

Complaints Procedure

A GUIDE TO OUR COMPLAINTS PROCESS

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Accountability, roles, and responsibilities

1. Overall accountability and responsibility for management of complaints lies with the 'Responsible Person'. In our organisation this is Dominique Kent, CEO.
2. We have processes in place to ensure we regularly review insight from complaints, and other feedback, to identify opportunities for improvement.
3. The responsible person, and relevant senior managers, (together the 'Responsible Management') make sure action is taken to identify learnings arising from complaints, and implement improvements to our service.
4. Responsible Management uphold this procedure and are responsible for its development, and day to day implementation. They demonstrate this by:
 - Leading by example to improve the way we deal with compliments, feedback, and complaints
 - Understanding the obstacles people face when making a complaint to us, and taking action to improve the experience by removing them
 - Knowing and complying with all relevant legal requirements regarding complaints
 - Making information available in a format that people find easy to understand
 - Promoting information about independent complaints advocacy and advice services
 - Making sure everyone knows when a complaint is a serious incident, a safeguarding or legal issue and what must happen
 - Making sure that there is a strong commitment to the duty of candour so there is a culture of being open and honest when something goes wrong
 - Making sure we listen and learn from complaints and improve services when something goes wrong.

Introduction

1. This procedure sets out how we handle complaints and the standards we follow. It aligns to the relevant requirements as given in the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 (referred to in this guidance as the 2014 Regulations).
2. This complaint handling procedure describes how we will put into practice the core expectations given in the Fundamental Standards.
3. Our Commitment to Good Complaint Handling (available on request) and this procedure also support delivery of our mission statement and core values.

Identifying a complaint

Definition: Complaint

An expression of dissatisfaction, either spoken or written, that requires a response. It can be about an act, omission or decision we have made and/or the standard of service we have provided.

Definition: Feedback

Feedback can be an expression of dissatisfaction (as well as positive feedback) but is normally given without wanting to receive a response or make a complaint.

Definition: Incident Alert

An incident is usually where the customer, a person on behalf of a customer or a member of the team log something that has happened, often something that is unexpected or unpleasant.

Everyday conversations with our customers

Our team speak to people who use our service every day. This can often raise issues, requests for a service, questions or worries that our team can help with immediately. Where an issue has been brought to our attention, we encourage people to discuss any feedback they have with our team, as we may be able to sort the issue out to their satisfaction quickly and without the need for them to make a complaint.

When people want to make a complaint

We recognise that we cannot always resolve issues as they arise and that sometimes people will want to make a complaint. The NHS Complaint Standards define complaints and we align to this here at Bluecrest.

Feedback

People may want to provide feedback instead of making a complaint. In line with this framework people can provide feedback, make a complaint, or do both.

1. People do not have to use the term 'complaint'. We will use the language chosen by the customer, or their representative, when they describe the issues they raise (for example, 'issue', 'concern', 'complaint', 'tell you about'). We will always speak to people to understand the issues they raise and how they would like us to consider them, if we are unclear we will ask if they would like us to consider their feedback as a complaint.
2. If we consider that a complaint (or any part of it) does not fall under this procedure we will explain the reasons for this. We will do this in writing to the person raising the complaint and provide any relevant explanation and signposting information.
3. We will consider all accessibility and reasonable adjustment requirements of people who wish to make a complaint in an alternative way. We will record any reasonable adjustments we make.
4. We will acknowledge a complaint within the same working day of receiving it. This can be done in writing, electronically, or verbally.

5. We may receive an anonymous or general complaint that would not meet the criteria for who can complain (see below). In this case we would normally take a closer look into the matter to identify if there is any learning for our organisation unless there is a reason not to.
6. Complaints can be made to us:
 - In person
 - By telephone: 0808 168 7867
 - In writing: Bluecrest HQ, Ridgeworth House, 5/9 Liverpool Gardens, Worthing BN11 1RY
 - By email: customerrelations@bluecresthealth.com
 - Online: www.bluecrestwellness.com/contact

When people want to report an Incident Alert

People may want to report an incident instead of making a complaint. In line with this framework people can report an incident, make a complaint about the incident, or do both.

