with complaints, compliments and suggestions.

The policy ensures that an open, transparent, and inclusive learning culture is embedded across the organisation. It will do this by having the necessary procedures and colleague training that recognises and celebrates success; welcomes complaints as a valuable learning tool and helps meet customer expectations by being clear on roles, responsibilities and service standards.

4. Aims and Objectives

Aims:

- Have a customer focused approach which ensures consistency and fairness in complaint handling and the handling of compliments and suggestions.
- A strong culture of ownership and accountability, establishing a positive complaint handling culture through continuous learning and improvement.
- Commitment to learning from complaints, meeting with colleagues across the business to ensure learning outcomes are implemented and information shared at all levels.
- Increase customer satisfaction by resolving complaints confidentially, promptly and fairly in a consistent manner and listening to all feedback.
- Meets regulatory requirements.

Objectives:

- Information is accessible and well publicised.
- It is customer friendly, easy to use and understand.
- Provides clarity on who can make a complaint or give feedback and who will deal with complaints at the various stages.
- Gives colleagues and customers clear guidance as to how complaints, compliments and feedback will be dealt with.
- Is non-discriminatory.
- Allows timely handling of complaints, with established timescales for responses and ensures customers are informed of progress, ensuring a full and thorough investigation.
- Commitment to taking action to put things right and find appropriate remedies when things go wrong.
- Follows the Housing Ombudsman's Complaint Handling Code. We will continue to self-assess against it annually, as well as respond whenever the Code is revised.
- Deliver a better service to customers by monitoring and measuring complaints, compliments and suggestions and taking action to listen and learn.
- Clarify what the next steps are once the internal process for complaints at MSV has been exhausted.

5. Policy Detail

How do Customers Make a Complaint?

We aim to ensure making a complaint is easy and accessible to all our customers. To do this we offer various ways in which customers can make a formal complaint:

- In writing or by filling in the Compliments, Complaints and Comments Form then posting or delivering by hand to our Trafford House office.
- Ringing us on 0161 226 4211 between the hours of 8.30 am and 5pm Monday - Friday
- Emailing complaints@msvhousing.co.uk.
- Completing the form on the website under the 'Contact us' section at www.msvhousing.co.uk.
- Face to face with any MSV colleague.
- Via MSV's social media pages, using Twitter Direct Message and Facebook Messenger, although complaints via this channel will be taken offline to ensure confidentiality.
- Via Customer Portal.
- Text message.
- Customer Review Sites e.g. Google or Trust Pilot.
- Via a Councillor or MP or other relevant third party (e.g., Housing Ombudsman or consumer rights organisation).
- As a result of negative feedback following a customer survey.

Customers making complaints should provide the following details:

- Name, address and contact details of customer (unless they feel it necessary to remain anonymous).
- Details of anyone acting on behalf of the customer e.g. agency or family member will need to provide evidence that they have permission to act on behalf of the customer.

- Description of what has happened, including a photograph where appropriate e.g. poor workmanship. This description will be used in acknowledgement letters.
- Where it happened e.g. their home address.
- How they would like the complaint resolved.

Our approach to Complaints, Compliments and Suggestions can also be found on our website at <https://www.msvhousing.co.uk/contact-us/how-to-make-a-complaint> For the avoidance of doubt customers have the right to access the Housing Ombudsman service at any time throughout the complaint, not only when the complaint is exhausted, and the customer may want to approach the Ombudsman's dispute support team during the complaints process to obtain impartial advice.

Housing Ombudsman Service

PO Box 152, Liverpool L33 7WQ

Telephone: 0300 111 3000

9.15am - 5.15pm Monday to Friday

We will accept anonymous complaints, even though it can be difficult to conduct a full investigation without knowing the identity of the complainant. If a customer approaches us with a complaint but wishes to remain anonymous, we will explain the process to the complainant and ask how they want to be advised of the outcome of an investigation. Where we do not have any details of the complainant, colleagues will still log and investigate the complaint.

MSV is committed to making sure all customers can access our complaints policy in line with the Equality Act 2010 and will anticipate the needs and reasonable adjustments of residents who may need to access the complaints.

As well as being written in plain English we will make reasonable adjustments to enable access of our complaints process. This includes but is not limited to:

- Provision of documents in larger font than our standard font.
- Allowing more time than we would usually for someone to provide information that we need (provided it is lawful to do so).
- Providing specialist equipment or additional support such as colored paper or a sign language interpreter.
- Providing responses in other languages or formats

To ensure all our customers can access the complaints process we promote these adjustments in our documents and website. For example, we will:-

- Ask whether a reasonable adjustment might be needed when speaking on the phone
- Use of email or telephone in preference to hard copy posted letters
- Communicate through a representative or intermediary

Who can make a complaint?

