



Hardyman&Co.

Complaints Handling Procedure

Document Owner	Jade Minett, Business Manager	Approved By	Matthew Turl, Director
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Next Review	May 2027	Status	Controlled Procedure
Applies To	Employees and subcontractors	Public Access	Hardyman website

1. Purpose

This procedure sets out how Hardyman & Co Ltd manages and responds to complaints received in relation to works undertaken by the company. Our aim is to ensure concerns are handled promptly, fairly and effectively, and that learning from complaints is used to improve our services.

2. Definition of a Complaint

A complaint is any expression of dissatisfaction from a resident, client, stakeholder or member of the public about the standard or delivery of our services, the conduct of our employees or subcontractors, or the way a previous complaint was handled.

3. How a Complaint Can Be Made

Complaints can be made directly to Hardyman & Co Ltd through the following routes:

- In writing: Unit 6 Hockley Court, Stratford Road, Hockley Heath, B94 6NW
- By email: info@hardyman.co.uk
- By telephone: 01564 772250
- In person: to a Hardyman employee, Contract Manager, Contract Co-ordinator, site office or head office
- Via the relevant Local Authority or Housing Association client, where a complaint is raised through the client's own complaints process and referred to Hardyman for investigation

All complaints received directly by Hardyman will be acknowledged and logged. Complaints referred by a client will be investigated and responded to through the agreed communication route.

4. Recording and Acknowledging Complaints

Complaints are recorded centrally in the Non-Conformance Register, including the date received, details of the complaint and the manager responsible for dealing with it. Complaints received directly by Hardyman are acknowledged within three working days, confirming receipt and outlining the next steps.

5. Investigation and Response

A manager or supervisor who was not directly involved in the works concerned will investigate the complaint wherever practicable. The investigation may include reviewing records, speaking with relevant employees or subcontractors, visiting the property where appropriate and discussing the concern with the resident or client.

We aim to provide a full written response within ten working days. The response will explain the outcome of the investigation and any corrective action or remedy proposed. Where additional time is required because of the complexity of the matter, the complainant will be kept informed and provided with revised timescales.

6. Resolution and Remedies

Where a complaint is upheld, or where action is otherwise considered appropriate to resolve the matter, this may include:

- Repair or rectification works
- Replacement of defective materials
- An apology or explanation
- Changes to working practices or procedures
- Additional guidance or training



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- Disciplinary or contractual action for employees or subcontractors where appropriate

7. Escalation and Internal Review

If the complainant is not satisfied with the outcome, they may request an Internal Review. The review will be undertaken by a senior manager who has not previously been involved in the complaint. A final written response will be issued within fifteen working days of the review request.

After Hardyman's internal process is complete, complainants may pursue the matter through the relevant Local Authority or Housing Association complaints process, or other appropriate regulatory or ombudsman route where applicable.

8. Learning and Continuous Improvement

Complaints are considered alongside compliments and resident satisfaction feedback to identify recurring issues, themes and opportunities for improvement. Relevant trends and learning are reviewed through Hardyman's quarterly Communication Meetings so that learning can be shared across the business.

Lessons learned are communicated to relevant employees and subcontractors. Significant or recurring issues may lead to changes to policies, procedures, working practices, guidance or training.

9. Confidentiality and Data Protection

Complaints are handled in accordance with applicable data protection requirements. Personal information will only be used for the purpose of recording, investigating, responding to and learning from the complaint, and will only be shared where necessary and appropriate.

10. Responsibility, Publication and Review

The Business Manager, Jade Minett, is the document owner and is responsible for ensuring this procedure is maintained and reviewed. The procedure is reviewed annually, or earlier where significant learning, legislative change or client requirements make this necessary.

The Complaints Handling Procedure is publicly available through the Hardyman website so that residents can understand how to raise a complaint, the timescales they can expect and the routes available if they remain dissatisfied.