



# Circle Voluntary Housing Association

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## Feedback and Complaints Procedure

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|--------------------------------------|--------------------------------------------|
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| 2. Responsibility for Implementation | Chief Executive Officer                    |
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## 1. Our Values

The actions we take underpin our vision to make a difference by providing quality homes for people in housing need. At Circle Voluntary Housing Association (CVHA), we firmly believe that how we interact with our tenants, communities, colleagues and stakeholders is of fundamental importance. Our passionate commitment to caring about our tenants and the services we deliver has led to the development of our core values - six behaviour-based principles that speak directly to the characteristics we hold high.

### WE HEAR

**W**illingness to embody all our values in a driven manner.

**E**mpowerment of our staff and tenants.

**H**onesty allows for complete understanding, it aids in the delivery of integrity and putting our tenants' best interests at the heart of our decision-making.

**E**xcellence reminds us of our continuous strive to be better.

**A**ccountability benefits all, transparency will foster this, and the creation of solid and reliable documentation will ensure that this accountability is enforced.

**R**espect is the foundation of these values, without respect for ourselves, others and the service we provide we must ask ourselves why we put so much of our valuable time into the job we do.

## 2. Purpose

The purpose of this procedure is to:

- Ensure Complaints and Feedback are dealt with consistently and appropriately;
- Communicate and explain the steps to be taken;
- Clearly document processes and outcomes in order to improve and ensure standards are met and exceeded;
- Acknowledge the importance of relationship-building and ensure positive relationships with our stakeholders;

## 3. Scope

This procedure applies to any Complaints or Feedback from an individual or group external to CVHA who have been impacted by our services. This procedure does not apply to a Complaint or Feedback from employees of CVHA.

The following issues will be dealt with outside of this Procedure:

- Legal and insurance matters will be dealt with by our solicitors and/or insurers;

- Where a tenant is dissatisfied with a rent increase. These issues will initially be reviewed by the Income Management Team as per the Income Policy;
- Antisocial Behaviour (which will be pursued through our Antisocial Behaviour Policy);
- Complaints about services which are not provided by or on behalf of CVHA;
- A case where a tenant, or CVHA, has mediation/adjudication or appeal to a tenancy tribunal lodged with the RTB, the matter will be dealt with as part of the ongoing RTB case.
- Complaints regarding our handling of your personal data can be forwarded to the Data Protection Commission.

### **Owner Management Company (OMC) Complaints**

Where a CVHA tenant has a complaint relating to facilities and/or estate management where they live, this complaint should be submitted to CVHA, who will submit the complaint on their behalf to the Property Agent employed by the OMC.

As the complaint will be handled by the OMC/their representative, the complaints process will follow their procedure, rather than CVHA's.

Throughout the course of the complaint submission and investigation, CVHA will keep the tenant informed of any developments, as they arise, and continue to advocate on their behalf.

## **4. Equality Statement**

CVHA is committed to equality and diversity. We work hard to provide homes and services that meet the needs of diverse communities. We will provide training for our staff on equality and diversity to ensure that individuals are not discriminated against for reasons of:

- Gender
- Civil status
- Family status
- Sexual orientation
- Religion
- Age
- Disability
- Race
- Membership of the Traveller community.

## **5. Data Protection**

CVHA takes its data protection responsibilities very seriously and is compliant with all current data protection legislation.

For further information, please refer to our *Data Protection Policy* located on our website.

## 6. Glossary and Definitions

### Glossary

|      |                                      |
|------|--------------------------------------|
| CVHA | Circle Voluntary Housing Association |
| CEO  | Chief Executive Officer              |
| HR   | Human Resources                      |
| RTB  | Residential Tenancies Board          |

### Definitions

|                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Complaint           | <p>An expression of dissatisfaction by one or more members of the public about CVHA's action(s) or lack of action(s), or about the standard of service provided by or on behalf of the organisation.</p> <p>This may apply where a Stakeholder believes that CVHA or a contractor/agent acting on behalf of CVHA:</p> <ul style="list-style-type: none"> <li>○ Has not followed our policies, procedures or service standards;</li> <li>○ Has behaved in an unprofessional manner;</li> <li>○ Has treated the Stakeholder unfairly;</li> <li>○ Has caused an unreasonable disruption to a Stakeholder's quality of life;</li> <li>○ Has not dealt with matters promptly or in full, or there are excessive or unexplained delays;</li> <li>○ Has failed to meet the requirements of the Performance Standard and Assessment Framework for the Regulation of Approved Housing Bodies in Ireland.</li> </ul> |
| Complainant         | The individual or individuals who file a Complaint.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Compliment          | An expression of satisfaction by one or more members of the public about CVHA's action(s), or about the standard of service provided by or on behalf of the organisation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Contractor          | Contractors, Agents, and anyone acting on behalf of CVHA.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Stakeholder         | Members of the public who use, or are affected, by the services provided by CVHA. This may include tenants or customers of CVHA.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Department Director | Head of either the Services, Property, or Finance Department.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Line Manager        | Staff members direct report (could be a Coordinator, Manager, Department Director, or CEO).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Manager             | Member of the Management Team.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Suggestion          | Feedback from those using or who are affected by our services. A suggestion, as opposed to a <i>Complaint</i> or <i>Compliment</i> , may suggest areas for improvement and provide us with opportunities to improve services.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Tenant              | An individual with a signed Tenancy Agreement with CVHA.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

## 7. Roles and Responsibilities

### Complaints Records Officer (CRO)

- To maintain the Company Complaints and Feedback Logs.
- To process and report on updates received for each Department.
- To aid staff in the logging and processing of Feedback and Complaints.
- To support the data collection and monitoring of Feedback and Complaints.
- To review the Policy and Procedure and recommend necessary updates.

## 8. Legislation

CVHA staff will ensure that all legislative requirements and regulations, and sector performance standards, are complied with. Specific policies, legislation and/or standards referred to within this document are listed under the references section.

## 9. Considerations

### Third Party Involvement

Where a third party is lodging Feedback or Complaint on behalf of a Stakeholder, we will require specific and verifiable written authorisation from the Stakeholder appointing the third party to act on their behalf. We will not begin an investigation or correspond with a third party without the explicit written consent of the Stakeholder.

### Timeframe

A Complaint must be made within 12 months from the date of action that gave rise to the Complaint. The relevant Director or Manager may extend the time limit for making the Complaint if special circumstances make it appropriate to do so.

### Anonymous Feedback and Complaints

All anonymous Feedback and Complaints, both written or verbal, will be documented and reported in accordance with the standard Procedure. Where relevant, the appropriate Manager/Department Director should assure themselves that the welfare of tenants is not at risk and decide whether quality improvements are required.

### Confidentiality

If Feedback or a Complaint is made in confidence, the identity of the Stakeholder will only be known to the staff member who received the Feedback or Complaint, except in the instances where we are legally required to disclose information given or discovered during an investigation, e.g. child/vulnerable adult endangerment/abuse, or any other illegal (or intention to commit illegal) activity.

The Stakeholder will be informed that it may not be possible to carry out a full and proper investigation of any Complaint without their consent to disclose their identity. If the investigation of a Complaint requires the identity of the Complainant to be disclosed, the consent of the Complainant must be obtained before this information is disclosed to any third parties.

