St. Catherine's Association Policy Document	Title: Management of Feedback (Comments, Compliments & Complaints) Policy
	Effective Date: 1st August 2018

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1.0 Policy

1.1 **Background to Policy**

This policy has been developed to provide guidance on the efficient handling of comments, compliments and complaints throughout St. Catherine's Association Ltd. (SCA) and to ensure compliance with all relevant legislation, regulations and guidelines including;

- Health Act 2004 (Complaints) Regulation 2006
- Health Act 2004, Part 9
- Health Act and Amendments 1947-2016
- Mental Health Act 2001-2008
- Disabilities Act 2005
- Health and Social Care Professionals Act 2005
- Freedom of Information Acts and Amendments 1997-2014
- Data Protection Acts 1988 and 2003
- General Data Protection Regulation (Regulation (EU) 2016/679)
- Defamation Act 1961
- Ombudsman's Act 1980, 1980-2012
- Ombudsman for Children Act 2002
- Equal Status Acts 2000-2004
- Health and Safety at Work Act 2005
- Assisted Decision Making Capacity Act 2015
- The Citizens Information Act 2007

This policy is developed in line with the HSE Complaints Policy and Procedures Manual 'Your Service, Your Say' 2017. This policy replaces the SCA 002.077.2.1 Complaints Policy developed in December 2014, and reviewed in April 2016 and provides a context for the following SCA policies;

- Child Protectoin & Welfare Policy
- Safeguarding Vulnerable Persons at Risk of Abuse Policy
- Protection & Safeguarding Policy
- Trust in Care
- Protected Disclosures of Information in the Workplace
- Grievance Policy
- Record Management & Data Protection Policy

1.2 **Aim of this Policy**

St. Catherine's Association is committed to ensuring that all feedback; comments, compliments and complaints from those using our services are acknowledged, reviewed, acted upon and responded to and that learning derived from feedback informs the quality of our service.

Efficient handling of feedback across St. Catherine's Association is essential to the provision of a quality service. Best practice identifies what a service user wants when they provide feedback and SCA will use this information to develop systems to meet those requirements.

In order for this policy to achieve the desired outcome it will be communicated internally to ensure that all SCA employees are aware of how to deal with feedback.

1.3 Scope of this Policy

This policy applies to all SCA staff, volunteers, students on placement and all others working on behalf of SCA including the Board of Directors and members. It applies to all activities undertaken as part of SCA's business.

How to Provide Feedback

If you wish to provide feedback (comment, compliment or complaint) about any aspect of the service provided by SCA, please;

- **Tell a staff member**.
- **Email** your feedback to feedback@stcatherines.ie.
- **Telephone us** on 01 2819485.
- **Ask a member of staff** for details of where to send a letter with details of your experience of our services.

It is important to note that this Policy does not supersede other relevant and applicable SCA policies, procedures, protocols and guidelines (PPPGs); e.g. Trust in Care, etc. Matters appropriate for these existing PPPGs will be dealt with accordingly.

1.4 Who can Provide Feedback

Anyone can provide feedback in relation to comments or compliments, and in accordance with Section 46 Part 9 of the Health Act 2004 the following may make a complaint:

- Any person who is being or was provided with a health or personal social service by SCA
- Any person who is seeking or has sought provision of such service

The complaint can be about any action of SCA that:

a) it is claimed, does not accord with fair and sound administrative practice and
b) adversely affects or affected the person.

If a person is entitled to make a complaint but is unable to do so because or age, illness or disability, the complaint may be made on that person's behalf by;

- A close relative or carer of the person
- Any person who, by law or by appointment of a court, has the care of the affairs of that person
- Any legal representative of the person
- Public Representative
- Any other person with the consent of the person
- Any other person who is appointed as prescribed in the regulations

If a person who would otherwise have been entitled to make a complaint is deceased, a complaint may be made by a person who, at the time of the action in relation to which the complaint is made was a close relative, or carer of that person.