MSV will accept a complaint from anyone who has been affected by the service we provide unless there is a valid reason not to do so. A requirement of the Housing Ombudsman Code is to clearly set out the circumstances in which a matter will not be considered a complaint, and these are outlined below.

A representative of a customer may also make a complaint. The representative must be acting on behalf of the customer who has a right to complain. MSV will seek the necessary authority before engaging with an advocate or representative. Advocates and or representatives can make a complaint on behalf of a customer in the following circumstances:

- If the customer is unable to complain themselves because of physical incapacity or a lack of capacity within the meaning of the Mental Capacity Act 2005
- If the customer has requested the representative to act on their behalf (proof must be provided in this instance)
- If the customer has passed away

What is a complaint?

Our definition of a complaint is in line with the Housing Ombudsman Service complaint handling code.

We define a complaint as:

'An expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents'.

The following list is a (non-exhaustive) guide to the range of complaints we will consider:

- Failure to provide a service or to achieve the required standards or quality.
- A colleague/s attitudes and their actions or lack of actions relating to a service.
- Dissatisfaction with the way our standards and procedures have been adhered to.
- Alleged discrimination.
- For building safety, only complaints relating to structural failure, fire spread or the performance of an accountable/responsible person, will be relevant for this process. Complaints relating to standard servicing, maintenance or repairs will form part of the standard complaints process.

What is not considered a complaint?

Examples of what is **not** considered a complaint include:

- Complaints submitted 12 months or more after the issue occurred (N.B. it may not be appropriate to rely on this exclusion where complaints concern safeguarding or health and safety issues).
- Where the customer has raised a disrepair action, legal action; where legal proceedings have started, (This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court), or an insurance claim against MSV, through a solicitor or insurers (And the matter raised is subject to the disrepair case or other action).
- A first time service request or initial reports of fly tipping or vandalism.
- A dispute with a neighbour which can be dealt with through the terms outlined in a tenancy agreement or the Anti-Social Behaviour (ASB) policy.
- A request for an explanation of a policy or an information leaflet.
- Complaints relating to rent increases (where the rent increase is driven by

- government guidance/ regulation).
- Reporting of a data breach.
 - Where the lease agreement specifically states the matter complained about, is the leaseholder's responsibility, not MSV's.
 - Complaints about the actions of an organisation that is not working for, or supported by MSV.

Although we do not treat these issues as a complaint under this Policy, we are committed to dealing with them in the appropriate manner. MSV will provide a detailed explanation to the customer, setting out the reasons why the matter is not suitable for the complaints process whilst also explaining what action we can take, or have taken, outside of the complaints process. Feedback addressed to the Chief Executive or Executive Team will be progressed in line with our Complaints Policy.

Complaints about colleagues

Depending on the severity of a colleague complaint, a Disciplinary or Capability procedure may need to be invoked. Complaints against colleagues will be reviewed and acknowledged by the Complaints and Feedback team and passed to our People and Talent Team and the individual's Line Manager who will investigate and respond within 10 working days. In these circumstances full details of any action taken against an individual colleague cannot be disclosed to the complainant.

Any staff member who is the subject of the complaint will be given a fair chance to set out their position before a final decision is made.

A complainant has the right to challenge this decision by bringing their complaint to the Housing Ombudsman Service (HOS). Where appropriate the Ombudsman may instruct the landlord to take on the complaint and we will always act in accordance with the Ombudsman's complaints code.

The Complaints Resolution Process

A customer's concerns can often be resolved informally and quickly at first point of contact and do not need to go through our formal two stage complaint process. If a customer wishes for their concerns to be recorded as a complaint, then colleagues should willingly do so using the guidance above, which outlines issues that MSV will investigate and those excluded from our policy.

All members of the Complaints and Feedback Team have responsibility for logging complaints and case handlers have responsibility for acknowledging within 5 working days of receipt.

Managers have responsibility to investigate Stage 1 complaints and respond to the complainant within 10 working days. Managers must keep in contact with the complainant about progress with their investigation and full response. If we are unable to complete the investigation and respond in full within 10-working days, a revised deadline must be agreed with the complainant in line with the Complaint Handling Code and updated on Feedback Manager, which is MSV's complaint module, with an explanation. This should not exceed a further 10 days without good reason. If both parties cannot agree on an extended date, we will provide the customer with the housing ombudsman's contact details so they can challenge the Landlords plan directly with them.

