



***Modhan gus Dèiligeadh ri Gearanan
Complaints Handling Procedure***

Ro-ràdh

Tha na Modhan gus Dèiligeadh ri Gearanan (MDG) againn a' sealltainn mar a tha Bòrd na Gàidhlig a' cur diù ann an gearanan. Tha iad ag amas air fuasgladh fhaighinn air nithean, a tha fàgail dhaoine fa leth/buidhnean mì-riaraichte, cho faisg 's as urrainn air an t-seirbheis mun deach gearan a dhèanamh, agus thathar ag amas air rannsachaidhean dian, cothromach agus gun leth-bhreith a dhèanamh air na gearanan aig daoine/buidhnean, gus an urrainn dhuinn, nuair a ghabhas e dèanamh, tighinn gu co-dhùnidhean a tha stèidhichte air an fhianais agus am fiosrachadh dearbhte a gheibhear.

Tha na modhan a' stèidheachadh dòigh choitcheann gus dèiligeadh ri gearanan thar raointean riaghaltais, a tha a' cumail ri stiùireadh a dh'fhoillsich Ombudsman Sheirbheisean Poblach na h-Alba (OSPA) air modhan coileanta gus dèiligeadh ri gearanan. Tha na modhan seo gar cuideachadh feuch an 'dèan sinn ceart e a' chiad turas'. Tha sinn ag iarraidh modhan nas luaithe, nas sìmplidhe agus nas èifeachdaiche, gus dèiligeadh ri gearanan, agus luchd-obrach a tha comasach agus uidheamaichte a gheibh fuasgladh tràth air na gearanan sin.

Gheibh sinn fiosrachadh feumail bho ghearanan as urrainn dhuinn a chur gu feum gus am bi daoine/buidhnean nas riaraichte le ar seirbheisean. Tro ar modhan gus dèiligeadh ri gearanan, thèid againn air dèiligeadh ri suidheachaidhean far a bheil daoine/buidhnean mì-riaraichte, agus 's dòcha ri linn sin gun tèid againn air stad a chur air na duilgheadasan, a dh'adhbhraich an gearan, bho bhith ag èirigh a-rithist. Faodaidh gearanan mìneachadh pearsanta a thoirt do ar luchd-obrach air na beachdan a th' aig agus air na dh'èirich do na daoine/buidhnean, agus faodaidh iad ar n-aire a tharraing gu trioblaidean nach bitheamaid air fhaicinn 's dòcha mur b' e an gearan. Ma thèid dèiligeadh gu math ri gearanan, faodaidh sin dòigh a thoirt do dhaoine/buidhnean fuasgladh fhaighinn air cùisean nuair a tha iad a' dol ceàrr, agus faodaidh e ar cuideachadh gu bhith sìor leasachadh ar seirbheisean.

Is e Ceangal ri Luchd-ùidhe am pròiseas sam bi sinn a' togail chàirdeasan ris an luchd-ùidhe againn, tro chonaltradh, ag èisteachd ris na beachdan aca agus gan toirt a-steach anns an obair mar thaic ris na prìomh-amasan againn. Tha an obair seo ar dealas ri fuasgladh fhaighinn air gearan gu tràth, a' sàbhaladh airgead agus a' togail càirdeas nas fheàrr eadar am Bòrd agus daoine/buidhnean eile. Ma gheibh sinn fuasgladh orra cho faisg 's as urrainn air an t-seirbheis mun deach gearan a dhèanamh, thèid againn air dèiligeadh riutha gu h-ionadail agus gu luath, agus mar sin cha bhi e cho

Foreword

Our Complaints Handling Procedure (CHP) reflects Bòrd na Gàidhlig's commitment to valuing complaints. It seeks to resolve individual/organisation dissatisfaction as close as possible to the point of service delivery and to conduct thorough, impartial and fair investigations of individual/organisation complaints so that, where appropriate, we can make evidence-based decisions on the facts of the case.

The procedure introduces a standardised approach to handling complaints across government, which complies with the Scottish Public Service Ombudsman's (SPSO) guidance on a model CHP. This procedure aims to help us 'get it right first time'. We want quicker, simpler and more streamlined complaints handling with early resolution by capable, well-trained staff.

Complaints give us valuable information we can use to improve individual/organisation satisfaction. Our complaints handling procedure will enable us to address an individual/organisation's dissatisfaction and may also prevent the same problems that led to the complaint from happening again. For our staff, complaints provide a first-hand account of the individual/organisation's views and experience and can highlight problems we may otherwise miss. Handled well, complaints can give our individual/organisations a form of redress when things go wrong, and can also help us continuously improve our services.

Our stakeholder charter details how we build relationships with our stakeholders through communication, listening to their views and experiences and involving them in the work to support our main objectives. This combined with our aim to resolving complaints early saves money and creates better individual/organisation relations. Sorting them out as close to the point of service delivery as possible means we can deal with them locally and

buailteach gun tèid iad air adhart chun na h-ath ìre de na modhan gearain. Mura faigh sinn fuasgladh gu luath air gearan, faodaidh sin cur ri ar n-eallaichean obrach gu mòr.

Bidh na modhan seo gus dèiligeadh ri gearanan gar cuideachadh gus obair nas fheàrr a dhèanamh. Cuidichidh iad sinn le bhith cur an neach fa leth no a' bhuidheann aig teis-meadhan a' phròiseis, agus le bhith ag ionnsachadh bho na gearanan, bheir iad tuigse nas fheàrr dhuinn air mar a dh'fhaodamaid piseach a thoirt air ar seirbheisean.

Shona NicIllinnein
Ceannard

quickly, so they are less likely to escalate to the next stage of the procedure. Complaints that we do not resolve swiftly can greatly add to our workload.

The complaints handling procedure will help us do our job better. It will help us keep the individual/organisation at the heart of the process, while enabling us to better understand how to improve our services by learning from complaints.

Shona MacLennan
CEO

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1.0 Dè th' ann an gearan?

'S e am mìneachadh a th' aig Bòrd na Gàidhlig air gearan:

“Nuair a nì co-dhiù aon duine bhon mhòr-shluagh follaiseach dhuinn nach eil iad riaraichte le rud(an) a rinn no nach do rinn Bòrd na Gàidhlig, no le ìre na seirbheis a thug Bòrd na Gàidhlig seachad no a chaidh a thoirt seachad às leth a' Bhùird.”

Gheibhear ann an Eàrr-ràdh 1 caochladh eisimpleirean den t-seòrsa ghearanan a dh'fhaodamaid fhaighinn, agus na dòighean sam faodar an làimhseachadh.

Ann an Eàrr-ràdh 2 gheibhear tuilleadh eisimpleirean de nithean 'nach eil nan gearan' agus fios air dè an stiùireadh bu chòir a thoirt don neach/don bhuidhinn.

1.1 A' dèiligeadh ri gearanan gun urra

Tha sinn a' cur diù anns gach gearan. Tha sin a' ciallachadh gum bi sinn a' cur diù anns gach seòrsa gearain, a' gabhail a-steach feadhainn a nithear gun urra, agus nì sinn tuilleadh rannsachaidh orra, nuair a tha sin iomchaidh. San fharsaingeachd, beachdaichidh sinn air gearanan gun urra nuair a tha fiosrachadh gu leòr an cois a' ghearain gus an urrainn dhuinn tuilleadh rannsachaidh a dhèanamh. Ge-tà, mura h-eil fiosrachadh gu leòr ann an cois gearain gun urra a bheireadh an comas dhuinn tuilleadh rannsachaidh a dhèanamh, dh'fhaodadh gun co-dhùn sinn gun dad a bharrachd a dhèanamh. Ma nithear co-dhùnadh gun an còrr a dhèanamh mu ghearan gun urra, feumaidh an Ceannard no an Ceann an Ionmhais is Chùisean Corporra sin a cheadachadh ro-làimh.

Ma tha gearan gun urra a' togail chasaidean cudromach, cuirear fios mu dheidhinn chun a' Cheannard no an Ceann an Ionmhais is Chùisean Corporra sa bhad.

Ma nì sinn tuilleadh rannsachaidh air gearan gun urra, clàraidh sinn a' chùis mar ghearan gun urra air siostam nan gearanan. Cuidichidh sin gus dèanamh cinnteach gu bheil an dàta againn airson gearanan iomlan agus leigidh e leinn cùisean a chur ceart nuair a tha sin a dhìth.

What is a complaint?

Bòrd na Gàidhlig's definition of a complaint is:

“An expression of dissatisfaction by one or more members of the public about Bòrd na Gàidhlig's action or lack of action, or about the standard of service provided by or on behalf of Bòrd na Gàidhlig.”

Appendix 1 provides a range of examples of complaints we may receive, and how these may be handled.

Appendix 2 gives more examples of 'what is not a complaint' and how to direct individual/organisations appropriately.

Handling anonymous complaints

We value all complaints. This means we treat all complaints including anonymous complaints seriously and will take action to consider them further, wherever this is appropriate. Generally, we will consider anonymous complaints if there is enough information in the complaint to enable us to make further enquiries. If, however, an anonymous complaint does not provide enough information to enable us to take further action, we may decide not to pursue it further. Any decision not to pursue an anonymous complaint must be authorised by the Ceannard or Head of Finance & Corporate Affairs.

If an anonymous complaint makes serious allegations, we will refer it to the Head of Finance & Corporate Affairs or Ceannard immediately.

If we pursue an anonymous complaint further, we will record the issues as an anonymous complaint on the complaints system. This will help to ensure the completeness of the complaints data we record and allow us to take corrective action where appropriate.

Dè thachras mura h-eil an neach/a' bhuidheann ag iarraidh gearan a dhèanamh?

Ma tha neach/buidheann air a dhèanamh follaiseach nach eil iad riarachta, a rèir 's mar tha sin air a thuigsinn fo ar mìneachadh airson gearan, ach nach eil iad airson gearan a dhèanamh, innsibh dhaibh gum bi sinn a' beachdachadh air gach cùis leis a bheil daoine mì-riarachta, agus gu bheil gearanan a' toirt cothrom dhuinn ar seirbheisean a leasachadh nuair a tha cùisean air a dhol ceàrr. Brosnaich an neach/a' bhuidheann gu bhith cur gearan a-steach gus an urrainn dhuinn dèiligeadh ris tro na modhan gus dèiligeadh ri gearanan. Nì sin cinnteach gum faigh an neach/a' bhuidheann fios air na rinn sinn gus dèiligeadh ris a' chùis agus gheibh iad freagairt a thaobh a' ghearain aca.

Thoiribh sùil le ur toil air an eisimpleir ann an Earr-ràdh 1 airson tuilleadh stiùiridh.

1.2 Cò dh' fhaodas gearan a dhèanamh?

Faodaidh neach sam bith gearan a dhèanamh a gheibh no a dh'iarraas seirbheis bhuiainn, no air an toir ar seirbheisean buaidh. Uaireannan dh'fhaodadh nach urrainn, no nach eil neach/buidheann deònach, gearan a dhèanamh iad fhèin. Gabhaidh sinn ri gearanan a thèid a dhèanamh tro chuideigin eile, fhad 's a bheir an neach/a' bhuidheann a thog an gearan sa chiad dol a-mach an cead dhaibh sin a dhèanamh.

1.3 Gearanan far a bheil barrachd air aon seirbheis no buidheann an sàs

Ma tha gearan a' buntainn ri na rinn dà sheirbheis no barrachd, feumaidh sibh innse don neach/don bhuidhinn cò an t-seirbheis a bhios a' gabhail uallach airson dèiligeadh ris a' ghearain, agus feumaidh sibh mìneachadh dhaibh nach fhaigh iad ach aon fhreagairt a dhèiligeas ris a h-uile cùis a chaidh a thogail.

Ma nì neach/buidheann gearan ri Bòrd na Gàidhlig mu dheidhinn na seirbheis aig buidheann eile no solaraiche sheirbheisean poblach eile, nuair nach eil Bòrd na Gàidhlig an sàs sa chùis, bu chòir iarraidh air an neach/air a' bhuidhinn sin fios a chur gu dìreach chun na buidhne aig a bheil an t-seirbheis. Ge-tà, nuair a tha gearan a' buntainn ri seirbheis a bheir Bòrd na Gàidhlig seachad agus ri seirbheis buidhne eile no solaraiche sheirbheisean poblach eile, (mar

What if the individual/organisation does not want to complain?

If an individual/organisation has expressed dissatisfaction in line with our definition of a complaint but does not want to complain, tell them that we do consider all expressions of dissatisfaction, and that complaints offer us the opportunity to improve services where things have gone wrong. Encourage the individual/organisation to submit their complaint and allow us to deal with it through the complaints handling procedure. This will ensure that the individual/organisation is updated on the action taken and gets a response to their complaint.

Please refer to the example in Appendix 1 for further guidance.

