

# Complaints and Feedback Management Procedure

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## 1. Purpose

The Complaints and Feedback Management Procedure supports the aims and objectives of the Department for Child Protection (DCP) in managing complaints and feedback in a fair, respectful, inclusive, efficient and effective manner. This procedure outlines the steps that must be taken to manage complaints and feedback at the local office level and by the DCP Complaints and Feedback Management Unit (CFMU).

DCP is committed to hearing and handling complaints and feedback from children, young people, families, carers and the community in a way that respectfully acknowledges the issues raised and ensures that appropriate remedial measures are taken where necessary.

## 2. Scope

This procedure applies to all DCP staff who receive, respond to and manage complaints and feedback from children, young people, families, carers and community members about decisions and actions undertaken by DCP.

This procedure **does not** apply to:

- applications for review of decisions made under section 153 of the CYPS Act to refuse to provide a document or information, or to provide a document in redacted form (see [Provision of Information to Care Leavers Guideline](#));
- applications for internal review under section 157 of the [Children and Young People \(Safety\) Act 2017](#) (CYPS Act) and section 25A of the [Births, Deaths and Marriages Registration Act 1996](#).
- applications for review of contact determinations under section 95 of the CYPS Act (see [Contact Arrangements Review Panel Procedure](#)).
- employee disputes and grievances;
- complaints of misconduct by staff, volunteers and service providers (including NGOs), except where the complaint relates directly to the professional conduct of staff in their dealings with children and young people or their families and/or carers within the scope of DCP's activities;
- determination of Freedom of Information applications as per the [Freedom of Information Act 1991](#);
- matters that are subject to civil litigation;
- matters that are subject to judicial determination, or determination by a statutory authority including:
  - Orders and proceedings under the CYPS Act;
  - Adoption proceedings under the [Adoption Act 1988](#);
- proceedings that have been brought before the Equal Opportunity Commission or the Australian Human Rights Commission;
- matters under review by the South Australian Civil and Administrative Tribunal (SACAT);
- matters that are under investigation by the Ombudsman SA.

Where it becomes apparent that a matter is outside of scope, the complainant will be advised in writing by the local office/site or CMFU and assisted to re-direct their complaint to the appropriate authority. Details of

this should be recorded on C3MS as a 'contact' entry, request for internal review or request for CARP review, as appropriate.

## 3. Authority

### 3.1 Legislative context

This procedure should be read in conjunction with the following:

- [Children and Young People \(Safety\) Act 2017](#);
- [Children and Young People \(Safety\) Regulations 2017](#).

Section 145 of the CYPS Act requires DCP to have procedures for making complaints that are accessible and responsive to the needs of children and young people in care.

#### **Section 110 of the CYPS Act - Complaints from children and young people, their parents or guardian in a prescribed facility.**

It is important that children and young people in a prescribed facility (a licensed children's residential facility or DCP residential facility) feel confident to make a complaint if they are concerned with the care they are receiving.

Complaints received from a child or young person, or their parent or guardian, pursuant to section 110 of the CYPS Act, about the care the child or young person is receiving in a residential facility do not require an initial attempt at local resolution. Complaints can be made directly to the Chief Executive (CE). This option is to be provided to the complainant by DCP staff. See section 4.5.3 for details. Complaints and feedback will be managed in accordance with this procedure.

Staff working within a children's residential facility must ensure they are familiar with this complaints and feedback process such that they are able to inform and or assist a child or young person, or a parent or guardian of such a child or young person, should they wish to raise a complaint about the care they are receiving in the facility.

### 3.2 Whole of Government requirements

DCP adopts Ombudsman SA essential components of an effective complaints and feedback management system including the [Ombudsman SA: An audit of state government agencies' complaint handling November 2014](#).

### 3.3 DCP requirements

- [Complaints and Feedback Management Policy](#)
- [DCP Disability Access and Inclusion Plan 2020-2024 \(DAIP\)](#)

## 4. Procedure requirements

### 4.1 Definitions

Complaints and feedback are categorised into five types; compliment, contact, complaint, request for internal review and request for review of contact arrangements. The table below contains the definitions for complaints and feedback categories:

