



Compensation Policy

APRIL 2010



1. INTRODUCTION

- 1.1. This document sets out Cosmopolitan Housing Association's (CHA) Compensation Policy and related Procedures when considering remedies for justified complaints.
- 1.2. The organisation recognises that on occasions things may go wrong and customers receive services that do not meet acceptable service levels, or they feel aggrieved by the way they have been treated. A clear and systematic three stage procedure has therefore been developed for handling formal complaints so that individual complaints can be addressed consistently, speedily, in accordance with good practice, and meet with customer satisfaction.
- 1.3. This procedure document provides a framework for the consideration, calculation, authorisation and subsequent award of compensation in situations where customers experience a failure in service delivery. It should be read in conjunction with the Association's Complaints Policy.

2. POLICY STATEMENT

- 2.1. Complaints and all types of customer feedback should be encouraged as they offer the organisation valuable opportunities to learn and continually improve services.
- 2.2. For justified complaints, the remedy needs to be appropriate and proportionate to the loss suffered by the complainant. It should, as far as possible, put the complainant in the position he or she would have been in but for the service failure.
- 2.3. Financial compensation will only be considered where no practical action can be identified that would remedy the adverse effect that has been caused by the service failure. We aim to implement this policy consistently by managing our resources effectively in order to ensure fairness and value for money.
- 2.4. CHA aims to maintain impartiality in dealing with complaints, requests or claims for refunds or compensation.
- 2.5. CHA is committed to improving service standards in order to minimise the number of occasions that customers complain, request or claim refunds or compensation and the Association aims to be customer focused to ensure that delays are minimised and customer satisfaction becomes an achievable outcome.
- 2.6. To achieve these aims CHA will:
 - Learn from the situations when we have paid compensation and take steps to reduce the risk of them happening again
 - Ensure the size of payments are kept to fair and reasonable levels
 - Offer other sources of redress when appropriate
 - Provide training to relevant staff in carrying out this policy and related procedures
 - Record details of the types of claims so that we can identify service areas where improvements are needed

2.7. Before financial awards are approved consideration will be given to a range of remedies that may be appropriate. It is good practice to consult with the complainant to find out how they would like things put right”. The following list is not exhaustive, but ‘putting things right’ could include:

- An apology
- An explanation giving a full answer to all points raised in the complaint
- An assurance that every effort will be made to ensure the same thing does not happen again. This must be matched by action and monitoring of the complaint
- Action taken to put things right – demonstrable action to show that complaint has been taken seriously
- A review of policies and procedures
- Staff guidance or training
- Appropriate disciplinary action
- Financial compensation

3. IMPLEMENTATION

3.1. There are a number of elements that should be considered in deciding an appropriate remedy.

Practical actions

- Would some practical action provide all or part of a suitable remedy?
- Is there an appropriate action that would mitigate the complainant’s problem?
- Consideration should always be given to any practical action which the complainant might suggest – this could include imaginative solutions not directly related to the problem.
- The action may depend on some prior action – it may be necessary for instance to inspect a property and assess whether the some further action is required

Financial Compensation

- CHA has taken the appropriate action but has delayed in doing so with detrimental effect on the complainant
- There is no practical action which would provide a full and appropriate remedy;
- The complainant has sustained financial loss
- The complainant has suffered stress and anxiety

Factors to be considered in deciding the level of compensation

3.2. The effects of the complainant’s own action. e.g.:

- Where delay in dealing with the matter was partly the fault of the complainant and partly the fault of CHA
- Where the complainant has not taken action to mitigate the effect of the failure and could reasonably have been expected to do so
- Where the complainant has not taken advantage of an available benefit

