

Education Consultancy Limited

Parent Handbook 家长手册

This handbook is designed to help to understand how ECA operates, our internal procedures, our corporate culture, most importantly our commitment to giving you a peaceful mind by ensuring your children's welfare during their stay in the UK.

此手册用于帮助家长理解 ECA 公司如何运作、公司的内部流程、公司文化,最重要的是我们尽最大力量确保孩子们在英国期间的安康,让远在异国的你们能够安心。

MISSON, VISION AND VALUE

使命、愿景和价值观

Please do know that we deem children and young people's welfare as our paramount responsibility. We would like to share with you our company Mission, Vision and Value.

您的孩子(们)的福祉是我们最大的责任。在此我们想与您分享下我公司的使命、愿景和价值。

OUR MISSION

我们的使命

We are here to help young international students that choose to study in the UK. From the moment of choosing the right schools, to the moment they finish their A levels, we support them from every angle, so the students would have everything they need to ensure a smooth transition in switching school system from their home country to the UK.

我们致力于帮助在英国学习的国际学生,从择校直至完成 A-Level 学习,以期学生们有来自我们 ECA 的方方面面的支持,来完成从原中国学校系统到英国教育系统的顺利过渡。

OUR VISION

我们的愿景

We support the international students throughout their study journey in the UK by creating a safe, healthy and reliable environment and network, so they can reach their best potential for every stage of their education.

我们给学生们创建安全、健康和可靠的环境和人际关系网络,让他们在英国的学习生涯的每一个关键 阶段中发挥出自己最大的潜能。

OUR VALUE

我们的价值

- **Efficiency**: we listen, we pay attention to details, and we take actions with great efficiency. 高效服务:我们认真听取、我们关注细节,我们采取实际行动
- **Consistency**: we make continuous efforts. 持续努力: 我们坚持持续不断的努力
- **Achievement**: we strive for excellence and ensure the welfare of the students.



结果导向: 我们追求卓越, 确保学生的福祉.

Relationships – Creating and maintaining meaningful relationships among students, families, host families and business partners and help with the smooth communications among them all.
 和谐关系:我们创建和保持学生、学校、家人以及住家家庭之间的和谐关系并助力沟通

Respect – we promote an environment that appreciate the values of students, families, colleagues and different cultures

尊敬关心: 我们尊重、欣赏并促进多种文化的共存。

OUR KEY AIMS 我们主要目标

- To ensure **24/7 emergency service** is available for our students during their stay in the UK 确保学生在英期间时有 24 小时紧急联系电话、能够随时寻求帮助
- To give the parents of our overseas students' peace of mind knowing that their children are fully supported by ECA during their stay in UK 让在异国他乡的学生父母知道孩子得到了我们公司照顾和支持,让家长们安心
- To listen to the parents & students' needs and wants and try our best to help our overseas students to achieve goals both in personal development and in academic respects 听取家长和学生的需求意愿,竭尽所能地帮助学生在个人和学术发展方面实现自己的目标
- To develop a strict code of practice for ECA members to follow to ensure students' welfare 制定严格的行为守则让员工谨守,以确保学生们的利益
- To help and advise our students to gain admission into the ideal schools and universities applicable in the UK
- 帮助和指导我们学生申请理想的学府
- To carefully select and inspect homestay families to protect and care for students in their UK home 认真甄选和查验寄宿家庭,确保孩子在英国的居家时间既安全又快乐
- To comply with the 1989 & 2004 Children Act and meet the requirements of the Department for Education's Working Together to Safeguard Children 2018 and Keeping Children Safe in Education 2018 guidance to safeguard the welfare of students 严格遵守英国相关的未成年法律

The HANDBOOK is a brief introduction of the services we offer. Please read it in conjunction with the information given in the parent Service Agreement. If you would like to find out more, please feel free to contact us. We look forward to hearing from you soon.

