

Complaints Procedure



DOCUMENT CONTROL

	NAME	TITLE	DATE
Author	SIAN KAPP	HEAD OF OPERATIONS	21 SEPTEMBER 2026
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Change History

Rev	Date	Significant Changes	Who
1	21 September 2026	Updated document owner/author details and amended National Code terminology, escalation wording, response reference and complaints link following ANUK feedback.	Sian Kapp

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Policy statement

Fusion resolves concerns fairly, promptly and transparently. Our process is accessible, published online and complies with the ANUK/Unipol National Code for Larger Developments. Where a complaint indicates a building-safety risk in an occupied Higher-Risk Building (HRB), we run Mandatory Occurrence Reporting (MOR) in parallel so statutory notifications to the Building Safety Regulator (BSR) happen on time and the golden thread is updated.

Purpose

To explain how to raise a complaint and how we acknowledge, investigate, respond and learn - using the shortest service timescales we have committed to, while continuing to meet ANUK/Unipol National Code requirements and integrating MOR in HRBs.

Scope

Applies to all concerns about buildings, services or staff, including accommodation condition and maintenance, staff conduct and service, noise/ASB, safety, discrimination/harassment and billing/finance. Neighbour complaints are eligible. Authorised representatives may act with the resident's written notification (email acceptable). For HRBs, any complaint regarding structural integrity or the spread of fire/smoke is triaged for MOR.

Roles and responsibilities

Managing Director (MD)

Ensures adequate resources. For HRBs, assures MOR capability, training and escalation routes are in place.

Health & Safety Committee

Approves this procedure. Provides oversight. Reviews safety-related themes; in HRBs, reviews MOR-linked complaints and ensures learning updates the safety case and golden thread.

Head of Operations / Area Managers

Ensure consistent handling across sites, support complex cases, and verify completion and effectiveness of corrective actions.

General Manager

Leads local handling and publicises routes; acknowledges within 3 business days; oversees impartial investigations; issues outcomes; implements remedies; maintains a complete audit trail; keeps the website procedure current. In HRBs, escalates potential safety occurrences immediately, records triage within 24 hours and supports BSR notice/report and resident updates.

Front of House Team

Receives concerns, seeks quick local resolution, records accurately, signposts the formal process, and flags potential safety occurrences promptly to the GM/Building Safety Lead.

Maintenance Technician

Provides timely technical input and completion evidence where complaints involve maintenance/facilities; in HRBs, assists make-safe actions, isolations and evidence capture for MOR.

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How to make a complaint (access & publication)

You can complain in person to the Front of House Team or General Manager, by phone, or by email. Our complaints procedure is published on our website with contact details and target response times, and it links to the ANUK/Unipol National Code complaints route. We provide confidential routes and reasonable adjustments; representatives may act with consent.

- ANUK/Unipol National Code complaints information: <https://www.nationalcode.org/for-students/problems-complaints/>

Complaints process

Step 1 - Acknowledgement (within 3 business days)

We acknowledge every complaint within 3 business days of receipt. The acknowledgement names a contact, outlines the steps we will take and gives an estimated timeline for resolution.

Step 2 - Investigation (within 5 business days)

An impartial manager or designated investigator gathers evidence and speaks with relevant parties. The investigation is completed within 5 business days of acknowledgement wherever practicable. If more time is exceptionally needed (for example, third-party input), we explain why and set a revised target date the same day.

Step 3 - Outcome & resolution

We issue a written outcome as soon as the investigation completes (target: by Day 5). The decision addresses each point and sets out remedies with dates. If upheld, corrective action is implemented immediately (for example, maintenance work, staff guidance or policy/process improvement) and any compensation is confirmed where applicable. Our internal targets are intended to ensure a substantive written response is provided within the ANUK/Unipol National Code requirement of 10 days. Where a matter is complex, we will write within that 10-day period explaining why longer consideration is necessary and provide an anticipated date for the full response.

Step 4 - Follow-up (around 2 weeks after resolution)

We check in around two weeks after resolution to confirm the issue is settled and actions remain effective. Any new information reopens the investigation if needed.

Appeals

If dissatisfied, the complainant may request a review within 7 days. A senior manager uninvolved in the original decision conducts the review and confirms the outcome and any further steps.

HRB / Mandatory Occurrence Reporting Procedure (runs in parallel where applicable)

For occupied Higher-Risk Buildings, any complaint hinting at structural integrity issues or fire/smoke spread is screened against the Mandatory Occurrence Reporting Procedure immediately: triage within 24 hours of receipt; if the threshold is met or uncertain the complaint handler will notify the PAP/AP/Building Safety Lead immediately, who will give notice to the Regulator as soon as reasonably practicable and submit the written MOR report within 10 days. Complaint handling continues in parallel, and records link to the golden thread and safety case.

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ANUK/Unipol National Code / external route

If you are unhappy with Fusion Students’ final resolution of your complaint, or if you have not received a response within 28 working days of lodging your complaint with us, you may escalate the matter through the ANUK/Unipol National Code complaints procedure. Further information on how to raise a complaint with the Code is available at:

<https://www.nationalcode.org/for-students/problems-complaints/>

Confidentiality and privacy

We provide a confidential route and limit access to those who need details to resolve the complaint (and, for HRBs, assess MOR). Where a complaint relates to the conduct of a member of staff, that individual will not form part of the consideration or decision-making process for the complaint. We process data lawfully under UK GDPR/DPA 2018, retain records in line with our retention schedule and apply appropriate redaction in disclosures.

Recording, monitoring and learning

Every complaint is logged with category, dates, actions and outcomes, including any settlement date and formal closure recorded. Sites review monthly; Area Managers quarterly; the Health & Safety Committee reviews safety-related themes and, for HRBs, MOR KPIs (triage within 24 hours; timely BSR notice; 10-day report; resident update within 48 hours; golden-thread linkage complete). Findings feed training, communications and procedures.

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