1.5 Non-scope of this Policy

A complaint is excluded under Part 9, Health Act 2004 if it is in relation to any of the following matters;

a) A matter that is or has been the subject of legal proceedings before a court of tribunal,
b) A matter relating **solely** to the exercise of clinical judgement by a person acting on behalf of SCA,
c) An action taken by SCA **solely** on the advice of a person exercising clinical judgement in the circumstances described in paragraph (b),
d) A matter relating to the recruitment or appointment of an employee by SCA,

e) A matter relating to or affecting the terms or conditions of a contract of employment that SCA proposes to enter into, or a contract with an advisor that SCA proposes to enter into under Section 24,
f) A matter relating to the Social Welfare Acts,
g) A matter that could be the subject of an appeal under section 60 of the Civil Registration Act 2004,
h) A matter that could prejudice an investigation being undertaken by An Garda Síochána,
i) A matter that has been brought before any other complaints procedure established under an enactment.

In accordance with Part 9 of the Health Act 2004 a Complaints Officer shall not investigate a complaint if;

a) The person who made the complaint is not entitled under Section 46 to do so either on the person's own behalf or on behalf of another
b) The complaint is made after the expiry of the period specified or any extension of that period allowed.

A Complaints Officer may decide not to investigate or further investigate an action to which a complaint relates if, after carrying out a preliminary investigation into the action or after proceeding to investigate such action, that the officer;

a) is of the opinion that;
    i. The complainant does not disclose a ground of complaints outlined in Section 46, Part 9 of the Health Act 2004,
    ii. The subject-matter of the complaint is excluded by Section 48 of the Health Act 2004,
    iii. The subject-matter of the complaint is trivial, or
    iv. The complaint is vexatious or not made in good faith, or
b) is satisfied that the complaint has been resolved.

1.6 **Policy Statements**

1.6.1 The feedback process is accessible, flexible and responsive to the needs of the children, adults and families supports by SCA,
1.6.2 An environment which encourages and enables those supported to give feedback is provided and promoted,
1.6.3 SCA commits to safeguarding the rights and dignity of the people we support, their families and staff members in the implementation of this policy and associated supporting document,
1.6.4 A culture in which both the service user and service provider have equal voice is promoted and are considered of equal importance in the feedback process,
1.6.5 Feedback is responded to and complaints are investigated thoroughly in an open, honest and transparent manner,
1.6.6 SCA is committed to learning from feedback. Learning from feedback is identified and appropriate action is taken to hear this learning and reduce the likelihood of a reoccurrence of the same event(s). Learning is shared with service users and staff, and informs service planning and quality improvement programmes,
1.6.7 SCA commits to communicating with the complainant throughout the feedback process,
1.6.8 Service users are involved in and informed of the outcomes of their feedback,

1.6.9 When failures in care are identified, these are acknowledged to the service user / their family, an apology is provided and action taken where appropriate,

1.6.10 All involved in complaints are provided with support throughout the complaints management process,

1.6.11 SCA commits to providing training to ensure management and staff have the knowledge and skills to effectively manage feedback,

1.6.12 The feedback process complies with obligations in relation to confidentiality, Data Protection and Freedom of Information, and other relevant obligations

1.6.13 SCA will designate a member of the **Senior Management Team** as the **Complaints Officer** for the purpose of dealing with complaints made to it in accordance with Part 9 of the Health Act 2004, The Health Act 2004 (Complaints) Regulations 2006; and Regulation 34(2)(a) of the Health Act 2007, S.I. No. 367 of 2013. The CEO, as Organisational Complaints Lead, will identify and appoint the most appropriate Senior Manager on a case-by-case basis once complaints are escalated to his / her attention in line with this policy.

1.6.14 A copy of the complaints policy will be available within the New Folder structure, a current hard copy will be available in all designated centres, a copy of the complaints procedure will be prominently displayed in all locations (See Appendix #1), and an easy read version for the supported by SCA (See Appendix #2) .