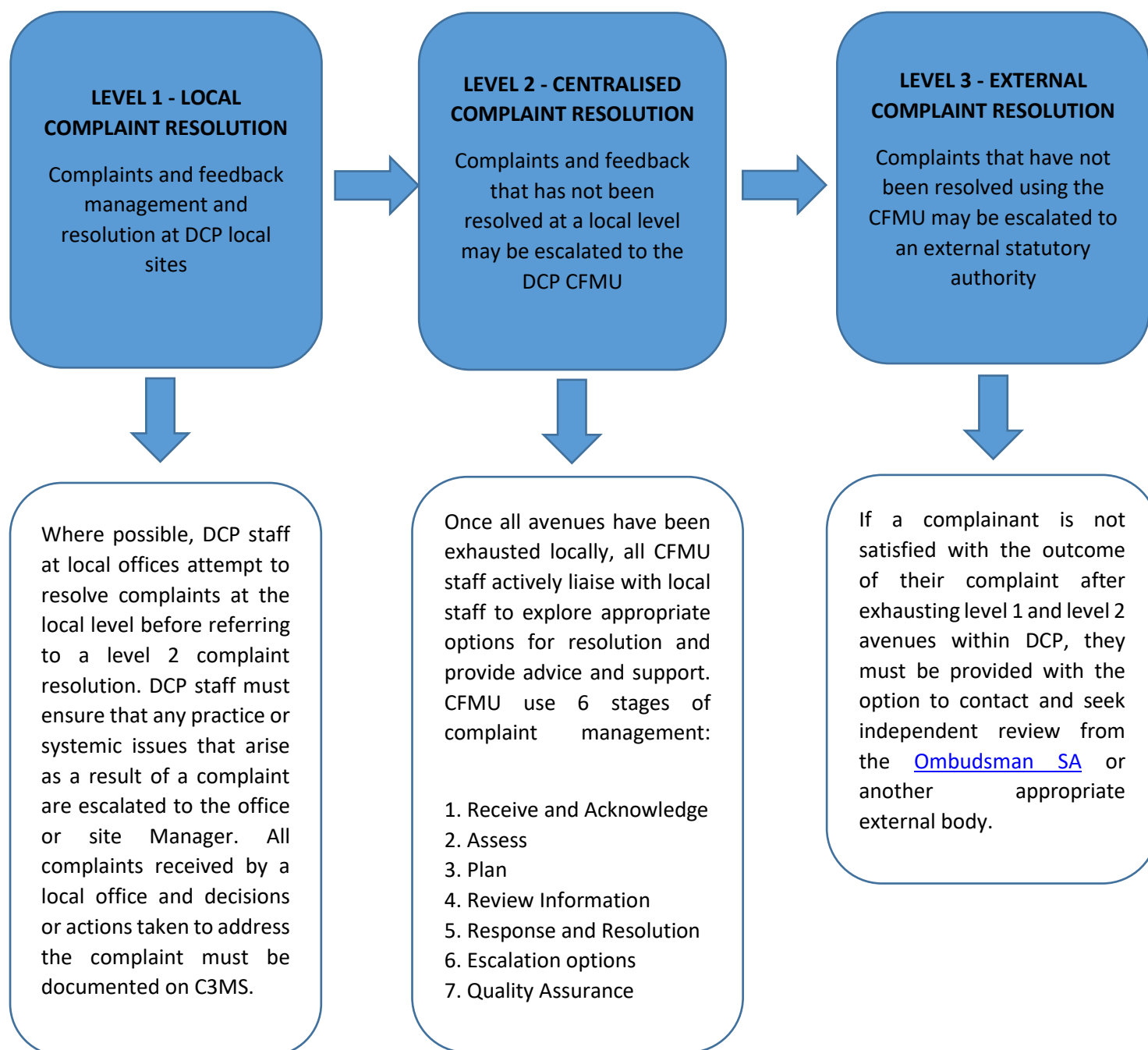
<b>Compliment</b>	An expression of praise, commendation, or admiration in relation to services delivered by DCP.
<b>Contact</b>	<p>An enquiry or feedback from a person regarding any aspect of service where:</p> <ol style="list-style-type: none"> <li>1. The person has contacted the CFMU to lodge a complaint but there has been no attempt at local resolution;</li> <li>2. The contact is inquisitorial in nature rather than an expression of dissatisfaction;</li> <li>3. The person states that they do not wish to lodge a complaint;</li> <li>4. The subject matter of the contact is out of the scope of the CFMU (refer to exemptions listed in the Scope section); and/or</li> <li>5. The issues are minor and can be resolved immediately without going through the complaint process. Immediate resolution negates the need for any follow up actions.</li> </ol>
<b>Complaint</b>	An expression of dissatisfaction made to, or about, DCP related to its services, staff or the handling of a concern, where a response or resolution is explicitly or implicitly required.
<b>Request for an Internal Review s154(1) and s157</b>	<p>An eligible applicant (as defined by section 153) may apply to the CE under section 154 for a review of a decision to refuse to provide a document or information, or to provide a document in redacted form, within 30 days of the making of the decision.</p> <p>A person who is aggrieved by a decision of the CE made under Chapter 7 (excluding Part 4) of the Act is entitled to a review of the decision under section 157.</p>
<b>Request for review of contact arrangements (CARP) s95</b>	Certain people may apply under section 95 to the <a href="#">Contact Arrangements Review Panel</a> for a review of a determination of the CE made under section 93 in respect of <a href="#">contact arrangements</a> relating to a particular <a href="#">child or young person</a> .

## 4.2 Compliments

All feedback (both positive and negative) enables DCP to review its practices and improve its services. Many clients are very satisfied with the assistance DCP provides and the receipt and detail of these compliments should be recorded by the case worker or CFMU member who receives the compliment. Case management staff are encouraged to contact the Complaints and Feedback Management Unit in order to have compliments recorded.