- Where the actions of the complainant were unreasonable for example by pursuing a complaint in unnecessary and excessive detail
- 3.3. Any money due to the complainant that has not been paid – in which case a sum will be included in the calculation representing the unpaid money.
- 3.4. Any costs the complainant may have incurred which would not be necessary but for CHA’s failure in which case reimbursement will be made in whole or in part providing that it is considered reasonable for the complainant to have incurred those costs and that they arise directly from CHA’s maladministration.
- 3.5. Loss of a non monetary benefit that the complainant should have received e.g. inability to use a room in the house due to an outstanding repair; or difficulty in accessing property because fob key was faulty or not available.
- 3.6. The loss of a non monetary benefit will be calculated with regard to:
- What it would have cost CHA to deliver the service that was not given to the complainant
 - The value CHA put on the facility (e.g. a proportion of the assessed rent for the property – related to the loss of one room for instance)
 - Where no objective assessment is available a reasonable broad assessment will be made
- 3.7. Loss of value - Where something owned by the complainant has lost value, an objective assessment of the loss may be possible, assessed where appropriate by an independent valuer.
- 3.8. Distress - Compensation may be considered for what might generally be characterised as ‘distress’ (including stress, anxiety, frustration, uncertainty, worry, inconvenience or outrage). This needs to have regard to all the circumstances including:
- The severity of the distress;
 - The length of time involved;
 - The number of people affected (for example, members of the complainant’s family as well as the complainant);
 - Whether the person affected is vulnerable and affected by distress more severely than most people; and
 - Any available professional opinion about the effects on the individual
- 3.9. Time and Trouble - Consideration should be given to the question of whether a payment should be included for the time taken and the trouble the complainant has incurred in pursuing the complaint. This should not be confused with the issue of distress identified above.
- 3.10. Interest - CHA will not normally consider an interest calculation in the calculating compensation payments.

4. REMEDIES RELATED TO SPECIFIC SERVICE AREAS

Repairs

- 4.1. Consideration should be given to all the potential elements in a remedy as defined in section 3.
- 4.2. There will often be a situation where the problem is still continuing and CHA should take some specific action to deal with it. It is possible that the complainant will still be waiting for one or more of the following:
 - Assessment to determine the cause of a problem (for example damp, or a leaking roof), so that effective remedial action can be taken;
 - Repairs to be carried out or completed;
 - Previous defective workmanship to be brought up to a satisfactory standard;
 - Damage caused by contractors carrying out repairs to be put right; or
 - Assessment of an insurance claim for damaged possessions.
- 4.3. Depending upon the particular circumstances of the case, the complainant's work may need to be given priority or it may be appropriate to recommend the tenant for priority transfer to another property.
- 4.4. Where financial compensation is appropriate for delays in completing repairs (Right to Repair) the following considerations will apply:
 - The right to repair is a contractual right given to all tenants in accordance with their tenancy agreement. This allows tenants the right to take action where certain small urgent repairs which might affect health, safety or security, are not completed within published response times.
 - Contracted out their repairs service to an external contractor. The Association's repairs and maintenance contractor are responsible for carrying out repairs within specified time limits. If they fail to keep to the original timescales, they will advise the tenant of a second appointment time.
- 4.5. If the repair is still not completed within the revised timescale the tenant is entitled to claim compensation of £10 plus £2 per day for every day the repair remains outstanding up to a maximum of £50.
- 4.6. If the Association's repairs and maintenance contractor fails to attend a pre-arranged appointment, the tenant will be eligible for £15 compensation per missed appointment in line the with CHA Repairs Policy.
- 4.7. To qualify for any payment, the following must apply:
 - The repair must be an emergency or urgent repair that affects health, safety or security of the tenant
 - CHA must be responsible for the repair

4.8. Compensation will not be payable if:

- Either or both of the criteria listed above are not met
- The repair was needed because of damage caused by the tenant
- The tenant had not informed CHA or its repairs and maintenance contractors that the repair was needed
- The tenant failed to provide access or make an appointment with the Contractor
- The claim is for improvements

Loss of amenity

4.9. Where any part of the dwelling or its major amenities are unusable by the tenant (as a result of either delayed repairs or major building work) compensation may be payable.

4.10. Payment for a 'delayed' repair will only be considered if the repair is outside the timescales specified in the contract with the Association's repairs and maintenance contractor. Compensation is calculated using gross rent and is payable where any room is unavailable for use for 4 weeks or more as a result of CHA failing to take reasonable steps to carry out repairs. Compensation is not payable in cases where repairs cannot reasonably be completed within 4 weeks due to the nature of works required.