此手册只是简单介绍学生留学英国中主要牵涉到的服务项目,请与《服务协议》配合阅读。**如果您需要获知更多信息,请随时联系我们。**



GENERAL INFORMATION

重要信息

About ECA 关于我公司

ECA Education Consultancy Limited (ECA)

Office Hours 工作时间: 08:30-17:30 Monday to Friday 周一~周五

Telephone 联系电话: +44 127 4622 390 (dial from outside the UK 从境外拨打)

0127 4622 390

Email 电邮: admin@ecaeducation.com

Emergency 紧急联系电话: +44 792 1654 766 (dial from outside the UK 从英国境外拨打)

0792 1654 766

Public Holidays 英国假期

| | 2019 | 2020 |
|------------------------|---------------------------|---------------------------|
| New Year's Day | 1 st January | 1 st January |
| Good Friday | 19 th April | 10 th April |
| Easter Monday | 22 nd April | 13 th April |
| Early May Bank Holiday | 6 th May | 4 th May |
| Spring Bank Holiday | 27 th May | 25 th May |
| Summer Bank Holiday | 26 th August | 31 st August |
| Christmas Day | 25 th December | 25 th December |
| Boxing Day | 26 th December | 26 th December |

Christmas Break(圣诞假期): 24th December 2019-1st January 2020

Useful Numbers in the UK (all free-dial) 英国重要电话(免费拨打)

| Organization | Contacts |
|-----------------------------------|--|
| Police (Emergency) 紧急电话 | 999 or 112 |
| Police (non-Emergency) 非紧急情况报警 | 101 |
| Health Service (NHS) 医疗系统电话 | 111 |
| ChildLine | 0800 1111 (24/7) <u>www.childline.org.uk</u> |



WHY DOES YOUR CHILD NEED A GUARDIAN 为什么孩子需要指定监护人

The majority of boarding schools, and a fair number of day schools in the UK offering international students a place, attach great importance to guardianship and insist their international students whose parents are resident abroad have a UK-based guardian allocated to them. Visa procedures also require UK-based guardian contact details.

绝大多数的英国寄宿学校和一定数量的走读学校非常重视监护制度,并严格要求父母不在英国的国际学生指定一位居住在英国的监护人。学生签证程序目前也是要求有英国监护人的联系方式。

While your children are in school, the school houseparent will take responsibility for their academic progress and welfare, but there are times your children will have their time out of school, such as exeat weekends, half-term holiday, medical need, suspensions and exclusions, the school must be able to pass these responsibilities to an appointed guardian.

当您的孩子在校时, 学校的宿舍监管老师会负责他们的学业和健康, 但是孩子有在学校以外的时间, 比如放短假、半学期假、病假、因故停学等情况下, 这份监管责任需要转移到另一个监护人手里。

The Guardian's responsibilities include 监护人的职责包括如下:

- acting on behalf of you as parents in situations where you are unable to do so due to distance or timing;
 因为时差和距离的限制,父母无法行使父母职责时代表父母来行使
- looking after your child's welfare in the UK when the school is closed for holidays; 孩子在英国离校期间作为监护人照顾孩子
- providing a host family for your child to stay with during their out-of-school periods; 如有需要,帮助寻找合适的住家以便孩子在离校期间可以居住
- assisting your child with things they may need, such as school uniform, sports equipment, pocket money, SIM card, mobile phones, laptops, credit top-up, etc.
 - 帮助孩子采购需要的东西,比如学生制服、运动服、零用钱、SIM 卡、手机、电脑、充值等
- helping your child arrange travel both in the UK (taxi, train or bus) and back home (flight bookings, transfers);
 - 帮助孩子安排在英国的交通,比如学校到住家、学校到机场等
- helping your child if things go wrong
 - 当孩子出现状况的时候: 帮助孩子
 - if they get into trouble at school they may be suspended and asked to leave the school for a period, at short notice 孩子在学校学习出现状况,可能面临停学或者被突然通知要求离开学校一段时间
 - o if they have problems with immigration or passports/BRP (for example, lost or stolen) 孩子的证件,如护照、BRP等,可能找不到或者被偷走时
 - if they get ill and need to go to hospital, to see a dentist or away from school 孩子在学校期间身体不适需要去看医生、需要离校去看牙医时
- being available for your child any time, particularly if they are worried about things like:



确保在孩子需要的时候在孩子身边、特别是当孩子对以下事情有担忧时

- o work 学习
- school学校生活
- friends 朋友之间

子需要的支持开导他们

- o their own family. It is not unusual that the students feel unhappy or homesick when they first start school in the U.K. and do not know anyone. We are available to advise and support students in times of need 孩子自己的家人,孩子第一次来英国学习可能会感到忧郁或者想家。我们会确保在孩
- The host family they stay with. Life in the U.K. maybe very different to their own country and we can give some ideas and guidance to help them settle in more quickly and smoothly.
 - 孩子在校外住家的人家。英国的生活可能与学生自己的国家大相径庭, 我们会给孩子以支持和引导来帮助他们更快更顺利地适应。

ECA has strong background in education, and experience and knowledge of boarding schools and international students. ECA will be the main contact point for guardianship issues for your child during school terms. If requested, your child's dedicated guardianship coordinator will visit your child at school.