Who can make a complaint?

Anyone who receives, requests or is affected by our services can make a complaint. Sometimes an individual/organisation may be unable or reluctant to make a complaint on their own. We will accept complaints brought by third parties as long as the individual/organisation has given their personal consent.

Complaints involving more than one service or organisation

If a complaint relates to the actions of two or more of services, you must tell the individual/organisation which service will take the lead in dealing with the complaint and explain that they will get only one response covering all issues raised.

If an individual/organisation complains to Bòrd na Gàidhlig about the service of another agency or public service provider, but Bòrd na Gàidhlig has no involvement in the issue, the individual/organisation should be advised to contact the appropriate organisation directly. However, where, a complaint relates to a service provided by Bòrd na Gàidhlig and the service of another agency or public service provider, (for

eisimpleir, buidheann Ghàidhlig a gheibh maoin eachadh bho Bhòrd na Gàidhlig), tha gnothach dha-rìribh aig Bòrd na Gàidhlig ris a' chùis, agus feumar dèiligeadh ris a' ghearan tro na MDG. Ma dh'fheumas sibh ceistean a chur air buidheann bhon taobh a-muigh mun ghearan, cuimhnichibh daonnan air reachdas gus fiosrachadh a dhìon agus an stiùireadh againn airson a bhith làimhseachadh fiosrachadh pearsanta aig neach fa leth/buidhnean. Tha stiùireadh mionaideach aig Coimiseanair an Fhiosrachaidh a thaobh a bhith roinn fiosrachadh agus tha e air [còd obrach fhoillseachadh airson fiosrachadh a roinn](#).

example a Gaelic organisation funded by Bòrd na Gàidhlig), and Bòrd na Gàidhlig has a direct interest in the issue, the complaint must be handled through the CHP. If you need to make enquiries to an outside agency in relation to the complaint always take account of data protection legislation and our guidance on handling our individual/ organisation's personal information. The Information Commissioner has detailed guidance on data sharing and has issued a [data sharing code of practice](#).

2.0 Na modhan gus dèiligeadh ri gearanan

Tha na MDG ag amas air dòigh luath, shìmplidh is èifeachdach a chur air dòigh gus fuasgladh fhaighinn air gearanan gu tràth, agus gu h-ionadail, le luchd-obrach aig a bheil deagh thrèanadh.

The complaints handling process

The CHP aims to provide a quick, simple and streamlined process for resolving complaints early and locally by capable, well-trained staff.

Tha na modhan gearain againn a' toirt dhuinn dà chòthrom fuasgladh fhaighinn taobh a-staigh na buidhne:

- fuasgladh sa chiad dol a-mach, agus
- rannsachadh.

Our complaints process provides two opportunities to resolve complaints internally:

- frontline resolution, and
- investigation.

Modhan Coileanta gus Dèiligeadh ri Gearanan

FUASGLADH SA CHIAD DOL A-MACH	RANNSACHADH	ATH-SGRÙDADH NEO-EISIMEILEACH BHON TAOBH A-MUIGH (OSPA NO EILE)
<p>Airson cùisean a tha soilleir far am faighear fuasgladh orra gu furasta, far nach fheumar mòran rannsachaidh sam bith a dhèanamh.</p> <p>Iarraibh ar leisgeul a ghabhail sa bhad, mìneachadh, no gnìomh eile gus cùisean a chur ceart gu luath, taobh a-staigh còig làithean-obrach, mura h-eil suidheachadh fìor àraid ann.</p> <p>Gearanan ris an tèid dèiligeadh le neach-obrach sam bith, no feadhainn a thèid a chur chun an neach iomchaidh airson fuasgladh fhaighinn sa chiad dol a-mach.</p> <p>Thèid fiosrachadh mun ghearan, a' bhuil agus gnìomhan co-cheangailte ri bhith faighinn fuasgladh air a' ghearan a chlàradh agus a chleachdadh gus piseach a thoirt air seirbheisean.</p>	<p>Cùisean air nach d' fhuaras fuasgladh aig ìre a h-aon, no a tha toinnte, cudromach no sam faod 'cunnartan mòra' a bhith.</p> <p>Bheirear seachad freagairt iomlan taobh a-staigh 20 latha-obrach às dèidh rannsachadh mionaideach air na puingean a chaidh a thogail.</p> <p>Bidh àrd-mhanaidsearan air aonta a thoirt do na freagairtean.</p> <p>Tha ùidh ghnìomhach aig àrd-mhanaidsearan ann an gearanan agus bidh iad a' toirt piseach air seirbheisean ri an linn.</p>	<p>Airson cùisean air nach d' fhuaras fuasgladh leis a' bhuidhinn a bha a' toirt seachad na seirbheis.</p> <p>Mus tèid gearan a chur gu OSPA, bidh iad air a bhith air an làn-rannsachadh leis a' bhuidhinn a bha a' toirt seachad na seirbheis.</p> <p>Nì OSPA measadh feuch a bheil fianais ann nach tugadh seirbheis seachad mar bu chòir, no air droch rianachd nach deach a chomharrachadh leis a' bhuidhinn a bha a' toirt seachad na seirbheis.</p>

The Model Complaints Handling Procedure

FRONTLINE RESOLUTION	INVESTIGATION	INDEPENDENT EXTERNAL REVIEW (SPSO OR OTHER)
<p>For issues that are straightforward and easily resolved, requiring little or no investigation.</p> <p>'On-the-spot' apology, explanation, or other action to resolve the complaint quickly, in five working days or less, unless there are exceptional circumstances.</p> <p>Complaints addressed by any member of staff, or alternatively referred to the appropriate point for frontline resolution.</p> <p>Complaint details, outcome and action taken recorded and used for service improvement.</p>	<p>For issues that have not been resolved at the frontline or that are complex, serious or 'high risk'</p> <p>A definitive response provided within 20 working days following a thorough investigation of the points raised.</p> <p>Responses signed off by senior management.</p> <p>Senior management have an active interest in complaints and use information gathered to improve services.</p>	<p>For issues that have not been resolved by the service provider.</p> <p>Complaints progressing to the SPSO will have been thoroughly investigated by the service provider.</p> <p>The SPSO will assess whether there is evidence of service failure or maladministration not identified by the service provider.</p>

Airson a bhith soilleir, tha an teirm ‘fuasgladh sa chiad dol a-mach’ a’ ciallachadh a’ chiad ìre de na modhan gearain. Chan eil e a’ buntainn ri tuairisgeul-obrach sam bith aig Bòrd na Gàidhlig, tha e a’ ciallachadh: a’ sireadh fuasgladh air gearanan, ma ghabhas e dèanamh, nuair a chuireas neach fios thugainn sa chiad dol a-mach.

For clarity, the term ‘frontline resolution’ refers to the first stage of the complaints process. It does not reflect any job description within Bòrd na Gàidhlig but means seeking to resolve complaints at the initial point of contact where possible.

2.1 Ìre a h-aon: Fuasgladh sa chiad dol a-mach

Stage One: Frontline resolution

Le fuasgladh sa chiad dol a-mach, thathar ag iarraidh fuasgladh fhaighinn gu luath air gearanan dhaoine fa leth/buidhnean far nach eil mòran rannsachaidh no rannsachadh sam bith a dhìth. Faodaidh neach-obrach sam bith dèiligeadh ri gearanan aig an ìre seo.

Frontline resolution aims to quickly resolve straightforward individual/organisation complaints that require little or no investigation. Any member of staff may deal with complaints at this stage.

’S e am prionnsapal as motha a tha air cùl seo, fuasgladh fhaighinn gu tràth, a’ gabhail a’ chothruim as tràithe a gheibhear agus cho faisg ’s as urrainn air an t-seirbheis mun deach gearan a dhèanamh. An lùib seo dh’fhaodadh gum bi còmhraidhean aghaidh-ri-aghaidh ann leis an neach/leis a’ bhuidhinn, no dh’fhaodadh gun iarrar air neach-obrach iomchaidh dèiligeadh iad fhèin ris a’ ghearan.

The main principle is to seek early resolution, resolving complaints at the earliest opportunity and as close to the point of service delivery as possible. This may mean a face-to-face discussion with the individual/organisation, or asking an appropriate member of staff to deal directly with the complaint.

Ann an Eàrr-ràdh 1 gheibhear eisimpleirean den t-seòrsa ghearanan air an tèid beachdachadh aig an ìre seo, agus molaidhean air mar a gheibh sibh fuasgladh air an son.

Appendix 1 gives examples of the types of complaint we may consider at this stage, with suggestions on how to resolve them.

Bu chòir dhuibh daonnan beachdachadh air fuasgladh fhaighinn sa chiad dol a-mach, às bith ciamar a thàinig an neach/a’ bhuidheann thugainn leis a ghearan.

You must always consider frontline resolution, regardless of how you have received the individual/organisation’s complaint.

Dè nì sibh nuair a gheibh sibh gearan

Nuair a gheibh sibh gearan, feumaidh sibh an toiseach co-dhùnadh a dhèanamh an e gearan, mar a tha e air a mhìneachadh sna modhan seo, a th’ ann. Dh’fhaodadh gum dèan an neach/a’ bhuidheann follaiseach gu bheil iad mì-riarachte le barrachd air aon chùis. Ri linn sin dh’fhaodadh gum comharraich sibh aon chùis mar ghearan, agus gum iarr sibh air an neach/air a’ bhuidhinn dòigh eile a chleachdadh gus dèiligeadh ri cùisean eile (faicibh Eàrr-ràdh 2).

What to do when you receive a complaint

On receiving a complaint, you must first decide whether the issue can indeed be defined as a complaint. The individual/organisation may express dissatisfaction about more than one issue. This may mean you treat one element as a complaint, while directing the individual/organisation to pursue another element through an alternative route (see Appendix 2).

Ma tha sibh air gearan fhaighinn agus a chomharrachadh, clàraichibh am fiosrachadh mu

If you have received and identified a complaint, record the details on the complaints system

dheidhinn ann an siostam nan gearanan air Sharepoint fo Riaghladh Corporra is Riaghladh Fiosrachaidh

within Corporate Governance area of Sharepoint, under Managing Information.

An uair sin, dèanaibh co-dhùnadh feuch a bheil e freagarrach a bhith sireadh fuasgladh sa chiad dol a-mach. Feumar cuid a ghearanan a làn-rannsachadh mus urrainn dhuibh freagairt iomchaidh a thoirt don neach/don bhuidhinn. Feumaidh sibh gearanan mar sin a chur air adhart gu ìre rannsachaidh sa bhad.

Next, decide whether or not the complaint is suitable for frontline resolution. Some complaints will need to be fully investigated before you can give the individual/organisation a suitable response. You must escalate these complaints immediately to the investigation stage.

Nuair a tha sibh a' smaoinichadh gum biodh e iomchaidh fuasgladh a shireadh sa chiad dol a-mach, feumaidh sibh beachdachadh air ceithir prìomh cheistean:

Where you think frontline resolution is appropriate, you must consider four key questions:

1. Dè dha-rìribh an gearan (na gearanan) a th' aig an neach/a' bhuidhinn? Tha e cudromach gu bheil e soilleir dè dìreach mu bheil an neach/a' bhuidheann a' gearan. Dh'fhaodadh gum feum sibh ceistean eile fhaighneachd den neach/den bhuidhinn feuch am bi tuigse cheart agaibh.

1. What exactly is the individual/organisation's complaint (or complaints)? It is important to be clear about exactly what the individual/organisation is complaining. You may need to ask the individual/organisation supplementary questions to get a full picture.

2. Dè am fuasgladh tha an neach/a' bhuidheann ag iarraidh le bhith gearan? Aig an toiseach, faigh mìneachadh soilleir air dè am fuasgladh a tha an neach/a' bhuidheann a' sireadh. Gu dearbh, dh'fhaodadh nach eil an neach/a' bhuidheann air a bhith soilleir mu dheidhinn seo, 's mar sin 's dòcha gum feum sibh tuilleadh cheistean fhaighneachd mu dè tha iad a' sùileachadh feuch an gabh an riarachadh.

2. What does the individual/organisation want to achieve by complaining? At the outset, clarify the outcome the individual/organisation wants. Of course, the individual/organisation may not be clear about this, so you may need to probe further to find out what they expect and whether they can be satisfied.