1. People do not have to use the term 'incident'. We will use the language chosen by the customer, or their representative, when they describe the issues they raise (for example, 'accident', 'mistake', 'error', 'something that happened'). We will always speak to people to understand the issues they are raising to determine:
 - a. If what they are reporting is classed as an incident
 - b. If the incident should be treated as a standard or serious incident
2. If we consider that the incident (or any part of it) does not fall under this procedure we will explain the reasons for this. We will do this in writing to the person raising the incident and provide any relevant explanation and signposting information.
3. We will consider all accessibility and reasonable adjustment requirements of people who wish to report an incident in an alternative way. We will record any reasonable adjustments we make.
4. We will acknowledge disclosure of an incident at point of receipt or within the same working day of receiving it. This can be done in writing, electronically, or verbally.
5. We may receive an anonymous or general report of an incident that would not meet the criteria for who can raise an incident (see below). In this case we would normally take a closer look into the matter to identify if there is any learning for our organisation unless there is a reason not to.
6. Incidents can be raised to us:
 - In person
 - By telephone: 0808 168 7867
 - In writing: Bluecrest HQ, Ridgeworth House, 5/9 Liverpool Gardens, Worthing BN11 1RY
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Objectives

1. At Bluecrest Wellness the management of customer or public dissatisfaction is an important part of the governance framework. By ensuring information about complaints and their causes are an integral part of the system, Bluecrest can provide a safe, high quality service which is constantly improving.
2. Our Complaints Procedure aims to:
 - a. Ensure everyone knows how to make a complaint
 - b. Define the complaints handling and resolution procedures
 - c. Ensure complaints are handled consistently, fairly, and effectively in line with the given procedure
 - d. Provide a framework for complaints monitoring and review so service improvements can be made
 - e. Provide individuals with a fair and effective way to complain, provide feedback, raise a query or highlight an incident

How we will respond

Our vision for a successful complaints procedure is one that follows the six principles of good complaint handling and meets the needs of our customers, team, and the organisation.

1. Getting it right
2. Being customer focused
3. Being open and accountable
4. Acting fairly and proportionately
5. Putting things right
6. Seeing continuous improvement

Who can make a complaint

1. Any person may make a complaint to us if they have received or are receiving services from our organisation. A person may also complain to us if they are not in direct receipt of our services but are affected, or likely to be affected by, any action, inaction or decision by our organisation.
2. If the person affected does not wish to deal with the complaint themselves, they can appoint a representative over the age of 18 to raise the complaint on their behalf. There is no restriction on who may represent the person affected (provided that they are over the age of 18). However, they will need to provide us with their consent for their representative to raise and discuss the complaint with us and to see their personal information including any relevant results related information.
3. If the person affected has died, is a child or is otherwise unable to complain because of physical or mental incapacity, a representative may make the complaint on their behalf. There is no restriction on who may act as representative (provided they are over the age of 18) but there may be restrictions on the type of information we may be able to share with them. We will explain this when we first look at the complaint.
4. If a complaint is brought on behalf of a child we will need to be satisfied that there are reasonable grounds for a representative bringing the complaint rather than the child. If we are not satisfied we will share our reasons with the representative in writing.
5. If at any time we see that a representative is not acting in the best interests of the person affected we will assess whether we should stop our consideration of the complaint. If we do this, we will share our reasons with the representative in writing.

Timescale for making a complaint

1. Complaints must be made to us within 6 months of the date the incident being complained about happened or the date the person raising the complaint found out about it, whichever is the later date.
2. If a complaint is made to us after that 6 month deadline, we will consider it if:
 - a. We believe there were good reasons for not making the complaint before the deadline and,
 - b. it is still possible to properly consider the complaint.
3. If we do not see a good reason for the delay or we think it is not possible to properly consider the complaint (or any part of it) we will write to the person making the complaint to explain this.