## 10. Feedback Procedures – Compliments & Suggestions

There may be instances in which a Stakeholder wishes to submit Feedback and/or a Complaint to CVHA, but the issue does not refer to an action or service provided by or on behalf of CVHA. In such instances, it will be logged as Feedback, and the Stakeholder will be directed towards the appropriate Body with whom to lodge their Feedback and/or Complaint. Where appropriate, CVHA will endeavour to support the Stakeholders submission to this relevant Body.

| Step | Action                                                                                                                                                                                                           | Timelines      |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| A.1  | Assess whether the issue reported is a Compliment or Suggestion.                                                                                                                                                 | Immediate      |
| B.1a | The details of both Compliments and Suggestions should be logged in the Feedback Monitoring Log by the staff member who received the feedback.                                                                   | Immediate      |
| B.1b | Feedback will be reviewed on a regular basis at either team, management or leadership team meetings. From this feedback, actionable items are implemented and monitored, as appropriate, by the Management Team. | Monthly        |
| C.1  | Feedback will be acknowledged via the appropriate channel (telephone, email, etc.), unless given anonymously.                                                                                                    | 5 Working Days |
| D.1  | Updates may be sent to the Stakeholder advising them of any actions or implementations arising from their Compliment or Suggestions, as applicable.                                                              | As applicable  |

## 11. Complaint Procedures

### Complaints Procedure

There may be instances in which a Stakeholder wishes to submit a Complaint to CVHA, but the Complaint does not refer to an action or service provided by or on behalf of CVHA. In such instances, the issue will be logged as Feedback, and the Stakeholder will be directed towards the appropriate Body with whom to lodge their Complaint. Where appropriate, CVHA will endeavour to support the Stakeholders submission to this relevant Body.

### Frontline Complaint Resolution

| Step | Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Timelines       |
|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| A.1  | Assess whether the issue reported is a Complaint.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Immediate       |
| B.1  | If the Complaint relates to a member of staff, refer to the Staff Complaints section.                                                                                                                                                                                                                                                                                                                                                                                                                                            | Immediate       |
| C.1  | <p>The staff member receiving the Complaint must record the Complaint details in the Complaints Monitoring Log.</p> <p>If the staff member receiving the Complaint is already managing multiple active Complaints, this may be distributed to another staff member, at the discretion of their Line Manager.</p>                                                                                                                                                                                                                 | Immediate       |
| D.1  | The staff member managing the Complaint endeavours to resolve it as soon as possible, and no later than within 5 working days.                                                                                                                                                                                                                                                                                                                                                                                                   | 5 Working Days  |
| E.1  | <p>A response will be issued to the Complainant in writing by email or letter, advising them that either:</p> <ul style="list-style-type: none"> <li>A. Their Complaint has been resolved, and detailing the resolution, or;</li> <li>B. Their Complaint could not be resolved at this frontline stage, and has been immediately escalated to Stage 1 for further investigation.</li> </ul> <p>At this stage they will also be sent a link to CVHA's website, where the Feedback and Complaints Policy is available to view.</p> | 5 Working Days  |
| F.1  | If the Complainant does not request further investigation within 10 working days, the Complaint is closed.                                                                                                                                                                                                                                                                                                                                                                                                                       | 10 Working Days |

## Investigative Complaint

### Stage 1

| Step | Action                                                                                                                                                                                                                                                                                                                                                                                                                            | Timelines       |
|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| A.   | <p>The staff member managing the Complaint at the Frontline Stage notifies their Line Manager/Supervisor that the Complaint has advanced to the Investigative Stage.</p> <p>Their Line Manager then determines who will manage the Complaint going forward, this may include delegation to another manager, if appropriate.</p>                                                                                                   | Immediate       |
| B.   | Written acknowledgement will be sent with details of who is managing the Complaint and the steps involved in an Investigative Complaint (see template and appendices).                                                                                                                                                                                                                                                            | 5 Working Days  |
| C.   | <p>The staff member investigates the complaint and sends a response to the complainant.</p> <p>Where it is not possible to complete the investigation and respond within the timeframe, the staff member will request permission from their Line Manager to extend the timeframe. They will then notify the complainant in writing of this, giving the reasons why and a new response deadline.</p> <p>Update Complaints Log.</p> | 20 Working Days |
| D.   | <p><b>Complaints Resolution</b></p> <p>Once the final response is sent to the Complainant, they will be given 10 working days to escalate their complaint to Stage 2.</p> <p>Update complaints log with date and details of final response.</p>                                                                                                                                                                                   | 10 Working Days |
| E.   | <p>If the Complainant does not escalate their Complaint within 10 working days, the Complaint is closed.</p> <p>Update Complaints Log with date Complaint is closed and any learnings and actions arising from same.</p>                                                                                                                                                                                                          | Immediate       |

## Investigative Complaint Stage 2

| Step | Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Timelines                  |
|------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| F.   | <p>When a complainant notifies us that they wish their complaint to be escalated to Stage 2, the staff member who handled the Complaint at Stage 1 notifies their Department Director.</p> <p>Their Department Director then determines who within the Department will manage the Complaint going forward.</p> <p>The staff member appointed to handle the Complaint at Stage 2 should follow the process as set out in Investigative Complaint Stage 1 (step B. through to D).</p> <p>If the Complainant does not escalate their Complaint within 10 working days, the Complaint is closed.</p> <p>Update Complaints Log with date Complaint is closed and any learnings and actions arising from same.</p> | See Timelines from B. - D. |

## Investigative Complaint Stage 3

| Step | Action                                                                                                                                                                                                                                                                                                                                                                                                                                           | Timelines                  |
|------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| G.   | <p>When a complainant notifies us that they wish their complaint to be escalated to Stage 3, the staff member who handled the Complaint at Stage 2 notifies their Department Director.</p> <p>Their Department Director then refers it to the Leadership Team to determine which Manager/Department Director <u>from another Department</u> should follow the process as set out in Investigative Complaint Stage 1 (step B. through to D.).</p> | See Timelines from B. – D. |
| H.   | <p>Once the final response is sent to the Complainant, they are advised that there is no further escalation process internally.</p> <p>Update Complaints Log with date Complaint is closed and any learnings and actions arising from same.</p>                                                                                                                                                                                                  | Immediate                  |

## Staff Complaints Procedure

- In respect to any Complaints about CVHA Staff Members, CVHA's HR Manager should be informed as appropriate.
- Depending on the seniority of the member of staff, Complaints may only involve one stage, or delegation to Board Chairperson for decision as to whether the matter will be handled internally or externally.