### 4.3 Complaint Handling

DCP adopts a Three Level Model of Complaint Handling recognised as best practice.<sup>1</sup> The detailed steps for this model are outlined below:



<sup>1</sup> Australian/New Zealand Standard (Guidelines for complaint handling in organizations) AS/NSZ 10002:2014.

## 4.4 Level 1 – Local Resolution

A level 1 complaint is a new complaint lodged with or related to a DCP site that requires management and resolution. The complaint can be received by any staff member and may be written or verbal.

Upon receipt of the complaint, the staff member should refer the complaint through line management pathways for assessment. If the complaint raises particularly complex issues or several issues, the assessor (i.e. either a Supervisor or a Manager) may request that the complainant make their complaint in writing to assist with the triage assessment of the concerns raised. It is important to consider any language or other barriers to providing a written complaint and every effort should be made to support the complainant to make the complaint. If the complainant is a person with disability, the complaint process will be flexible and responsive to the person needs (this may include ensuring the person has support to provide a written complaint or not requiring the complaint to be submitted in writing).

It is then the assessor's responsibility to assess and decide the appropriate person to investigate and attempt to resolve the matters with consideration of the complaint details. The person appointed will be referred to as the resolution manager.

The same procedure will be applied whether the complainant is an adult or a child or young person. However, an assessment should be made regarding the child/young person's ability to make the complaint without support, or whether support should be sought from a carer, family member or other agency such as the Office of the Guardian for Children and Young People. If the complainant is a person with disability, an assessment will be made as to whether any additional (DCP or independent) support is required to ensure the process is inclusive and accessible.

### 4.4.1 Acknowledge the complaint

Complaints must be acknowledged in writing within 2 business days of receipt to DCP by the assessor. The [acknowledgement letter template](#) should be used or an email acknowledgement of the same content. Where a complaint can be quickly resolved, it may be possible to provide the acknowledgment and resolution in the same letter.

### 4.4.2 Assess and prioritise the complaint according to issues raised

Assessment of the seriousness of a complaint or feedback must consider whether those complaints and feedback are of a serious nature or may require escalation to senior management/Executive where significant safety, operational, clinical, reputational, legal or financial risks to DCP and children and young people in its care have been identified.

Early assessment of a complaint is essential for effective complaint management. The assessor (Supervisor or Manager of the office or site to which the complaint relates) should consider:

- if the complaint also needs to be managed in accordance with the [Significant incident reporting Procedure](#) or [Residential Care: Incident Management Procedure](#)
- if the complaint falls within the scope of these procedures or if some or all of the complaint needs to be redirected elsewhere;
- if the complaint raises concerns that need to be addressed immediately to ensure the safety and protection of children and young people or other individuals;
- if the complaint needs to be escalated to the Regional Director for management;

- if it is likely that the complaint will have legal implications. If so, consult with DCP Legal Services immediately;
- if there are factors that should raise the priority of the complaint or feedback e.g. the issues raised in the complaint or feedback are serious or there are timeframes or limits associated with the complaint or feedback that cannot be altered;
- if the complaint or feedback relates to a service provided by DCP and/or a NGO provider. If it relates to a NGO provider, the complaint should be referred to the relevant office Manager for consultation with the NGO of concern;
- if the complaint or feedback is from a child or young person, or their parent or guardian, about the care they have received in a prescribed facility (a licensed children's residential facility or DCP residential facility as per section 110 of the CYPS Act), the complainant should be advised of their right to complain directly to the CE. Should the complainant wish to accept this pathway, the local office should refer the complaint directly to the CFMU via the DCP CE mailbox (DCPCEMailbox@sa.gov.au);
- if the complaint relates to a reviewable decision under section 157 of the CYPS Act or contact arrangements (Section 95 of the CYPS Act). Refer to the [Internal Review Procedure](#) and [Contact Arrangements Review Panel Procedure](#) for further guidance; and
- who will be responsible for managing the complaint (the resolution manager) e.g. the case worker, Supervisor, Residential Care staff member.

It is noted the substance of a complaint dictates the priority it will receive.

For complaints that are escalated to the Regional Director for management, it is the Regional Director's responsibility to assess the complaint and escalate to the relevant Executive member as required and also consider if the complaint also needs to be managed in accordance with the [Significant Incident Reporting Procedure](#) and/or [Residential Care: Incident Management Procedure](#).

#### 4.4.3 Refer the complainant if the complaint falls outside scope of this procedure

Where a complaint is outside the scope of this procedure, the assessor will advise the complainant in writing (or alternative accessible format if required):

- that their complaint cannot be addressed by the avenue they have requested or that part of the complaint can be addressed and part of it is out of scope;
- the reason why the complaint is out of scope and the details of where or how the complainant is able to raise their issue through the appropriate avenue/authority.

Where a complaint involves an NGO provider, care should be taken to clearly understand the elements of the complaint. This will assist in determining the appropriate course of action.