3. An urrainn dhomh sin a thoirt dhaibh, no mineachadh dhaibh carson nach urrainn? Mas urrainn dhuibh am fuasgladh a tha iad a' sùileachadh a thoirt dhaibh le bhith ag iarraidh orra ar leisgeul a ghabhail, no le bhith mìneachadh carson nach urrainn dhuibh fuasgladh a thoirt dhaibh, bu chòir dhuibh sin a dhèanamh. Ma tha sibh a' smaoinichadh gur e leisgeul iarraidh an dòigh as fheàrr fuasgladh fhaighinn, dh'fhaodadh gum bi sibh ag iarraidh an stiùireadh bho OSPA a leantainn:

3. Can I achieve this, or explain why not? If you can achieve the expected outcome by providing an on-the-spot apology or explain why you cannot achieve it, you should do so. If you consider an apology is suitable, you may wish to follow the SPSO's guidance on the subject:

Stiùireadh OSPA air leisgeulan:

SPSO guidance on apology:

Dh'fhaodadh gum bi an neach/a' bhuidheann a' sùileachadh barrachd nas urrainn dhuinn a libhrigeadh. Ma tha coltas ann gu bheil an neach/a' bhuidheann a' sùileachadh barrachd nas urrainn don bhuidhinn a libhrigeadh gu reusanta, feumaidh sibh innse dhaibh cho luath 's as urrainn feuch nach bi iad a' sùileachadh barrachd air na dh'fhaodadh tachairt.

Tha e dualtach gum bi agaibh ri innse dhaibh mun cho-dhùnadh aghaidh-ri-aghaidh no air a' fòn. Ma nì sibh e aghaidh-ri-aghaidh, air a' fòn no le post-d, chan fheum sibh sgrìobhadh chun an neach/na buidhne cuideachd, ged a dh'fhaodas sibh sin a dhèanamh cuideachd ma tha sibh air a shon. Tha e cudromach, ge-tà, gun cùm sibh clàr iomlan is neo-mhearachdach den cho-dhùnadh mun do chuir sibh fios chun an neach/na buidhne.

- 4. Mura h-urrainn dhomh fuasgladh fhaighinn air seo, cò as urrainn cuideachadh le bhith fhaighinn fuasgladh sa chiad dol a-mach?** Mura h-urrainn dhuibh dèiligeadh ris a' ghearan seach, mar eisimpleir, nach eil sibh eòlach air a' chùis no an t-seirbheis mun deach gearan a dhèanamh, cuiribh fiosrachadh mun ghearan gu cuideigin a dh'fhaodas feuchainn ri fuasgladh fhaighinn.

Gheibhear tuilleadh fiosrachaidh air clàran-ama ann an Eàrr-ràdh 3.

A' cur crìoch air gearain nuair a gheibhear fuasgladh sa chiad dol a-mach

Nuair a tha sibh air innse don neach/don bhuidhinn dè a' bhuil a bh' ann leis a' ghearan aca, chan fheum sibh sgrìobhadh chun an neach/na buidhne a-rithist, ach dh'fhaodadh gun roghnaich sibh sin a dhèanamh. Feumaidh sibh dèanamh cinnteach gu bheil an fhreagairt againn a' dèiligeadh ri gach nì ris a bheil sinn an urra agus gu bheil i a' mìneachadh nan adhbharan air cùl a' cho-dhùnaidh againn. Tha e cudromach cuideachd gun cùm sibh clàr iomlan is neo-mhearachdach den cho-dhùnadh a rinneadh agus a thugadh don neach/don bhuidhinn. Bu chòir an uair sin crìoch a chur air a' ghearan agus bu chòir siostam nan gearanan ùrachadh dha rèir.

The individual/organisation may expect more than we can provide. If the individual/organisation's expectations appear to exceed what the organisation can reasonably provide, you must tell them as soon as possible in order to manage expectations about possible outcomes.

You are likely to have to convey the decision face to face or on the telephone. If you do so face to face, by telephone or by email, you are not required to write to the individual/organisation as well, although you may choose to do so. It is important, however, to keep a full and accurate record of the decision reached and passed to the individual/organisation.

- 4. If I can't resolve this, who can help with frontline resolution?** If you cannot deal with the complaint because, for example, you are unfamiliar with the issues or area of service involved, pass details of the complaint to someone who can try to resolve it.

Appendix 3 provides further information on timelines.

Closing the complaint at the frontline resolution stage

When you have informed the individual/organisation of the outcome, you are not obliged to write to the individual/organisation again, although you may choose to do so. You must ensure that our response to the complaint addresses all areas that we are responsible for and explains the reasons for our decision. It is also important to keep a full and accurate record of the decision reached and given to the individual/organisation. The complaint should then be closed and the complaints system updated accordingly.

Nuair a bu chòir gearan a rannsachadh

Feumaidh sibh gluasad gu bhith rannsachadh gearan:

- nuair a tha sibh air feuchainn ri fuasgladh fhaighinn sa chiad dol a-mach agus tha an neach/a' bhuidheann fhathast mì-riaraichte agus tha iad air rannsachadh iarraidh. Dh'fhaodadh gun tachair seo cho luath 's a dh'innseas sibh dhaibh mun cho-dhùnadh a thaobh fuasgladh sa chiad dol a-mach, air no aig àm eile
- nuair a tha an neach/a' bhuidheann a' diùltadh feuchainn ri fuasgladh fhaighinn sa chiad dol a-mach
- nuair a tha na cùisean a chaidh a thogail toinnte agus feumach air rannsachadh mionaideach
- nuair a tha an gearan a' buntainn ri cùisean cudromach, cùisean sa bheil cunnartan mòra no a dh'fhaodadh cliù na buidhne a mhilleadh.

Nuair a thèid gearan, air an deach crìoch a chur roimhe aig a' chiad ìre, a chur air adhart gu ìre rannsachaidh, bu chòir an gearan fhosgladh a-rithist air siostam nan gearanan.

Bithibh gu h-àraidh cùramach ann a bhith comharrachadh ghearanan mu chùisean a dh'fhaodadh a bhith cudromach, sa bheil cunnartan mòra, no a dh'fhaodadh cliù na buidhne a mhilleadh, thoradh dh'fhaodadh gum feumar dèiligeadh riutha ann an dòigh shònraichte, no gun èirich cùisean deatamach ris am feum àrd-mhanaidsearan sealltainn. Tha OSPA a' toirt seachad mìneachadh airson gearanan sam faodadh cunnartan mòra a bhith, no a dh'fhaodadh cliù na buidhne a mhilleadh, mar a leanas:

- feadhainn a bhuineas ri bàs no tinneas bàsmhòr
- feadhainn a bhuineas ri suidheachadh far nach tugadh seirbheis seachad, mar eisimpleir, nuair a tha dàil mhòr ann, no thairis air grunn thursan far nach deach seirbheis a libhrigeadh
- feadhainn a bhios nan cùis-naidheachd mhòr do na meadhanan no a tha a' cumail a' tarraing aire nam meadhanan
- feadhainn a dh'fhaodadh a bhith nan cunnart mòr do dh'obair na buidhne

When to escalate to the investigation stage

You must escalate a complaint to the investigation stage when:

- you tried frontline resolution but the individual/organisation remains dissatisfied and requests an investigation. This may happen immediately when you communicate the decision at the frontline stage, or some time later
- the individual/organisation refuses to take part in frontline resolution
- when the complaint raised is complicated and requires detailed scrutiny
- the complaint relates to serious, high-risk or high-profile issues which could cause reputational damage

When a previously closed complaint is escalated from the frontline resolution stage, the complaint should be reopened on the complaints system.

Take particular care to identify complaints that might be considered serious, high risk or high profile, as these may require particular action or raise critical issues that need senior management's direct input. The SPSO defines potential high-risk or high-profile complaints as those that may:

- involve a death or terminal illness
- involve serious service failure, for example major delays in providing, or repeated failures to provide, a service
- generate significant and ongoing press interest
- pose a serious risk to an organisation's operations

- feadhainn a bhuineas ri cùisean far a bheil fiosrachadh glè dhìomhair ann, mar eisimpleir:
- neach a tha gu mòr feumach air a dhìon
- dìon chloinne.
- present issues of a highly sensitive nature, for example concerning:
- a particularly vulnerable person
- child protection.

2.2 Ìre a dhà: Rannsachadh

Cha bhì ìre a h-aon, fuasgladh sa chiad dol a-mach, freagarrach airson a h-uile gearan agus chan fhaighear fuasgladh iomchaidh airson a h-uile gearan aig an ìre sin. Mar as trice bidh na gearanan, ris an tèid dèiligeadh aig ìre rannsachaidh de na modhan gus dèiligeadh ri gearanan, toinnte no bidh rannsachadh mionaideach a dhìth mus urrainn dhuinn freagairt a thoirt seachad. Dh'fhaodadh gun deach beachdachadh air na gearanan seo aig ìre a h-aon mu thràth, no dh'fhaodadh gun deach an comharrachadh sa chiad dol a-mach mar ghearan far a bheil rannsachadh sa bhad a dhìth.

Ann an rannsachadh, thathar ag amas air am fiosrachadh a dhearbhadh a bhuineas ris na cùisean a chaidh a thogail leis a' ghearan, agus thathar ag iarraidh freagairt iomlan, chothromach agus cho-fhreagarrach a thoirt don neach/don bhuidhinn a chuireas an cèill an co-dhùnadh deireannach againn.

Dè nì sibh nuair a gheibh sibh gearan airson a rannsachadh

Tha e cudromach bho thoiseach chùisean gu bheil e soilleir dè dìreach a tha sibh a' rannsachadh, agus dèanamh cinnteach gu bheil an neach/a' bhuidheann agus an t-seirbheis a' tuigsinn farsaingeachd an rannsachaidh.

Dh'fhaodadh gum bi e na chuideachadh bruidhinn mu dheidhinn nam puingeann seo ris an neach/ris a' bhuidhinn agus an dearbhadh aig an fhìor thoiseach, gus dearbhadh carson a tha iad mì-riaraichte agus gus faighinn a-mach a bheil coltas ann gun gabh am fuasgladh a tha iad a' sireadh fhaighinn dhaibh. Ann a bhith bruidhinn mun ghearan ris an neach/ris a' bhuidhinn, smaoinichibh air trì prìomh cheistean:

1. Dè dha-rìribh an gearan (na gearanan) a th' aig an neach/a' bhuidhinn?
2. Dè a' bhuil a tha an neach/a' bhuidheann a' sireadh le bhith gearan?

Stage two: Investigation

Not all complaints are suitable for frontline resolution and not all complaints will be satisfactorily resolved at that stage. Complaints handled at the investigation stage of the complaints handling procedure are typically complex or require a detailed examination before we can state our position. These complaints may already have been considered at the frontline resolution stage, or they may have been identified from the start as needing immediate investigation.

An investigation aims to establish all the facts relevant to the points made in the complaint and to give the individual/organisation a full, objective and proportionate response that represents our final position.

What to do when you receive a complaint for investigation

It is important to be clear from the start of the investigation stage exactly what you are investigating, and to ensure that both the individual/organisation and the service understand the investigation's scope.

It may be helpful to discuss and confirm these points with the individual/organisation at the outset, to establish why they are dissatisfied and whether the outcome they are looking for sounds realistic. In discussing the complaint with the individual/organisation, consider three key questions:

- 1 What specifically is the individual/organisation's complaint or complaints?
- 2 What does the individual/organisation want to achieve by complaining?

3. An gabh na tha an neach/a' bhuidheann a' sùileachadh a choileanadh? 3 Are the individual/organisation's expectations realistic and achievable?

Dh'fhaodadh gu bheil an neach/a' bhuidheann a' sùileachadh barrachd na tha e na chomas dhuinn a dhèanamh. Ma tha, feumaidh sibh sin a dhèanamh soilleir dhaibh cho luath 's as urrainn. It may be that the individual/organisation expects more than we can provide. If so, you must make this clear to them as soon as possible.

Nuair a ghabhas e dèanamh, bu chòir dhuibh cuideachd dearbhadh dè am fiosrachadh a bharrachd air am bi feum agaibh gus an gearan a rannsachadh. Dh'fhaodadh gum feum an neach/a' bhuidheann tuilleadh fianais a thoirt dhuibh gus ar cuideachadh le bhith dèanamh co-dhùnadh. Where possible you should also clarify what additional information you will need to investigate the complaint. The individual/organisation may need to provide more evidence to help us reach a decision.

Ma tha an ìre rannsachaidh a' leantainn air oidhirp gus fuasgladh fhaighinn aig ìre a h-aon, feumaidh sibh gach nota is pìos fiosrachaidh co-cheangailte ris a' chùis a thoirt don oifigear ris a bheil e an urra an rannsachadh a dhèanamh, agus feumaidh sibh clàradh gun do rinn sibh sin. If the investigation stage follows attempted frontline resolution, you must hand over all case notes and associated information to the officer responsible for the investigation, and record that you have done so.

2.3 Clàran-ama

Thaobh nan ceann-latha a tha freagarrach airson gearan aig ìre rannsachaidh:

- feumar fios a chur gus dearbhadh gun d' fhuaras gearan taobh a-staigh trì làithean-obrach
- bu chòir dhuibh làn-fhreagairt a chur mun ghearan cho luath 's as urrainn, ach co-dhiù taobh a-staigh 20 latha-obrach bho fhuaras an gearan airson rannsachadh.