## Staff Complaints

### Stage 1

| Step | Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Timelines                  |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| A.1. | <p>If a Complaint relates to a member of staff, their Line Manager should be informed immediately by the person who received the Complaint.</p> <p>The Complaint is handed over to the Line Manager, who will be responsible for managing the Complaint at this Stage.</p> <p>As part of the investigation, the Line Manager will advise the staff member that a Complaint has been submitted relating to them.</p> <p>The Complaints Log should be updated. Names will be anonymised where necessary.</p> | Immediate                  |
| B.1. | The Line Manager handling the Complaint should follow the process as set out in Investigative Complaints Stage 1 (steps B. through to D.).                                                                                                                                                                                                                                                                                                                                                                 | See Timelines from B. – D. |
| C.1. | <p>If the Complainant does not escalate their Complaint within 10 working days, the Complaint is closed.</p> <p>Update Complaints Log with date Complaint is closed and any learnings and actions arising from same.</p>                                                                                                                                                                                                                                                                                   | 10 Working Days            |

## Staff Complaints

### Stage 2

| Step | Action                                                                                                                                                                                                                                                                                                                                                                                                                    | Timelines      |
|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| A.1. | <p>When a complainant notifies us that they wish their complaint to be escalated to Stage 2, the Line Manager who handled the Complaint at Stage 1 notifies their Department Director.</p> <p>The Department Director then brings the matter to the Leadership Team for delegation.</p> <p>At this Stage the Complaint may be handled by the HR Manager and/or a Manager/Department Director from another Department.</p> | 5 Working Days |



|      |                                                                                                                                                                                                 |                            |
|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| B.1. | The staff member appointed by the Leadership Team to handle the Complaint at Stage 2 should follow the process as set out in Staff Complaints Stage 1 (steps B. through to D.).                 | See Timelines from B. – D. |
| C.1. | Once the final response is sent to the Complainant, they are advised that there is no further escalation process internally.<br><br>The complaints log is updated, and the complaint is closed. | Immediate                  |

## Process Appeal

| Step | Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Timelines       |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
|      | <p>Where an appeal is received on the grounds of dissatisfaction with the process (i.e.: Stages 1 – 3), the CEO acknowledges receipt of the Process Appeal (see templates and appendices).</p> <p>Update complaints log.</p>                                                                                                                                                                                                                                                                                                       | 15 Working Days |
|      | <p>The CEO will carry out an investigation of the process taken.</p> <p>Once the investigation is completed, the CEO sends a response letter to the Complainant (see templates and appendices).</p> <p>Where the CEO finds that the process has been followed correctly, a letter is sent to the complainant advising this.</p> <p>Where the CEO finds that the process has not been followed correctly, a letter is sent advising of this and outlining further steps to be taken, if required.</p> <p>Update complaints log.</p> | 45 Working Days |
|      | <p>If the CEO deems that the process was incorrectly followed, and therefore further steps are required, the Complaint reverts to Complaints Investigation Stage 2.</p>                                                                                                                                                                                                                                                                                                                                                            | Immediate       |

## 12. Complaints Investigation

We must conduct a thorough and fair investigation of all Complaints that come in at Investigation Stage 1 – 3. This is essential to ensure that:

- We can formulate our response based on a comprehensive understanding of the facts;
- We provide accurate information to the Complainant;
- Where there is a service shortcoming, we respond appropriately and proportionately;
- Where CVHA is not at fault, we are able to defend our position;
- We learn from each investigation and where appropriate, adjust/amend our services.

An investigation is about **fact finding** and is likely to require an assessment of facts derived from several different sources (i.e. individuals, data etc.). An example of how to conduct an investigation is attached in the Appendices.

## 13. Learning from the Complaint

At all stages of the investigation, we are looking for any lessons that could be learnt that could be used to develop or improve our services. There may be lessons to be learnt even where a Complaint has not been upheld.

When a Complaint is closed, learnings are logged. Learnings should be considered at team, management and leadership team meetings. From this, actionable items are identified by the management or leadership team and allocated to the appropriate staff member/team. Actions taken should also be logged in the Feedback or Complaints Logs.

From the learnings, actionable items are implemented and monitored.

All Complaints are reported on a monthly basis to Leadership team. This includes any learnings and actionable items.

## 14. References

- [AHBRA Standards for AHBs](#)
- CVHA Data Protection Policy
- CVHA Anti-Social Behaviour Policy
- CVHA Income Policy
- Residential Tenancies Act

## 15. Appendices

1. Complaints Investigations Tips
2. Draft Complaints Log
3. Examples of Complaints vs Non-Complaints
4. Feedback and Complaints Procedure Process Map
5. Template Letters

## **APPENDICES**

### **1. Complaints Investigations Tips**

#### **Planning and conducting the investigation**

##### **Reviewing and Analysing the Data**

Data sources to be reviewed may include:

- previous reports of the same issue
- call logs (to CVHA office)
- repairs history (including dates of report and access / non-access)
- tenancy file
- Gardaí reports
- Photographs

##### **A review of the available data should answer the following questions:**

- Q Does the data corroborate what the complainant and others have told us?
- Q Do our records show that we have complied with our procedures and service commitments?

##### **People - Who has information relevant to the complaint?**

This could include:

- the complainant
- neighbours
- 3rd party witnesses
- other CVHA staff
- other CVHA contractors
- Gardaí
- involved support services

##### **Interviews**

Depending on the nature of the complaint, at the start of an interview with the complainant, time may be needed to allow the complainant to talk freely about the situation. The interviewer then needs to take a structured approach in order to ascertain the facts. Any general statements may need probing.

For example, “I’ve reported it loads of times”. The interviewer should ask how many times has it been reported, when and to whom?

The following are the kinds of questions that can be used to ascertain the facts of the case:

- Q what happened and when?
- Q when was the complainant first aware of the problem?
- Q when did the complainant first report the problem and to whom?
- Q what was the effect / impact / damage immediately after the incident?
- Q if the complainant was given initial advice / asked to do something, did they take the action required?
- Q what does the complainant report as being CVHA’s response?
- Q did the complainant report the issue to anyone outside of CVHA?

##### **Location of Interview**

The interview location will be determined by the nature of the complaint, taking into account any potential health and safety issues.

For example, an inspection or interview on site would be expected where a complaint is about the condition of a property (eg location, layout, environmental factors).

