

Issue Date: *August 2026*

Review Date: *August 2027*

Lead Officer: Roxy Durran (Quality and Compliance Manager)

Cornwall Neighbourhoods for Change (CN4C)

Complaints Policy

1. Purpose of this Policy

Cornwall Neighbourhoods for Change (CN4C) is committed to providing high-quality services that are safe, inclusive, responsive and learner-centred. We recognise that, despite our best efforts, concerns or dissatisfaction may occasionally arise. We view complaints as an important source of feedback and an opportunity to improve the quality of our services.

This policy sets out the arrangements for receiving, managing, investigating and responding to complaints in a fair, transparent, timely and consistent manner. It applies to all services delivered by Cornwall Neighbourhoods for Change (CN4C), including the TOAST Independent School Provision.

CN4C aims to:

- Encourage individuals to raise concerns at the earliest opportunity.
- Resolve complaints quickly and fairly wherever possible.
- Ensure complaints are investigated objectively and proportionately.
- Treat all complainants with dignity, courtesy and respect.
- Ensure complaints are handled confidentially and in accordance with data protection legislation.
- Learn from complaints to improve services and organisational practice.
- Promote openness, accountability and continuous improvement.
- Ensure complainants do not suffer disadvantage or discrimination as a result of raising a complaint.

Where complaints relate to safeguarding concerns, allegations against staff or whistleblowing matters, these will be managed in accordance with the relevant organisational policies and statutory guidance.

Cornwall Neighbourhoods for Change (CN4C) recognises that making or responding to a complaint can be a stressful and emotional experience. The organisation is committed to responding in a manner that is compassionate, trauma-informed and person-centred, recognising that previous experiences, communication needs, disability, neurodiversity or individual circumstances may influence how individuals express concerns and engage with the complaints process.

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2. Scope

This policy applies to complaints received from:

- Learners.
- Parents or carers.
- Family members.
- Commissioners.
- Local Authorities.
- Employers.
- Partner organisations.
- Members of the public.
- Visitors.
- Volunteers.
- Contractors.
- Other stakeholders.

This policy applies to all services delivered by Cornwall Neighbourhoods for Change (CN4C), including:

- TOAST Independent School Provision.
- Adult Learning Programmes.
- Community Services.
- Employment and Skills Programmes.
- Volunteering Services.
- Any other service delivered by CN4C.

This policy does not replace statutory procedures relating to:

- Child protection and safeguarding.
- Whistleblowing.
- Staff grievances.
- Staff disciplinary matters.
- Subject Access Requests.
- Freedom of Information requests (where applicable).

These matters will be managed under the relevant organisational policies.

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3. Links to Other Policies

This policy should be read alongside:

- Safeguarding Children and Young People Policy.
- Low-Level Concerns Policy.
- Managing Allegations Against Staff Policy.
- Whistleblowing Policy.
- Staff Code of Conduct.
- Equality, Diversity and Inclusion Policy.
- Data Protection Policy.
- Records Management Policy.
- Information Sharing Policy.
- Confidentiality Policy.
- Quality Assurance Policy.
- Behaviour Policy.
- Learner Support Policy.

Statutory and Regulatory Guidance

This policy reflects the principles contained within:

- Education (Independent School Standards) Regulations 2014.
- Independent School Standards (ISS), Part 7 - Manner in Which Complaints Are Handled.
- Education Inspection Framework (EIF).
- Keeping Children Safe in Education (KCSIE).
- Equality Act 2010.
- UK General Data Protection Regulation (UK GDPR).
- Data Protection Act 2018.

4. Associated Procedures

This policy is supported by:

- Complaints Procedure.
- Complaint Investigation Procedure.
- Complaint Recording Procedure.
- Complaint Outcome Letter Template.
- Complaints Register.
- Complaints Flowchart.
- Complaint Review Panel Procedure.
- Quality Improvement Procedure.