ECA在教育、寄宿学校和国际学生方面有丰富的经验和知识。在校期间,ECA将是您孩子监护问题的主要联络点。如有要求,您的孩子的专职监护人员将去学校看望您的孩子。

HOST FAMILIES

寄宿家庭

ECA has a selection of host families with whom the students will stay during their out-of-school time, such as half-terms and exeat weekends. We will match your child as closely as possible to the family in terms of their experience, interests, and location. We try where possible to place your child in the same host family for all their stays, subject to availability.

我公司精心挑选了一些合适的寄宿家庭,提供给孩子们在学校放假时居住,学校放假的情况可能是半学期假或者周末假等。我们会根据您的孩子的经历、兴趣和学校的位置,让孩子尽可能地与比较匹配的家庭一起生活。如果可以的话,我们也会尽可能把您的孩子在英学习期间安排在同一个寄宿家庭,避免孩子需要重新认识新的家庭。

All of our host families are selected according to AEGIS ((The Association for the Education and Guardianship of International Students)'s high standards. We also run rigorous checks on each family, including the national police database (Disclosure and Barring System or DBS). To maintain the high standards, ECA inspects our host families at least once a year.

我们所有的寄宿家庭都是根据AEGIS(英国国际学生教育和监护协会)的高标准甄选出来的。ECA也对寄宿家庭进行无犯罪记录的排查。为保证持续的高标准,ECA每年至少1次去查验寄宿家庭情况。

We usually encourage the host families to include our students in their family life and arrange indoor and outdoor activities and excursions.



我们鼓励寄宿家庭让学生充分参与到家庭生活中去,并尽可能鼓励寄宿家庭多安排家庭活动和远足。

Every host family has their own house rules which will be given to your child upon arrival. Your child will need to respect and follow them accordingly. In addition, students must also read and follow the Student Handbook and which will also be sent to your child before their stay.

每个寄宿家庭都有自己的家庭规矩, 当孩子初来乍到时, 主人就会解释家庭规矩给孩子听, 然后需要孩子跟家里其他成员一样遵守规矩。此外, 学生还须阅读并遵守我们发给孩子们的《学生手册》。

Your child will receive the following from host families:

您的孩子会接收到以下的寄宿家庭的服务:

- Three meals a day. Please educate your child to ask first if they ever feel hungry between meals.
 - 一日三餐。如孩子需要的情况下三餐之间也提供零食或点心,请教孩子如果需要点心或者零食, 先向寄宿家庭礼貌地询问,切忌不问自取。
- Room with bed, clean bedding and towels, desk/table, light 床、干净的床上用品、毛巾、桌子和灯
- Shower and bathroom (make sure your child gets showered every one or two days and spends a maximum of 15 minutes in a shower)
 - 浴室,确保孩子每天或最起码隔天进行淋浴,每次淋浴时间不要过长,一般不要超过 15 分钟
- Laundry (offer to do it first before handing the dirty clothes to the host)
 洗衣(如果孩子年纪够大,可以让孩子礼貌地提议自己洗,不要将衣物直接留给寄宿家庭清洗)
- Internet access and computers (ask first before using and avoid downloading too big files and using for too long)

电脑和网络(教孩子先询问主人是否可以使用、避免长时间独占电脑、下载比较大的文件)

We attach importance to your child's pleasant experience staying with a host family. Your child will be asked to give feedback on their home stay visits to ensure they are settled and happy with the family.