## 2. Examples of Complaints vs Non-Complaints

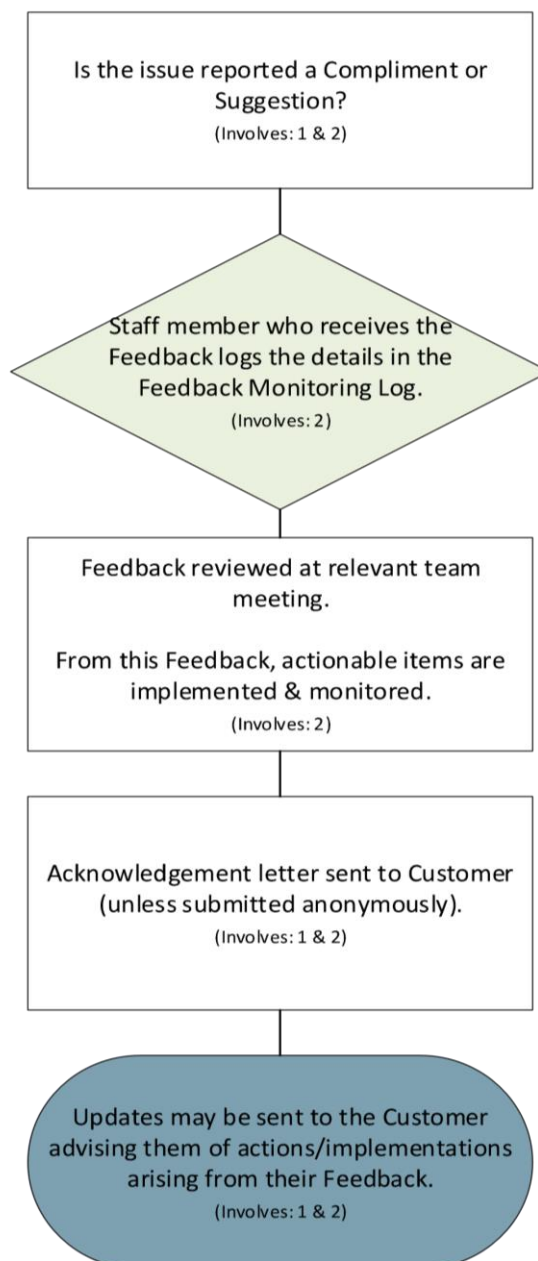
| COMPLAINTS                                                                                                                                                                                                                                                                                                                                                                    | NON-COMPLAINTS                                                                                                                                                                                                                                                                                                                                                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>"I reported that my boiler 2 months ago. I've phoned and emailed for an update 3 times since then but have had no response. I'm very annoyed about this and want to make a complaint."</p> <p><i>This is a complaint.</i></p>                                                                                                                                              | <p>"My boiler broke today. I'm so angry about this because it's freezing outside. I want it fixed immediately."</p> <p><i>This is a repairs call.</i></p>                                                                                                                                                                                                                                                                   |
| <p>"My neighbours had a party last night again. This is the third once in 2 weeks. I reported it to Circle already because the noise has kept me awake all night each time. Circle haven't done anything about this despite me raising the issue numerous times. I want to make a complaint about Circle's lack of action."</p> <p><i>This is a complaint.</i></p>            | <p>"My neighbours had a party last night and the noise kept me awake until 5am. This is ridiculous and Circle needs to do something about it."</p> <p><i>This is a report of ASB.</i></p>                                                                                                                                                                                                                                   |
| <p>"A contractor has been parking in my marked car parking space for 5 days. I have spoken to them and they won't move their vehicle. I would like to make a complaint about this as he is working for Circle."</p> <p><i>This is a complaint.</i></p>                                                                                                                        | <p>"My neighbour has been parking in front of my house on the street. I would like you to ask them to move their vehicle."</p> <p><i>This is not a complaint. Neighbours should be able to resolve this issue amongst themselves. Tenancy Services Officers will mediate if necessary.</i></p>                                                                                                                              |
| <p>Caller: "Every time I call, I can't get through to someone on the phones, this happens too often"</p> <p>Staff: "I am sorry about that, we are getting a new phone line and this should resolve that issue. In the meantime, would you like me to lodge a complaint?"</p> <p>Caller: "Yes, please put that through as a complaint."</p> <p><i>This is a complaint.</i></p> | <p>Caller: "Every time I call, I can't get through to someone on the phones, this happens too often"</p> <p>Staff: "I am sorry about that, we are getting a new phone line, and this should resolve that issue. In the meantime, would you like me to lodge a complaint?"</p> <p>Caller: "No, I don't want it logged as a complaint"</p> <p><i>This is not a complaint. However, this should be logged as feedback.</i></p> |

### 3. Feedback and Complaints Procedure Process Maps

Those involved at this Stage (listed in steps):

1. Stakeholder,
2. Staff Member receiving Feedback

## Feedback Process Map



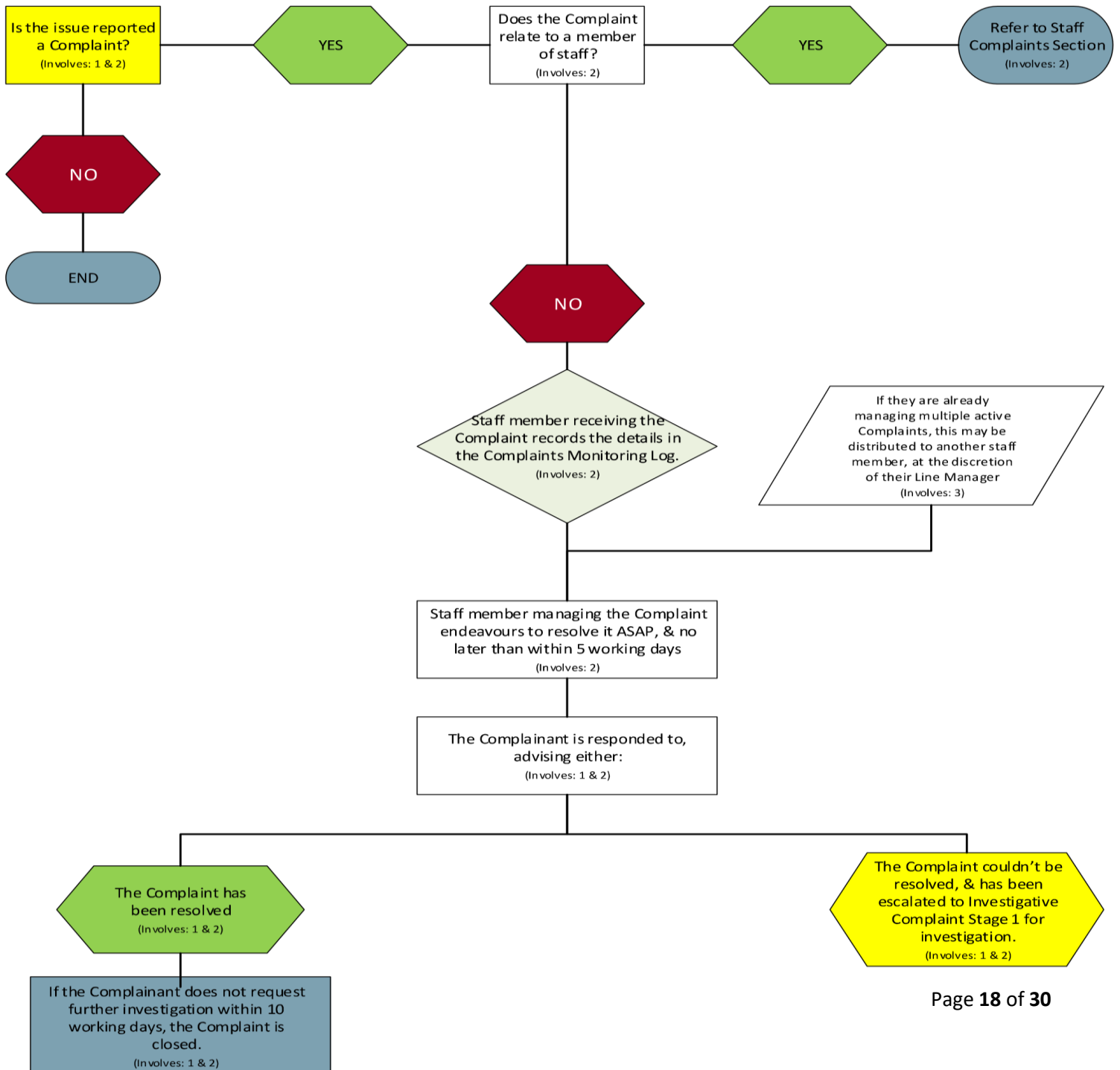
### Those involved at this Stage

(listed in steps):