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5. Principles

CN4C is committed to delivering services that are person-centred, strengths-based and trauma-informed. These principles underpin the way in which concerns and complaints are received, investigated and resolved, ensuring individuals are treated with dignity, compassion and respect throughout the process

Cornwall Neighbourhoods for Change (CN4C) believes that complaints provide valuable opportunities to improve the quality of services and strengthen relationships with learners, families and stakeholders.

CN4C is committed to ensuring complaints are handled in a manner that is:

- Fair.
- Transparent.
- Accessible.
- Timely.
- Respectful.
- Person-centred.
- Trauma-informed.
- Compassionate.
- Objective.
- Proportionate.
- Confidential.
- Evidence-informed.
- Supportive of continuous improvement.

Wherever possible, those involved in a complaint will be listened to with empathy and respect. Staff will seek to understand the individual's experience, communication preferences and any additional support they may require to participate fully in the complaints process. The organisation recognises that behaviours, emotional responses or communication styles may reflect previous experiences of trauma, distress or unmet need and will seek to respond appropriately whilst maintaining fairness and objectivity.

CN4C will not discriminate against or disadvantage any individual because they have made a complaint in good faith.

Complaints will be investigated impartially by individuals who have had no direct involvement in the matter wherever reasonably practicable.

Findings arising from complaints will be used to identify learning, improve services and strengthen organisational practice through quality assurance and continuous improvement activities.

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6. Roles and Responsibilities

Chief Executive Officer (CEO)

The Chief Executive Officer (CEO) has overall accountability for ensuring that Cornwall Neighbourhoods for Change (CN4C) operates an effective, fair, transparent and trauma-informed complaints process across all services.

The Chief Executive Officer will:

- Promote a culture of openness, accountability and continuous improvement.
- Ensure appropriate governance arrangements are in place for the management of complaints.
- Ensure sufficient resources are available to support effective complaint handling.
- Receive assurance that complaints are managed consistently across the organisation.
- Promote organisational learning arising from complaints.
- Support continual improvement of services across CN4C.

Chief Operating Officer (COO)

The Chief Operating Officer (COO) is responsible for the operational oversight of complaint management across all CN4C services and for ensuring that investigations are conducted fairly, consistently and within agreed timescales.

The Chief Operating Officer will:

- Oversee the implementation of this policy across all operational services.
- Allocate or appoint investigating officers where appropriate.
- Ensure complaints are investigated proportionately, objectively and without unnecessary delay.
- Monitor the quality and consistency of complaint investigations.
- Ensure recommendations arising from complaints are implemented.
- Escalate significant organisational risks or recurring themes to the Chief Executive Officer.
- Promote learning and continuous improvement across operational services.

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Resources Director

The Resources Director is responsible for providing organisational oversight where complaints relate to corporate services, employment matters, resources or organisational governance.

The Resources Director will:

- Support the management of complaints relating to corporate functions where appropriate.
- Ensure complaints involving human resources, finance, estates, information governance or organisational resources are managed in accordance with relevant policies and procedures.
- Support investigations where specialist advice is required.
- Monitor trends relating to corporate complaints and identify opportunities for improvement.
- Work collaboratively with the Chief Operating Officer and the Person Nominated for Quality Assurance and Compliance to strengthen organisational learning.

Strategy, Learning and Development Director

The Strategy, Learning and Development Director has operational responsibility for complaints relating to education, learning and learner services, including the TOAST Independent School Provision.

The Strategy, Learning and Development Director will:

- Support the management of complaints relating to teaching, learning and learner support.
- Ensure complaints relating to the TOAST provision are investigated fairly and in accordance with the Independent School Standards.
- Monitor themes arising from complaints relating to educational provision.
- Ensure learning from complaints contributes to quality improvement, curriculum development and learner outcomes.
- Work collaboratively with Coordinators and the Person Nominated for Quality Assurance and Compliance to implement improvements.

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Person Nominated for Quality Assurance and Compliance

The Person Nominated for Quality Assurance and Compliance is responsible for monitoring the effectiveness of the complaints process and ensuring compliance with this policy.