我们重视您的孩子在寄宿家庭的住宿体验,我们会跟踪询问孩子住宿的感受来确保他们在寄宿家庭受 到合理照顾。

Host families undertake to care for the students in their charge, but please remember that guardianship of your child remains with us during the student's stay with the host family. If you've any concerns about your child's host family, you should contact us, not the host. 寄宿家庭负责在孩子寄宿期间保护和照顾孩子,但是请家长记住您的孩子的监护责任始终在我们公司。如果您对孩子的寄宿家庭和寄宿生活有任何的担心和疑虑,请直接联系我们而不是寄宿家庭。

Parent agrees to provide all relevant flight details to and from the UK to ECA at least two weeks before the event. For exeats, half-terms, holidays, or any other period requiring Host Family accommodation, ECA also require two weeks' advance written notice. Changes made within 10 days of the start of the period of stay will be charged to Parent at 50% of estimated cost.



请您提前两周告知孩子往返英国的航班情况。针对学校的长周末假、半学期假和其他假日,如果您需要我们安排寄宿家庭,也请提前两周以书面的方式告知我们。如果开始寄宿在寄宿家庭的时间有变化,而您少于 10 天内通知该变化,那么我司将收取学生正常入住 50%的费用。

SAFEGUARDING POLICY 安全保障细则

We aim for our students to develop their social and academic skills in a safe and sound environment. To protect our students from any harm or hidden danger, we have our safeguarding policy as guidance throughout students' study in the UK. All members of ECA are responsible for our students' safeguarding. Please find our company Safeguarding Policy as Appendix 1, in which you will also find the procedures to deal with any emergency, such as our Missing Child Policy and Anti-Radicalisation – Prevent Duty Policy.

我们旨在让我们的孩子们在安全又健康的环境中发展他们的社交和学习技能。为了保护孩子们远离潜在的危险和伤害,在孩子留英期间我们全面贯彻公司的《学生安全保障细则》,所有公司员工全面负责孩子们的安全和康健。在附件一中您可以阅读我们的《学生安全保障细则》,在该细则中您可以找到关于我们如何处理各种突发情况的流程,如[学生失踪处理细则]\[反激进主义政策]。

According to ECA's Missing Student Policy, if your child is missing or absent and we are worried about the child's safety, or we cannot reach the child to ensure his or her safety, we will report the child's absence to police as a missing person. In the Student Handbook, we have reminded our students to have their phone fully charged and switched on when travelling and inform us timely if they change their plan/itinerary.

按照公司的[学生失踪处理细则],如果我们无法确定孩子的行踪,我们担心孩子的安危或者无法定位到孩子来确定他的安全时,我们会将孩子失踪情况报案给警署。我们在给孩子的《学生手册》中,特意提醒孩子们在旅途中确保有手机充足的电量并保持开机,在改变计划和行程时及时知会我们。

APPLICATION FEES AND EXPENSES 费用和开支

Details of the level of services offered, fees, termination and delegation of responsibilities between ECA and host families are included within the Parent Service Agreement (Appendix 2). To apply for ECA's guardian services for your child, here are the steps to follow:

为您的孩子申请我公司的监护服务, 您可以按照以下步骤完成:

Step 1 - Parent Application Form & Parent Service Agreement - please complete the form and sign and date the Service Agreement

第一步-填写家长登记表和签署委托服务合同——请将内容填写完整,签字并写明签署日期

Step 2 – **Invoice**: ECA will issue a. <u>an invoice of a term's fee or annual fee</u> b. <u>an invoice for the Student Expenses Deposit of GBP1000</u> and email these to you. The term's fee or annual fee is fully refundable if you have to cancel the guardianship services agreement due to reasons such as failure to obtain a VISA.

第一步-发票:我公司会出具两张发票给家长a.学期/学年监护费发票;b. 学生日常开支账户押金 1000英镑。如果由于未成功取得留学签证或者出于我方原因造成无法履行合同,服务协议取消,我们将全款返还您预付的监护费用。



Step 3 - Payment

Step 4 – Confirmation and Visa Letter: upon receipt of the payment, ECA will confirm the guardianship by issuing a letter for a visa application. We will also write to the school informing them that we are acting as guardian for your child, and we will ask for all boarding house and contact information.

收到款项后,我公司会出具一份学生签证需要的信函。同时,我们也会写信给学校告知我们将作为孩子的监护人,并且我们会索取下导师、舍监等主要联系方式。

As ECA helps to pay for student's expenses when necessary, it is required for parents to pay in advance an amount of £1000 to our Student Expenses Account before the start of the first term.

在需要的时候,我们会代父母支付孩子在英国产生的一些费用,这就需要家长预先支付1000英镑到我公司以下账户:

Account Holder: ECA Education Consultancy ltd.