1. Stakeholder,
2. Staff Member receiving/managing Complaint,
3. Line Manager of the staff receiving/managing the Complaint

# Complaints Process Map

## Frontline Complaint Resolution

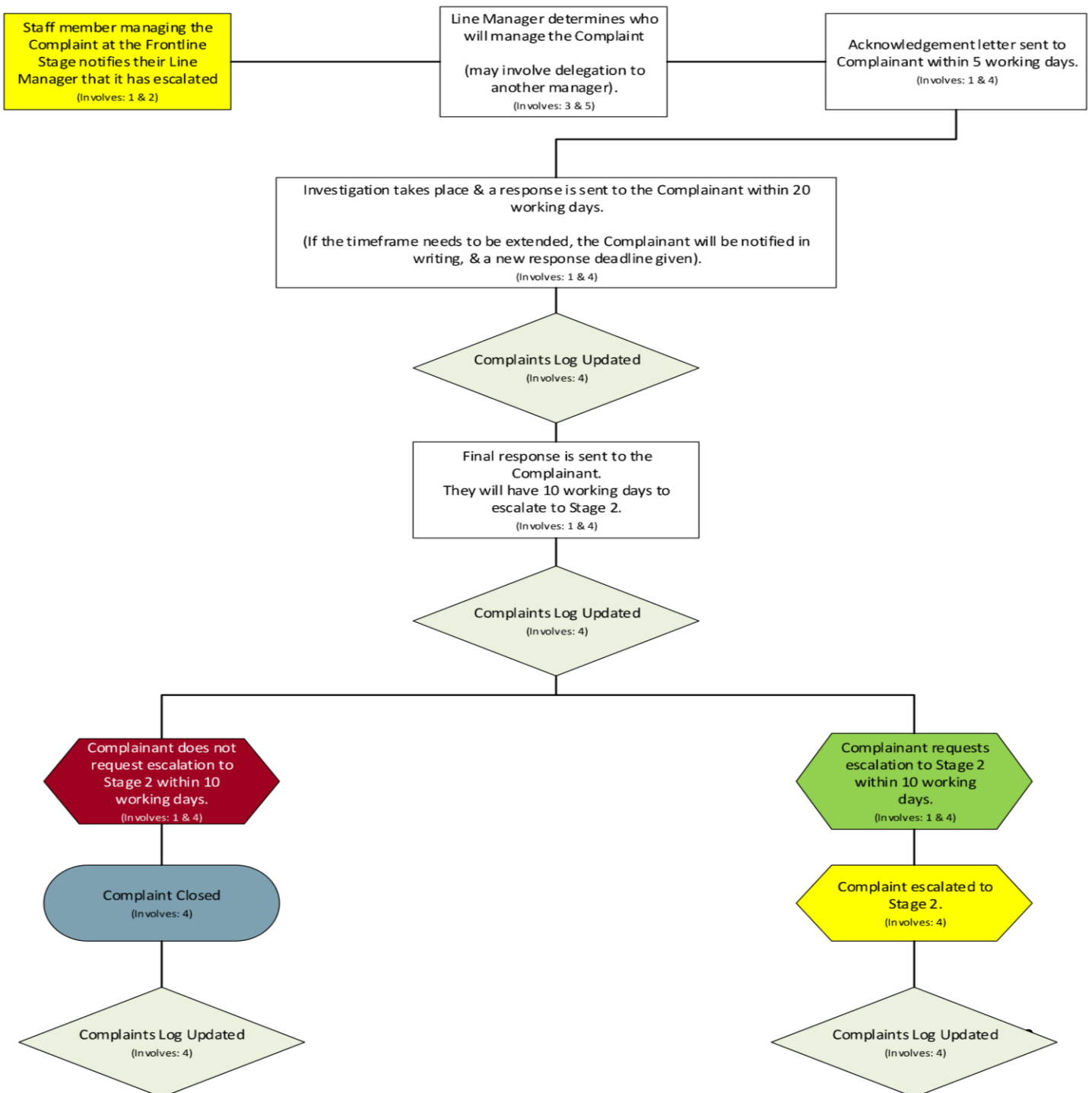


**Those involved at this Stage**  
(listed in steps):

1. Stakeholder,
2. Staff managing Complaint at Frontline Stage,
3. Line Manager of staff who managed Complaint at Frontline Stage,
4. Staff Managing Complaint at this Stage.
5. Line Manager of staff managing Complaint at this stage.