Where the complaint involves both NGO and DCP, it should be clearly explained and confirmed in writing, identifying which elements will be responded to by each organisation.

Where a complaint relates to a professional who is subject to a registration authority or an organisation that is subject to a regulatory authority, complainants should be advised of the relevant legislation/regulatory authority so that they can also pursue that avenue of resolution, for example the [Psychology Board of Australia](#).

Where there is a statutory or policy obligation upon the DCP employee receiving the complaint, they must ensure that the matter is reported to the proper authorities in accordance with that obligation, for example the Office for Public Integrity (OPI).

#### 4.4.4 Investigate and provide an outcome to complainant

The resolution manager will investigate/follow up complaints in accordance with the principles of procedural fairness and open disclosure and must include a cultural or access and inclusion lens where appropriate.

Complaints should be investigated in a planned, logical and consistent manner and it is recommended that a discussion with the complainant occurs as part of this. This includes determining the:

- substantive issues of concern;
- relevant requirements in relation to these issues (legal, policy, cultural or procedural requirements);
- available sources of information in relation to these issues (parties directly involved, witnesses, documentation, in some situations CCTV footage, cultural advisors) and how can these be obtained; and
- outcome sought by the complainant.

When conducting an investigation relating to an Aboriginal child or young person, specific consideration must be given to the five elements of the Aboriginal Child Placement Principle (Prevention, Partnership, Participation, Placement and Connection) and related policies and practice guidance. Where a complaint or concern has been made by an Aboriginal person or about an Aboriginal child or young person, the DCP resolution manager will also consider cultural factors including understanding Aboriginal culture and histories and how these impact on interactions with the child protection system. Where appropriate and relevant, the resolution manager is to consult with a Principal Aboriginal Consultant (PAC) who has not had involvement with the case.

Where the complainant is a person with disability, consideration should be given to any communication requirements that may assist the person to engage in the process.

Once this information has been obtained, the resolution manager must consider the following:

- facts that can be determined
- issues that remain in dispute
- conclusion that can be drawn about the validity of the complaint based on consideration of the legislation/policy/procedures
- options available to resolve the issue
- lessons learned and whether there are similar themes with other complaints (if known).

When conducting a complaint investigation relating to a carer, specific consideration must be given to the five pillars of the [Statement of Commitment for Foster & Kinship Carers](#). The staff member managing the complaint will consider the following: was the carer; informed; supported; consulted; valued and respected?

Based on the above considerations, the resolution manager should, following consultation with their manager, discuss the options for resolution with the complainant. The outcome of the complaint must be approved by the office or site manager and should be provided to the complainant within 30 business days of receiving the complaint. The resolution manager should also consider if legal advice is required and consult with DCP Legal Services where necessary.

Where complex responses are provided in writing to complainants, consideration should be given to meeting with or calling the complainant and discussing the contents of the written response or involving a support person (i.e. for the child/young person) to ensure that it is understood. If the complainant is a child or young person, it is important to afford them the opportunity to have a support person with them while the complaint response is provided verbally.



If a matter is complex and/or contentious, or there has been some unexpected delay, the complainant must be informed as to the progress of their complaint, the reasons for the delay and the likely timeframe for resolution. As a guide, these updates should be provided by the resolution manager verbally every 2 weeks but it is important that the details of this advice is documented in C3MS under the Complaints and Feedback tab.

Local resolutions are not considered finalised until the office or site manager has endorsed and approved the process and outcomes undertaken by staff at their site. All complaints and feedback actions must be documented and uploaded to the Complaints and Feedback tab in C3MS by the resolution manager. The resolution manager must ensure:

- the complaint documentation is linked to the child/family who is the client of the office and can be retrieved through accessing the child's/family's records;
- a record of the complainant's name, date the complaint was received, the nature of the complaint, any actions taken and the outcome is recorded in C3MS.

#### **4.4.5 Refer the complainant to central resolution if not satisfied with outcome**

Where a complainant has indicated their dissatisfaction with an outcome of local resolution, they must be advised of their right to escalate the complaint through the DCP CFMU for central resolution – Level 2.

Where the complaint is complex and/or contentious, it is appropriate to provide details of this avenue for escalation and review to the complainant in writing (in addition to verbal feedback detailing the avenues being pursued).

### **4.5 Level 2 – Central Complaints Resolution**

A level 2 complaint is an escalated or unresolved complaint from DCP sites requiring further assessment and resolution. It may also include complaints made by a child or young person, or their parent or guardian, about the care they have received in a prescribed facility (a licensed children's residential facility or DCP residential facility), pursuant to section 110 of the CYPS Act, (submitting a complaint directly to the CE in any form), as there is no requirement for resolution to first be initiated at the local office level in this instance.

#### **4.5.1 CFMU receipt of complaints**

Every effort should be made to support the complainant to make the complaint if possible. Complaints at the central level may be written or verbal. If the complaint raises particularly complex issues, or many issues, the complainant can be requested to put the complaint in writing to assist with the assessment of the complaint. It is also important to consider any language or other barriers to providing a written complaint. See [Interpreting and Translating Procedure for Culturally and Linguistically Diverse \(CALD\) Families](#).

