



WEBSITE GOVERNANCE

Complaints Handling Procedure

Oakstone Project Advisory Ltd

Effective 6 August 2026 | Version 1.0

A clear, fair and transparent route for raising concerns about Oakstone's services, conduct or complaint handling.

1. Purpose and commitment

Oakstone Project Advisory Ltd is committed to delivering professional, independent and technically robust services. We recognise that concerns may occasionally arise, and we view complaints as an opportunity to resolve issues fairly, protect client relationships and improve the way we work.

OUR COMMITMENT

We will treat complaints seriously, courteously and impartially. Making a complaint will not affect the level of service, professional treatment or access to information provided to the complainant.

Scope

This procedure applies to complaints about:

- the quality, timeliness or administration of Oakstone's consultancy services;
- the conduct, communication or professional behaviour of anyone acting for Oakstone;
- reports, inspections, advice, invoices or other deliverables, subject to the terms of the relevant appointment;
- the handling of confidential information or personal data; and
- the way a previous concern or complaint has been managed.

The procedure is available to clients, prospective clients, suppliers, project stakeholders and members of the public. It does not replace contractual dispute-resolution provisions, adjudication rights, legal proceedings or any rights available under applicable law.

What is a complaint?

A complaint is an expression of dissatisfaction, whether justified or not, about Oakstone's services, actions, omissions, standards or complaint handling where a response or remedy is expected.

EARLY RESOLUTION

A routine query, request for information, correction request or project discussion is not automatically a complaint. If the person remains dissatisfied or asks for the matter to be treated formally, it will be recorded and handled under this procedure.

2. How to make a complaint

Complaints can be made free of charge by email or telephone. Written complaints are preferred because they provide a clear record of the issues raised.

EMAIL	info@oakstoneprojectadvisory.co.uk
TELEPHONE	07835 696368
WEBSITE	oakstoneprojectadvisory.co.uk
SUBJECT LINE	Complaint - [project or service reference]

Please provide, where available:

- your name, organisation and preferred contact details;
- the project, service, report or appointment concerned;
- a clear description of what happened and when;
- copies of relevant correspondence, photographs or documents;
- the impact of the issue; and
- the outcome or remedy you are seeking.

A representative may make a complaint on someone else's behalf. Oakstone may request written authority before disclosing confidential or personal information.

3. Our complaints process

Oakstone will take a proportionate approach based on the seriousness, complexity and potential impact of the complaint. We may resolve straightforward matters immediately, but the complainant may request formal investigation at any stage.

STAGE	PURPOSE	WHAT OAKSTONE WILL DO	TARGET TIMEFRAME
1	Early resolution	Clarify the issue, review readily available information and seek a practical resolution with the person responsible for the service.	Acknowledge within 2 business days; aim to resolve within 5 business days.
2	Formal investigation	Log the complaint, appoint an investigator, review records, speak with relevant parties and issue a reasoned written outcome.	Acknowledge within 3 business days; target final response within 15 business days.
3	Director review	Reconsider the complaint, the evidence and the Stage 2 outcome. Where appropriate, seek independent professional input.	Request within 10 business days of Stage 2; target response within 10 business days.

IF MORE TIME IS NEEDED

Where a complaint is complex, involves third parties or requires technical or legal input, Oakstone will explain the reason for the delay, state what remains outstanding and provide a revised response date. The complainant will be kept informed at reasonable intervals.

4. Investigation principles

The person handling the complaint will, so far as reasonably practicable:

- act impartially and avoid investigating their own conduct where an alternative reviewer is available;
- consider the relevant appointment, agreed scope, reports, instructions, records and correspondence;
- give the complainant a fair opportunity to explain the concern and provide evidence;
- distinguish facts, professional judgement, contractual issues and matters outside Oakstone's scope;
- identify whether immediate action is required to protect safety, data, evidence or client interests;
- record the reasons for the decision and any corrective action; and
- use plain, professional and respectful language.

INSURANCE AND LEGAL NOTIFICATION

If a complaint may reasonably give rise to a professional-negligence claim, loss, regulatory issue or insurance notification, Oakstone may notify its insurers and/or legal advisers. This does not prevent fair complaint handling. Nothing in this procedure or any complaint response constitutes an admission of liability unless expressly confirmed in writing by Oakstone.