Account No.: 35375371 **Sort code**: 40-27-15 **SWIFT/BIC**: HBUKGB4B

IBAN: GB54HBUK40271535375371

Sums incurred during each term will be deducted from the Student Expenses Account as necessary. These include, but are not limited to, Host Family payments, travel, pocket money, repairs, and school uniform, etc. However, except in an emergency, ECA will seek authorisation in advance from Parent for any expenses totalling more than £50.

每学期我们为您的孩子实际支付的金额将会从学生日常开支账户中相应扣除。学生日常开支主要包括:在寄宿家庭寄宿期间发生的费用、交通费、零钱、维修费用和校服等。然而,除非紧急情况下,如果相关费用高于50英镑的话,我们会事先征求家长的同意。

Parents will be required on subsequent invoices to pay further sums to ensure that the Student Expenses Account is sufficient to cover expenses incurred. Any balance of the Student Expenses Account will be carried forward to the next academic term or repaid to Parent by means of credit without interest to the final sums due to ECA's on leaving.

如果学生开支账户的余额不够的话,家长在收到我公司开出的发票明细的前提下支付差额。如果学生 开支账户上有结余,该部分结余会自动转到下学期的费用预算中,或者如果孩子无息返回到家长的账 户。

LIFE IN THE UK

尽快适应英国的生活

Upon your child's arrival in the UK, for transfers between the airport and school, or between the Host Family and school, ECA will arrange DBS-checked drivers to meet your child with a Name Sign and take them to their destination. Travel by railway and coach can be arranged for cheaper long distance transfer. ECA will check timetables and book tickets if required.



当你的孩子来到英国,不管是需要机场和学校还是学校与寄宿家庭之间,我们都会提前安排司机(具有无犯罪记录证明)接孩子,一般情况下他们会手持孩子的名牌以便孩子可以快速找到司机。如果孩子的年龄允许,公司也可以帮忙安排火车票或者长途车票。

A student's first few days and weeks can be an anxious time for both the child and the parents. Your main point of contact at the school is the Housemaster or Housemistress, who will give support to your child in the early days. We will contact the school after the first few days, and visit soon after to check how a new student is settling in. We will normally try and speak to the House staff, and can do this on your behalf at any time should you have any concerns that you cannot address directly.

学生来英国后的前几天或者刚开始的几个星期里,通常情况下学生和家长都会比较焦虑和不适应。学生到学校以后的主要联系人就是舍监,在进学校后舍监会给予孩子大部分的生活和学习上支持和引导。在进学校的头几天后我们会联系舍监,并询问孩子的融入情况。如果您需要的话,我们也可以跑一趟学校去看望孩子或者与老师和宿舍管理人员进行沟通,消除您的疑虑。

ECA will have regular contact with our students. We will discuss academic performance, interests such as music and sport, friends making and life in the boarding house. We ask students for feedback on Homestay arrangements. We also report back to parents where necessary.

我们与学生也会保持定期的联络,与学生讨论学业、兴趣比如运动和音乐,有没有交新朋友,住宿生活如何等。我们会询问孩子是否喜欢寄宿家庭等。如果发现有需要的地方,我们也会反馈给家长们。

Usually, international students take quite some time to settle in this new environment. Your child needs to get used to a new environment and culture, to meet new friends and to become familiar with the boarding house and school arrangements. This can take up to a term or more to achieve. We encourage you to allow the child the time to settle, keep positive and pass this positive attitude to your child.

一般情况下孩子需要一段时间来融入。孩子需要时间交新朋友,需要时间对寄宿生活和学校的安排慢慢熟悉起来。有时候孩子可能需要一整个学期来适应,有时候甚至需要更长时间,请家长们给孩子足够的时间,保持乐观给予孩子信心,因为家长的焦虑情绪会传导至学生,这对孩子的融入不利。

Your child might soon tell you that they miss you terribly or they are homesick. Talk positively with them because your positive attitude can influence them. Advise them to get out of their room. Keeping themselves busy is the most effective way to relieve homesickness. Boarding schools in the UK provide a wide range of activities for students to sign up to. We encourage our students to sign up to as many as they can handle. We encourage our students to talk to someone when they are low-spirited. While we will reach out to your child, they are also most welcome to reach out to us.