The Person Nominated for Quality Assurance and Compliance will:

- Maintain the organisational Complaints Register.
- Monitor complaint response times and compliance with agreed timescales.
- Audit complaint investigations and associated records.
- Analyse complaint trends, recurring themes and organisational learning.
- Monitor the implementation of agreed actions and recommendations.
- Produce reports for the Executive and Senior Leadership Teams.
- Coordinate the scheduled review of this policy.
- Promote continuous improvement through quality assurance activities.

Managers

Managers are responsible for ensuring that concerns and complaints within their areas of responsibility are managed promptly, fairly and in accordance with this policy. They play a key role in promoting early resolution, supporting staff and ensuring learning from complaints contributes to service improvement.

Managers will:

- Promote a positive, respectful and trauma-informed approach to managing concerns and complaints.
- Encourage concerns to be resolved informally wherever appropriate.
- Ensure formal complaints are acknowledged, recorded and escalated in accordance with organisational procedures.
- Undertake or support complaint investigations where delegated.
- Ensure investigations are conducted fairly, objectively and within agreed timescales.
- Maintain regular communication with complainants throughout the complaints process where appropriate.
- Ensure accurate, factual and confidential records are maintained.
- Implement recommendations and actions arising from complaint investigations.
- Identify recurring themes, risks or areas for improvement within their service.
- Escalate significant concerns, safeguarding matters or organisational risks to the appropriate senior manager.
- Support staff involved in the complaints process and ensure they understand their responsibilities.

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- Promote learning and continuous improvement through reflective practice and quality assurance activities.

Coordinators

Coordinators are responsible for responding to concerns within their areas of responsibility and seeking to resolve issues at the earliest opportunity where appropriate.

Coordinators will:

- Respond professionally, respectfully and compassionately to concerns raised.
- Seek to resolve concerns informally wherever possible.
- Escalate formal complaints promptly in accordance with this policy.
- Cooperate fully with complaint investigations.
- Implement agreed improvement actions.
- Maintain accurate and timely records.
- Support staff and learners throughout the complaints process where appropriate.

All Staff

All staff have a responsibility to promote a positive, respectful and trauma-informed culture and to respond appropriately when concerns or complaints are raised.

Staff will:

- Treat all complainants with dignity, compassion and respect.
- Listen actively and respond professionally to concerns.
- Attempt to resolve concerns informally where appropriate and within the scope of their role.
- Report complaints promptly using approved organisational procedures.
- Cooperate fully with investigations.
- Maintain confidentiality and comply with data protection requirements.
- Implement learning arising from complaints.
- Promote continuous improvement across the organisation.
- Implement learning arising from complaints.
- Promote a culture of openness and continuous improvement.

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7. Raising a Concern

Cornwall Neighbourhoods for Change (CN4C) encourages concerns to be raised at the earliest opportunity so that they can be resolved quickly, fairly and informally wherever possible. Early resolution often helps maintain positive relationships and enables concerns to be addressed before they escalate into formal complaints.

Individuals should not be discouraged from raising concerns and will not be disadvantaged for doing so in good faith.

Concerns may be raised by:

- Learners.
- Parents or carers.
- Family members.
- Commissioners.
- Local Authorities.
- Partner organisations.
- Visitors.
- Volunteers.
- Contractors.
- Members of the public.
- Any other individual affected by CN4C services.

Concerns may be raised:

- In person.
- By telephone.
- By email.
- In writing.
- Through an advocate, representative or other authorised individual acting on behalf of the complainant.

CN4C recognises that some individuals may require additional support to raise concerns. Reasonable adjustments will be considered to ensure the complaints process is accessible and inclusive. This may include providing information in alternative formats, offering communication support, allowing additional time or involving an advocate where appropriate.

Where a concern identifies an immediate safeguarding risk or risk of harm, this policy will not delay appropriate safeguarding action. Such concerns will be referred immediately in accordance with the Safeguarding Children and Young People Policy or other relevant safeguarding procedures.