4.11. Compensation will be awarded as follows:

- *Complete loss of kitchen* – 15% of the weekly rent once contractual timescales have been exceeded.
- *Complete loss of bathroom* – 15% of the weekly rent once contractual timescales have been exceeded (reduced to 10% if a separate WC is available).
- *Complete loss of living area* – 15% of the weekly rent once contractual timescales have been exceeded.
- *Complete loss of bedrooms* – 15% of total weekly rent payable once contractual timescales have been exceeded (irrespective of the number of bedrooms affected)

4.12. Compensation for loss of heating and/or hot water supply is payable where the loss in supply occurs for 4 consecutive weeks or more as follows:

- for loss of heating* for a landlord controlled system during the recognised heating season for tenants **
- for loss of hot water for a landlord controlled hot water systems for tenants
- for loss of heating* for an individual system for tenants during the recognised heating season
- for loss of hot water for an individual system except where a working emersion heater is available for tenants

(* *except when alternative heating is supplied*)

(** *recognised heating season is 1 November to 30 April*)

Compensation Policy



- 4.13. Compensation is payable at £1.20 per day for the loss of both heating and hot water; 80p per day is payable for the loss of hot water only.
- 4.14. Where a tenant has a total loss of water supply as a result of a failure or omission on the part of CHA (for example, failure to keep in good order, or to repair installations and fittings for supplying water) and where the loss of water supply continues for 2 consecutive days or more.
- 4.15. Compensation of £5.00 per day will be paid for total loss of water supply for 4 consecutive weeks or more, but only where it is clear and evidenced that the loss of supply is as a result of a failure or omission on the part of Cosmopolitan Housing Association.

Economic loss (e.g. loss of income, annual leave etc)

- 4.16. In addition to compensation detailed in section 4.6, if a pre-arranged appointment is broken by CHA, or its repairs and maintenance contractors without giving the tenant reasonable notice then the tenant may also claim the following:
- Loss of income (based on average earnings)
 - Annual leave (to the equivalent sum as income)
 - Any related expenses that may result directly from the broken appointment
- 4.17. Compensation in these circumstances will be paid so long as the following criteria have been met:
- The appointment was formally arranged with the resident, i.e. in writing
 - The tenant informed CHA, or its repairs and maintenance contractors that the consequences of breaking the appointment would result in economic loss
 - Evidence is provided showing that there has been an economic loss. (e.g. employers declaration)
- 4.18. Compensation will not be paid if:
- The tenant was advised as soon as CHA, or its repairs and maintenance contractors were aware that the appointment could not be kept and an alternative appointment was arranged within 7 working days.

Damage to Tenants' Property

- 4.19. Where a tenant's belongings have been damaged because of on going disrepair or flooding for which CHA is accepting liability, a payment of special damages may be appropriate. The payment is for physical loss endured by the occupant. Before any such payment is made CHA will consider the following :
- Is there evidence to demonstrate that the items claimed for existed in the first place. Receipts from when they were first purchased is ideal, failing that photographs, and/or evidence from Housing Officer who may have visited the property and may have seen the damaged goods?

- Did the tenant mitigate their losses, i.e. did they carry out steps to reduce the damage as soon as they became aware of it.
 - Unless the goods were literally days old, they will have depreciated in value. Once satisfied that the items were affected by the flood or other disrepair, usually an offer of approximately 50% of the value at new will be offered by way of compensation.
 - Often it is possible to wash or otherwise clean items rather than replacing them and in such cases CHA would only be looking to pay the cleaning costs.
- 4.20. Where a claim for damage or loss is made, the tenant will be visited within 14 days to assess the damage or loss incurred.
- 4.21. Compensation will not be paid where:
- Any damage has occurred as a result of disrepair or neglect by the tenant
 - CHA has not been negligent, i.e. where it could not have foreseen that an item needed repair
 - There has been no breach of the terms of the tenancy
- 4.22. Claims over £1,000 will be referred to CHA's insurers. Where CHA is found to be liable the insurers will settle directly with the tenant. Where claims under £1,000 are considered, any compensation payment will take into consideration the age and value of any items damaged.
- 4.23. If damage has occurred due to CHA's contractors carrying out work, provided the contractor has been correctly appointed, CHA would not normally be liable and the matter will be referred to the contractor for referral to their insurers. However, CHA will try to ensure that the contractor deals fairly with any claim and, where appropriate, reaches a fair and reasonable settlement with the tenant.
- 4.24. Tenants are strongly advised not to dispose of any damaged property prior to inspection by the company responsible for the damage or their insurers acting on their behalf.

Damage to Decorations

- 4.25. Where tenant's decorations are substantially damaged in the process of carrying out a repair, every effort will be made to match existing decorations. Where decorations cannot be matched, a fixed decoration allowance will be considered up to a maximum of £50.