Timelines

The following deadlines are appropriate to cases at the investigation stage:

- complaints must be acknowledged within three working days
- you should provide a full response to the complaint as soon as possible but not later than 20 working days from the time you received the complaint for investigation.

2.4 Leudachadh air clàran-ama

Cha ghabh an ceann-latha seo a choileanadh airson a h-uile gearain. Mar eisimpleir, tha cuid a ghearanan cho toinnte 's gum feumar breithneachadh cùramach is rannsachadh mionaideach a dhèanamh orra a bheir nas fhaide na 20 latha-obrach. Ge-tà, 's ann ainneamh a thachras sin, agus bu chòir dhuibh daonnan feuchainn ri freagairt dheireannach a thoirt seachad taobh a-staigh nan 20 latha-obrach.

Ma tha adhbharan soilleir agus làidir ann airson a bhith leudachadh a' chlàir-ama, stèidhichidh àrd-mhanaidsearan an clàr-ama airson rannsachadh leudaichte sam bith, fhad 's a dh'aontaicheas an neach/a' bhuidheann ri sin. Feumaidh sibh fios a chumail ris an neach/ris a' bhuidhinn mu carson a tha dàil ann agus feumaidh sibh clàr-ama ùr a thoirt dhaibh airson an rannsachaidh. Mura h-

Extension to the timeline

Not all investigations will be able to meet this deadline. For example, some complaints are so complex that they require careful consideration and detailed investigation beyond the 20-day limit. However, these would be the exception and you must always try to deliver a final response to a complaint within 20 working days.

If there are clear and justifiable reasons for extending the timescale, senior management will set time limits on any extended investigation, as long as the individual/organisation agrees. You must keep the individual/organisation updated on the reason for the delay and give them a revised timescale for completion. If the individual/organisation does not agree to an

aontaich an neach/a' bhuidheann ris an leudachadh, agus nach gabh e sheachnadh, feumaidh an uair sin na h-àrd-mhanaidsearan beachdachadh air an leudachadh agus aontachadh ris. Am measg nan adhbharan a dh'fhaodadh a bhith ann airson leudachadh tha:

- Tha cunntasan no aithrisean, a tha riatanach gus a' chùis a mhìneachadh, a dhìth bho luchd-obrach, an neach/a' bhuidheann no daoine eile, ach chan urrainn dhaibh ar cuideachadh an-dràsta seach gu bheil iad dheth tinn thar ùine fhada.
- Chan urrainn dhuibh tuilleadh fiosrachaidh riatanach fhaotainn taobh a-staigh a' chlàir-ama àbhaistich.
- Chaidh stad a chur air obair na buidhne ri linn suidheachadh ris nach robh dùil no nach gabh a leasachadh, mar eisimpleir, luchd-obrach a' dol air stailc no droch shìde.
- Tha an neach/a' bhuidheann air aontachadh ri rèiteachadh mar shlighe a dh'fhaodadh fuasgladh a thoirt dhaibh.

Chan eil anns an fheadhainn gu h-àrd ach beagan eisimpleirean, agus feumaidh sibh beachdachadh air gach cùis a thaobh dè an gearan a th' ann. Ge-tà, chan eil leudachadh na chleachdadh àbhaisteach agus feumaidh sibh daonnan feuchainn ri freagairt dheireannach a thoirt seachad airson a' ghearain taobh a-staigh 20 latha-obrach.

Mar a tha fìor airson gearanan aig ìre a h-aon, thèid an àireamh ghearanan far an toir e nas fhaide na 20 latha-obrach dèiligeadh riutha a chomharrachadh san fhiosrachadh a thèid a chlàradh. Feumar an staitistigearachd seo a chur chun an Sgioba Stiùiridh gach ràith.

Gheibhear tuilleadh fiosrachaidh air cinn-latha ann an Èarr-ràdh 3.

Rèiteachadh

Le cuid a ghearanan iom-fhillte, no gearanan far a bheil an neach/buidheann no daoine eile le ùidh sa chùis gu math daingeann nam beachd, dh'fhaodadh gum feumar dèiligeadh ris a' ghearann ann an dòigh eile gus fuasgladh fhaighinn air. Nuair a tha e iomchaidh, 's dòcha gum bi agaibh ri

extension but it is unavoidable and reasonable, then senior management must consider and confirm the extension. The reasons for an extension might include the following:

- Essential accounts or statements, crucial to establishing the circumstances of the case, are needed from staff, individual/organisations or others but they cannot help because of long-term sickness or leave.
- You cannot obtain further essential information within normal timescales.
- Operations are disrupted by unforeseen or unavoidable operational circumstances, for example industrial action or severe weather conditions.
- The individual/organisation has agreed to mediation as a potential route for resolution.

These are only a few examples, and you must judge the matter in relation to each complaint. However, an extension would be the exception and you must always try to deliver a final response to the complaint within 20 working days.

As with complaints considered at the frontline stage, the proportion of complaints that exceed the 20-day limit will be evident from reported statistics. These statistics must go to our senior management team on a quarterly basis.

Appendix 3 provides further information on timelines.

Mediation

Some complex complaints, or complaints where individual/organisations and other interested parties have become entrenched in their position, may require a different approach to resolving the complaint. Where appropriate, you may consider using services such as mediation or

beachdachadh air seirbheis rèiteachaidh no eadar-rèiteachaidh a chleachdadh le luchd-rèiteachaidh aig a bheil trèanadh is teisteanasan iomchaidh gus fuasgladh fhaighinn air a' chùis feuch nach tèid an gearan gu ìre eile agus feuch nach fhàs cùisean nas miosa na tha iad.

Cuidichidh rèiteachadh an dà bhuidhinn le bhith tuigsinn dè dh'adhbharaich an gearan, agus mar sin bidh e nas buailtiche gum faighear fuasgladh leis am bi an dà bhuidhinn toilichte.

Ma dh'aontaicheas sibhse agus an neach/buidheann ri rèiteachadh, feumar clàran-ama ùra aontachadh.

A' cur crìoch air gearan aig ìre rannsachaidh

Feumaidh sibh innse don neach/don bhuidhinn dè a' bhuil a bh' ann bhon rannsachadh, ann an sgrìobhadh no ann an dòigh eile a b' fheàrr leothasan. Feumaidh ar freagairt don ghearan dèiligeadh ri gach nì ris a bheil sinne an urra, agus feumaidh i mìneachadh na h-adhbharan air cùl ar co-dhùnaidh. Feumaidh sibh an co-dhùnadh a chlàradh, agus fiosrachadh mu mar a chaidh innse don neach/don bhuidhinn mu dheidhinn a' cho-dhùnaidh, air siostam clàraidh nan gearanan. Cuideachd, feumaidh sibh na leanas a dhèanamh soilleir don neach/don bhuidhinn:

- a' chòir a th' aca iarraidh air OSPA beachdachadh air a' ghearan
- an ceann-latha airson sin a dhèanamh, agus
- mar a chuireas iad fios gu OSPA.

Ath-sgrùdadh neo-eisimeileach bhon taobh a-muigh

Aon uair 's gun cuirear crìoch air rannsachadh, tha a' chòir aig an neach/a' bhuidhinn bruidhinn ri OSPA ma tha iad fhathast mì-riaraichte.

Bidh OSPA a' beachdachadh air gearanan bho dhaoine a tha fhathast mì-riaraichte às dèidh dhaibh na modhan gearain againn a chleachdadh. Bidh OSPA a' coimhead air cùisean mar suidheachadh far nach tugadh seirbheis seachad mar bu chòir agus droch-rianachd (mearachdan rianachd), agus air an dòigh san do dhèilig sinn ris a' ghearan.

conciliation using suitably trained and qualified mediators to try to resolve the matter and to reduce the risk of the complaint escalating further.

Mediation will help both parties to understand what has caused the complaint, and so is more likely to lead to mutually satisfactory solutions.

If you and the individual/organisation agree to mediation, revised timescales will need to be agreed.

Closing the complaint at the investigation stage

You must let the individual/organisation know the outcome of the investigation, in writing or by their preferred method of contact. Our response to the complaint must address all areas that we are responsible for and explain the reasons for our decision. You must record the decision, and details of how it was communicated to the individual/organisation, on the system for recording complaints. You must also make clear to the individual/organisation:

- their right to ask SPSO to consider the complaint
- the time limit for doing so, and
- how to contact the SPSO.

Independent external review

Once the investigation stage has been completed, the individual/organisation has the right to approach the SPSO if they remain dissatisfied.

The SPSO considers complaints from people who remain dissatisfied at the conclusion of our complaints procedure. The SPSO looks at issues such as service failures and maladministration (administrative fault), as well as the way we have handled the complaint.

Tha OSPA a' moladh gun cleachd sibh na faclan gu h-ìosal gus innse don neach/don bhuidhinn mun chòir aca air a bhith ag iarraidh air OSPA beachdachadh air gearanan. Cuideachd, tha bileag air OSPA, An Ombudsman agus a' bhuidheann agaibh, a dh'fhaodadh a bhith na cuideachadh nuair a tha sibh airson tuigsinn ciamar agus cuin a bu chòir dhuibh iarraidh air cuideigin fios a chur gu OSPA.

Fiosrachadh mu OSPA

'S e Ombudsman Sheirbheisean Poblach na h-Alba (OSPA) an ceum mu dheireadh a dh'fhaodas daoine a ghabhail gus gearan a dhèanamh air seirbheisean poblach ann an Alba. Tha seo a' gabhail a-steach gearanan mu Riaghaltas na h-Alba, Buidhnean Poblach Neo-roinneil, buidhnean-iomairt agus mòr-bhuidhnean eile a gheibh ùghdarras bhon riaghaltas. Ma tha sibh fhathast mì-riaraichte le buidheann às dèidh dhuibh na modhan gearain aca a chleachdadh, faodaidh sibh iarraidh air OSPA coimhead air a' ghearan agaibh. Chan fhaod OSPA, mar as trice, coimhead air gearanan:

- mura h-eil sibh air na modhan uile aig a' bhuidhinn gus dèiligeadh ri gearanan a leantainn
- ma tha barrachd air 12 mìos air a dhol seachad bhon àm a thug sibh an aire don chùis mu bheil sibh a' gearan, no
- air an deach beachdachadh, no air a bheil a' beachdachadh, sa chùirt.

Fiosrachadh conaltraidh airson an OSPA:

Scottish Public Services Ombudsman
Bridgeside House
99 McDonald Road
Edinburgh
EH7 4NS
Fòn an-asgaidh: 0800 377 7330
Cuir fios air-loidhne www.spsso.org.uk/contact-us
Làrach-lìn: www.spsso.org.uk

The SPSO recommends that you use the wording below to inform individual/organisations of their right to ask SPSO to consider the complaint. The SPSO also provides a leaflet, The Ombudsman and your organisation, which you may find helpful in deciding how and when to refer someone to the SPSO.

Information about the SPSO

The Scottish Public Services Ombudsman (SPSO) is the final stage for complaints about public services in Scotland. This includes complaints about the Scottish Government, NDPBs, agencies and other government sponsored organisations. If you remain dissatisfied with an organisation after its complaints process, you can ask the SPSO to look at your complaint. The SPSO cannot normally look at complaints:

- where you have not gone all the way through the organisation's complaints handling procedure
- more than 12 months after you became aware of the matter you want to complain about, or
- that have been or are being considered in court.

The SPSO's contact details are:

Scottish Public Services Ombudsman
Bridgeside House
99 McDonald Road
Edinburgh
EH7 4NS
Freephone: 0800 377 7330
Online contact www.spsso.org.uk/contact-us
Website: www.spsso.org.uk

3.0 Riaghladh nam Modhan agus Dèiligeadh ri Gearanan Governance of the Complaints Handling Procedure

3.1 Dleastanasan is Uallaichean Roles and Procedures

Tha làn-uallach air a' Cheannard agus tha e/i làn-chunntachail airson riaghladh ghearanan.

Overall responsibility and accountability for the management of complaints lies with the Ceannard.

Feumaidh an Ceannard no an Ceann an Ionmhais is Chùisean Corporra an fhreagairt dheireannach againn a thaobh gearain aontachadh agus aontachadh ris mar a chaidh dèiligeadh ris a' ghearanan, agus nì sinn dearbhadh gur e sin an fhreagairt dheireannach againn. Tha seo a' dèanamh cinnteach gu bheil ar Sgioba Stiùiridh cunntachail airson a' cho-dhùnaidh agus a' gabhail ris. Tha e cuideachd a' sealltainn don neach/don bhuidhinn gun deach dèiligeadh ris a' ghearanan aca mar nì cudromach aig àrd ìre.

Our final position on the complaint must be signed off by the Ceannard or Head of Finance & Corporate Affairs and we will confirm that this is our final response. This ensures that our Senior Management own and are accountable for the decision. It also reassures the individual/organisation that their concerns have been taken seriously.