Any additional complaints received during the existing investigation will be logged with the existing complaint if relevant and the Stage 1 response has not already been issued. If it would unreasonably delay the management of the existing issue, in these circumstances, following discussion with the tenant, a new complaint will be logged.

Heads of service, the senior leadership and executive team have responsibility to investigate Stage 2 complaints and respond to the complainant within 20 working days. The senior leadership and executive team must keep in contact with the complainant about progress with their investigation and full response. If we are unable to complete the investigation and respond in full within 20 working days, a revised deadline must be agreed with the complainant in line with the Complaint Handling Code and updated on Feedback Manager, which is MSV's complaint module, with an explanation. This should not exceed a further 20 days without good reason. If both parties cannot agree on an extended date, we will provide the customer with the housing ombudsman's contact details so they can challenge the Landlords plan directly with them.

Where a key issue of a complaint relates to the third party's legal obligations, we will ensure the full understanding of the obligations of all parties, to ensure full resolution.

The Complaints and Feedback Manager in conjunction with the Complaints and Feedback Lead will lead on analysis and reporting of customer complaints. Performance reports will be submitted to Executive Management Team, Senior Leadership Team, & Customers and Communities Committee and Board.

6 The Procedure

There are two stages to the formal complaints procedure:

Stage 1

Once we receive the complaint the following steps are taken:

- We will acknowledge the complaint within 5 working days of receipt and include the customers description of the cause of dissatisfaction.
- If the complaint covers more than one service area or we are aware for example of customer vulnerability, the complaint and feedback team may arrange a cross team meeting to discuss and agree a clear investigative plan. This will ensure the customer receives a co-ordinated full response.
- We will assign the complaint to a named case handler who is the relevant service area manager. They will be the customers main point of contact during the stage 1 complaint and for any follow-on enquiries after closure.
- We will review the complaint to ensure it is not subject to 'Exclusions' within the policy.
- We will contact the complainant to discuss the complaint further including their understanding of the complaint and the outcomes the customer is seeking.
- Additional complaints will be logged with existing complaints if they are relevant, and if it would not unreasonably delay the management of the existing issue. In these circumstances, following discussion with the tenant, a new complaint will be logged.
- We will keep the complainant up to date throughout the process.
- We will always make reasonable adjustments for the complainant during this stage, taking in to account their circumstances.
- We will respond fully to the Complaint within 10 working days detailing:
 - a) the complaint stage

- b) the complaint definition
- c) the decision on the complaint
- d) the reasons for any decisions made
- e) the details of any remedy offered to put things right
- f) details of any outstanding actions
- g) details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.
- If we can't do this within the 10-day period we will contact the complainant to let them know we need more time and agree an extension in line with the Complaints Handling Code, this will not exceed a further 10 days without good reason and in agreement with the customer. If both parties cannot agree on an extended date, we will provide the customer with the housing ombudsman's contact details so they can challenge the Landlords plan directly with them. Once we issue our full response the complaint will be closed.
- We will respond fully to the complaint once the outcome of the investigation is known. Outstanding actions including appointments/repairs or visits will be tracked by the case handler, who will provide regular updates to the complainant and follow through until completion.
- The complainant can subsequently request the complaint to be re-opened.
- If all or part of the complaint is not resolved to the resident's satisfaction at stage one, we will progress the complaint to stage two of our procedure, unless an exclusion ground now applies. In instances where MSV declines to escalate a complaint, we will clearly communicate in writing our reasons for not escalating and provide the customer with information on their right to approach the Ombudsman about our decision.

Stage 2

We will only escalate a complaint to stage 2 of our process at the customer's request. A customer has 12 months to escalate a complaint to stage 2. Upon receipt of a request, we will reopen and confirm our understanding of the complaint in the acknowledgement letter. The complaint will be assigned a case handler which will be a Head of Service, Senior Leadership Member or Executive Director

- We will acknowledge the escalation of the complaint within 5 working days of receiving an escalation request.
- The case handler at stage 2 will not be the case handler who investigated the stage 1
- The senior leadership member or executive director will contact the complainant within 5 working days to discuss the complaint including, our initial response, their understanding of the complaint and the outcomes the customer is seeking.
- We will always make reasonable adjustments for the complainant during this stage, taking in to account their circumstances.
- We aim to take 20 working days, from escalation to the final stage.
- We will respond fully to the Complaint within 20 working days.
 - a) the complaint stage
 - b) the complaint definition
 - c) the decision on the complaint
 - d) the reasons for any decisions made
 - e) the details of any remedy offered to put things right
 - f) details of any outstanding actions
 - g) details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.