Complaints and other procedures

1. We make sure team members who deal with complaints are properly supported and trained to identify when it may not be possible to achieve a relevant outcome through the complaint process on its own. When this happens, the team member dealing with the complaint will inform the person making the complaint and give them information about any other process that may help address the issues and has the potential to provide the outcomes sought.
2. This can happen at any stage in the complaint/incident handling process and may include identifying issues that could or should:
 - Trigger a safety investigation
 - Trigger our safeguarding procedure
 - Involve an investigation which has become a legal requirement
 - Trigger a relevant regulatory process, such as fitness to practice investigations or referrals
 - Involve a relevant legal issue that requires specialist advice or guidance.
3. When another process may be better suited to cover other potential outcomes, our team will seek advice and provide clear information to the individual raising the complaint. We will make sure the individual understands why this is relevant and the options available. We will also signpost the individual to sources of specialist independent advice.
4. We will make sure that the person raising the complaint gets a complete and holistic response to all the issues raised. This includes any relevant outcomes where appropriate. The team member dealing with the complaint will engage with other teams or organisations who can provide advice and support on the best way to do this.
5. If an individual is already taking part or chooses to take part in another process but wishes to continue with their complaint as well, this will not affect the investigation and response to the complaint. The only exceptions to this are if:
 - the individual requests or agrees to a delay
 - there is a formal request for a pause in the complaint process from the police, a coroner or a judge. In such cases the complaint investigation will be put on hold until those processes conclude.
6. If we consider that a team member should be subject to remedial or disciplinary procedures or referral to a health professional regulator, we will, where necessary advise the person raising the complaint. We will share as much appropriate information with them as we can while complying with data protection legislation. If the person raising the complaint chooses to refer the matter to a health professional regulator themselves, or if they subsequently choose to, it will not affect the way that their complaint is investigated and responded to. We will also signpost to sources of independent advice on raising professional fitness to practice concerns.
7. If the person dealing with the complaint identifies at any time that anyone involved in the complaint or incident may have experienced, or be at risk of experiencing, harm or abuse then they will discuss the matter with relevant colleagues and initiate our [safeguarding procedure](#).

Confidentiality of complaints and other interactions defined within this policy

1. We will maintain confidentiality and protect privacy throughout the relevant processes in accordance with UK General Data Protection Regulation and Data Protection Act 2018. We will only collect and disclose information to those team members who are involved in the consideration of the complaint. Documents relating to a complaint or incident investigation are securely stored and kept separately from results records or other customer records. They are only accessible to team members involved in the consideration of the complaint or incident.
 2. Outcomes may be anonymised and shared within our organisation and may be published on our website to promote service improvement.
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How we handle complaints

Making sure people know how to complain and where to get support

1. We provide clear information about our complaints process and how people can seek further advice and support with their complaint through the Care Quality Commission. Whilst they are not able to complain on your behalf, they may refer your complaint back to us for review.
2. We will make sure that everybody who uses (or is impacted by) our services (and those that support them) know how they can make a complaint by having our complaints procedure and/or materials that promote our procedure on our website and on request. We will provide a range of ways to do this so that people can raise a complaint easily in a way that suits them. This includes providing access to our complaints process online.
3. We will make sure that our customer's ongoing or future service delivery will not be affected because they have made a complaint.

What we do when we receive a complaint

1. We want all customers, their family members and carers to have a good experience while they use our services. If somebody feels that the service received has not met our standards, we encourage people to talk to team members who are dealing with them and/or to contact our Customer Relations department by calling 0808 168 7867, emailing customerrelations@bluecresthealth.com or completing the form on the contact us page www.bluecrestwellness.com/contact

2. We want to make sure we can resolve complaints quickly as often as possible. To do that, we train our team to proactively respond to customers and their representatives and support them to deal with any complaints raised at first point of contact.
3. All of our team who have contact with customers (or those that support them) will handle complaints in a sensitive and empathetic way and in accordance with our organisational values. Our team will make sure people are listened to, get an answer to the issues quickly wherever possible, and any learning is captured and acted on.
4. Our team will:
 - listen to the customer to make sure they understand the issue(s)
 - ask how they have been affected
 - ask what the customer would consider to be a satisfactory outcome
 - carry out these actions themselves if they can (or with the support of others)
 - explain why, if they cannot do this, and explain what is possible
 - capture any learning to share with colleagues and improve services for others.

Carrying out the investigation

1. Team members who carry out investigations will give a clear and balanced explanation of what happened and what should have happened. They will reference relevant legislation, standards, policies, procedures and guidance to clearly identify if something has gone wrong.
2. They will make sure the investigation clearly addresses all the issues raised. This includes obtaining evidence from the person raising the complaint and from any team members involved or specifically complained about.
3. If the complaint raises clinical issues, they will obtain a clinical view from someone who is suitably qualified. Ideally, they should not have been directly involved in providing the care or service that has been complained about.
4. We will aim to complete our investigation within the timescale shared with the person making the complaint at the start of the investigation. Should circumstances change we will:
 - a. notify the person raising the complaint (and any team members involved) as soon as is reasonably possible
 - b. explain the reasons for the delay
 - c. provide a new target timescale for completion.
5. The team member handling the complaint will contact the person to explain the reasons for any delay and the likely timescale for completion. They will then maintain oversight of the case until it is completed or it has been escalated to the relevant team member who will then take over this responsibility and a response is issued.
6. When issuing a response to the complaint, the team member carrying out the investigation will share and discuss (by telephone or in writing) the outcome of our investigation and the actions we intend to take, with all of the key parties to the complaint. This will be decided on a case-by-case basis and will be based on the complexity of the issues and the identified impact. We will always consider any comments we receive before issuing a response.