An Ceannard:

Tha an Ceannard a' toirt stiùir is ceannas dhuinn ann an dòigh a bheir stiùireadh dhuinn agus cothrom a bhith ag obair gu h-èifeachdach thar gach seirbheis. An lùib sin nì e/i cinnteach gu bheil modhan èifeachdach ann gus dèiligeadh ri gearanan, le modhan rannsachaidh brìoghmhor a dhearbhas gum bi sinn ag ionnsachadh bho na gearanan a gheibh sinn. Gheibh an Ceannard fios air gach gearan a gheibhear ach dh'fhaodadh gun iarr e/i air àrd-mhanaidsear an t-uallach a ghabhail os làimh nan àite gus dèiligeadh ris a' ghearanan. Bidh aithisgean stiùiridh cunbhalach a' dearbhadh don Cheannard cho math agus a thathar a' dèiligeadh ri gearanan.

The Ceannard:

The Ceannard provides leadership and direction in ways that guide and enable us to perform effectively across all services. This includes ensuring that there is an effective complaint handling procedure, with a robust investigation process that demonstrates how we learn from the complaints we receive. The Ceannard will be made aware of all complaints but may delegate responsibility for the complaint handling procedure to senior staff. Regular management reports assure the Ceannard of the quality of complaints performance.

Ceann an Ionmhais is Chùisean Corporra :

Às leth a' Cheannard, dh'fhaodadh gum bi e an urra ri Ceann an Ionmhais is Chùisean Corporra :

- rian a chumail air gearanan agus an dòigh sam bi sinn ag ionnsachadh bhuapa
- faire a chumail air coileanadh ghnìomhan a dh'fheumar a dhèanamh ri linn gearain
- gearanan a rannsachadh
- dleastanasan a' Cheannard a ghabhail os làimh

Head of finance & Corporate Affairs:

On the Ceannard's behalf, the Head of Finance & Corporate Affairs may be responsible for:

- managing complaints and the way we learn from them
- overseeing the implementation of actions required as a result of a complaint
- investigating complaints
- deputising for the Ceannard

Ge-tà, dh'fhaodadh gun co-dhùn an Ceann an Ionmhais is Chùisean Corporra feadhainn de na h-uallaichean an lùib modhan gus dèiligeadh ri gearanan (mar rannsachaidhean agus a' sgrìobhadh litrichean le freagairt) a thoirt do dh'àrd luchd-obrach eile. Nuair a thachras sin, bu chòir gum bi e fhathast an urra ris an Ceann an Ionmhais is Chùisean Corporra, agus e/i cunntachail airson, a bhith cumail rian agus a bhith dèanamh aithris air gearanan. Dh'fhaodadh gum bi e cuideachd an urra riutha litrichean le freagairt don neach/don bhuidhinn ullachadh agus a shoidhnigeadh, 's a thoradh sin bu chòir gum bi iad riarachtaiche gu bheil an rannsachadh deiseil agus gu bheil an fhreagairt aca a' suathadh ris gach taobh den ghearan.

Manaidsear Gnìomhan:

Bidh am Manaidsear Gnìomhan na rannsaiche ghearanan agus bidh e an urra ris/rithe an rannsachadh a stiùireadh. Bidh e/i an sàs san rannsachadh agus ann a bhith co-òrdanachadh gach pàirt den fhreagairt a bheirear don neach/don bhuidhinn. Mar phàirt de sin, dh'fhaodadh gun ullachadh e/i aithisg iomlan sgrìobhte, le fiosrachadh air atharraichean air modhan gus seirbheisean a lìbhrigeadh a dh'fhaodadh cothroman nas fharsainghe a thoirt dhuinn air feadh na buidhne gus ionnsachadh bhon ghearan. Bidh am Manaidsear Gnìomhan cuideachd na (h-)oifigear co-chonaltraidh dhuinn le OSPA agus mar phàirt de na dleastanasan aige/aice, dh'fhaodadh gum bi aige/aice ri fiosrachadh mu ghearan a thoirt seachad ann an dòigh òrdail, is ciallach taobh a-staigh crìochan-ama a chaidh a stèidheachadh, no ri beachdan a thoirt seachad às ar leth air cho fìor agus a tha fiosrachadh nuair a tha sinn air aithisgean fhaighinn bho OSPA, agus ri dearbhadh gun deach molaidhean a chur an sàs.

Stiùiriche Foghlaim /

Stiùiriche Leasachaidh:

Dh'fhaodadh gum bi iad an sàs ann an rannsachadh bho thaobh obrach agus a' stiùireadh mar a thèid dèiligeadh ri gearanan. Mar àrd-mhanaidsearan dh'fhaodadh gum bi e an urra riutha litrichean le freagairt do neach/buidheann ullachadh no a shoidhnigeadh, 's mar sin bu chòir gum bi iad riarachtaiche gu bheil an rannsachadh

However, the Head of Finance & Corporate Affairs may decide to delegate some elements of complaints handling (such as investigations and the drafting of response letters) to other senior staff members. Where this happens, the Head of Finance & Corporate Affairs should retain ownership and accountability for the management and reporting of complaints. They may also be responsible for preparing and signing decision letters to individual/organisations, so they should be satisfied that the investigation is complete and their response addresses all aspects of the complaint.

Operations Manager:

The Operations Manager will act as complaints investigator and is responsible and accountable for the management of the investigation. They will be involved in the investigation and in co-ordinating all aspects of the response to the individual/organisation. This may include preparing a comprehensive written report, including details of any procedural changes in service delivery that could result in wider opportunities for learning across the organisation. The Operations Manager will also be our SPSO liaison officer and their role may include providing complaints information in an orderly, structured way within requested timescales, providing comments on factual accuracy on our behalf in response to SPSO reports, and confirming and verifying that recommendations have been implemented.

Director of Education/

Director of Development:

May be involved in the operational investigation and management of complaints handling. As senior officers they may be responsible for preparing and signing decision letters to individual/organisations, so they should be satisfied that the investigation is complete and their response addresses all aspects of the complaint.

deiseil agus gu bheil an fhreagairt aca a' suathadh ris gach taobh den ghearan.

An luchd-obrach uile:

Faodar gearan a dhèanamh do neach-obrach sam bith aig Bòrd na Gàidhlig. Mar sin feumaidh fios a bhith aig a h-uile neach-obrach air na MDG agus air mar a dhèiligeas iad ris agus mar a chlàraicheas iad gearan sa chiad dol a-mach. Bu chòir fios a bhith aca cuideachd air cò thuige am bu chòir dhaibh an gearan a chur, mura h-eil iad fhèin comasach air dèiligeadh ris. Tha sinn a' piobrachadh gach neach-obrach gu bhith feuchainn ri fuasgladh fhaighinn air gearanan gu tràth, cho faisg 's as urrainn an t-seirbheis mun deach gearan a dhèanamh, agus gu luath feuch nach fheumar gluasad chun na h-ath ìre.

All staff:

A complaint may be made to any member of staff in Bòrd na Gàidhlig. So all staff must be aware of the CHP and how to handle and record complaints at the frontline stage. They should also be aware of who to refer a complaint to, in case they are not able to personally handle the matter. We encourage all staff to try to resolve complaints early, as close to the point of service delivery as possible, and quickly to prevent escalation.

3.2 Gearanan mu àrd-mhanaidsearan

Faodaidh e a bhith doirbh dèiligeadh ri gearanan mu àrd-mhanaidsearan, thoradh dh'fhaodadh còmhstri eadar com-pàirtean a bhith ann don luchd-obrach a tha a' rannsachadh na cùise. Nuair a thèid gearanan susbainteach a thogail an aghaidh àrd-mhanaidsear, tha e glè chudromach gun tèid an rannsachadh a dhèanamh le neach aig nach eil buntainneas ris an t-suidheachadh. Feumaidh sinn dèanamh cinnteach gu bheil rianan riaghlaidh làidir againn gus innse gu soilleir dè na ceumannan a bu chòir gabhail nuair a thathar a' dèiligeadh ris an leithid a ghearanan.

Complaints about senior staff

Complaints about senior staff can be difficult to handle, as there may be a conflict of interest for the staff investigating the complaint. When serious complaints are raised against senior staff, it is particularly important that the investigation is conducted by an individual who is independent of the situation. We must ensure we have strong governance arrangements in place that set out clear procedures for handling such complaints.

3.3 Aithris is clàradh air gearanan

Bithear a' mion-sgrùdadh ghearanan feuch a bheil pàtranan ann, gus dèanamh cinnteach gun comharraich sinn uireasbhaidhean ann an seirbheisean agus gun dèan sinn rudeigin mu dheidhinn. Le bhith dèanamh aithris gu cunbhalach air fiosrachadh mu ghearanan, tha sin a' cuideachadh le bhith ag innse don sgioba stiùiridh dè na seirbheisean a tha feumach air an leasachadh.

Recording and Reporting of complaints

Complaints details are analysed for trend information to ensure we identify service failures and take appropriate action. Regularly reporting the analysis of complaints information helps to inform management of where services need to improve.

Bidh sinn a' foillseachadh, gach ràith, builean nan diofar ghearanan agus na gnìomhan a rinneadh gus dèiligeadh riutha. Tha seo a' nochdadh leasachaidhean a rinneadh ri linn ghearanan agus tha e a' sealltainn gum faod gearanan buaidh a thoirt air ar seirbheisean. Cuideachd, nì e cinnteach gu bheil ar modhan gus dèiligeadh ri

We publish on a quarterly basis the outcome of complaints and the actions we have taken in response. This demonstrates the improvements resulting from complaints and shows that complaints can influence our services. It also helps ensure transparency in our complaints handling service and will help to show

gearanan follaiseach, agus bidh an neach/buidheann a' faicinn gu bheil sinn a' cur diù nan gearanan.

individuals/ organisations that we value their complaints.

A' foillseachadh fiosrachadh mu choileanadh a thaobh ghearanan

Cuideachd, bidh sinn a' dèanamh aithris gach bliadhna air coileanadh a thaobh a bhith dèiligeadh ri gearanan a rèir riatanasan OSPA. Mar phàirt de sin bidh sinn a' dèanamh aithris air staitistearachd coileanadh a sheallas cia mhead agus dè seòrsa ghearanan a fhuaras agus prìomh fhiosrachadh coileanadh, mar eisimpleir, cho fad 's a tha e a' toirt dèiligeadh ri gearanan agus an ìre aig an d' fhuaras fuasgladh orra.

Publicising complaints performance information

We also report on our performance in handling complaints annually in line with SPSO requirements. This includes performance statistics showing the volumes and types of complaints and key performance details, for example on the time taken and the stage at which complaints were resolved.

3.4 A' cumail nithean dìomhair

Tha dìomhaireachd cudromach nuair a thathar a' dèiligeadh ri gearanan. An lùib sin bithear a' gleidheadh dìomhaireachd an neach/na buidhne agus bithear a' mìneachadh dhaibh cho cudromach agus a tha dìomhaireachd san fharsaingeachd. Feumaidh sinn daonnan ealla a ghabhail ri riatanasan laghail, mar eisimpleir, reachdas airson dìon fiosrachaidh, agus poileasaidhean na buidhne againne airson dìomhaireachd agus a bhith cleachdadh fiosrachadh dhaoine fa leth/bhuidhnean.

Maintaining confidentiality

Confidentiality is important in complaints handling. It includes maintaining the individual/organisation's confidentiality and explaining to them the importance of confidentiality generally. We must always bear in mind legal requirements, for example, data protection legislation, as well as internal policies on confidentiality and the use of individual/organisations' information.

3.5 A' dèiligeadh ri dòighean-giùlain neo-iomchaidh

Dh'fhaodadh gun giùlain daoine iad fhèin ann an dòigh nach eil àbhaisteach dhaibh nuair a tha trioblaid no duilgheadas aca. Dh'fhaodadh, ri linn an t-suidheachaidh san do dh'èirich an gearan, gun giùlain an neach/a' bhuidheann iad fhèin ann an dòigh nach eil iomchaidh. Dh'fhaodadh gu bheil cùis-ghearain dha-rìribh fhathast aig neach/buidheann, ged a tha iad air an giùlan fhèin ann an dòigh neo-iomchaidh no dhùbhlanach iomadh turas ron seo, no gu bheil e doirbh dhaibh iad fhèin a mhìneachadh.

Managing unacceptable behaviour

People may act out of character in times of trouble or distress. The circumstances leading to a complaint may result in the individual/organisation acting in an unacceptable way. Individual/organisations who have a history of challenging or inappropriate behaviour, or have difficulty expressing themselves, may still have a legitimate grievance.