1.7 **Definitions**

1.7.1 A **compliment** is defined as any expression of praise or congratulations (for SCA or its staff) that goes beyond positive recognition.

1.7.2 A **comment** is defined as any expression or suggestion, positive or negative, which does not constitute a complaint but relates to the services provided by SCA.

1.7.3 A **complaint** is defined as 'A complaint made about any action that, it is claimed, does not accord with fair or sound administrative practices, and adversely affects the person by whom, or on whose behalf, the complaint is made.'

1.7.4 An action is defined as 'Anything done or omitted to be done in connection with the provision of a health or professional social service that is subject of an arrangement under Section 38 of the Act, or a service in respect of which assurance is given under Section 39 of the Act.'

1.7.5 A complainant is defined as 'Any person who is or was provided with a health or personal social service by SCA or who is seeking or has sought provision of such service may complain, in accordance with the procedures established under Section 46 of the Health Act 2004 about any action of the Service, as outlined in Section 1.3 of this policy.

2.0 Roles and Responsibilities

2.1 **All Staff:**

2.1.1 Comply with this Policy.

2.1.2 To record all comments, compliments and complaints, and inform / escalate to their Line Manager as required.

2.1.3 It is the responsibility of all staff in SCA to respond to and resolve complaints at the first point of contact wherever possible.

2.1.4 All staff should endeavour to resolve a complaint at the initial point of contact, where appropriate.

2.2 **Line Managers:**

2.2.1 Ensure that this Policy is implemented and adhered to in their area and that the rights and legitimate interests of children, adults & their families and staff are protected.

2.2.2 The Line Manager should endeavour to resolve a complaint at their first point of contact, where appropriate.

2.2.3 The Line Manager will escalate any complaint which can not / should not be managed locally to the Organisational Complaints Lead for discussion and agreement on an approach to resolution.

2.2.4 The Line Manager will also escalate repeated complaints to the Complaints Officer for discussion and agreement on an approach to resolution.

2.2.5 The Line Manager will ensure that the local Feedback Log (See Appendix #3) is maintained in accordance with the agreed procedures.

2.3 **Senior Management:**

2.3.1 Promote a culture and attitude that welcomes feedback and supports the effective and timely resolution of complaints received.

2.3.2 It is the responsibility of the Senior Management Team to implement this policy and ensure it is reviewed as required.

2.3.3 SCA will ensure that staff members carrying out investigations have the appropriate training and experience.

3.0 Section A: Feedback Management Process

3.1 Compliments

3.1.1 Compliments are an important way for SCA to celebrate and publicise its successes. Compliments received by staff should be logged in the Feedback Log for inclusion in reports.

3.1.2 Upon receipt, compliments will be copied to the relevant staff and / or Line Manager.

3.2 Comments

3.2.1 Not all people SCA provide services or supports to who have useful feedback will wish to make a complaint. They should however be supported and encouraged to make their views known by making a comment or suggestion about how the services could be improved.

3.2.2 Upon receipt, comments will be acknowledged and sent to the relevant Line Manger or staff member for action, if so required.

3.3 Making a Complaint

3.3.1 A complaint can be made in a number of ways including;

- In person
- By telephone
- By letter
- By email

3.3.2 A complaint can be made to any staff member, manager or Board Member of SCA.

3.3.3 If a complaint is being made about a particular person and the person's name is given, the complaint must be written and signed, giving details such as dates and locations so that the person dealing with the complaint can check the facts of the complaint.

3.3.4 A complaint must be made within 12 months of the date of the event concerned, or within 12 months of becoming aware of the event, as set out in Section 47, Part 9 of the Health Act 2004.

3.4 Can a Child Make a Complaint?

3.4.1 SCA endeavour to ensure that children of sufficient age, reason and understanding are encouraged and supported to provide feedback or make a complaint about any aspect of the service they are receiving from SCA. Their complaints will always be taken seriously and be appropriately responded to.