# Complaints Process Map

## Investigative Complaint Stage 1



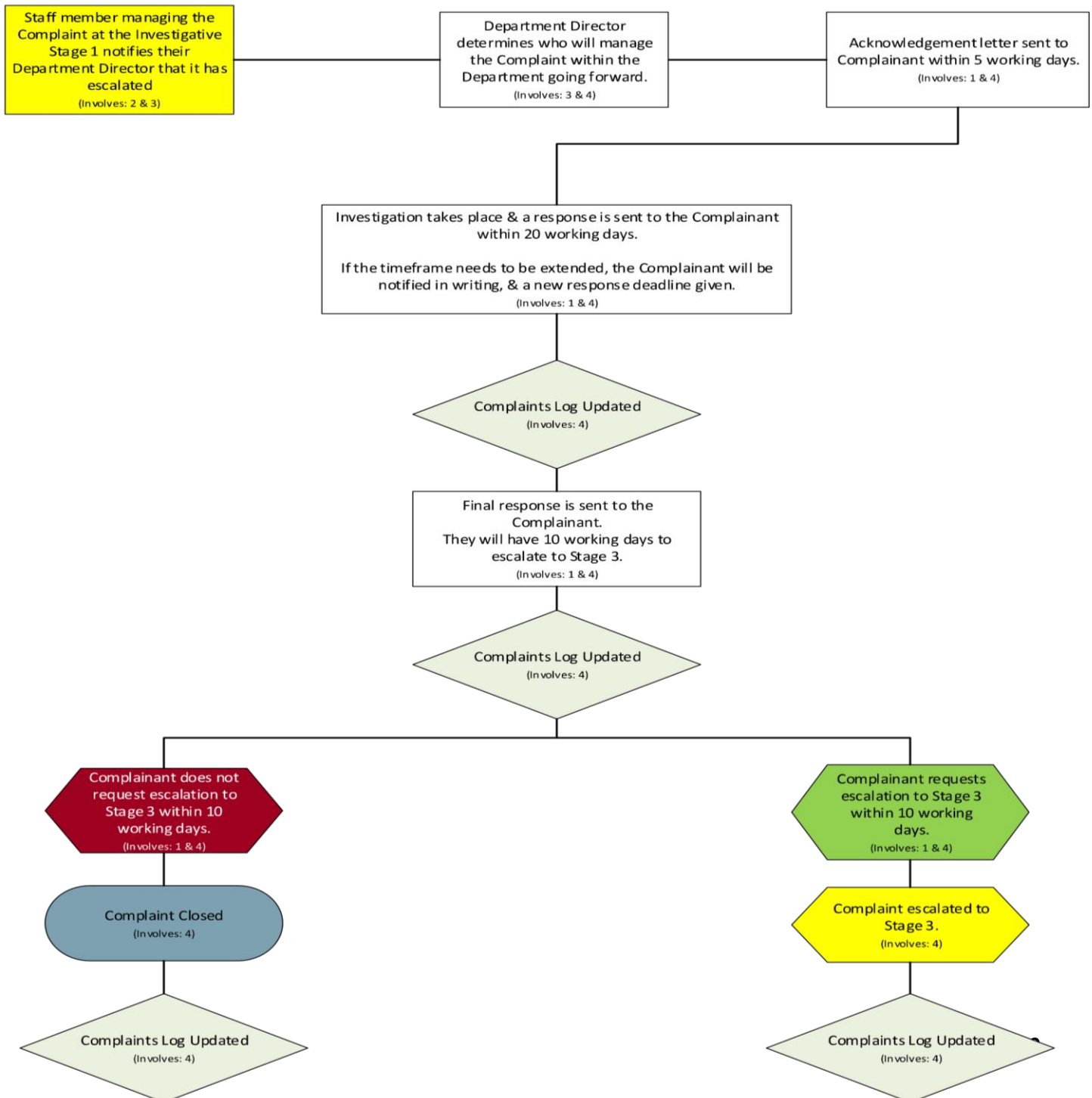
# Complaints Process Map

## Investigative Complaint Stage 2

### Those involved at this Stage

(listed in steps):

1. Stakeholder,
2. Staff managing Complaint at Stage 1,
3. Department Director of staff managing Complaint at this stage.
4. Staff Managing Complaint at this Stage.



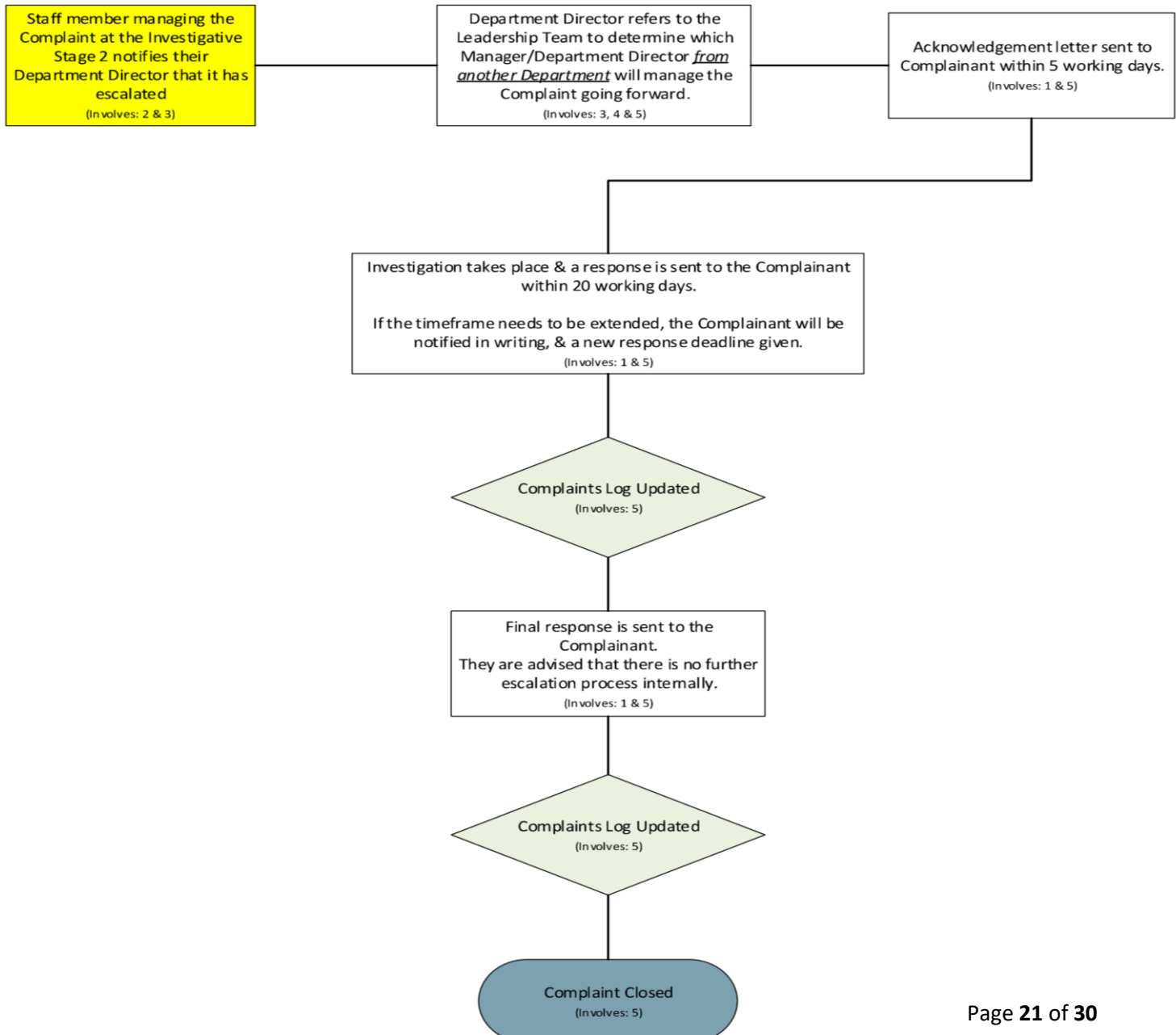
### Those involved at this Stage

(listed in steps):

1. Stakeholder,
2. Staff managing Complaint at Stage 2,
3. Department Director of staff managing Complaint at Stage 2.
4. Leadership Team,
5. Manager/Department Director managing Complaint at this stage.