Time and Trouble & Distress and Inconvenience Payments

- 4.26. Where a complaint has taken a long time to resolve, part of the consideration of the remedy may include an element of compensation in respect of the time a complainant takes resolving their complaint, and the trouble he or she incurs, in making the complaint.

- 4.27. Anyone pursuing a complaint can normally be expected to incur a certain amount of time and trouble and minor costs. A time and trouble payment will not therefore be appropriate in every case. It should be made only where it can be justified on the basis that the facts of the case show that time and trouble and minor costs for the complainant were more than would routinely be required for pursuing a complaint.
- 4.28. A time and trouble payment, where appropriate, should be some compensation for time and trouble reasonably and legitimately expended in pursuing the complaint and minor items of expenditure and financial loss which are not otherwise taken into account in the compensation recommended.
- 4.29. Time and trouble payments would normally fall within the range of £5 to £50, and the amount should be determined in the light of the facts of the case. In exceptional cases, a higher amount could be involved.
- 4.30. Compensation for time and trouble will be calculated on the basis of £5 per month from the commencement of the complaints process, or the start of the service failure (complaints should be submitted within 6 months of the service delivery). However, depending on the length of time, and the severity of complaint, this can be increased at staff discretion. Any increase in compensation would need to be authorised by the relevant Service Manager/Director.
- 4.31. In the assessment of the time and trouble payment, consideration should be given to all relevant factors in the case. These may include:
- the passage of time, including response times by CHA in relation to the nature of the problem;
 - the amount of time and effort which the complainant had to devote;
 - difficulty experienced by the complainant in dealing with CHA
the degree of inadequacy in the response of the authority to letters, phone calls and visits;
 - the level of minor or generally unquantified expenses incurred by the complainant (such as significant post or telephone costs, travel costs)
- 4.32. Compensation may also be considered for what might generally be characterised as 'distress' (including stress, anxiety, frustration, uncertainty, worry, inconvenience or outrage) the complainant has endured as a result of service failure and/or pursuing the complaint.
- 4.33. Compensation for distress and inconvenience will be calculated at £10 per month from the commencement of the complaints process, or the start of the service failure (complaints should be submitted within 6 months of the service delivery). However, depending on the severity of distress, this can be increased at staff discretion. Any increase in compensation would need to be authorised by the relevant Service Manager/Director.

5. COMPENSATION CHART

5.1. The following table outlines areas for compensation, guidance relating to each area, along with levels of compensation.

Compensation for:	Conditions & Guidance	Level of Compensation
Distress & inconvenience	Compensation may be considered for what might generally be characterised as ‘distress’ (including stress, anxiety, frustration, uncertainty, worry, inconvenience or outrage).	£10 per month , although dependent on severity of distress, this can be increased at staff discretion. Any increase in compensation would need to be authorised by the relevant Service Manager/Director.
Time and trouble	Anyone pursuing a complaint can normally be expected to incur a certain amount of time and trouble and minor costs. Time and trouble payments will <u>not</u> be appropriate in every case. They will only be made if time, trouble and minor costs for the complainant were more than would routinely be required.	£5 per month although dependent on length of time, and severity of complaint, this can be increased at staff discretion. Any increase in compensation would need to be authorised by the relevant Service Manager/Director
Failure to respond to correspondence	Failure to respond to correspondence will not warrant compensation on its own but may be considered as an aggravating factor in relation to a related complaint.	£5 per letter to a maximum of £50.
Economic Loss (e.g. loss of income, annual leave etc)	If a pre-arranged appointment is broken by CHA, or its repairs and maintenance contractors without giving the tenant reasonable notice then the tenant may claim the following: <ul style="list-style-type: none"> • Loss of income (based on average earnings) • Annual leave (to the equivalent sum as income) • Any related expenses that may result directly from the broken appointment 	Compensation for loss of income/ leave – up to a maximum of one day per appointment.
Delay in completing repairs (right to repairs)	CHA’s repairs and maintenance contractors are responsible for carrying out repairs within specified time limits, if they fail to keep to the original timescales, they will advise the tenant of a second appointment time. If the repair is still not completed within the revised timescale the tenant is entitled to claim compensation.	£10 plus £2 per day for every day the repair remains outstanding up to a maximum of £50.