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8. Informal Resolution

CN4C aims to resolve concerns informally wherever appropriate, recognising that many issues can be addressed quickly through open communication, clarification and collaborative problem-solving.

Informal resolution may include:

- Discussion with the relevant member of staff.
- Meeting with a Manager or Coordinator.
- Clarification of information or organisational procedures.
- An explanation of decisions made.
- An apology where appropriate.
- Immediate corrective action where possible.
- Agreement of actions to resolve the concern.

Informal discussions should be undertaken respectfully, professionally and in a trauma-informed manner, recognising that individuals may have experienced previous distress or may require additional reassurance and support.

Where a concern cannot be resolved informally, or where the matter is sufficiently serious, the complainant will be advised of their right to make a formal complaint.

Where informal resolution identifies wider organisational issues or recurring themes, these should be recorded and shared with the appropriate Manager to support service improvement

9. Formal Complaints Procedure

Where a complaint cannot be resolved informally, or where the complainant wishes to proceed directly to a formal complaint, CN4C will manage the complaint through a structured and transparent process.

Formal complaints should normally be submitted within **three months** of the event giving rise to the complaint or from the date the complainant became aware of the matter. Complaints submitted outside this timeframe may still be considered where there are exceptional circumstances.

A formal complaint should include:

- The complainant's name and contact details.
- Details of the complaint.
- Relevant dates, times and locations where known.

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- Any individuals involved.
- Any supporting information or evidence.
- The outcome the complainant is seeking.

Where a complainant requires support to submit a complaint, reasonable assistance will be provided wherever appropriate.

Upon receipt of a formal complaint, CN4C will:

- Acknowledge receipt within **five working days**.
- Record the complaint on the organisational Complaints Register.
- Appoint an appropriate Investigating Officer where required.
- Consider whether immediate safeguarding or risk management action is necessary.
- Keep the complainant informed of the progress of the investigation.

Where complaints involve multiple issues, these may be investigated together where appropriate to ensure a comprehensive and proportionate response.

CN4C aims to provide a written response within **20 working days** of acknowledging the complaint. Where this is not possible due to the complexity of the investigation or other exceptional circumstances, the complainant will be informed of the reasons for the delay and provided with an updated timescale.

10. Complaint Investigation

Investigations will be:

- Fair.
- Objective.
- Evidence based.
- Confidential.
- Proportionate.

Investigations will also be conducted in a manner that:

- Minimises unnecessary distress.
- Avoids repeated requests for the same information wherever possible.
- Respects the individual's preferred communication methods.
- Considers any additional support needs.
- Recognises the potential impact of trauma, disability, neurodiversity or mental health needs.
- Balances compassion with a fair and evidence-based investigation.

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Investigations may include:

- Interviews.
- Review of records.
- Review of CCTV where applicable.
- Professional discussions.
- Review of policies.
- Consultation with relevant professionals.

The complainant will be kept informed throughout the investigation.

A written outcome will normally be provided within **20 working days**, although complex investigations may take longer.

11. Complaint Review Panel (TOAST)

Where a complaint relates to the TOAST Independent School Provision and the complainant remains dissatisfied following the formal investigation, they may request a Complaint Review Panel.

The panel will:

- Consist of at least three individuals.
- Include at least one person independent of the management and running of TOAST.
- Review how the complaint was handled.
- Consider all available evidence.
- Make recommendations where appropriate.

The panel's findings will be provided in writing and represent the final stage of the internal complaints process.

12. Complaints Relating to Safeguarding

Where a complaint raises safeguarding concerns, the complaint will be referred immediately to the Designated Safeguarding Lead (DSL).

Safeguarding procedures will take precedence over the complaints process where necessary to protect children or vulnerable adults.

Complaints relating to staff conduct may instead be managed under:

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- Managing Allegations Against Staff Policy.
- Low-Level Concerns Policy.
- Whistleblowing Policy.