Dh'fhaodadh gu bheil na h-adhbharan gearain aca a' cur ris an dòigh sa bheil an neach/a' bhuidheann a' cur an cèill a' ghearain aca. A dh'aindeoin sin, feumaidh sinn sùim cheart a thoirt don a h-uile gearan agus measadh cheart a dhèanamh orra. Ge-tà, tha sinn cuideachd ag aithneachadh, ma tha neach/buidheann feargach, iarrtach no ro leanailteach gum faodadh gun tèid cus ùine agus ghoireasan a chaitheamh air a' chùis no gum bi

An individual/organisation's reasons for complaining may contribute to the way in which they present their complaint. Regardless of this, we must treat all complaints seriously and properly assess them. However, we also recognise that the actions of individual/organisations who are angry, demanding or persistent may result in unreasonable demands on time and resources or

luchd-gearain gan giùlan fhèin ann an dòigh neo-iomchaidh don luchd-obrach againn. Mar sin, cuiridh sinn ar poileasaidhean is rianan-obrach an sàs gus ar luchd-obrach a dhìon bho dòighean-giùlain neo-iomchaidh leithid leanailteachd, maoidheadh no dòigh-ghiùlain oilbheumach bho neach fa leth/buidheann. Nuair a cho-dhùineas sinn conaltradh, a bhiodh aig neach/buidheann rinn fo theirmean a' phoileasaidh, a chuingealachadh airson gnìomhan neo-iomchaidh, tha rianan-obrach againn gus an co-dhùnadh sin innse dhaibh, gus fios a chur chun an neach/na buidhne mun chòir aca gus ath-thagrachd a dhèanamh, agus gus ath-sgrùdadh a dhèanamh air co-dhùnadh sam bith gus cuingealachadh a dhèanamh air conaltradh rinn. Bheir seo cothrom don neach/don bhuidhinn dèiligeadh rinn ann an dòigh nas reusanta aig àm eile.

3.6 A' toirt taic don neach fa leth/don bhuidhinn

Tha còir aig a h-uile duine sa choimhearsnachd cothrom co-ionann a bhith aca ar modhan gus dèiligeadh ri gearanan a chleachdadh. Mura h-eil Gàidhlig no Beurla aig an neach/a' bhuidhinn mar chiad chànan, dh'fhaodadh gum bi iad feumach air cuideachadh tro sheirbheisean eadar-theangachaidh no eadar-theangachadh mar-aon, agus dh'fhaodadh gum bi feuman sònraichte aig daoine/buidhnean eile air am feuch sinn ri frithealadh gus dèanamh cinnteach gum bi e furasta dhaibh ar modhan gus dèiligeadh ri gearanan a chleachdadh.

Feumaidh sinn daonnan aire a thoirt do ar geallaidhean is dleastanasan a thaobh co-ionannachd. Bidh sin a' gabhail a-steach atharraichean reusanta a dhèanamh air an t-seirbheis againn gus an neach/a' bhuidheann a chuideachadh mar as iomchaidh.

Tha grunn bhuidhnean taice is tagraidh ann gus taic a chumail ri neach/buidheann a tha ag iarraidh gearan a dhèanamh agus bu chòir innse don neach/don bhuidhinn mun deidhinn mar as iomchaidh.

3.7 Crìochan-ùine airson gearan a dhèanamh

Fo na modhan seo gus dèiligeadh ri gearan, feumaidh an neach/a' bhuidheann iarraidh oirnn dèiligeadh ris a' chùis taobh a-staigh sia mìosan bhon àm a thug iad an aire don trioblaid sa chiad

unacceptable behaviour towards our staff. We will, therefore, apply our policies and procedures to protect staff from unacceptable behaviour such as unreasonable persistence, threats or offensive behaviour from individual/organisations. Where we decide to restrict access to an individual/organisation under the terms of an unacceptable actions policy, we have a procedure in place to communicate that decision, notify the individual/organisation of a right of appeal, and review any decision to restrict contact with us. This will allow the individual/organisation to demonstrate a more reasonable approach later.

Supporting the individual/organisation

All members of the community have the right to equal access to our complaints handling procedure. Individual/organisations who do not have Gaelic or English as a first language may need help with interpretation and translation services, and other individual/organisations may have specific needs that we will seek to address to ensure easy access to the complaints handling procedure.

We must always take into account our commitment and responsibilities to equality. This includes making reasonable adjustments to our service to help the individual/organisation where appropriate.

Several support and advocacy groups are available to support individual/organisations in pursuing a complaint and individual/organisations should be signposted to these as appropriate.

Time limit for making complaints

This complaints handling procedure sets a time limit of six months from when the individual/organisation first knew of the problem, within which time they may ask us to

dol a-mach, mura h-eil suidheachadh sònraichte ann a tha ciallachadh gum feumar coimhead air a' ghearan seachad air na crìochan-ùine sin.

consider the complaint, unless there are special circumstances for considering complaints beyond this time.

Cumaidh sinn ris na crìochan-ùine seo nuair a tha sinn ga mheas iomchaidh. Nuair a nì sinn co-dhùnadh gabhaidh sinn ealla ri Achd Ombudsman Sheirbheisean Poblach na h-Alba 2002 (Earrainn 10(1)), a tha a' stèidheachadh crìochan-ùine sam faod ball den mhòr-shluagh gu h-àbhaisteach iarraidh air OSPA beachdachadh air gearanan. 'S e a' chrìoch-ùine a th' aca bliadhna, bhon àm nuair a bha fios aig an neach mun trioblaid, mu bheil iad a' gearan, sa chiad dol a-mach, mura h-eil suidheachadh sònraichte ann a tha ciallachadh gum feumar coimhead air a' ghearan seachad air na crìochan-ùine sin.

We will apply this time limit with discretion. In decision making we will take account of the Scottish Public Services Ombudsman Act 2002 (Section 10(1)), which sets out the time limit within which a member of the public can normally ask the SPSO to consider complaints. The limit is one year from when the person first knew of the problem they are complaining about, unless there are special circumstances for considering complaints beyond this time.

Ma tha e soilleir, nuair a nithear co-dhùnadh gun an gearan aig neach/buidheann a rannsachadh, gu bheil iad a' dol a dh'iarraidh ath-sgrùdadh neo-eisimeileach air a' chùis le buidheann bhon taobh a-muigh, dh'fhaodadh gun co-dhùn sinn gu bheil seo na shuidheachadh sònraichte. Bheir seo ùine dhuinn beachdachadh air a' ghearan agus ùine gus feuchainn ri fuasgladh fhaighinn.

If it is clear that a decision not to investigate an individual/organisation's complaint will lead to a request for external review of the matter, we may decide that this satisfies the special circumstances criteria. This will enable us to consider the complaint and try to resolve it.

Eàrr-ràdh 1: Gearanan

Appendix 1: Complaints

Gearanan

Sa chlàr a leanas, tha sinn a’ toirt eisimpleirean sònraichte de ghearanan air am faodar beachdachadh aig ìre a h-aon, agus a’ moladh gnìomhan a dh’fhaodadh fuasgladh a thoirt orra.

Complaints

In the following table we give organisational specific examples of complaints that may be considered at the frontline stage and suggest possible actions to achieve resolution.

Gearan	Gnìomhan a dh’fhaodadh fuasgladh a thoirt dhuibh	Complaint	Possible actions to achieve resolution
<p>Tha neach/ buidheann air a dhèanamh follaiseach nach eil iad riarachaidh leis an dòigh sa bheil neach-obrach aig Bòrd na Gàidhlig ga g(h)ìùlan fhèin, agus gu bheil an dòigh-ghiùlain sin neo-iomchaidh.</p>	<ul style="list-style-type: none"> Innsibh don neach/don bhuidhinn gu bheil sinn a’ cur dìù ann an gearanan, seach gu bheil iad a’ cuideachadh gus piseach a thoirt air seirbheisean. Brosnaichibh iad gu bhith cur gearan a-staigh. Dèanaibh soilleir don neach/don bhuidhinn gun tèid an gearan a rannsachadh. Bruidhnibh ris an neach-obrach mun do rinneadh an gearan. 	<p>An individual/ organisation expresses dissatisfaction that a Bòrd na Gàidhlig employee is not conducting himself/herself in appropriate fashion.</p>	<ul style="list-style-type: none"> Tell the individual/organisation that we value complaints because they help to improve services. Encourage them to submit the complaint. Ensure the individual/organisation that the complaint will be investigated. Speak to the employee against whom the complaint has been made.
<p>Tha neach/ buidheann air a dhèanamh follaiseach gu bheil dragh orra mu stuthan neo-iomchaidh a tha air nochdadh air làraichean-lìn sòisealta a’ Bhùird.</p>	<ul style="list-style-type: none"> Innsibh don neach/don bhuidhinn gu bheil sinn a’ cur dìù ann an gearanan, seach gu bheil iad a’ cuideachadh gus piseach a thoirt air seirbheisean. Brosnaichibh iad gu bhith cur gearan a-staigh. Dèanaibh soilleir don neach/don bhuidhinn gun tèid an gearan a rannsachadh. Thoiribh sùil air an stuth mun do rinneadh gearan. 	<p>An individual/ organisation expresses concern that inappropriate material has appeared on the Bòrd’s social media sites.</p>	<ul style="list-style-type: none"> Tell the individual/ organisation that we value complaints because they help to improve services. Encourage them to submit the complaint. Ensure the individual/ organisation that the complaint will be investigated. Check the content against which the complaint has been raised.
<p>Tha neach/ buidheann air a dhèanamh follaiseach nach eil iad</p>	<ul style="list-style-type: none"> Innsibh don neach/don bhuidhinn gu bheil sinn a’ cur dìù ann an gearanan, 	<p>The individual/ organisation expresses dissatisfaction in line</p>	<ul style="list-style-type: none"> Tell the individual/organisation that we value

riaraichte le cùisean ann an dòigh a tha a rèir mar a tha sinn a' tuigsinn gearan, ach tha i ag ràdh nach eil i airson gearan a dhèanamh - tha i dìreach airson innse dhuinn mun chùis.

seach gu bheil iad a' cuideachadh gus piseach a thoirt air seirbheisean. Brosnaichibh iad gu bhith cur gearan a-staigh.

with the definition of a complaint, but says she does not want to complain – just wants to tell us about the matter.

complaints because they help to improve services. Encourage them to submit the complaint.

- A thaobh a bhith leasachadh sheirbheisean agus a bhith ag ionnsachadh bho mhearachdan, tha e cudromach gun tèid beachdan mar seo bho dhaoine/buidheann a chlàradh, a mheasadh agus gun dèan sinn rudeigin mu dheidhinn. Mar sin, tha ma tha an neach/a' bhuidheann fhathast deimhinne nach eil iad airson gearan a dhèanamh, clàraichibh a' chùis mar ghearan gun urra. An uair sin cha tèid ar modhan gus dèiligeadh ri gearanan a bhristeadh. Dèanaibh soilleir don neach/don bhuidhinn nach fhaigh iad an còrr fios mu dheidhinn na cùise.

- In terms of improving service delivery and learning from mistakes, it is important that individual/organisation feedback, such as this, is recorded, evaluated and acted upon. Therefore, if the individual/organisation still insists that they do not want to complain, record the matter as an anonymous complaint. This will avoid breaching the complaints handling procedure. Reassure the individual/organisation that they will not be contacted again about the matter.

Eàrr-ràdh 2: Dè an nì nach eil na ghearan dligheach

Appendix 2: What is not a complaint

Dè an nì nach eil na ghearan dligheach

Uaireannan cha bhì adhbhar-dragha na ghearan dligheach. Mar eisimpleir, dh'fhaodadh gun iarr neach/buidheann seirbheis ùr airson a' chiad uair. Chan e gearan a tha seo, ach dh'fhaodadh gun tèid e na ghearan mura tèid dèiligeadh ris a' chùis gu ceart, agus gum feum an neach/a' bhuidheann cumail orra ag iarraidh na seirbheis sin.

Cuideachd, dh'fhaodadh gum bi neach/buidheann a' gabhail dragh mu cho-dhùnadh a rinn a' bhuidheann againn. Dh'fhaodadh gu bheil modhan ath-sgrùdaidh no ath-thagraidh sònraichte ann airson nan co-dhùnidhean sin, agus nuair a tha e iomchaidh, feumar innse don neach/don bhuidhinn mun mhodh fhreagarrach.

What is not a valid complaint

A concern may not necessarily be a valid complaint. For example, an individual/organisation might make a routine first-time request for a service. This is not a complaint, but the issue may escalate into a complaint if it is not handled effectively and the individual/organisation has to keep on asking for service.

An individual/organisation may also be concerned about a decision made by the organisation. These decisions may have their own specific review or appeal procedures, and, where appropriate, individual/organisations must be directed to the relevant procedure.