Complainants can contact the CFMU by:

- completing the online complaints and feedback form on the [DCP Website](#)
- phoning the CFMU on 1800 003 305
- writing to the CFMU, Department for Child Protection, GPO Box 1072, ADELAIDE SA 5001.



#### 4.5.2 CFMU acknowledgement of complaint

The DCP CFMU will assess complaints after reasonable efforts have been made to resolve the concern through local resolution (where relevant). Evidence of local resolution to a complaint will be sought via C3MS and if required, from the relevant office or site manager.

Where reasonable efforts have not been made to resolve the complaint through local resolution, the complainant will be referred to attempt local resolution with the office or site manager. An exception to this would be if the complainant is a child or young person living in a prescribed facility.

Once accepted, the CFMU will ensure that complaints are acknowledged in writing within 2 business days of their receipt.

The acknowledgement will outline:

- the date the complaint or feedback was received
- the nature of the complaint received
- the complaint procedure that will be followed (including approximate timeframes)

#### 4.5.3 CFMU assessment of the complaint

Assessment of the complaint by CFMU will consider whether:

- the complaint falls within the scope of this procedure or if some or all of the complaint is to be redirected elsewhere;
- if the complaint also needs to be managed in accordance with the [Significant Incident Reporting Procedure](#) and/or [Residential Care: Incident Management Procedure](#).
- the complaint raises concerns that requires immediate assessment to ensure the safety and protection of children and young people or other individuals;
- reasonable efforts have been made to resolve the complaint at a local level and if not to refer the matter to the office or site manager for local resolution (excluding complaints under section 110 of the Act regarding the care of a child or young person in a prescribed facility);
- there are factors that should raise the priority of the complaint;
- the complaint relates to a reviewable decision under section 157 of the CYPs Act or contact arrangements (Section 95). Refer to the [Internal Review Procedure](#) and [Contact Arrangements Review Panel Procedure](#) for guidance.

The substance of a complaint will determine the priority it receives.

Where a complainant makes a concurrent complaint to the Minister for Child Protection, DCP CE, Guardian for Children and Young People, or Ombudsman SA, regarding the same issue, the assessment and response is prioritised. DCP CFMU will liaise with the relevant office/site to determine the appropriate course of action.

DCP promotes the option for children and young people in the care of the CE to make a complaint or provide feedback through the Guardian for Children and Young People, direct to the CE, or to the Ombudsman SA. DCP staff will afford all children and young people in the care of the CE a complaint resolution pathway.

All complaints that are received direct to the CE are managed by the CFMU in conjunction with the CE's office.

Where a complainant raises an issue to the CFMU about a NGO, DCP CFMU will liaise with Service Contracts and Licencing to determine the appropriate course of action.

The complainant will be advised by CFMU on what course of action (if any) DCP will undertake on the matter.

#### **4.5.4 CFMU referral of the complainant for out of scope complaints**

Where a complaint does not fall within the scope of this procedure, CFMU will refer the complainant in accordance with section 4.4.3 of this procedure.

#### **4.5.5 CFMU investigation and provision of outcome to complainant**

The CFMU will investigate the complaint in the same manner as the resolution manager does in part 4.4.4 of this procedure and provide an outcome to the complainant.

The CFMU will consider the local resolution process attempted and the resolution options provided to the complainant.

Where a central complaint has been managed in collaboration with the relevant Director and/or Executive Director, and the Director/Executive Director has made a determination relating to the outcome of the complaint, the CFMU may seek outcome responses to be signed by the Director/Executive Director.

If required, the CE has final determination of complaints.

#### **4.5.6 Referring the complainant to external body if not satisfied with outcome**

The CE may request an External Review where a matter is considered to require further assessment or investigation. Where the complaint is complex and/or contentious, it is appropriate to provide these avenues for escalation and review to the complainant in writing.

### **4.6 Level 3: External complaint resolution**

The CE may request a review where a matter is considered to require further investigation.

### **4.7 Reporting**

The CFMU Manager will provide a quarterly report to the CE detailing the number of complaints received pursuant to section 110 of the Act, the nature of the complaint and the nature of the resolution.

The Manager of the CFMU also reports to the Executive Director and the CE on:

- number of complaints over a specified time;
- complaints relating to the Ombudsman SA complaint category and sub category;
- region responsible for the case management of the child or young person;
- office responsible for the case management of the child or young person;
- resolution timeframe;
- child or young person's cultural background;
- complainant's relationship with the child or young person;
- complainant's cultural background;
- direct contact from children and young people in care; and
- contact from the Office of the Guardian for Children and Young People.

## 5. Compliance, monitoring and evaluation

The Complaints and Feedback Management Procedure will be reviewed 3 years from endorsement, or earlier if required by legislative or organisational requirements.

