

	COMPLAINTS MANAGEMENT	
SOP NO: CG-001-CHPR-V01	COMPLAINTS HANDLING PROCEDURES	
POLICY OWNER	Corporate Governance and Compliance	
EFFECTIVE DATE	1 September 2026	REV: 01
APPROVED BY	Senior Management Team	31.8.2026

Version	Date	Change Summary
1.0	31/8/2026	Initiate the policy.

YMCA of Singapore

COMPLAINTS HANDLING PROCEDURES

Companion document	Read together with the YMCA Complaints Handling Policy, which sets out the principles, scope and roles this process gives effect to.
Owner	GS/Corporate Governance & Compliance
Version / next review	1.0 — every 2 years, or sooner if required

1. How to Raise a Complaint

Complaints may be submitted through any channel below. Anonymous complaints are accepted, though this may limit investigation and feedback. Complaints about a specific operation should identify the location, programme, date and individuals involved where possible.

Channel	Details	Best for
In person / phone	Speak to any staff member, Programme/Education Centre HOD/Supervisor, IH Manager on duty.	Immediate, low-complexity issues
Complaint form (web-based online form)	Standard form (Appendix A), is made available on YMCA's website for online submission.	Public, members, parents/guardians
Internal channel	HR, HOD's and/or the Compliance Officer; sensitive matters go directly to the GS/CEO.	Management and staff complaints

2. The Complaints Handling Process

Applies to both stakeholder and public complaints. Where a timeframe cannot be met, the complainant is told why and given a revised date.

Stage	Action	Responsible	Target time
1	Receive, log and acknowledge the complaint; apply a safeguarding screen (escalate immediately in parallel if a child/vulnerable-person risk is identified)	HOD's/Line manager/Supervisor	3 working days
2	Attempt informal resolution, where appropriate	Line Manager / Programme Head	7 working days
3	If unresolved or serious: log as a formal complaint; assess scope, seriousness and any conflict of	HOD's/Compliance Officer	5 working days

Stage	Action	Responsible	Target time
	interest; assign an impartial investigator		
4	Investigate: gather evidence, interview those involved, produce a written report with findings and recommended corrective/preventive action	Investigating Officer / Inquiry Team (to be appointed by GS/CEO)	20 working days
5	Decide the outcome and required corrective (remedy) and preventive (root-cause) actions, with owners and dates	GS/CEO, or Board where escalated	10 working days
6	Communicate the outcome and appeal rights to the complainant in writing	Divisional Head/HOD	5 working days
7	Appeal, if requested, reviewed by an independent panel not involved in the original decision	Appeals Panel / Board Committee	Lodge in 14 days; decide in 20 working days

3. Additional Safeguards for Children, Youth and Persons Living with Disabilities (PWDs)

- Any complaint suggesting actual or possible harm to a child, youth or PWD is treated immediately as a safeguarding matter and escalated to the Divisional Head/HOD and, where required, statutory authorities — in parallel with, and without waiting for, this process.
- Children, young people, PWDs and their parents/guardians are given age-appropriate ways to raise a concern, including routes that do not require going through the person the concern is about.
- A young complainant may be accompanied by a parent, guardian or advocate at any stage.
- Patterns of complaints about an individual's conduct towards children, even if individually unsubstantiated, are reported to the Safeguarding Lead for cumulative risk review.

4. Recording, Reporting and Learning

The Compliance Officer maintains a central Complaints Register (date, channel, operation, summary, findings, corrective/preventive action and status, timeframes met). A report is provided to the GS/CEO and Division Heads at least twice-yearly covering volumes, outcomes, timeframe compliance, action-tracking and any trends requiring policy, training or resourcing changes. (Please refer to the attached Complaints Log Sheet for reporting purposes.)

Appendix A — Complaint Form (Template)

Date of complaint	
Complainant name (optional if anonymous)	
Contact details	
Relationship to YMCA	Public / member / parent-guardian / staff / Director / other
Operation involved	International House / Education Centre / Day Care / Child Care / Youth Programme / Board / Management / Other
Location, programme and date of incident	
Description of complaint and outcome sought	
Received by / date acknowledged / reference no.	