<p>Loss of Amenity</p>	<p><u>Dwelling</u></p> <p>Where any part of the dwelling or it's major amenities are unusable by the tenant (as a result of either delayed repairs or major building work) compensation may be payable. Payment for a 'delayed' repair will only be considered if the repair is outside the timescales specified in the contract with CHA's repairs and maintenance contractors.</p> <p><u>Heating/Hot Water</u></p> <p>Compensation for loss of heating and/or hot water supply is payable where the loss in supply occurs for 4 consecutive weeks or more as follows:</p> <ul style="list-style-type: none"> • for loss of heating* for a landlord controlled system during the recognised heating season for tenants ** • for loss of hot water for a landlord controlled hot water systems for tenants • for loss of heating* for an individual system for tenants during the recognised heating season • for loss of hot water for an individual system except where a working emersion heater is available for tenants <p>(* except when alternative heating is supplied) (** recognised heating season is 1 November to 30 April)</p> <p><u>Water supply</u></p> <p>Where a tenant has a total loss of water supply as a result of a failure or omission on the part of CHA (for example, failure to keep in good order, or to repair installations and fittings for supplying water) and where the loss of water supply continues for 2 consecutive days or more.</p>	<ul style="list-style-type: none"> • Complete loss of kitchen – 15% of the weekly rent • Complete loss of bathroom – 15% of the weekly rent (reduced to 10% if a separate WC is available) • Complete loss of living area – 15% of the weekly rent • Complete loss of bedrooms – 15% of total weekly rent <p>Compensation is payable at £1.20 per day for the loss of both heating and hot water; 80p per day is payable for the loss of hot water only.</p> <p>Compensation of £5.00 per day will be paid for total loss of water supply for 4 consecutive weeks or more, but only where it is clear and evidenced that the loss of supply is as a result of a failure or omission on the part of Cosmopolitan Housing Association.</p>
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Damage to tenants property	Where a claim for damage or loss is made, the tenant will be visited within 14 days to assess the damage or loss incurred.	Assessed amount (allowing for wear and tear) up to a maximum of £1,000. Claims over £1,000 will be referred to CHA's insurers. Usually an offer of approximately 50% of the value at new will be offered by way of compensation.
Damage to decorations	Where tenant's decorations are substantially damaged in the process of carrying out a repair, every effort will be made to match existing decorations. Where decorations can not be matched a fixed decoration allowance will be considered up to a maximum of £50.	Max £50
Missed appointment by contractor	If CHA's repairs and maintenance contractors do not keep an appointment	£15 per missed appointment
Paid estate service	Service not provided or badly provided	Repayment of service charges for the period the service was failing – up to £50

6. AUTHORISATION OF COMPENSATION AWARDS

6.1. Compensation awards shall be authorised in accordance with the following table:

Value of Award	Authorisation By
Up to £100	Service Team Leader/Coordinator
Up to £500	Service Director
Up to £1,000	Chief Executive
Over £1,000	A Complaint Review Panel operating in accordance with the guidance relating to Stage 3 (Complaint Review) of CHA's Complaints Procedure, or the Independent Review Team consisting of the Group Chief Executive and the Continuous Improvement Manager.

7. ADMINISTRATION OF COMPENSATION POLICY

Making a Request for Compensation

- 7.1. Requests for compensation can be made in writing, by telephone, email, or in person to any Officer of CHA.
- 7.2. Where appropriate, CHA will offer assistance in recording verbal requests to ensure that no potential claimant is disadvantaged.
- 7.3. Where a request for compensation is being made by a third party on behalf of the claimant (e.g. an advocate, solicitor, local councillor etc), the claimant's signature will be required.
- 7.4. CHA will aim to acknowledge all requests for compensation within 2 working days, in writing, enclosing a copy of the Association's Compensation Policy.

Compensation Awards

- 7.5. In cases where compensation awards, if appropriate, can be authorised by Officers of CHA, a written response will be provided within 20 working days of all the necessary information being available (including the insurer's final decision in those cases passed to insurers).
- 7.6. Where compensation awards must be authorised by a panel of three Board Members, the timescales established for action under Stage 3 (Complaint Review) of CHA's Complaints Policy will be followed once the necessary information is available (including the insurer's final decision in those cases passed to insurers).
- 7.7. Where there is a delay in obtaining necessary information, claimants will be kept informed of progress.

Payment of Compensation Awards

- 7.8. It will normally be stated in covering correspondence that payments are made in full and final settlement of the claim submitted and that the offer does not constitute an admission of legal liability.