The DCP CFMU Manager will monitor and evaluate the adequacy of the procedure in meeting legislative, departmental and other requirements on an ongoing basis.

## 6. Related documents

Related documents, forms and templates	
Complaints and Feedback Management Policy	<a href="#">Complaints and Feedback Management Policy</a>
Internal Review Procedure	<a href="#">Internal Review Procedure</a>
Contact Arrangement Review Panel Procedure	<a href="#">Contact Arrangement Review Panel Procedure</a>
Residential Care: Incident Management Procedure	<a href="#">Residential Care: Incident Management Procedure</a>
Significant Incident Reporting Procedure	<a href="#">Significant Incident Reporting Procedure</a>
Children and Young People (Safety) Act 2017	<a href="#">Children and Young People (Safety) Act 2017</a>
Children and Young People (Safety) Regulations 2017	<a href="#">Children and Young People (Safety) Regulations 2017</a>

## 7. Roles and responsibilities

Role	Authority/responsibility for
Chief Executive (CE)	<ul style="list-style-type: none"> <li>Ensuring the establishment, maintenance and promotion of an effective complaints and feedback management system in DCP.</li> <li>Ensuring that information about the procedure is accessible to members of the public.</li> <li>Ensuring that there is a process for regular reporting on the complaint management system and data.</li> <li>Ensuring information about making a complaint is accessible to members of the public and in a manner easily understandable. Where necessary enabling the use of translators/interpreters to assist in removing any language/communication barriers.</li> </ul>
Deputy Chief Executive/ Service Delivery and Practice Executive Director / Executive Director	<ul style="list-style-type: none"> <li>Ensuring system issues are addressed and reported back to the CFMU to inform future advice to complainants.</li> </ul>

Role	Authority/responsibility for
Regional Director	<ul style="list-style-type: none"> <li>Assess, assign and oversee complaints that are more significant in nature.</li> <li>Assess the complaint and escalate to the relevant Executive member as required and also consider if the complaint needs to be managed in accordance with the <a href="#">Significant Incident Reporting Procedure</a>.</li> </ul>
Complaints and Feedback Management Unit Manager	<ul style="list-style-type: none"> <li>Ensuring that information about the complaint management system is easily accessible by staff, children and young people and members of the public, especially vulnerable populations.</li> <li>Ensuring that complaints are responded to in a fair and consistent manner in accordance with this procedure.</li> <li>Ensuring that appropriate records and documentation are kept of complaints and feedback received by the CFMU.</li> <li>Ensuring there is a process in place for timely and appropriate notification to the Senior Executive Group of any systemic issues identified through the complaint management process.</li> <li>Establishing a process of performance monitoring, evaluation and reporting of complaints data.</li> <li>Providing advice, consultation and support to DCP Managers to respond to complex and contentious complaints and unreasonable complainant conduct.</li> </ul>
DCP office / site Managers	<ul style="list-style-type: none"> <li>Ensuring that complaints are responded to in a fair and consistent manner, in accordance with this procedure.</li> <li>Ensuring the complaint management system is implemented at their site.</li> <li>Ensuring that appropriate records and documentation are kept of complaints received by their site.</li> <li>Working with the CFMU staff to resolve any disputes that have been escalated to the CFMU.</li> <li>Ensuring that complaint and feedback management data is recorded on C3MS.</li> </ul>

Role	Authority/responsibility for
DCP Executive	<ul style="list-style-type: none"> <li>Ensuring the promotion of an effective complaints management system with DCP.</li> <li>Supporting Office Managers to respond effectively to complaints.</li> <li>Considering complaints data and systemic issues arising from complaints as part of DCP's strategic planning.</li> <li>Collaborating with the CFMU to attempt resolution to complaints and signing outcome letters where a determination on the outcome has been made by the Director/Executive Director.</li> <li>The Deputy CE and Executive Directors have the authority to approve formal reviews that have been escalated to them, and oversee the review and its outcomes.</li> </ul>
All DCP staff	<ul style="list-style-type: none"> <li>Ensuring that they are familiar with the DCP complaints and feedback management system and their local office's procedures.</li> <li>Ensuring that complaints raised with them are acknowledged and responded to in a fair and consistent manner or referred to the appropriate party for a response with the policy and procedures.</li> <li>Enabling clients and community members to make complaints through the provision of information and advice.</li> <li>Ensuring no detriment to individuals who make a complaint.</li> </ul>
Managers and Supervisors of DCP children's residential facilities	<ul style="list-style-type: none"> <li>Ensuring that the children and young people residing in a children's residential facility are provided with information and/or know how to access information regarding section 110 of the CYPS Act enabling them to make a complaint to the CE.</li> </ul>

## 8. Glossary

Term	Meaning
Assessor	DCP office/site manager who assesses the complaint.
Resolution manager	Employee who has been designated to investigate and respond to the complaint (by the assessor).
Carer	Family members, guardians or friends who have an interest in, or are responsible for the care of a child or young person.
Complaints and Feedback Management Unit (CFMU)	The unit established within DCP Executive Services to facilitate and manage 'Level 2 – Centralised Complaint Resolution'