- We will respond fully to the complaint once the outcome of the investigation is known. Outstanding actions including appointments/repairs or visits will be efficiently tracked by the case handler who will provide regular updates to the complainant and follow through until completion.
- The complainant will be kept up to date throughout the process and if we need more time, we'll agree that with them, in line with the Complaints Handling Code. This should not exceed 20 working days without good reason and must be agreed with the customer. If both parties cannot agree on an extended date, we will provide the customer with the housing ombudsman's contact details so they can challenge the Landlords plan directly with them.

At that point, the complainant will have exhausted MSV's complaints procedure. If they are an MSV customer, they can then approach the Housing Ombudsman if they remain unhappy. This information will be outlined in the final response.

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If the complainant is a non MSV customer, they will have exhausted MSV's complaints procedure and they will need to obtain independent advice if they remain unhappy from a designated person such as a local councillor or MP.

For complaints which relate to structural failure, fire spread and/or the performance of the responsible/accountable person within 'High-Risk Buildings' as per the following definition: *'higher-risk buildings are defined as buildings with at least two residential units which are at least 18 metres in height or have at least 7 storeys'*. These can also be referred to the Building Safety Regulator (BSR) by calling 0300 790 6787.

Complaint decisions

Final decisions about complaints are categorised in one of two ways:

Complaint upheld: This is where we agree that the complaint was justified.

Complaint not upheld: This is where we do not agree that the complaint was justified.

MSV aims to ensure that any remedy offered in response to a complaint reflects the extent of any and all service failures, and the level of detriment caused to the resident as a result.

These may include:

- acknowledging where things have gone wrong
- providing an explanation, assistance, or reasons why a certain approach was taken
- apologising
- taking action if there has been a delay
- reconsidering or changing a decision
- amending a record
- providing a financial remedy
- changing policies, procedures, or practices

We will provide a response when we know the decision, although this means not waiting for completion of outstanding actions (e.g. outstanding repairs), so that reasonable complaint handling timescales are achieved. Where a promise of future action has been made, we will keep customers updated and will follow this through to completion. If a customer requests for a complaint to be left open until all actions are completed this would only be agreed to in exceptional circumstances.

Persistent or Vexatious Complainants

MSV is committed to providing an accessible Customer Feedback service to all customers. However, there must be a balance between a complainant's right to be heard and their responsibility to behave reasonably in making or pursuing complaints. We therefore reserve the right to restrict or change the access on the rare occasion that it is identified that a customer's actions are unacceptable.

MSV staff will respond professionally and sympathetically to all feedback. Unfortunately, where there are occasions when MSV consider the behaviour or actions of a customer unacceptable the following guidance will apply. If someone is assertive or determined MSV will not view this behaviour as unacceptable. We understand that some circumstances can be upsetting or distressing which can lead to people acting out of character, but where there are persistent unreasonable demands or angry and aggressive behaviours towards our colleagues, we will need to take the necessary action to manage such behaviour. This may result in a warning to the customer or placing a restriction on how or when the customer can contact us.

Aggressive or abusive behaviour:

We understand that complainants can feel angry about the circumstances they are having to contact us about, however it is not acceptable when that anger or aggression is directed at our colleagues. Our colleagues do understand the difference between anger and aggression, and this is not restricted to physical acts which could lead to harm it also includes behaviour or language which could cause them to feel afraid, threatened or abused. Examples of this are rudeness, threats, derogatory or discriminatory remarks. This may also result in a warning to the customer or placing a restriction on how and when the customer can contact us.

Unreasonable demands

If customers make what we consider unreasonable demands and as such they impact substantially on our work due to the amount of information they seek or provide, the nature and scale of service they expect, or the regularity or number of approaches they make we will take the decision to view this as unreasonable. It is the persistent behaviour that we view unreasonable and not how the customer approaches us.

Examples of these behaviours include the following:

- Making continuous phone calls and sending lengthy emails, or letters to numerous colleagues, often simultaneously.
- Only willing to communicate with a particular colleague including senior colleagues.
- Insisting on responses or actions within an unreasonable timescale
- Refusing to engage and cooperate with the complaints process

- Changing the basis of the complaint as the investigation proceeds and adding trivial or new information at a later date.
- Raising numerous detailed but unimportant questions, insisting they are all answered.
- Persistent refusal to accept a decision
- Continuing to pursue a complaint case without presenting any new information
- Wilfully obstructing reasonable attempts to resolve issues raised including deliberate conflation of issues.

