



PUBLIC

Policy: Crown Agents Feedback Policy

Author: Group Legal Counsel

**Approver: Chief Operations & Performance
Officer**

Applies to

- Directors & Officers
- Permanent employees
- Fixed term employees
- Volunteers, Interns & Trainees
- Agency staff
- Consultants & Contractors
- Business partners

- All CA operations
- Corporate operations
- Project operations

Jurisdiction

- All CA Group Companies
- UK only
- Country/Entity specific [specify]

Table of Revisions

Version	Date	Description	Author	Approver
1.0	08/2023	Effective date	GLC	COPO

Next review due: August 2024

1. Policy

1.1. Crown Agents is committed to upholding the principles of transparency and accountability at the core of good governance and best practice. Ensuring that stakeholders can hold the organisation to account through an effective feedback process is essential to improve the quality of our work. We listen to all feedback and treat it as an opportunity to improve. This document sets out the procedures that Crown Agents follows globally to manage this.

1.2. When does the Feedback Policy (“Policy”) apply?

The Policy is intended for use by partners, beneficiaries, and the public. It should not be used to raise employee complaints. Internal employment policies are in place to handle employment issues, including, but not limited to, the Grievance Policy, Anti-Harassment Policy and Reporting & Whistleblowing Policy, all of which can be found on the Policy Portal.

The Policy does not apply to complaints that are subject to current investigation by any regulatory body (for example, a complaint that is being reviewed by the UK’s Information Commissioner’s Office) or other legal or regulatory authorities in countries in which Crown Agents operates. Such issues will be dealt with under the relevant regulatory regime.

1.3. Definition of feedback

Crown Agents defines feedback as an expression of satisfaction (plaudit) or dissatisfaction (complaint) made to the organisation related to its activity or lack of activity.

The following are examples of feedback (this list is not exhaustive):

- Plaudit or concern about the quality of Crown Agents’ programme delivery or outcome.
- Plaudit or concern about a lack of action regarding a request made to Crown Agents.

2. Plaudit handling

2.1. Procedures for Plaudit Management

2.1.1. Who should a plaudit be addressed to?

Plaudits can be sent either directly to the staff member responsible or to this email address: enquiries@crownagents.co.uk. The relevant team shall be responsible for recording and communicating the details of plaudits received. Where appropriate, the recipient shall also be responsible for timely acknowledgment of the plaudit and for sharing with other internal parties who have contributed to the receipt of the plaudit. This can include sharing details of the plaudit with HR for retention on a staff member’s personal file and sharing with International Resourcing so that a personal plaudit can be logged on the CV database.

2.1.2. Recording and Forwarding Plaudit

A plaudit can be submitted in hard copy or electronic form and can also be in the form of the minutes of a formal meeting, other written statements, or an oral plaudit. A plaudit can be submitted directly by personnel within the in-scope¹ business areas, through other staff, including our international offices and agents, or through other sources, such as

¹ Businesses in scope of the ISO9001 certification, which includes business areas engaged in business winning and delivery.

external suppliers. Any member of the in-scope business areas who receives a verbal plaudit from either a client or supplier shall record the details in writing, and it will be preferable if the plaudit can also be received in writing from the originator of the plaudit.

2.2. Pauldits may be used for promotional purposes depending on the requirements of the organisation or individual the plaudit stems from. If this is not appropriate, this should be recorded alongside the plaudit to ensure preferences are adhered to.

2.3. Pauldits should be logged on the Plaudit Register within the Crown Agents Quality Management System, either by the recipient of the plaudit or by forwarding to the QMS Quality Managers.

3. Complaint handling

3.1. Principles of complaint management

3.1.1. In handling complaints, Crown Agents will uphold the following principles:

- *Respect for person's right to complain:* Crown Agents will take all complaints seriously and will treat all complainants with courtesy and respect.
- *Timely:* Complaints will be fully investigated and responded to in a timely manner. Crown Agents will keep complainants informed of the progress of their complaint.
- *Open and transparent:* Crown Agents will ensure that making a complaint is as easy and transparent as possible.
- *Fair:* Each complaint will be addressed in an equitable, objective, and unbiased manner through the complaints-handling process.
- *Privacy:* Crown Agents will limit the circulation of the specific details of the complaint to those who need to know.
- *Responsive:* We will work hard to correct problems and address concerns in a way that endeavours to satisfy the complainant.
- *Feedback:* Complainants have the right to provide feedback on Crown Agents' response and will be informed of the processes for doing this.
- *Confidentiality:* Some complaints need to be kept confidential to safeguard those making or involved in the complaint. However, in some instances we might judge that the complainant will be better served if other third parties (e.g. professional advisors) are involved in the resolution of a complaint.
- *Accessibility:* We will make communication as easy as possible.