Eàrr-ràdh 3: Clàran-ama

Appendix 3: Timelines

Clàran-ama

San fharsaingeachd

Tha na cinn-latha air a bheil iomradh sna modhan gus dèiligeadh ri gearanan a' buntainn ri làithean-obrach. Nuair a thathar a' measadh mar a thathar a' cumail ri clàran-ama, cha bhi sinn a' cunntadh làithean far nach eil sinn ag obair, mar eisimpleir, an deireadh-seachdain, làithean-saora poblach no làithean far a bheil stailc ann agus far nach bi ar n-obair a' dol air adhart gu h-àbhaisteach.

Clàran-ama airson fuasglaidhean sa chiad dol a-mach

Feumaidh sibh amas air a bhith faighinn fuasgladh sa chiad dol a-mach taobh a-staigh còig làithean-obrach. 'S e Latha 1 an latha a gheibh sibh an gearan. Nuair a gheibh sibh e air latha far nach eil daoine ag obair, mar eisimpleir aig an deireadh-sheachdain no air latha-saor poblach, 's e an ath latha-obrach a bhios ann an Latha 1.

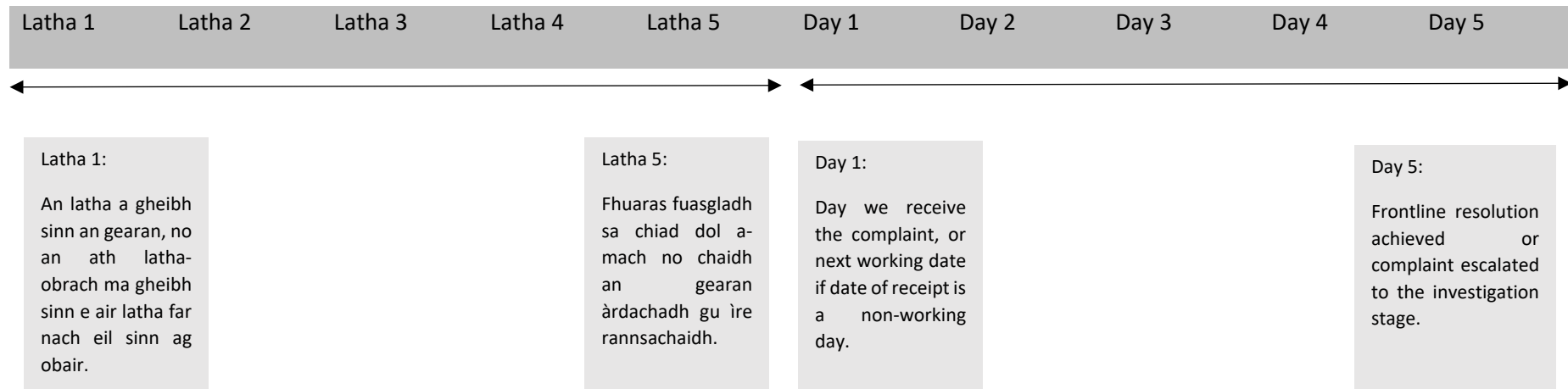
Timelines

General

References to timelines throughout the complaints handling procedure relate to working days. When measuring performance against the required timelines, we do not count non-working days, for example weekends, public holidays and days of industrial action where our service has been interrupted.

Timelines at frontline resolution

You must aim to achieve frontline resolution within five working days. The day you receive the complaint is day 1. Where you receive it on a non-working day, for example at the weekend or on a public holiday, day 1 will be the next working day.



Leudachadh air a' chlàr-ama còig-latha										Extension to the five-day timeline									
Ma tha sibh air a' chlàr-ama a leudachadh aig ìre a h-aon a rèir nam modhan freagarrach, chan fhaod an clàr-ama ùr a bhith nas fhaide na 10 làithean-obrach bhon àm a fhuaras an gearan.										If you have extended the timeline at the frontline resolution stage in line with the procedure, the revised timetable for the response must take no longer than 10 working days from the date of receiving the complaint.									
Lath a 1	Lath a 2	Lath a 3	Lath a 4	Lath a 5	Lath a 6	Lath a 7	Lath a 8	Lath a 9	Lath a 10	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	Day 8	Day 9	Day 10



Latha 1:
An latha a gheibh sinn an gearan, no an ath latha-obrach ma gheibh sinn e air latha far nach eil sinn ag obair.

Corra uair, far a bheil e soilleir gum feum sibh fuasgladh fhaighinn sa chiad dol a-mach, faodaidh sibh leudachadh a cheadachadh taobh a-staigh còig làithean-obrach bho fhuaras an gearan an toiseach. Feumaidh sibh crìoch a chur air ìre a h-aon taobh a-staigh 10 làithean-obrach bho fhuaras an gearan, le bhith faighinn fuasgladh air a' ghearan no ga ghluasad gu ìre rannsachaidh.

Latha 10:
Fhuaras fuasgladh sa chiad dol a-mach no chaidh an gearan àrdachadh gu ìre rannsachaidh.

Day 1:
Day we receive the complaint, or next working date if date of receipt is a non-working day.

In a few cases where it is clearly essential to achieve early resolution, you may authorise an extension within five working days from when the complaint was received. You must conclude the frontline resolution stage within 10 working days from the date of receipt, either by resolving the complaint or by escalating it to the investigation stage.

Day 10:
Frontline resolution achieved or complaint escalated to the investigation stage.

A' gluasad chùisean bho ìre a h-aon gu ìre rannsachaidh

Ma tha e soilleir nach d' fhuaras fuasgladh air a' chùis sa chiad dol a-mach, agus gu bheil an neach/buidheann airson an gearan a ghluasad gu ìre rannsachaidh, feumar a' chùis a ghluasad gu ìre rannsachaidh gun dàil. Tha sin a' ciallachadh gun tachair e air an aon latha a chaidh innse don neach/don bhuidhinn gun tachradh e.

Clàran-ama airson rannsachadh

Faodaidh sibh beachdachadh air gearan aig ìre rannsachaidh an dàrna cuid:

- às dèidh dhuibh feuchainn ri fuasgladh fhaighinn air sa chiad dol a-mach, no
- cho luath 's a gheibh sibh cùis a tha sibh a' smaoinichadh a tha cho toinnte, no cho cudromach's gu bheil e airidh air làn-rannsachadh bho thoiseach chùisean.

A' cur fios-dearbhadh

Feumar, nuair a thathar a' beachdachadh air gearan aig ìre rannsachaidh, fios a chur chun an neach/na buidhne a dhearbhadh gun d' fhuaras e taobh a-staigh trì làithean-obrach. 'S e an latha a fhuaras e:

- an latha a chaidh a' chùis a ghluasad bho ìre a h-aon gu ìre rannsachaidh, far a bheil e soilleir gum feumar a' chùis a rannsachadh, no
- an latha a dh'iarras neach/buidheann rannsachadh às dèidh dhaibh co-dhùnadh fhaighinn aig ìre a h-aon. Bu chòir cuimhneachadh, dh'fhaodadh nach iarr an neach/a' bhuidheann rannsachadh sa bhad às dèidh ar n-oidhirpean gus fuasgladh fhaighinn sa chiad dol a-mach, no
- an latha a gheibh sibh an gearan, ma tha sibh a' smaoinichadh gu bheil e cho toinnte, no cho cudromach's gu bheil e airidh air làn-rannsachadh bho thoiseach chùisean

Rannsachadh

Transferring cases from frontline resolution to investigation

If it is clear that frontline resolution has not resolved the matter, and the individual/organisation wants to escalate the complaint to the investigation stage, the case must be passed for investigation without delay. In practice this will mean on the same day that the individual/organisation is told this will happen.

Timelines at investigation

You may consider a complaint at the investigation stage either:

- after attempted frontline resolution, or
- immediately on receipt if you believe the matter to be sufficiently complex, serious or appropriate to merit a full investigation from the outset.

Acknowledgment

All complaints considered at the investigation stage must be acknowledged within three working days of receipt. The date of receipt is:

- the day the case is transferred from the frontline stage to the investigation stage, where it is clear that the case requires investigation, or
- the day the individual/organisation asks for an investigation after a decision at the frontline resolution stage. You should note that an individual/organisation may not ask for an investigation immediately after attempts at frontline resolution, or
- the date you receive the complaint, if you think it sufficiently complex, serious or appropriate to merit a full investigation from the outset.

Investigation

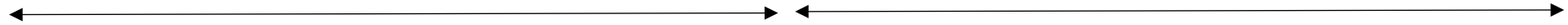
Bu chòir dhuibh làn-fhreagairt a thilleadh taobh a-staigh 20 latha-obrach bho fhuaras an gearan aig ìre rannsachaidh.

You should respond in full to the complaint within 20 working days of receiving it at the investigation stage.

Tha an ceann-latha seo a' ceadachadh rannsachadh mionaideach, co-fhreagarrach agus cunbhalach a nì co-dhùnadh a tha cothromach, stèidhichte air fianais agus gun bhreith chlaon. Tha seo a' ciallachadh gu bheil 20 latha-obrach agaibh gus an gearan a rannsachadh, às bith dè an ùine a chaidh a chur seachad a' beachdachadh air aig ìre a h-aon.

The 20-working day limit allows time for a thorough, proportionate and consistent investigation to arrive at a decision that is objective, evidence-based and fair. This means you have 20 working days to investigate the complaint, regardless of any time taken to consider it at the frontline resolution stage.

Latha 1	Latha 5	Latha 10	Latha 15	Latha 20	Day 1	Day 5	Day 10	Day 15	Day 20
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Latha 1:
An latha a fhuaras an gearan aig ìre rannsachaidh, no an ath latha-obrach ma fhuaras e air latha far nach eil sinn ag obair. Cuirear fios-dearbhadh thuca taobh a-staigh trì làithean-obrach.

Latha 20:
Thèid co-dhùnadh na buidhne a chur chun an neach/na buidhne no thèid aontachadh leis an neach/a' bhuidhinn an ùine a leudachadh.

Day 1:
Day complaint received at investigation stage, or next working day if date of receipt is a non-working day. Acknowledgement issued within three working days.

Day 20:
The organisation's decision issued to individual/organisation or agreement reached with individual/organisation to extend deadline.

Fìor chorrà uair, bidh feum agaibh air barrachd air 20 latha airson làn-fhreagairt. Ma tha, feumaidh sibh mìneachadh don neach/don bhuidhinn carson, agus feumar ceann-latha ùr aontachadh.

Exceptionally you may need longer than the 20-day limit for a full response. If so, you must explain the reasons to the individual/organisation and agree with them a revised timescale.



Latha 1:

An latha a fhuaras an gearan aig ìre rannsachaidh, no an ath latha-obrach ma fhuaras e air latha far nach eil sinn ag obair. Cuirear fios-dearbhadh thuca taobh a-staigh trì làithean-obrach.

Ro no air latha 20:

Le aonta bhon neach/bhon bhuidhinn nuair as urrainnear, cuir air dòigh clàr-ama ùr airson deireadh an rannsachaidh.

Ro no air latha a thèid aontachadh:

Cuiribh an co-dhùnadh deireannach again min ghearan chun an neach/na buidhne.

Day 1:

Day complaint received at investigation stage, or next working day if date of receipt is a non-working day. Acknowledgement issued within three working days.

By day 20:

In agreement with the individual/organisation where possible, decide a revised timescale for bringing the investigation to a conclusion.

By agreed date:

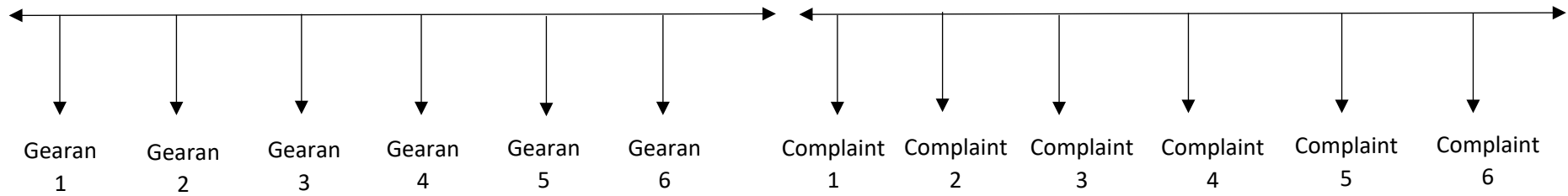
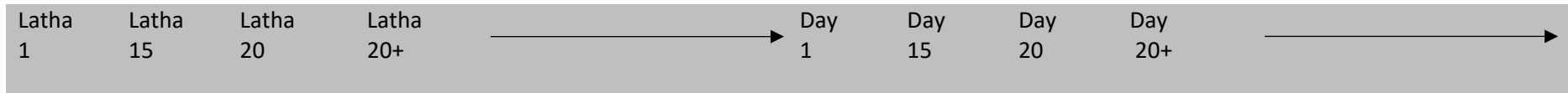
Issued our final decision on the complaint.