3.4.2 Children can make a complaint to any member of SCA staff. All SCA staff members are empowered to advocate for the children they support by making a complaint on the child's behalf. Where an SCA staff member advocates on behalf of the child, it should be done in consultation with the child's parent / guardian.

3.4.3 A parent / guardian may also make a complaint on behalf of their child about any aspect of the service being received by their child

3.4.4 Children have the right to complain to the Ombudsman for Children, who can accept complaints directly from children up to and including 18 years of age.

3.4.5 The welfare of the child is paramount. When a complaint is received that leads to concern about a child's safety and wellbeing, SCA must ensure that they act appropriately in the best interests of the child, and that Children First Guidelines are implemented as appropriate.

3.5 **Acknowledgment of a Complaint**

3.5.1 When a complaint has been received, SCA will endeavour to deal with the complaint effectively and efficiently. Where appropriate, SCA will attempt to resolve any complaint informally and at the initial point of contact.

3.5.2 Complaints being dealt with formally will be acknowledged within 5 working days and will outline to the complainant the steps to be taken in investigating the complaint and the time limits for the completion of the investigation.

3.5.3 SCA will endeavour to resolve all complaints to the satisfaction of the complainant in strict accordance with the procedure for managing complaints in SCA (see Section B – SCA Complaints Management Procedure). The complainant's satisfaction with the outcome will be clearly documented in the Feedback Log.

3.6 **Stages of a Complaint**

SCA's complaints management process has four distinct stages;

Stage 1: Point of Contact Resolution

Stage 2: Formal Investigation Process

Stage 3: HSE Internal Review

Stage 4: Independent Review (*Ombudsman for Children / Ombudsman*)

Not all complaints will reach all of the stages and in every case SCA will do all it can to resolve the complaint at the earliest stage possible, quickly and fairly.

Please refer to Section B – SCA Complaints Management Procedure for a detailed breakdown of each stage outlined above.

3.7 **Timeframes involving the Complaints Officer**

3.7.1 Where the Complaints Officer determines that the complaint does not meet the criteria detailed in the section 1.3, the Complaints Officer will inform the complainant in writing, within 5 working days of making the determination that the complaint will not be investigated and stating clearly the reasons why this decision has been reached.

3.7.2 Where the complaint will be investigated, the Complaints Officer must endeavour to have the investigation concluded within 30 working days of it being acknowledged.

3.7.3 Where the investigation cannot be investigated and concluded within 30 working days then the Complaints Officer must communicate this to the complainant and the relevant service / staff member within 30 days working days of acknowledging the complaint and give an indication of the time it will take to conclude the investigation.

3.7.4 The Complaints Officer must update the complainant and the relevant service / staff member every 20 working days.

3.7.5 Where the 30 working days timeframe cannot be met despite every best effort, the Complaints Officer must endeavour to conclude the investigation within 6 months of the receipt of the complaint.

3.7.6 If the 6 month timeframe cannot be met, the Complaints Officer must inform the complainant that the investigation is taking longer than 6 months, give an explanation why and outline the options open to the complainant. He/she should encourage the complainant to stay with the SCA complaints management process while informing them that they may seek a review of the complaint by the HSE.

3.8 Time Limits for Making a Complaint

3.8.1 The Complaints Officer in SCA must determine if the complaint meets the timeframes as set out in Section 47, Part 9 of the Health Act 2004 which requires;

- A complaint must be made within 12 months of the date of the action giving rise to the complaint or within 12 months of the complainant becoming aware of the action giving rise to the complaint.

3.8.2 The Complaints Officer may extend the time limit for making a complaint if they are of the opinion that special circumstances make it appropriate to do so. Special circumstances include but are not exclusive to the following;

- If the complainant is ill or bereaved
- If new relevant, significant and verifiable information relating to the action becomes available to the complainant.
- If it is considered in the public interest to investigate the complaint.
- If the complaint concerns an issue of such seriousness that it cannot be disregarded.
- Diminished capacity of the service user at the time of the experience e.g. mental health, critical/long-term illness.
- Where extensive support was required to make the complaint and this took longer than 12 months.