您的孩子来英国后可能很快会告诉你他们很想你、很想家。不要被他们的情绪带着走,用积极的正向的态度与孩子交流,因为孩子很可能因为家长的积极态度更加有信心趋避自己的负面情绪。鼓励他们走出他们的房间,保持忙碌状态是缓解乡愁的最有效的方法。英国的寄宿学校一般都提供广泛的课外活动,鼓励孩子参加尽可能多的活动,鼓励孩子在情绪低落时找人说说话。在我们主动与孩子谈心的同时,我们也非常欢迎孩子能与我们沟通。



SCHOOL IN THE UK 英国的学制

Parents need to have the basic understanding about English school years and different curriculum because they do differ greatly to the Chinese system.

家长们需要对英国学制、年纪对应年级有基本的了解,这些跟国内教育系统有比较大的差异。

The English school year generally runs from early September to mid or late July of the following year.

英国学校的学年一般从每年的九月初到第二年的七月中下旬。

Most schools operate a three-term school year, each term divided in half. 绝大部分英国学校一学年分三学期,每个学期还有期中。

- Autumn term runs from early September to mid December (half term falls in late October).
 第一学期,也叫秋季学期,从9月初到12月中旬,圣诞假期前(期中为10月底)。
- Spring Term runs from early January to Easter (half term falls in mid February). 第二学期,也叫春季学期,从 1 月初到 3 月下旬,复活节假期前(期中为 2 月中旬)。
- Summer Term runs from Easter to mid July (half term falls in late May or early June). 第三学期,也叫夏季学期,从 4 月初复活节后到 7 月中下旬(期中在五月底或六月初)
- The Christmas holidays and the Easter holidays each lasts about two weeks. The summer holiday begins in late July, and is usually about six weeks long.

圣诞节假期和复活节假期都为期2周。暑假在七月下旬开始,一般有6星期。

| 年龄, 31 August | 英国学年 | 校内年级 | Curriculum 课程 | |
|---------------|---------|-------------|---------------|--|
| 3 | 幼儿园 | Nursery | Foundation | |
| 4 | 学前班 | Reception | | |
| 5 | Year 1 | Year 1 | Key Stage 1 | |
| 6 | Year 2 | Year 2 | | |
| 7 | Year 3 | Year 3 | Key Stage 2 | |
| 8 | Year 4 | J1 | | |
| 9 | Year 5 | J2 | | |
| 10 | Year 6 | J3 | | |
| 11 | Year 7 | J4 | Key Stage 3 | |
| 12 | Year 8 | J5 | | |
| 13 | Year 9 | Third Form | | |
| 14 | Year 10 | Fourth Form | GCSE | |
| 15 | Year 11 | Fifth Form | | |
| 16 | Year 12 | Lower Sixth | A-Level | |
| 17 | Year 13 | Upper Sixth | | |



COMPLAINTS 投诉和建议

If you are not happy with ECA's service or have issues regarding staying with the homestay family, you can write an email to any of the ECA staff or simply file a complaint according to our **Complains Policy (Appendix 3)** which you can also view from our website.

如果您对公司的服务或者对于寄宿家庭的服务有任何的不满和建议,您可以邮件给公司任何员工或者按照公司《投诉政策》(附件三,您也可以从公司网站上获得)进行投诉。

ADDITIONAL INFORMATION 其他信息

We appreciate your advice and comments so that we know areas where we need to work to improve our services.

您的建议和回馈非常宝贵、据此我们可以进一步改善我们的服务。

Our common practice is that we will send you a questionnaire after your child starts the second school term studying in the UK. In this questionnaire, you can let us know your views over our services and any concerns.

公司会在孩子开始第二个学期学习以后发一个问卷给您,以了解您对于我们服务的评价和您的一些担心。

ECA has registered for accreditation with AEGIS to ensure we offer high-standard guardianship services. You, as the parent(s) of our international students will periodically receive some questionnaires from AEGIS to inquire about our services. Please kindly cooperate.

我公司已经注册为 AEGIS 会员,为了确保高标准的监护服务,您,作为我们国际留学生的家长,可能会收到 AEGIS 的一些问卷询问我公司的服务标准是否达标。请您能够进行配合。

Appendix 1 Safeguarding Policy

Appendix 2 ECA Service Form

Appendix 3 Complain Policy