Term	Meaning
	matters. i.e., complaints that have not been resolved at a local level or fall under section 110 of the CYPS Act.
Client	An organisation or person/s that receives a product or service provided, contracted, funded or regulated by DCP.
Complainant	Person or their representative making a complaint.
Complaint	Expression of dissatisfaction made to or about DCP related to its services, staff or the handling of a complaint, where a response or resolution is explicitly or implicitly required.
Complaints and Feedback Management System	Encompasses all aspects of the policies, procedures, practices, staff and infrastructure used by DCP in the management of complaints and feedback.
Disputes	Unresolved complaints escalated within DCP or externally, or both
Open Disclosure	A factual explanation of what happened, an opportunity for the complainant to relate their experience, and an explanation of the steps being taken to manage the event and prevent recurrence.
Procedural fairness	<p>Procedural fairness requires a fair and proper process to be used with making decisions that may adversely affect the interests of an individual. The rules of procedural fairness require:</p> <ul style="list-style-type: none"> <li>• a hearing appropriate to the circumstances</li> <li>• lack of bias</li> <li>• evidence and reasons to support a decision</li> <li>• inquiry into matters of dispute</li> </ul> <p>Used interchangeably with “natural justice”.</p>

## Document control

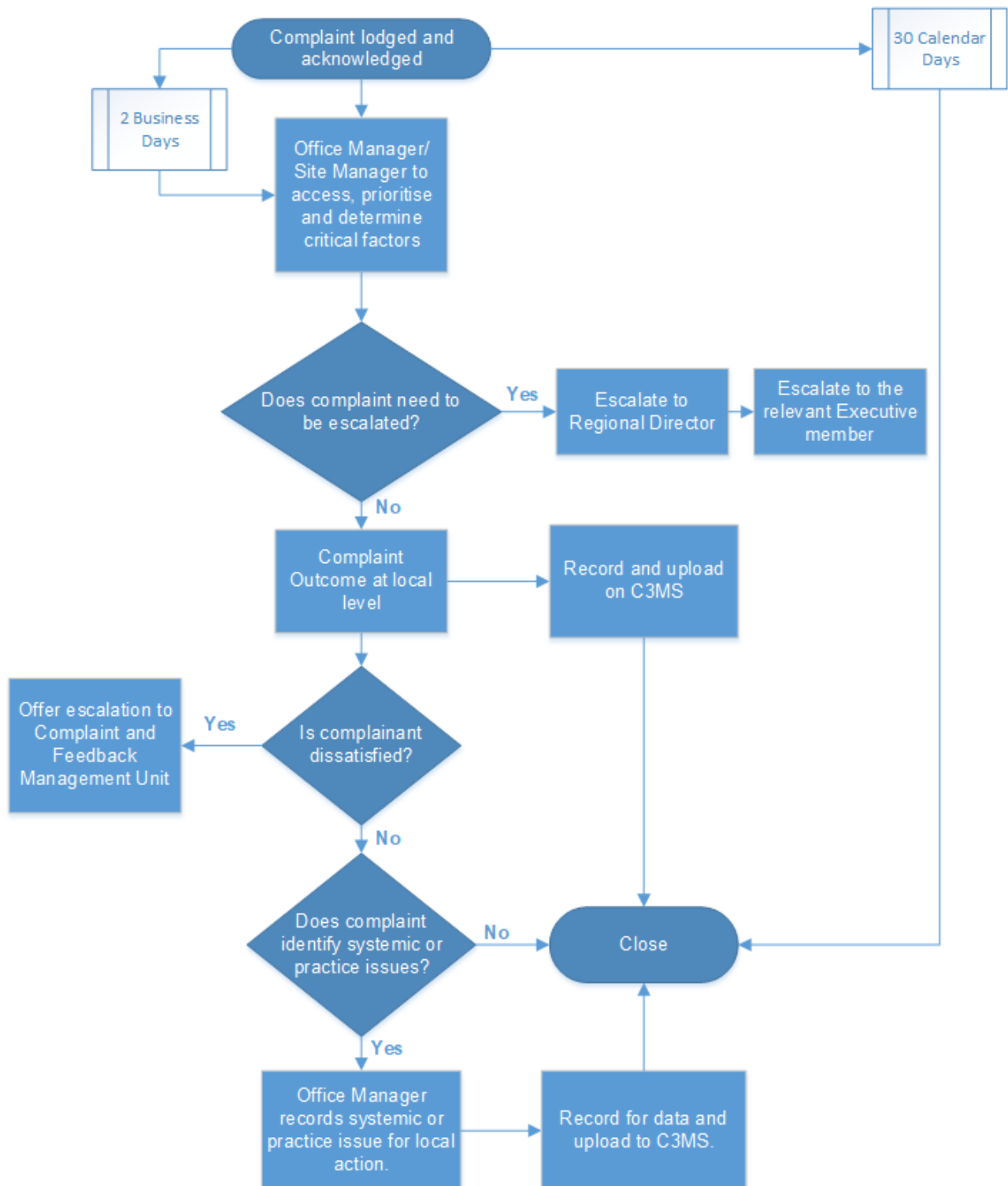
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<a href="#">Risk Assessment Matrix</a>	Moderate	Unlikely	Moderate