The Complaints Officer must notify the complainant of a decision to extend / not extend time limits within 5 working days.

3.9 Vexatious, Malicious or Anonymous Complaints

3.9.1 The complaints handling process will provide protection and support to a person or service where it is deemed that a complaint has been made without sufficient grounds or with the conscious desire to cause harm to that person or service.

3.9.2 SCA views the making of a malicious or vexatious complaint against any staff member with the utmost seriousness and any such complaints, found to be malicious of vexatious may be referred to An Garda Sìochàna.

3.9.3 If a complaint is found to be vexatious or malicious SCA will not pursue the complaint any further; no record of the complaint will be retained in the file of staff member / service about which the complaint was made.

3.9.4 Complainants must provide contact details when making a complaint against SCA to enable appropriate validation and investigation of the complaint.

3.9.5 Anonymous complaints should be brought to the attention of the relevant line manager for a decision on whether a follow-up action is required. Depending on the nature of the complaint, the seriousness of the allegation made and the amount of information provided, there may be good reason, in certain cases, to investigate to identify if any areas of poor quality have been highlighted that require quality improvement.

Please note: It is the policy of SCA that complainants must provide contact details when making a complaint to enable appropriate validation, follow up and investigation of that complaint unless there is good and sufficient reason for withholding this information.

3.9.6 If a complainant makes a complaint in confidence, the identity of the complainant will only be known to the recipient of the complaint and the Complaints Officer, however in order to carry out a full investigation of the complaint, the complainant may have to give consent to have their identity disclosed. It is important to note that

it may be necessary to disclose the identity of the complainant in order to ensure that the investigation is carried out in accordance with the rules of natural justice.

3.9.7 Details of anonymous complaints will be forwarded to relevant line managers for recording and for appropriate consideration.

3.10 Unreasonable Complainant Behaviour

The actions of complainants who are angry, demanding or persistent may ultimately result in unreasonable demands or unacceptable behaviour towards SCA staff members. Staff are not expected to tolerate abusive or threatening behaviour, but all feedback must be given equal consideration and be investigated.

3.11 Advocacy

3.11.1 All complainants have a right to appoint an advocate to assist them in making their complaint and to support them in any subsequent processes in the management of that complaint.

3.11.2 SCA will support people who use the service who wish to make a complaint and who otherwise would find it difficult or impossible to make such a complaint themselves to source appropriate advocacy services e.g. The National Advocacy Service for People with Disabilities. The National Advocacy Service for People with Disabilities can be contacted on the national number which is 0761 07 3000.

3.12 Apology

It is the policy of St. Catherine's Association that where failures in the delivery of care to a resident have been identified, these failures must be acknowledged to the resident and their parent(s) / guardian(s) and meaningful apology provided.

3.13 Redress

An effective complaints system which offers a range of timely and appropriate remedies will enhance the quality of service to people who use the service and their families. It will have a positive effect on staff morale and improve public confidence in the services provided by SCA. It will provide useful feedback to SCA and enable it to review current processes and procedures which may be giving rise to complaints.

3.13.1 Redress will be consistent and fair for both the complainant and SCA.

3.13.2 SCA will offer forms of redress or responses that are appropriate and reasonable where it has been established that a measureable loss, detriment or disadvantage was suffered or sustained by the claimant personally. Redress could include;

- Apology
- An explanation
- Admission of fault
- Change of decision
- Correction of misleading or incorrect records
- Technical assistance
- Recommendation to make a change to relevant policy or law
- A waiver of debt

3.14 Consent

The investigation, management and approach to the resolution of a complaint should be undertaken with the knowledge and consent of the resident and / or their parents / guardians.

3.15 Learning from Complaints

3.15.1 SCA is committed to learning from complaints and will view each complaint as an opportunity for quality improvement.

3.15.2 Line Managers will monitor complaints received in their area and ensure that complaints are discussed at staff meetings as appropriate for the purpose of learning and service improvement.