The way in which we manage unreasonable behaviour will depend on the extent and nature. We will look at each case individually and ensure that our decision is fair and proportionate.

We may look to:

- Restrict how a customer can contact us
- Restrict how often the customer can contact us
- Restrict access to the complaints process in the future

Customers will be informed in writing of any decision to invoke these steps and the customer can appeal the decision by writing to the Head of Customer Experience.

Compensation

Any financial award will be reviewed and considered on a case by case basis and on its own merits. MSV will consider if any statutory payments are due in-line with the Housing Ombudsman Code, and also if any quantifiable losses have been incurred as well as the time and trouble a resident has been put to and any distress and inconvenience caused when awarding compensation.(see compensation policy, appendix 2) We will record all monetary offers of compensation, including Vouchers, Rent Write offs etc. Once the compensation figure has been agreed by both parties, we aim to process this within 10 working days.

Monitoring, Review and Evaluation

MSV will analyse complaints received, their outcome and proposed changes as part of its reporting and planning process. A complaints survey will be undertaken after the final closure of each stage of a complaint. MSV will ensure feedback is provided at an operational level to managers to ensure immediate learning on individual cases – such as training or record keeping.

The Customer Experience team will also produce regular reports that will be shared with Managers, Senior Management, Customer Committee, the MSV Executive team and Board. Reports will highlight themes and trends which will allow Senior Management to review and identify any trends in service failure, serious risks, or areas for organisational improvement. The Board will also appoint a Complaints Champion to be reviewed annually to provide governance oversight, scrutiny, and challenge in respect of complaints.

Staff involved in the complaints process will be trained in this policy and related procedures.

Complaints will be recorded through the customer information management system within MRI and reported via a complaints Power BI dashboard. Satisfaction with complaints handling is part of the tenant satisfaction measures that are collected and reported in line with the

regulatory guidance. Regular audit will be carried out to ensure compliance with policy and guidance.

We will publish information about the complaints we receive every year on our website in the Annual Report. This will include the number, nature, and outcome of complaints and how we learned from complaints and applied that learning to improve our services.

Each year in line with the Housing Ombudsman’s Code we will self-assess our complaint handling and compliance with the statutory code.

7 Related documents

Appendix 1 – Equality Impact Assessment.

Appendix 2 - Compensation policy and procedure.

8. Version History

Version	Date	Description/Summary	Status	Author
V1.0	02/24	Redraft	Draft	GA
V1.1	03/24	Further revisions with comments from colleagues/customers and senior leadership	Draft	GA

9. Appendices

Appendix 1 – Equality Impact Assessment for Complaints Policy & Procedure

Who are the main stakeholders in relation to the function?	All customers with interest in providing feedback to MSV All MSV staff	
Who will be consulted and what types of consultation will be carried out?	Members of Staff & Senior Management Team. Customer representatives	
Could the function have a differential impact on:	What evidence exists to support your analysis?	
	Yes / No	
Racial Groups	Yes	Some customers may have less understanding of the English language and so be unaware of the process. Policy and procedure accessible to all with access to translation / interpreter as required
Gender or gender reassignment	No	Policy and procedure accessible to all with same sex visits available as required

Disabled people	Yes	Customers with severe disability may not have capacity to understand the process.
Age	No	Policy and procedure accessible to all
Sexuality	No	Policy and procedure accessible to all
Religion or belief	No	Policy and procedure accessible to all
Any other protected or vulnerable characteristic including marriage or civil partnerships, pregnancy, or maternity?	No	
<p>If the answer is NO to <u>all</u> questions and no differential treatment has been found there is no requirement for a full Equality Impact Assessment. Please go back regularly and review the cycle.</p> <p>If the answer is YES to any of the questions please complete the rest of the form.</p>		
In what areas could the differential identified be considered to have an adverse impact in this function and what solutions will be introduced to overcome these adverse impacts?	Ensure the Have Your Say leaflet has a strapline for customers who need information in a different language. Ensure all staff are aware of complaints procedure. Availability of language line and translation service to assist customers meet language needs.	
In what areas could the differential identified be considered a positive impact in this function and what strategies will be introduced to safeguard and spread these positive impacts?		
Which Action Plans have these solutions/strategies been transferred into?	Team Operational Plans	

Appendix 2 - Compensation Policy and procedure.

Please see the website or Heart for the Compensation Policy and Procedure.