REVISION RECORD		
Approval Date	Version	Revision description
13 November 2020	1.0	Final
22 October 2021	1.1	Minor amendments to hyperlink Significant Incident Reporting Procedure.
13 January 2022	1.2	Minor amendment to reflect new ICAC changes.
17 July 2023	2.0	Minor amendments to compliments and hyperlink to Residential Care: Incident Management Procedure.



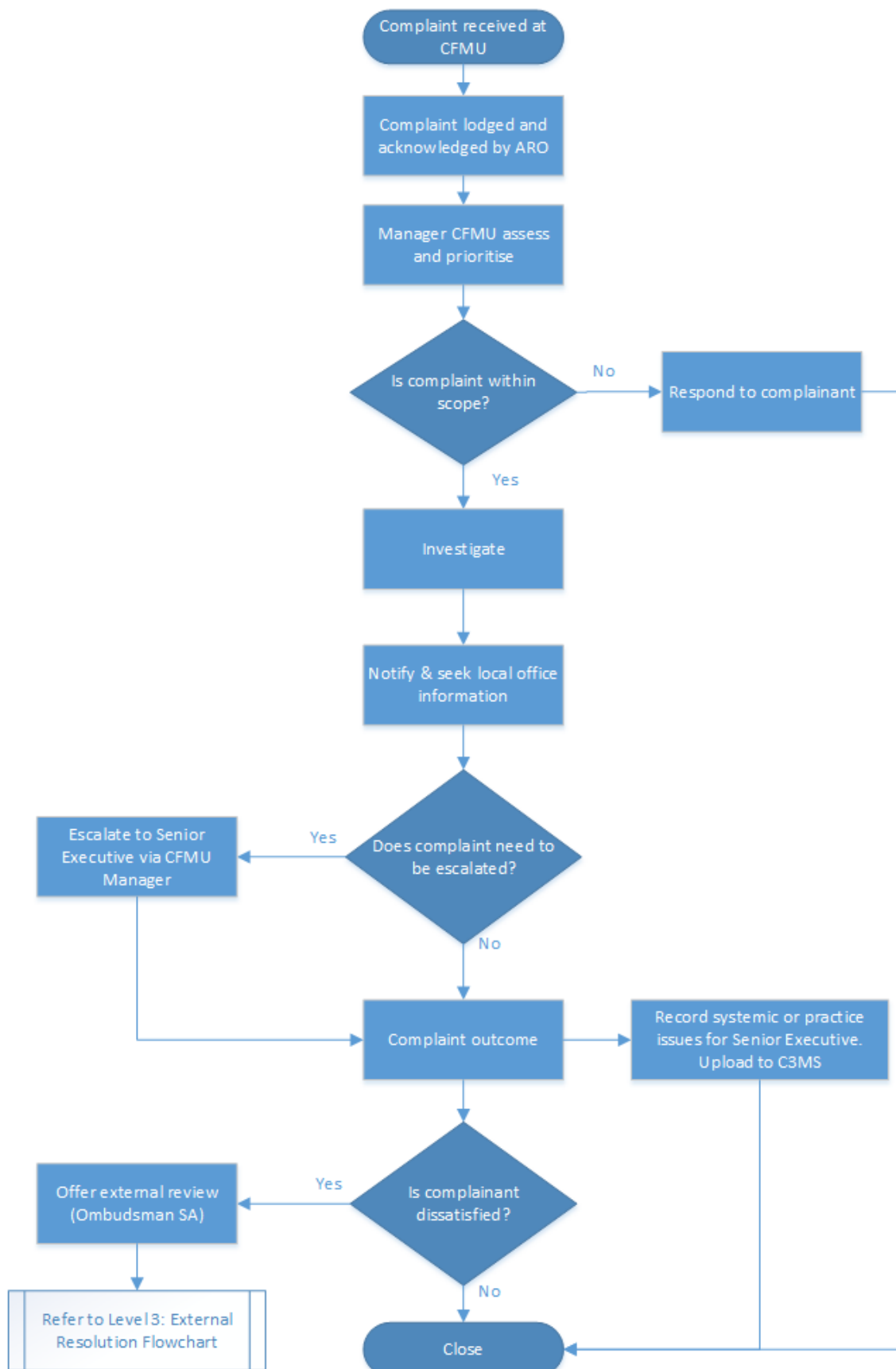
## Appendix 1

### Complaints Management Process Level 1: Local Office Resolution



## Complaints Management Process

### Level 2: Complaints and Feedback Management Unit Resolution



## Complaints Management Process

### Level 3: External Resolution