13. Persistent, Unreasonable or Vexatious Complaints

CN4C recognises that the vast majority of complaints are made in good faith.

However, where complaints become unreasonable, abusive or persistent, the organisation may:

- Limit communication.
- Require communication in writing.
- Nominate a single point of contact.
- Decline to revisit matters already fully investigated.

This will always be proportionate and documented.

14. Anonymous Complaints

Cornwall Neighbourhoods for Change (CN4C) recognises that, in some circumstances, individuals may feel unable to identify themselves when raising a concern or complaint. Whilst anonymous complaints can be more difficult to investigate fully, they will be considered on a case-by-case basis.

Anonymous complaints will not be dismissed solely because the identity of the complainant is unknown. The decision to investigate will be based on an assessment of the information provided and the potential risks identified.

When determining whether an anonymous complaint should be investigated, consideration will be given to:

- The seriousness of the allegation or concern.
- Any actual or potential safeguarding implications.
- The level of detail and credibility of the information provided.
- Whether supporting evidence has been supplied.
- The potential risk to learners, staff, visitors or the wider organisation.
- Whether the concern indicates a breach of legislation, regulatory requirements or organisational policies.
- Whether the matter is in the public interest.

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- Whether similar concerns have previously been raised.

Where an anonymous complaint identifies a potential safeguarding concern, risk of harm, criminal activity or serious misconduct, CN4C will take appropriate action in accordance with its safeguarding responsibilities and relevant organisational procedures, regardless of whether the complainant can be identified.

Where sufficient information is available, anonymous complaints will be investigated fairly, objectively and proportionately. However, the absence of contact details may limit CN4C's ability to seek clarification, provide updates or communicate the outcome of the investigation.

Findings arising from anonymous complaints will be recorded appropriately and, where applicable, will contribute to organisational learning, quality assurance activities and continuous improvement.

15. Confidentiality

Cornwall Neighbourhoods for Change (CN4C) is committed to handling all complaints with sensitivity, professionalism and respect for the privacy of everyone involved. Maintaining confidentiality is fundamental to ensuring that complaints are managed fairly, safely and with integrity.

Information relating to a complaint will only be shared with those who have a legitimate professional need to know in order to investigate, respond to or manage the complaint appropriately.

Wherever possible, individuals will be informed about how their personal information will be collected, used, stored and shared throughout the complaints process. CN4C recognises that openness and transparency help to build trust, reduce anxiety and support a trauma-informed approach to complaint handling.

All individuals involved in the complaints process are expected to:

- Maintain confidentiality throughout the investigation.
- Respect the privacy and dignity of all parties involved.
- Handle information in accordance with the Data Protection Policy, Records Management Policy and Information Sharing Policy.
- Refrain from discussing complaints with individuals who are not directly involved in the investigation or resolution process.

Whilst CN4C recognises the importance of confidentiality, it is not absolute. There may be circumstances where information must be shared without consent where there is:

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- A safeguarding concern or risk of harm to a child, young person or vulnerable adult.
- A risk of serious harm to any individual.
- A legal or statutory obligation to disclose information.
- A requirement to cooperate with external agencies or regulatory bodies.
- Another lawful basis for information sharing under UK GDPR and the Data Protection Act 2018.

Where confidentiality needs to be overridden to protect an individual from harm or to comply with legal obligations, this will be done lawfully, proportionately and in accordance with organisational policies and statutory guidance. Wherever it is safe and appropriate to do so, individuals will be informed that information is being shared and the reasons for doing so.

Any actual or suspected breach of confidentiality relating to a complaint must be reported immediately to an appropriate Manager and managed in accordance with CN4C's Data Protection Policy, Information Sharing Policy and relevant organisational procedures.

Maintaining appropriate confidentiality throughout the complaints process supports fairness, protects the rights of all parties involved and contributes to a respectful, person-centred and trauma-informed organisational culture.