# Complaints Process Map

## Investigative Complaint Stage 3



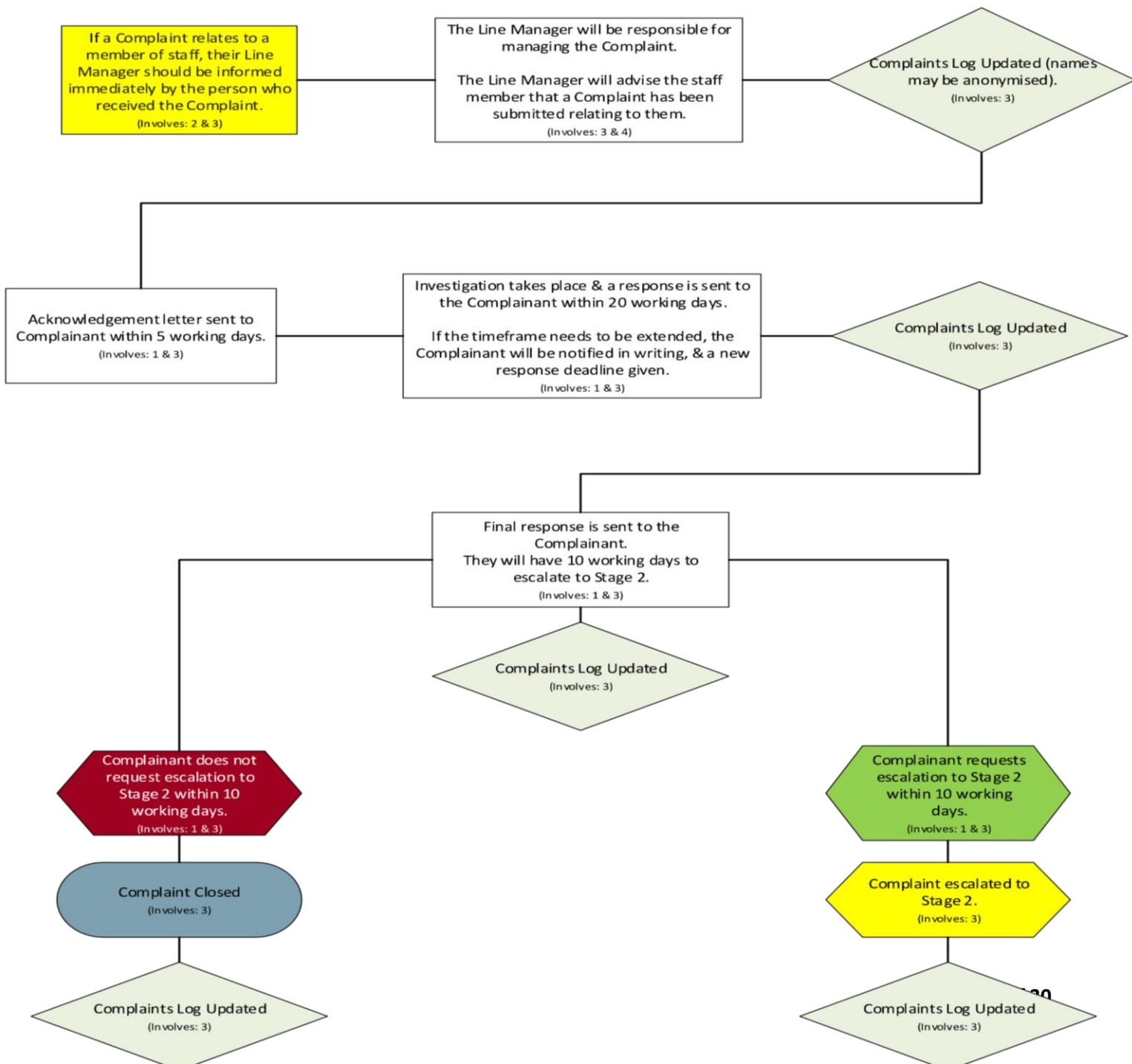
### Those involved at this Stage

(listed in steps):

1. Stakeholder,
2. Staff Member who received the Complaint,
3. Line Manager of staff to whom the Complaint refers,
4. Staff to whom the Complaint refers.

# Complaints Process Map

## Staff Complaint Stage 1



### Those involved at this Stage

(listed in steps):

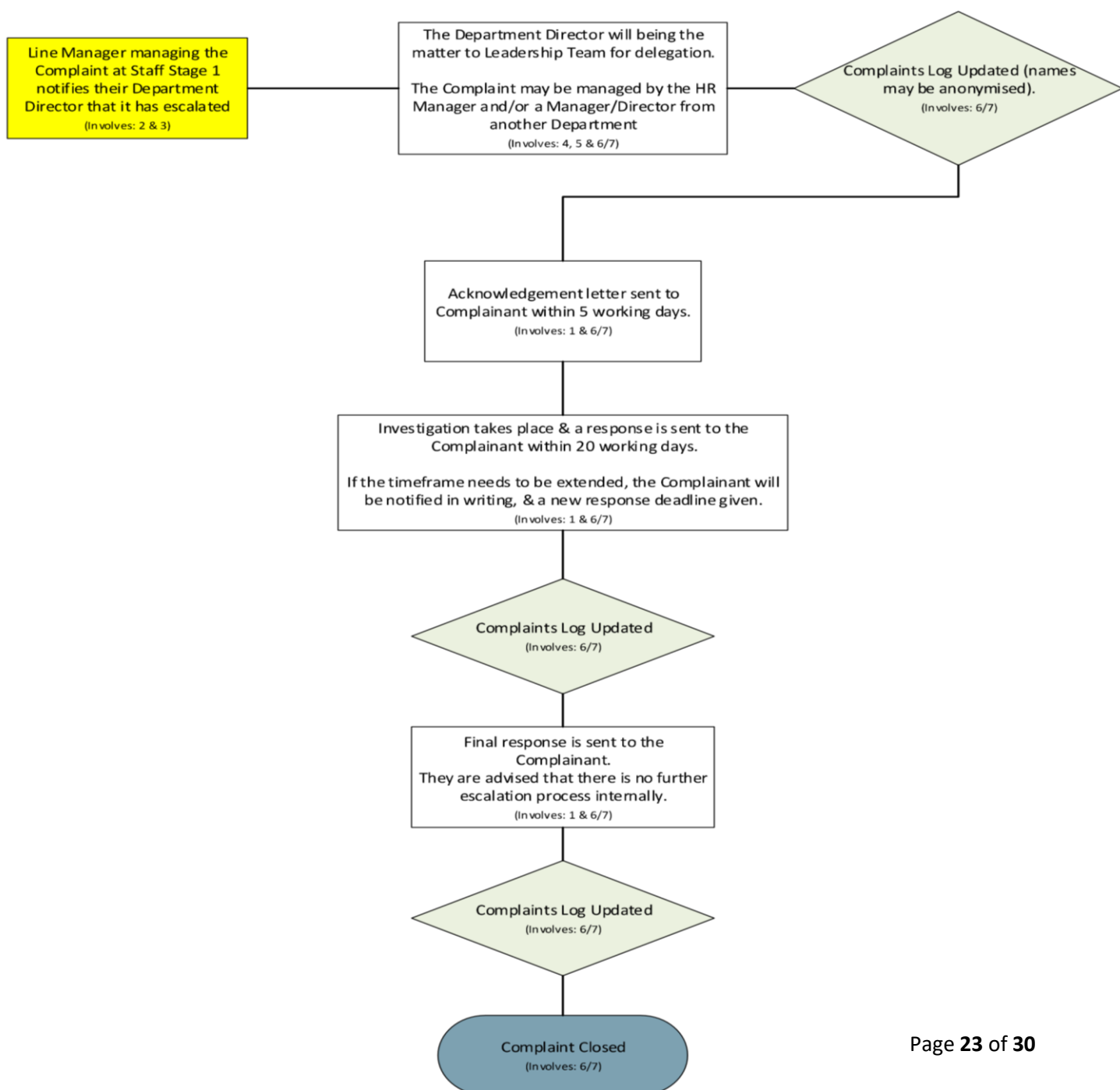
1. Stakeholder,
2. Line Manager of staff to whom the Complaint refers,
3. Staff to whom the Complaint refers.
4. Department Director,
5. Leadership Team
6. Manager/Director from another Department

### Possible involvement from:

7. HR.

# Complaints Process Map

## Staff Complaint Stage 2





#### 4. Template Letters (can be used via email also)

##### **HEADED PAPER**

##### **Frontline Complaint Resolution Response Letter B1(A)**

(Complainant Name and Address)

(Date)

Dear (Complainant Name)

**Re:** Complaint #xxxxx

Further to your Complaint #xxxxx which was received on (date), I would like to confirm that your Complaint has been investigated based around the following points:

- (Main Complaints Points)

In respect to these matters, I would like to advise that we have taken the following actions:

- (Main Actions)

Based on the above, I have deemed the Complaint to be closed as of (insert close date). I would like to thank you for taking the time to raise your concerns and provide us with your feedback regarding these matters.