8. SATISFACTION AND PERFORMANCE MONITORING

- 8.1. For monitoring purposes details of all compensation requests and payments should be sent to the Continuous Improvement Team for formal recording.
- 8.2. In order to better identify compensation expenditure and also to identify trends so as to improve learning, CHA will monitor the following using a central log:
 - the reason for the refund/compensation request
 - the type and date of remedy offered

- the amount paid and date of payment
- household details

- 8.3. Compensation awards will be recorded by the Customer Feedback Officer and this information will be reviewed annually by the Senior Management Team to identify trends, provide additional guidance to ensure the consistency of awards made and identify areas for customer service training and development.
- 8.4. This information will then be reported to the Tenants' Complaints Review Team and the Tenants' Forum on a quarterly basis.

9. RESPONSIBILITY

- 9.1. It is the responsibility of the Association's Board of Management to ensure that the Association has appropriate and effective policies and procedures in place for the organisation's effective response to customer complaints and requests for compensation.
- 9.2. Overall responsibility for implementation of this policy and procedure lies with the Continuous Improvement Manager, who will also seek to develop a culture which embraces all forms of customer feedback as a valuable source of information for promoting continuous improvements.
- 9.3. The Customer Feedback Officer will be responsible for maintaining the complaints database, monitoring the responses to complaints received, and producing regular performance monitoring information on complaints received and compensation awarded.
- 9.4. It is the responsibility of the Association's Senior Management Team for ensuring that all staff receive relevant training and have a thorough understanding of and a positive commitment to the way that the organisation responds to complaints, whether formal or informal in nature.
- 9.5. All staff have a responsibility for ensuring that they fully understand and act in accordance with the content and underlying values of this policy in their day to day activities.

10. CONSULTATION

- 10.1. The Association will consult regularly with outside agencies including contractors and benchmarking groups to promote continuous improvement and develop good practice in this policy.
- 10.2. Prior to making any changes to this policy the Association will consent and consider the view of:
- All relevant staff
 - Senior Management Team



- Tenants' Forum
- Board of Management
- Residents, Associations, Tenants Groups, individual interested tenants
- All relevant outside agencies

10.3. Progress reports will be made to the Board of Management and Forum, to enable monitoring against strategic aims and objectives and agreed performance indicators. Performance data will be included in the annual report to tenants.

11. REVIEW

11.1. The Association will formally review this policy on a three yearly basis. Findings and recommendations will be presented to the Association's Board of Management after the views of the Tenants' Complaints Review Team and the Tenants' Forum have been considered.

11.2. A review of this policy would be undertaken at an earlier date should there be a change in legislation, regulation or operations that requires policy amendment to achieve compliance.

12 TRAINING

12.1 The Association will provide all staff responsible for implementing this policy with comprehensive training.

12.2 Training will be given:

- To new staff
- To existing staff on an annual basis as a refresher/update
- To all relevant staff after change to policy/legislation
- Any other times as identified by the Senior Management Team.

13 EQUALITY AND DIVERSITY

13.1 The Association delivers housing related services to diverse communities. It recognises the need to value diversity in all its operations, and this is inherent to this policy.

13.2 The Association aims to ensure that its complaints management respects and upholds the organisation's commitment to equality and diversity and in a manner that is fair to all customers regardless of their age, religion or belief, disability, gender (including transgender), race, sexual orientation, unrelated criminal activities, or any other issue that may cause potential discrimination in service delivery.

13.3 As detailed within the CHA Complaints Policy, the Association will ensure that it will assist all customers to access its complaints policy where necessary. This may include



assisting customers to access translation services, type-talk and mini loop type facilities. All literature will be made available in a range of formats on request.

- 13.4 Complaints & compensation performance will also be recorded by the seven strands of diversity to ensure that the complaints process does not involve discrimination at any stage of the process.

14 ASSOCIATED DOCUMENTS

14.1 Documents directly related to this policy are as follows:

- Staff Guide on Handling Complaints
- Complaints Policy
- Right to Repair Policy

15 POLICY REVIEW SUMMARY

Policy Title	Compensation Policy
Dated Created	April 2010
Person Responsible	Continuous Improvement Manager
Version	1.0
Date last amended	2 nd April 2010
Authorised by	Board of Management
Review Period	3 Years
Review Committee	Board of Management
Date of last review	N/A
Date of next review	April 2013