16. Record Keeping

Cornwall Neighbourhoods for Change (CN4C) is committed to maintaining accurate, secure and comprehensive records of all complaints to ensure transparency, accountability and continuous improvement. Effective record keeping supports fair investigations, organisational learning and compliance with legal, regulatory and organisational requirements.

All complaint records will be:

- Accurate.
- Factual and objective.
- Completed promptly.
- Securely stored.
- Confidential.
- Accessible only to authorised individuals.
- Maintained using approved organisational systems wherever possible.
- Retained and disposed of in accordance with the Records Management Policy and applicable retention schedules.

Complaint records may include, but are not limited to:

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- Complaint forms or written correspondence.
- Records of informal concerns where appropriate.
- Investigation plans and notes.
- Witness statements or interview records.
- Meeting notes and minutes.
- Relevant emails or other correspondence.
- Supporting evidence or documentation.
- Outcome letters.
- Action plans and recommendations.
- Records of complaint review panels (where applicable).
- Records of learning outcomes and service improvements arising from complaints.

Managers and Investigating Officers are responsible for ensuring that complaint records are completed accurately, maintained securely and updated throughout the complaints process. The Person Nominated for Quality Assurance and Compliance will monitor the quality, completeness and consistency of complaint records through quality assurance activities and audits.

Complaint records will be managed in accordance with:

- The Records Management Policy.
- The Data Protection Policy.
- The Information Sharing Policy.
- UK General Data Protection Regulation (UK GDPR).
- The Data Protection Act 2018.
- Any other relevant statutory or organisational requirements.

Information relating to complaints will only be accessed by individuals who have a legitimate professional need to do so. Records will be retained only for as long as necessary and will be securely disposed of in accordance with CN4C's retention schedule.

Where complaint investigations identify learning, recommendations or actions for improvement, these will be recorded, monitored and reviewed through CN4C's quality assurance and continuous improvement processes to support the ongoing development of services.

17. Equality, Diversity and Inclusion

Cornwall Neighbourhoods for Change (CN4C) is committed to ensuring that the complaints process is accessible, inclusive and responsive to the diverse needs of everyone who accesses its services.

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The organisation recognises that disability, communication needs, neurodiversity, previous life experiences, culture, language, health conditions and trauma may affect how individuals raise concerns and participate in complaint investigations.

Reasonable adjustments will be offered wherever appropriate and may include:

- Alternative communication methods.
- Easy Read documentation.
- Additional time.
- Advocacy or representative support.
- Accessible meeting arrangements.
- Communication aids, including Augmentative and Alternative Communication (AAC).
- Hearing assistive technology where required.
- Alternative formats for written information.

CN4C is committed to responding to complaints in a trauma-informed manner by promoting safety, trust, collaboration, choice and empowerment wherever possible. Staff will seek to reduce unnecessary distress, communicate openly and respectfully and ensure individuals feel listened to throughout the complaints process.

No individual will be disadvantaged or treated less favourably because of a protected characteristic, communication need or because they have raised a complaint in good faith.

18. Quality Assurance

The Person Nominated for Quality Assurance and Compliance will monitor the effectiveness of this policy through:

- Complaint audits.
- Complaint trend analysis.
- Response time monitoring.
- Service user feedback.
- Quality Improvement Plans.
- Internal audits.
- Lessons learned reviews.

Quality assurance activities will also consider whether complaints have been managed in accordance with CN4C's person-centred values and trauma-informed approach, ensuring that complainants have been treated with dignity, respect and compassion throughout the process.

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Findings will contribute to continuous improvement across Cornwall Neighbourhoods for Change.

19. Monitoring and Review

This policy will be reviewed:

- Annually.
- Following changes to legislation.
- Following Independent School Standards updates.
- Following significant complaints.
- Following safeguarding reviews.
- Where quality assurance identifies improvement opportunities.

The Person Nominated for Quality Assurance and Compliance is responsible for coordinating the review of this policy and monitoring its implementation across Cornwall Neighbourhoods for Change.