3.2. Procedures for Complaint Management

3.2.1. How to make a complaint

A complaint can be made in a variety of ways. Verbal complaints can be made by phone. Written complaints can be submitted by post or email. Crown Agents will treat a complaint as confidential while listening to the complainant, keeping them informed about the progress of the complaint and providing them with a prompt response.

3.2.2. Who should a complaint be addressed to?

Complaints relating to Crown Agents' programme work in a particular country should be directed to the Crown Agents' country director, if applicable, or by emailing enquiries@crowagents.co.uk, listing the country in which the complaint originated in the subject title. If the complainant does not want to make the complaint to the country

director, complaints should be directed to Crown Agents Limited, as below.

All other complaints should be addressed to 'Crown Agents feedback' at the UK office contact details:

Crown Agents Limited, Blue Fin Building, 110 Southwark Street, London SE1 0SU, UK
Email: enquiries@crownagents.co.uk

3.2.3. *What information should a complaint include?*

Full details should be provided of the issue being complained about, along with any relevant documentation or correspondence that is required to understand the complaint being made.

Any complaint should be made as soon as feasibly possible following the event causing the issue of concern. Where possible the complainant should try to remember the details surrounding the issue, including names of people involved and a timeline of events to help with the investigation.

The complainant should be aware that it might not always be possible to investigate a complaint in full if we have been informed a long time after the issue and/or have not been given enough details to undertake a full and fair investigation. This will be reviewed on a case-by-case basis, taking circumstances and any relevant factors into account.

3.2.4. *What happens after a complaint is reported?*

Complaints will be passed to the relevant manager with responsibility for the area being complained about. They will investigate the circumstances surrounding the issue and provide a response, including any escalation if applicable. Managers should produce an implementation plan for any improvements identified.

Crown Agents will acknowledge all complaints within 14 days of receipt and whenever possible will inform the complainant of the outcome of its investigation within 30 days of receiving the complaint. In the event that an investigation cannot be completed within this timeframe, the complainant will be informed, in writing, about when they can expect a full response.

All complaints shall be shared with the administrators of Crown Agents Quality Management System, who shall decide whether they fulfil the criteria to be logged within their systems. If accepted, complaints shall be logged on the Complaints & Corrective Actions Register within the Crown Agents Quality Management System, either by the recipient of the complaint or by forwarding to the QMS Quality Mangers.

3.2.5. *What should complainants do if they are unhappy with Crown Agents' response?*

In the event of a complainant being dissatisfied with the response from Crown Agents, they may write to the Chief Executive of Crown Agents, who will consider what action should be taken and inform the complainant about what further action may or may not be taken. All complainants have the right of appeal to the Board of Crown Agents, who can be contacted at the UK office address.

Crown Agents is registered in England and Wales under Registered Number 3259922.

Crown Agents' advertising activities are also regulated by the Advertising Standards Authority. Complaints can be made online at www.asa.org.uk or by contacting:

Advertising Standards Authority
Mid-City Place 71 High Holborn London WC1V 6QT
Telephone: 020 7492 2222

3.2.6. *When will Crown Agents not respond to a complaint?*

Everyone who makes a complaint to Crown Agents will be treated with courtesy and respect. In return, Crown Agents expects people who make a complaint to make their concerns fairly and appropriately. Where complainants harass staff, behave abusively, or unreasonably pursue complaints, Crown Agents reserves the right to withdraw or modify its complaints process. A decision about what constitutes a persistent, habitual, or vexatious complaint will be taken by the director responsible for the area complained about.

3.3. Complaints via social media

We use internal guidelines to decide how to deal with negative comments and complaints made on Crown Agents' social media channels. The guidance outlines how we speak on social media, what we do and do not react to, and what to do when an issue requires escalation to senior management. It must be followed by any member of staff responsible for managing a Crown Agents' social media channel.

All complaints and responses via social media shall be shared with the administrators of Crown Agents Quality Management System, who shall decide whether they should be logged within their systems.