If you are unsatisfied with the outcome of this complaint, you can request further investigation in line with our Feedback and Complaints Policy within 10 working days of the date of this letter.

Yours sincerely,

(Name)

(Job Title)



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**Frontline Complaint Resolution Response Letter B1(B)**

(Complainant Name and Address)

(Date)

Dear (Complainant Name)

**Re: Complaint #xxxxx**

Further to your Complaint #xxxxx which was received on (date). I would like to confirm that your Complaint has been reviewed based around the following points:

- (Main Complaints Points)

In respect to these matters, I can advise that your Complaint cannot be resolved at this stage and will require further investigation. In line with our Feedback and Complaints Policy, your Complaint has been escalated to our Investigation Stage.

[(name of staff member) will conduct the investigation and can be contacted directly at (insert staff member's phone number and email address).]

As per Circle's Feedback and Complaints Policy, we will endeavor to investigate and respond to your complaint no later than 20 working days. Should we be unable to complete our investigation within this timeframe, we will be in contact with you.

I would like to thank you for taking the time to raise your concerns and provide us with your feedback regarding these matters. We will be in contact with you again in due course to discuss your complaint in more detail.

Yours sincerely,

(Name)

(Job Title)



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**Investigative Stage 1/2/3 Complaint Acknowledgement Letter**

(Complainant Name and Address)

(Date)

Dear (Complainant Name)

Re: **Complaint #xxxxx**

Further to your **Complaint #xxxxx** which was initially received on (date). I would like to confirm that we have received your request for further investigation of your Complaint that centers around the following points:

- (Main Complaints Points)

To ensure thorough investigation, I will be managing your Complaint, and I can be contacted directly at (insert staff member's phone number and email address).

As per Circle's Feedback and Complaints Policy, which is attached to this letter, I will endeavor to investigate and respond to your complaint no later than 20 working days. Should I be unable to complete this investigation within this timeframe, I will be in contact with you.

I would like to thank you for taking the time to raise your concerns and provide us with your feedback regarding these matters. I will be in contact with you again in due course to discuss your complaint in more detail.

Yours sincerely,

(Name)

(Job Title)



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**Investigative Stage 1/2 Complaint Resolution Response Letter In Favour of the Complainant**

(Complainant Name and Address)

(Date)

Dear (Complainant Name)

**Re: Complaint #xxxxx**

Further to your Complaint #xxxxx which was received on (date). I would like to confirm that your Complaint has been investigated based around the following points:

- (Main Complaints Points)

In respect to these matters, I would like to advise that we have found the following:

- (Main Findings)

In response to these findings, I would like to confirm that we have taken the following actions:

- (Main Actions)

Based on the above, I have deemed the Complaint to be closed as of (insert close date). I would like to thank you for taking the time to raise your concerns and provide us with your feedback regarding these matters.

If you are unsatisfied with the outcome of this complaint, you can request the matter be escalated to Stage 2/3 for further investigation in line with our Feedback and Complaints Policy within 10 working days of the date of this letter.

Yours sincerely,

(Name)

(Job Title)



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**Investigative Stage 1/2 Complaint Resolution Response Letter Against the Complainant**

(Complainant Name and Address)

(Date)

Dear (Complainant Name)

**Re: Complaint #xxxxx**

Further to your Complaint #xxxxx which was received on (date). I would like to confirm that your Complaint has been investigated based around the following points:

- (Main Complaints Points)

In respect to these matters, I would like to advise that we have found the following:

- (Main Findings)

In response to these findings, I can confirm that we can find no evidence that supports your claim. Therefore, unless you are able to provide further supporting evidence, I am unable to uphold your Complaint. I appreciate that this is not the outcome you are looking for. However, considering all the evidence available to me, this must be my full and final decision in this matter.

Based on the above, I have deemed the Complaint to be closed as of (insert close date). I would like to thank you for taking the time to raise your concerns and provide us with your feedback regarding these matters.

If you are unsatisfied with the outcome of this complaint, you can request the matter be escalated to Stage 3 for further investigation in line with our Feedback and Complaints Policy within 10 working days of the date of this letter.

Yours sincerely,

(Name)

(Job Title)



**HEADED PAPER**

**Investigative Stage 3 Complaint Resolution Response Letter In Favour of Complainant**

(Complainant Name and Address)

(Date)

Dear (Complainant Name)

**Re: Complaint #xxxxx**

Further to your Complaint #xxxxx which was received on (date). I would like to confirm that your Complaint has been investigated based around the following points:

- (Main Complaints Points)

In respect to these matters, I would like to advise that we have found the following:

- (Main Findings)

In response to these findings, I would like to confirm that we have taken the following actions:

- (Main Actions)

Based on the above, I have deemed the Complaint to be closed as of (insert close date). In line with Circle's Feedback and Complaints Policy, this decision is deemed final and there is no further internal escalation procedure.

Should you not be satisfied with this outcome, and you are a tenant of Circle's, you may contact the Residential Tenancies Board (RTB) to make a complaint about our services. The RTB can be contacted via phone on 01 702 8100 or 0818 30 30 37, or email through [investigations@rtb.ie](mailto:investigations@rtb.ie)

If you believe that our internal processes have not been followed, you can bring about a Process Appeal in writing addressed to the CEO (Chief Executive Officer).

I would like to thank you for taking the time to raise your concerns and provide us with your feedback regarding these matters.

Yours sincerely,

(Name)

(Job Title)



**HEADED PAPER**

**Investigative Stage 3 Complaint Resolution Response Letter Against the Complainant**

(Complainant Name and Address)

(Date)

Dear (Complainant Name)

**Re: Complaint #xxxxx**

Further to your Complaint #xxxxx which was received on (date). I would like to confirm that your Complaint has been investigated based around the following points:

- (Main Complaints Points)

In respect to these matters, I would like to advise that we have found the following:

- (Main Findings)

In response to these findings, I can confirm that we can find no evidence that supports your claim. Therefore, unless you are able to provide further supporting evidence, I am unable to uphold your Complaint. I appreciate that this is not the outcome you are looking for. However, considering all the evidence available to me, this must be my full and final decision in this matter.

Based on the above, I have deemed the Complaint to be closed as of (insert close date). I would like to thank you for taking the time to raise your concerns and provide us with your feedback regarding these matters.

In line with Circle's Feedback and Complaints Policy, this decision is deemed final and there is no further internal escalation procedure.

Should you not be satisfied with this outcome, and you are a tenant of Circle's, you may contact the Residential Tenancies Board (RTB) to make a complaint about our services. The RTB can be contacted via phone on 01 702 8100 or 0818 30 30 37, or email through [investigations@rtb.ie](mailto:investigations@rtb.ie)

If you believe that our internal processes have not been followed, you can bring about a Process Appeal in writing addressed to the CEO (Chief Executive Officer).

Yours sincerely,

(Name)

(Job Title)