Acknowledging complaints

1. For all complaints, we will acknowledge them (either verbally or in writing/email) within the same working day of receiving it. We will also discuss with the person making the complaint how we plan to respond to the points raised.
2. A review of the complaint will take place in line with Bluecrest policy as soon as the complaint is received to determine the appropriate investigation and escalation route needed in order to meet our commitment to good complaint handling and respond appropriately within a timely manner.
3. In the unlikely event that a complaint becomes escalated to stage 2 or 3, we will acknowledge this in the same working day that the next stage is triggered.

Complaints that can be resolved quickly - stage one

1. We regularly find that, our team are able to resolve the majority of queries or complaints at the first point of contact. We encourage our team to do this as much as possible so that people get a quick and effective answer to their issues.
2. All complaints are monitored and used to determine any areas of improvement regardless of the time it takes to resolve with the customer.

Focus on early resolution

1. When we receive a complaint, we are committed to making sure it is addressed and resolved at the earliest opportunity. Our team are trained to identify any complaints that may be resolved at the time they are raised or very soon after. If our frontline team consider that the issues cannot be resolved quickly, we will take a closer look into the matter.
2. When our team believe that an early resolution may be possible, they are authorised to take action to address and resolve the issues raised, and put things right for the person raising them. Our team will resolve complaints by telephone, email or in person (if the complaint is raised with one of our in person representatives) wherever possible.
3. If we think a complaint can be resolved quickly, we aim to do this within 5 working days. We will always discuss with those involved what we will do to resolve the complaint and, where possible, how long that will take.



- If it is not possible to issue a response within 5 working days, we will inform the person making the complaint within 4 working days that further information is required and that the expected timeframe may be extended as result. A new expectation of when we expect to respond will be shared with the person making the complaint at this point. Please see our table for stage one service level agreement:

Stage	Service Level Agreement
Stage 1 Acknowledgement	1 working day (within the same working day of receiving it)
If further time/info needed	4 Working days
Ideal completion	5 Working days

If we can resolve a complaint

- If we can answer or address the complaint early, and the person making the complaint is satisfied that this resolves the issues, our team have the authority to provide a response on our behalf. This will often be done over the telephone or in writing (by email or letter) in line with the individual circumstances.
- We will capture a summary of the complaint and how we resolved it and we will share that with the person making the complaint. This will make sure we build up a detailed picture of how each of the services we provide is doing and what people experience when they use these services. We will use this data to help us improve our services for others.

If we are not able to resolve a complaint

If we are unable to find an appropriate way to resolve the complaint to the satisfaction of the person making it, we will look at whether we need to take a closer look into the issues.

A closer look into the issues - stage two

- Not every complaint can be resolved quickly and sometimes we will require a longer period of time to carry out a closer look into the issues and complete an investigation. In these cases, we will make sure the complaint is allocated to an appropriate member of team (or Complaint Handler), who will take a closer look into the issues raised. This will always involve taking a detailed and fair review of the issues to determine what happened and what should have happened.
- We will make sure team members involved in carrying out a closer look are properly trained to do so. We will also make sure they have:
 - the appropriate level of authority and autonomy to carry out a fair investigation
 - the right resources, support and time in place to carry out the investigation, according to the work involved in each case.

- Where possible, complaints will be looked at by someone who was not directly involved in the matters complained about. If this is not possible, we will explain to the person making the complaint the reasons why it was assigned to that person. This should address any perceived conflict of interest.
- We aim to issue a stage two response within 10 working days. We will always discuss with those involved what we will do to resolve the complaint and, where possible, how long that will take.
- If it is not possible to issue a response within 10 working days, we will inform the person making the complaint within 9 working days that further investigation is required and that the expected timeframe may be extended as result. A new expectation of when we expect to respond will be shared with the person making the complaint at this point.