Outcomes and remedies

The written outcome will normally summarise the complaint, evidence considered, findings, reasons and any action to be taken. Depending on the circumstances, remedies may include:

- an explanation, clarification or correction;
- an apology where service or communication fell below the expected standard;
- reissue or amendment of a document, where appropriate and within scope;
- completion of an outstanding action;
- process, training or quality-control improvements;
- a fee or commercial remedy where agreed and legally appropriate; or
- a finding that the complaint is not upheld, with reasons.

5. Data protection complaints

A complaint is a data protection complaint where it concerns how Oakstone collects, uses, stores, shares, secures, corrects or deletes personal information, or how Oakstone responds to a data-protection rights request.

HOW TO IDENTIFY ONE

Email info@oakstoneprojectadvisory.co.uk and use the subject line 'Data Protection Complaint'. Oakstone will provide a clear route to complain, acknowledge receipt within 30 calendar days at the latest, take appropriate steps to investigate without undue delay, keep the complainant informed and communicate the outcome without undue delay.

Where a complaint also includes a subject access request, rectification request, erasure request or other statutory rights request, Oakstone will identify and manage that request separately under the applicable legal timeframe.

If the complainant remains dissatisfied with Oakstone's handling of personal data, they may raise the matter with the Information Commissioner's Office. Details are available at ico.org.uk.

Confidentiality, records and conflicts

- Complaints will be handled confidentially and information will be shared only where necessary to investigate, respond, obtain advice, notify insurers or comply with legal obligations.
- Oakstone will maintain a complaints register recording the date, category, owner, status, outcome and improvement actions.
- Complaint records will be retained in accordance with Oakstone's document-retention policy, contractual obligations, insurance requirements and applicable data protection law.
- Where the complaint concerns the Director or creates a material conflict of interest, Oakstone may appoint an independent external reviewer or suitably qualified professional.

6. Conduct, escalation and review

Respectful communication and unreasonable behaviour

Oakstone will remain professional and accessible throughout the process. We will not disadvantage anyone for making a genuine complaint. In return, complainants are expected to communicate respectfully and allow reasonable time for investigation.

Oakstone may restrict the method or frequency of contact where behaviour is abusive, threatening, discriminatory, persistently repetitive or places disproportionate demands on the business. Any restriction will be proportionate, recorded and communicated in writing. Serious threats or unlawful conduct may be reported to the appropriate authorities.

External escalation and contractual rights

If the complaint remains unresolved after the internal review, the available next steps will depend on the nature of the issue and the relevant appointment. These may include:

- negotiation or mediation by agreement;
- adjudication where the statutory or contractual right applies;
- the dispute-resolution provisions in Oakstone's appointment or Terms and Conditions;
- referral to a relevant professional, regulatory or statutory body where the complainant is entitled to do so;
- an accredited Alternative Dispute Resolution provider for a consumer dispute, where applicable and where Oakstone is required or agrees to participate; or
- court proceedings or another legal remedy.

Using this complaints procedure does not suspend contractual payment obligations or limitation periods and does not prevent either party from taking urgent protective action.

Learning, reporting and review

The Director will review complaints and trends at least annually, considering root causes, recurring themes, response times, corrective actions and opportunities to improve templates, inspections, reporting, communication and governance.

This procedure will be reviewed annually and sooner where there is a significant complaint, change in law, change in service delivery or insurer requirement.

COMPLAINTS CONTACT

Director, Oakstone Project Advisory Ltd
Email: info@oakstoneprojectadvisory.co.uk
Telephone: 07835 696368
Website: oakstoneprojectadvisory.co.uk

Appendix A. Complaint information form

This form is optional. A complaint may be submitted in any clear written format.

COMPLAINANT NAME	
ORGANISATION	
EMAIL / TELEPHONE	
PROJECT OR SERVICE	
DATE ISSUE OCCURRED	
DATE COMPLAINT SUBMITTED	
SUMMARY OF COMPLAINT	
EVIDENCE ENCLOSED	
OUTCOME SOUGHT	
ACCESSIBILITY OR COMMUNICATION NEEDS	