3.15.3 A nominated Complaint Officer will manage and review all complaints which are reported for informal resolution or formal investigation with a view to informing quality and service improvements.

3.15.4 The CEO will nominate a member of the Quality, Compliance and Training Department in line with the Regulation 34 (3), of the Health Act 2007, S.I. No. 367 of 2013 to be available to residents and to ensure that (a) all complaints are appropriately responded to, and (b) that records are maintained by the nominated Complaints Officer in line with Regulations 34 (2) (a) and (f).

3.15.5 SCA will report complaints to the HSE as required in the Service Level Agreement.

3.15.6 SCA will carry out periodic audits on how complaints are managed to evaluate how this policy and its associated procedures are being implemented.

3.16 Confidentiality / Data Protection

SCA is committed to maintaining privacy and confidentiality as such all information obtained through the course of complaint management will be treated in a confidential manner and in line with the Data Protection Act 1988 & 2003, the Freedom of Information Act 2014, and General Data Protection Regulation (Regulation (EU) 2016/679). The complaints process will facilitate the gathering of essential and appropriate information to ensure the effective management of the complaint and the education of the organisation without compromising the rights to confidentiality of both the complainant and the service about which the complaint was made, were possible.

4.0 Section B – SCA Complaint Management Procedure

4.1 **Stage 1: Point of Contact Resolution**

4.1.1 On receipt of a verbal complaint, the staff member will respond to it promptly and do their upmost to resolve the complaint locally. The staff member may consult with their Line Manager to agree how best to quickly resolve the complaint.

4.1.2 The staff member will log the complaint in the Local Complaints Log.

4.1.3 The staff member will strive to achieve Point of Contact Resolution. Point of Contact Resolution is reached when the complaint has been resolved to the satisfaction of the complainant, at the point of contact. The satisfaction of the complainant must be recorded in the Local Complaints Log.

4.1.4 If the complaint is unresolved, the staff member will complete and submit a Complaints Form (see Appendix #4).

4.1.5 The staff member will record actions taken to resolve the complaint in the Local Complaints Log.

4.1.6 The Line Manager will monitor for repeated 'Point of Contact Resolution' complaints and escalate to the Complaints Officer for further investigation / informal resolution as required.

4.2 **Stage 2: Formal Investigation Process**

4.2.1 The Line manager reviews the Complaints Form received and decides how to manage the complaint in consultation with the Complaints Officer and relevant others, where required. This will include checking its validity and how to proceed with the complaint as follows:

a) If the complaint cannot be dealt with using this policy, it:
- Should be dealt with through an alternative SCA policy (i.e. Trust in Care, Grievance Policy, etc.)
- Should be referred to the appropriate body for investigation
- Should be returned to the complainant with an explanation as to why the complaint cannot be investigated

4.2.2 Where the complaint can be managed informally the Line Manager will seek the consent of the complainant and any other person to whom the complaint relates to find an informal resolution to the complaint within < 48 hours (two working days).

4.2.3 The Line Manager works to seek informal resolution by communicating with the relevant parties; this may involve meeting with both parties together to resolve the matter.

4.2.4 Mediation by a mutually agreed 3rd party may be used to attempt resolution of the complaint at this stage if both parties agree.

4.2.5 Where there is Informal Resolution of the complaint to the complainant's satisfaction the outcome will be reported by email to the Complaints Officer who will log it on the Feedback database.

4.2.6 If Informal Resolution is not reached the Line Manager will inform the Complaints Officer, who will manage the complaint thereafter.

If an Informal Resolution is not reached, the complaint will be referred to the Complaints Officer;

4.2.7 The Complaints Officer will acknowledge the formal complaint in writing within 5 working days of receipt.

4.2.8 The Complaints Officer will agree the Terms of Reference for the investigation prior to carrying carry out a formal investigation of the complaint. The Complaints Officer may require additional supports, as required, based on the nature and complexity of the complaint received.