Stage	Service Level Agreement
Stage 2 Acknowledgement	1 working day (within the same working day of receiving the escalation)
Ideal completion	10 Working days
If further time/info needed	9 Working days

Clarifying the complaint and explaining the process

- The team member (or Complaint Handler) dealing with the complaint will:
 - Engage with the person raising the complaint to make sure they fully understand and agree:
 - the key issues to be looked at
 - how the person has been affected
 - the outcomes they seek
 - Make sure that any team members specifically complained about are made aware at the earliest opportunity (see 'Support for team' below)
 - Share a realistic timescale for how long the investigation is likely to take with the person raising the complaint, depending on:
 - the content and complexity of the complaint
 - the work that is likely to be involved
- Agree how they will keep the person (and any team specifically complained about) regularly informed and engaged throughout.
- Explain how they will carry out the closer look into the complaint, including:
 - What evidence they will seek out and consider
 - Who they will speak to
 - How they will decide if something has gone wrong or not
 - How the response will be communicated

Final viewpoint - stage three

As soon as practical after the investigation is finished, the person carrying out the investigation will co-ordinate a written response signed by our Responsible Person (or their delegate). They will send this to the person raising the complaint and any other interested parties. The response will include:

- a. A reminder of the issues investigated and the outcome sought
- b. An explanation of how we investigated the complaint
- c. The relevant evidence we considered
- d. What the outcome is
- e. An explanation of whether or not something went wrong that sets out what happened compared to what should have happened, with reference to relevant legislation, standards, policies, procedures and guidance
- f. If something went wrong, an explanation of the impact it had
- g. An explanation of how that impact will be remedied for the individual
- h. A meaningful apology for any failings
- i. An explanation of any wider learning we have acted on/will act on to improve our service for other users
- j. An explanation of how we will keep the person raising the complaint involved and updated on how we are taking forward all systemic learning or improvements relevant to their complaint
- k. Confirmation that we have reached the end of our complaint procedure
- l. Details of how to contact the CQC if the individual is not satisfied with our final response

Stage	Service Level Agreement
Stage 3 Acknowledgement	1 working day (within the same working day of receiving the escalation)
Ideal completion	20 Working days
Exception	Keep customer informed

Referral to the CQC

Contained within our final written response, we will clearly signpost our regulator, the Care Quality Commission. Whilst they are not able to complain on an individuals behalf, they may refer the complaint back to us for review.

Providing a remedy

1. Following the investigation, if the person investigating the complaint identifies that something has gone wrong, they will seek to establish what impact the failing has had on the individual concerned. Where possible they will put that right for the individual and any other people who have been similarly affected. If it is not possible to put the matter right, they will decide, in discussion with the individual concerned and relevant team members, what action can be taken to remedy the impact.
2. In order to put things right, the following remedies may be appropriate:
 - a. An acknowledgement, explanation and a meaningful apology for the error
 - b. Reconsideration of a previous decision
 - c. Expediting an action
 - d. Waiving (or recompensing) a fee or penalty
 - e. Issuing a payment or refund
 - f. Changing policies and procedures to prevent the same mistake(s) happening again and to improve our service for others

Support for team members

1. **Training:** We will make sure all team members who look at complaints have the appropriate: training, resources, support and time to investigate and respond to complaints effectively. This includes how to manage challenging conversations and behaviour.
2. **Awareness:** We will make sure team members specifically complained about are made aware of the complaint and we will give them advice on how they can get support from within our organisation, and externally if required.
3. **Opportunity:** We will make sure team members who are complained about have the opportunity to give their views on the events and respond to emerging information. Our team will act openly and transparently and with empathy when discussing these issues.
4. **Updates:** The person carrying out the investigation will keep any team members complained about updated. These team members will also have an opportunity to see how their comments are used before the final response is issued.
5. **Escalation:** We will ensure that all team members have an appropriate escalation route for support should any complaint be outside of their level of training or power to resolve to a satisfactory level.

Complaints involving multiple organisations

1. If we receive a complaint that involves other organisation(s) (including any organisations involved in the delivery of our services) where possible, we will make sure that we investigate in collaboration with those organisations. The people handling the complaint for each organisation will agree who will be the 'lead organisation' responsible for overseeing and coordinating consideration of the complaint.
2. The person investigating the complaint for the lead organisation will be responsible for making sure the person who raised the complaint is kept involved and updated throughout. They will also make sure that the individual receives a single, joint response.