Eisimplearan de chlàran-ama

Tha na leanas a’ sealltainn eisimpleirean de shuidheachaidhean far am bi ar beachdachadh air gearan a’ tighinn gu crìch. Tha sinn airson sealltainn na diofar ìrean is amannan aig am faodar fuasgladh fhaighinn air gearan.

Timeline examples

The following illustration provides examples of the point at which we conclude our consideration of a complaint. It is intended to show the different stages and times at which a complaint may be resolved.



Tha mìneachadh ann gu h-ìosal air gach gearan:

Gearan 1

'S e cùis àbhaisteach a th' ann an Gearan 1 air am faighear fuasgladh le mìneachadh aig an àm agus, ma tha e freagarrach, le bhith ag iarraidh air daoine ar leisgeul a ghabhail. Gabhaidh fuasgladh fhaighinn airson leithid a ghearan air latha 1.

Gearan 2

'S e cùis àbhaisteach a th' ann an Gearan 2 cuideachd, far nach fheumar mòran rannsachaidh no rannsachadh sam bith a dhèanamh. Leis an eisimpleir seo, gheibhear fuasgladh air a' chùis air latha a trì de ìre a h-aon.

Gearan 3

Tha Gearan 3 co-cheangailte ri gearan far an robh sinn a' smaoinichadh gun robh e iomchaidh fuasgladh a shireadh aig ìre a h-aon. Cha deach againn air fuasgladh fhaighinn air taobh a-staigh nan còig làithean-obrach. Getà, cheadaich sinn leudachadh le dùil shoilleir agus dhearbhte gum faighear fuasgladh iomchaidh air a' chùis taobh a-staigh còig latha eile. Fhuair sinn fuasgladh air a' ghearan seo taobh a-staigh ochd latha.

Gearan 4

Bha Gearan 4 toinnte agus cudromach gu leòr 's gun deach beachdachadh air aig ìre rannsachaidh bhon chiad dol a-mach. Cha do dh'fheuch sinn ri fuasgladh fhaighinn air aig ìre a h-aon; rinn sinn rannsachadh sa bhad. Thug sinn co-dhùnadh deireannach don neach/don bhuidhinn taobh a-staigh nam fichead latha a bha ceadaichte.

Gearan 5

Bheachdaich sinn air Gearan 5 aig ìre a h-aon, le leudachadh còig latha air a cheadachadh. Aig deireadh ìre a h-aon bha an neach/a' bhuidheann fhathast mì-riaraichte. Às dèidh dhaibh iarraidh, rinn sinn rannsachadh agus thug sinn ar co-dhùnadh deireannach dhaibh taobh a-staigh 20 latha-obrach. Ged a thug e 30 latha-obrach uile-gu-lèir a' chùis a rèiteachadh, chùm sinn fhathast ris na cinn-

The circumstances of each complaint are explained below:

Complaint 1

Complaint 1 is a straightforward issue that may be resolved by an on-the-spot explanation and, where appropriate, an apology. Such a complaint can be resolved on day 1.

Complaint 2

Complaint 2 is also a straightforward matter requiring little or no investigation. In this example, resolution is reached at day three of the frontline resolution stage.

Complaint 3

Complaint 3 refers to a complaint that we considered appropriate for frontline resolution. We did not resolve it in the required timeline of five working days. However, we authorised an extension on a clear and demonstrable expectation that the complaint would be satisfactorily resolved within a further five days. We resolved the complaint at the frontline resolution stage in a total of eight days.

Complaint 4

Complaint 4 was suitably complex or serious enough to pass to the investigation stage from the outset. We did not try frontline resolution; rather we investigated the case immediately. We issued a final decision to the individual/organisation within the 20-day limit.

Complaint 5

We considered complaint 5 at the frontline resolution stage, where an extension of five days was authorised. At the end of the frontline stage the individual/organisation was still dissatisfied. At their request, we conducted an investigation and issued our final response within 20 working days. Although the end-to-end timeline was 30 working days we still met the combined time targets for frontline resolution and investigation.

latha airson ìre a h-aon agus an ìre rannsachaidh.

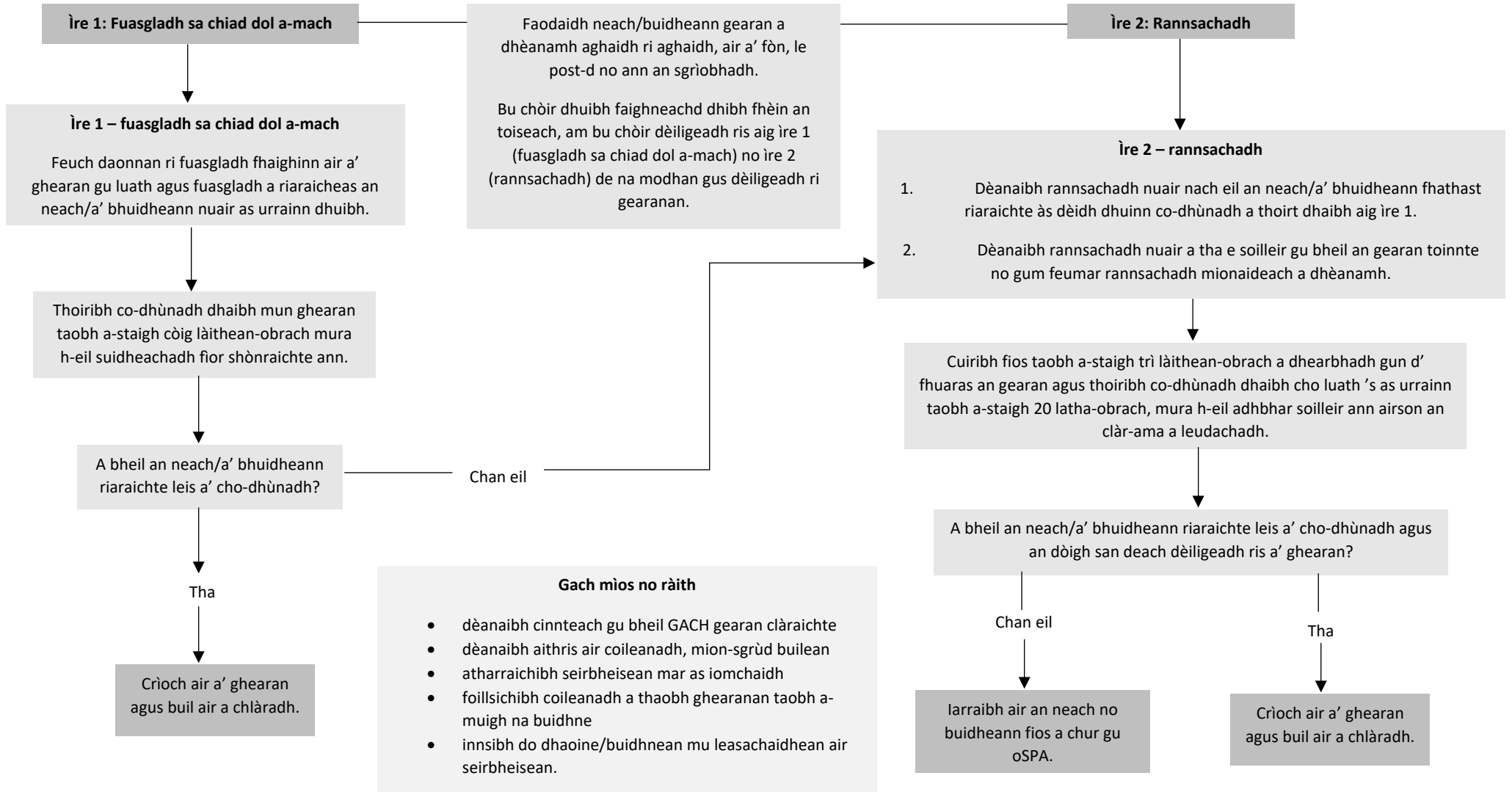
Gearan 6

Chaidh beachdachadh air Gearan 6 aig ìre a h-aon agus ìre rannsachaidh. Cha do chuir sinn crìoch air an rannsachadh taobh a-staigh nam fichead latha a tha ceadaichte, mar sin chaidh clàr-ama ùr aontachadh leis an neach/a' bhuidhinn gus crìoch a chur air an rannsachadh seachad air na fichead latha.

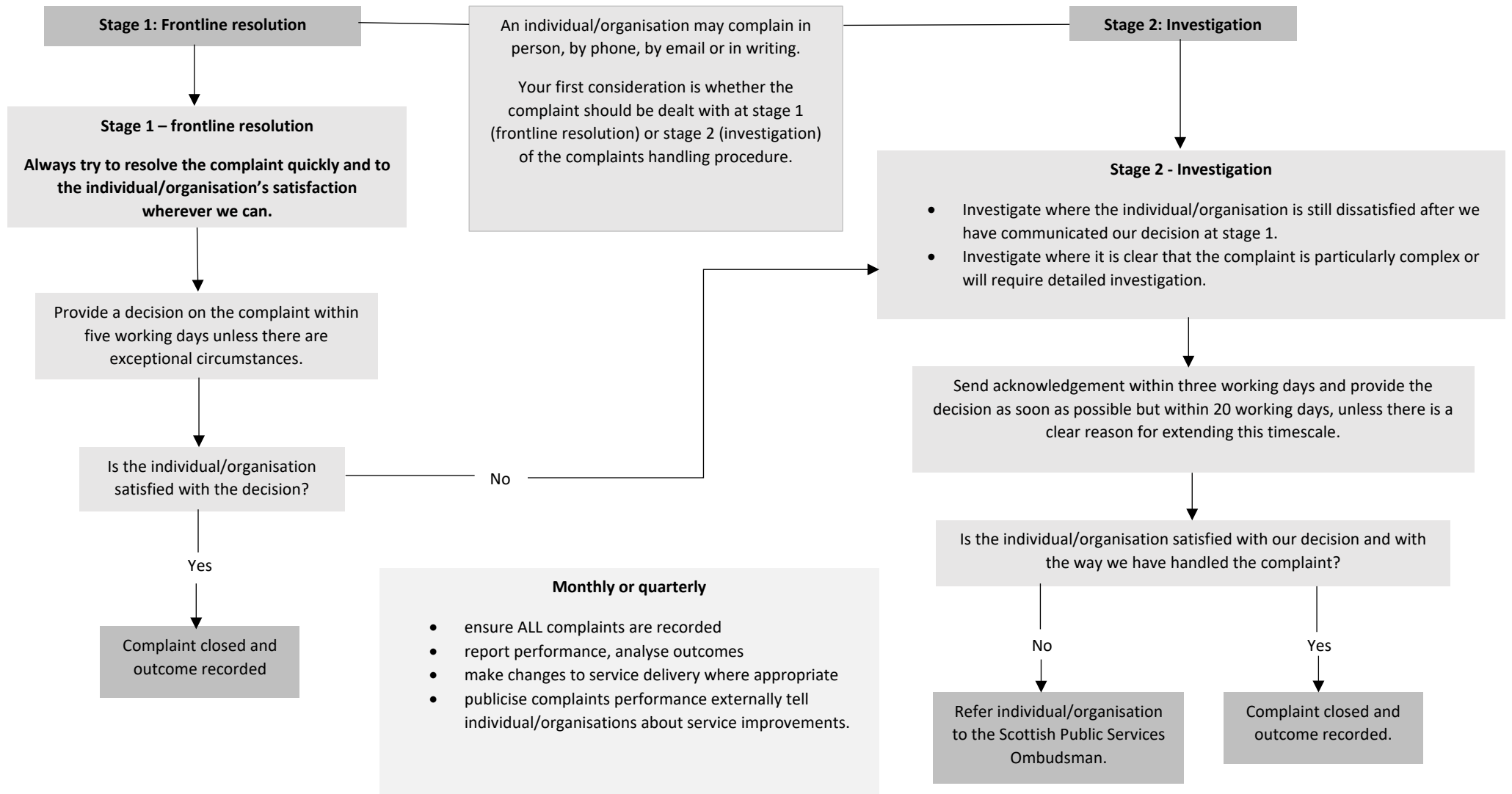
Complaint 6

Complaint 6 was considered at both the frontline resolution stage and the investigation stage. We did not complete the investigation within the 20-day limit, so we agreed a revised timescale with the individual/organisation for concluding the investigation beyond the 20-day limit.

Earr-ràdh 4: Na modhan gus dèiligeadh ri gearanan



Appendix 4: The complaints handling procedure



Earr-ràdh 5 / Appendix 5
Smachd sgrìobhainn / Document control

Dreach <i>Version Number</i>	Adhbhar/Atharrachadh <i>Purpose/Change</i>	Ùghdar <i>Author</i>	Ceann-là <i>Date</i>
1.0	Giorrachadh agus sìmpleachadh	Louise	24/10/2022