4.2.9 The investigation process may involve:

- Interview(s) with the complainant giving them an opportunity to give their version of events and to provide evidence / explanations in relation to their actions.
- Interview(s) with other relevant parties giving them an opportunity to give their version of events and to provide evidence / explanations in relation to their actions.
- Informing all parties interviewed of their right to be accompanied by a support person / an advocate or a third party.
- Giving the complainant the opportunity to identify what they would like to happen as a result of making the complaint.
- Managing the expectations of the complainant and being clear with the complainant about what can and cannot be achieved through the investigation.
- Determining the sequence of events leading to the complaint and the root causes of the complaint.
- Affording the person concerned the opportunity to consider any adverse proposed findings or criticism and to make representations in relation to them.

4.2.10 When the investigation is complete the nominated Complaints Officer will produce a draft report which will include:

- Background information on the complaint
- Sequence of events
- Findings of the investigation
- Recommendations which they consider appropriate

4.2.11 The nominated Complaints Officer sends the draft report to the complainant and relevant others for comment.

4.2.12 The nominated Complaints Officer finalises the report and forwards it to the complainant and to the Complaints Officer.

4.2.13 The Complainant reviews the report and accepts or does not accept the report.

a) If the Complainant accepts the report the Complaints Officer appoints a relevant Manager to work with the relevant others to develop an Action Plan to implement the recommendations.
b) If the complainant does not accept the report / is dissatisfied with the outcome, he / she may apply to the HSE for a review.

4.2.14 The relevant Manager oversees the implementation of the Action Plan in the agreed timeframes set out in the Terms of Reference

4.2.15 The Complaints Officer in conjunction with the Quality, Compliance and Training Department monitors the implementation of the Action Plan.

4.2.16 The Complaints Officer collects and files all relevant records relating to the complaint and records the complaint.

4.3 Stage 3: HSE Internal Review

4.3.1 The Complainant may seek a review of the outcome of the investigation by the HSE Internal Review Process through the Head of Consumer Affairs within 30 days. All requests for a HSE internal review should be forwarded to:

Head of Consumer Affairs

HSE Dublin Mid-Leinster, Oak House,

Limetree Avenue, Millennium Park,

Naas, Co. Kildare

4.3.2 The Head of Consumer Affairs will appoint a Review Officer to carry out the review of the complaint.

4.3.3 Review Officer(s) will review the processes used to carry out the investigation of the complaint and the findings and recommendations made.

4.3.4 The Review Officer(s) will uphold, vary or make a new finding and recommendations.

4.3.5 The Review Officer may carry out a new investigation of the complaint or recommend that a local re-investigation of the complaint be carried out by a Complaint Officer independent of the initial investigation team.

4.3.6 The complainant will be informed of any decision of the Review Officer and may accept the recommendations made or can seek a review of the complaint by the Ombudsman for Children / Ombudsman.

4.4 Stage 4: Independent Review – Ombudsman for Children / Ombudsman

4.4.1 If the complainant is not satisfied with the outcome of the SCA Complaints Management Process he / she may seek a review of the complaint by the Ombudsman for Children / Ombudsman.

4.4.2 SCA must inform the complainant that they have a right at all times to have their complaint reviewed by the Ombudsman for Children / Ombudsman. However, they must be aware that the Ombudsman for Children / Ombudsman will, in most cases, require the SCA complaints management process be exhausted before they will initiate a review of the complaint.

Ombudsman for Children's Office	Office of the Ombudsman
Millennium House	18 Lr. Leeson Street, Dublin 2
52-56 Great Strand Street	Tel: +353-1-639 5600
Dublin 1	Lo-call: 1890 223030
Tel: 01-8656800	Fax: 01-639 5674
Web: www.oco.ie	Web: www.ombudsman.ie

5.0 Appendices

5.1 **Appendix 1: SCA Complaints Management Procedure Flowchart**
5.2 **Appendix 2: SCA Easy Read Complaints Procedure**
5.3 **Appendix 3: SCA Feedback Log**
5.4 **Appendix 4: SCA Feedback Form**
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