Monitoring, demonstrating learning and data recording

1. We expect all team members to identify what learning can be taken from complaints, regardless of whether mistakes are found or not.
2. Our Senior Managers take an active interest and involvement in all sources of feedback and complaints, identifying what insight and learning will help improve our services for other users.
3. We maintain a record of:
 - a. Each complaint we receive
 - b. The subject matter
 - c. The outcome
 - d. Whether we sent our final written response to the person who raised the complaint within the timescale agreed at the beginning of our investigation.
4. To measure our overall timescales for completing consideration of all complaints and our delivery of the Bluecrest Complaint Standards, we seek feedback on our service from:
 - a. People who have made a complaint and any representatives they may have
 - b. Team members who have been specifically complained about
 - c. The team member(s) who carried out the investigation. Bluecrest will seek this feedback on all complaints dealt with along with regular reviews and auditing of all complaints received.

5. We monitor all feedback and complaints over time, looking for trends and risks that may need to be addressed.
6. In keeping with the 2009 Regulations section 18, as soon as practical after the end of each financial year, we will produce and publish a report on our complaint handling. This will include how complaints have led to a change and improvement in our services, policies or procedures.

Complaints about a third party provider of our services

1. This complaint handling procedure applies to all Bluecrest Services we provide. If the complaint relates solely to one of our third party providers we will direct the complaint to the relevant process.
2. Where we outsource the provision of Bluecrest services to a third party provider we will make sure they follow these same complaint handling procedures.
3. We will maintain meaningful strategic oversight of the performance of these organisations to make sure they meet the expectations set out in our Complaint Standards.

What is a Service Level Agreement (SLA)?

As a service provider, a service level agreement is a plain-language agreement between a business and their customers (whether internal or external) that defines the services they will deliver and the responsiveness that can be expected.

SLAs define contractually agreed upon terms for services including things like responsiveness. For instance, promising customers that their complaint will be acknowledged within 1 working day.

Complaint Service Level Agreements (SLA)

Stage	Service Level Agreement	Detail	Rationale
Stage 1 Acknowledgement	1 working day (within the same working day of receiving it)	Customer to be informed that we have received the information, and this is under review	All processes require acknowledgement of receipt. Sets expectations of timescales. Lets customer know they have been heard.
If further time/info needed	4 working days	Customer to be informed if more information or time is needed as part of the review/investigation. Expectation set to customer of ideal completion date starts again from new information acquired to allow time to investigate new findings.	Customers should be informed prior to the ideal completion date if we expect to have any delay and why. Customer should be made to feel respected and informed at all stages.
Ideal completion	5 working days	Aim is to have the investigation/review concluded and findings presented/resolution offered to customer	All complaints should be handled within a reasonable timeframe and where possible, we should not expect the customer to wait for any extended periods of time.
Stage 2 Acknowledgement	1 working day (within the same working day of receiving the escalation)	Customer to be informed that we have received the information, and this is under review	All processes require acknowledgement of receipt. Sets expectations of timescales. Lets customer know they have been heard.
If further time/info needed	9 working days	Customer to be informed if more information or time is needed as part of the review/investigation. Expectation set to customer of ideal completion date starts again from new information acquired to allow time to investigate new findings.	Customers should be informed prior to the ideal completion date if we expect to have any delay and why. Customer should be made to feel respected and informed at all stages.
Ideal completion	10 working days	Aim is to have the investigation/review concluded and findings presented/resolution offered to customer	All complaints should be handled within a reasonable timeframe and where possible, we should not expect the customer to wait for any extended periods of time.

Stage	Service Level Agreement	Detail	Rationale
Stage 3 Acknowledgement	1 Working Day (within the same working day of receiving the escalation)	Customer to be informed that we have received the information, and this is under review	All processes require acknowledgement of receipt. Sets expectations of timescales. Lets customer know they have been heard.
Ideal Completion	20 working days	All responses to be issued within this time frame barring exceptions as below.	Some complaints require further investigations or lead to further actions that may be required. This may not always be possible in the ideal completion time but should always be expected within this mandatory period.
Exception	Keep customer informed	Authorised by Governance ONLY This is by exception only and as an example, would be outside of our control. For example, the customer is not available/contactable, there are any regulatory, legal or third party delays that have been imposed upon us and agreed by Governance	It is not always within our control as to when a complaint will be considered fully closed. Transparency and communication with the customer where required must remain.



Bluecrest Wellness, Ridgeworth House, 5/9 Liverpool
Gardens, Worthing BN11 1RY

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