



COMPLAINTS HANDLING POLICY

Policy number	NA	Version	3
Drafted by	Karen Zirkler	Approved by Board on	12 August 2026
Responsible person	Karen Zirkler	Scheduled review date	June 2028

1. Purpose

This policy is intended to ensure that Southern New England Landcare Ltd handles complaints fairly, efficiently, and effectively.

This policy provides guidance on the key principles and concepts of our complaint management system to our staff and people who wish to make a complaint.

2. Scope

This policy applies to all staff, including paid staff and volunteers, contractors, and members of our governing body who receive or manage complaints. It applies to complaints from the public and clients made to or about us, including complaints about our services, products, staff, or complaint handling process.

When we are addressing complaints, we will ensure that this policy and associated procedures are consistent with our constitution and other relevant policies.

3. Organisational commitment

Southern New England Landcare Ltd expects staff at all levels to be committed to fair, effective and efficient complaint handling. The following table outlines the the expected commitment from all staff and how that commitment should be implemented.

Who	Commitment	How
CEO or chair of the governing body	Promote a culture that values complaints and their effective resolution	Report to the governing body on our complaint handling. Provide adequate support and direction to key staff responsible for handling complaints. Regularly review reports about complaint trends and issues arising from complaints. Encourage all staff to be alert to complaints and assist those responsible for handling complaints to resolve them promptly. Encourage staff to make recommendations for system improvements. Support recommendations for service, staff and complaint handling improvements arising from the

		analysis of complaint data.
Staff whose duties include complaint handling (may include CEO or chair of the governing body)	Demonstrate exemplary complaint handling practices	Treat all people with respect, including people who make complaints. Assist people to make a complaint, if needed. Comply with our policy and associated procedures. Provide regular feedback to management and/or the governing body on issues arising from complaints. Provide suggestions to management on ways to improve our complaints management system. Implement changes arising from individual complaints and from the analysis of complaint data as directed by management.
All staff	Understand and comply with our complaint handling practices.	Treat all people with respect, including people who make complaints. Be aware of our complaint handling policies and procedures. Assist people who wish to make complaints to access our complaints process. Be alert to complaints and assist staff handling complaints to resolve matters promptly.

4. Terms and Definitions

a. Complaint

An expression of dissatisfaction made to or about us, our services, staff, or the handling of a complaint where a response or resolution is explicitly or implicitly expected or legally required. This policy is guided by AS 10002:2022, Guidelines for complaint management in organizations, and relevant NSW Ombudsman guidance.

Complaints may be made directly to our organisation or indirectly, including through social media or other public channels.

b. Complaint handling/management system

All policies, procedures, practices, staff, hardware, and software used by us in the management of complaints.

c. Dispute

An unresolved complaint escalated either within or outside of our organisation.

d. Feedback

Opinions, comments and expressions of interest or concern, made directly or indirectly, explicitly or implicitly, to or about us, about our services or complaint handling system where a response is not explicitly or implicitly expected or legally required.

e. Grievance

A clear, formal written statement by an individual staff member about another staff member or a

work-related problem.

f. Policy

A statement of instruction that sets out how we should fulfil our vision, mission and goals.

g. Procedure

A statement or instruction that sets out how our policies will be implemented and by whom.

5. Guiding principles

An effective complaint handling system must be modelled on the principles of fairness, accessibility, responsiveness, efficiency, and integration into organisational culture.



a. Facilitate complaints

i. People focus

We are committed to seeking and receiving feedback and complaints about our services, systems, practices, procedures, products, and complaint handling.

Any concerns raised in feedback or complaints will be dealt with within a reasonable time frame, consistent with AS 10002:2022 and any applicable statutory requirements.

People making complaints will be:

- provided with information about our complaint handling process and how to access it
- listened to, treated with respect by staff and actively involved in the complaint process where possible and appropriate, and
- provided with reasons for our decision/s and any options for redress or review.

ii. No detriment to people making complaints

We will take all reasonable steps to ensure that people making complaints are not adversely affected because a complaint has been made by them or on their behalf.

iii. Anonymous complaints

We accept anonymous complaints if there is a compelling reason to do so and will carry out a confidential investigation of the issues raised where there is enough information provided.

iv. Accessibility

We will ensure that information about how and where complaints may be made to or about us is well publicised, including on our website. We will also ensure that our complaint management systems are easy to understand and accessible to everyone, particularly people who may require assistance.

If a person prefers or needs another person or organisation to assist or represent them in the making and/or resolution of their complaint, we will communicate with them through their

representative if this is their wish. Anyone may represent a person wishing to make a complaint with their consent (e.g. advocate, family member, legal or community representative, member of parliament, another organisation).

v. No charge

Complaining to us is free.

b. Respond to complaints

i. Early resolution

Where possible, complaints will be resolved at first contact with us.

When appropriate we may offer an explanation or apology to the person making the complaint.

ii. Responsiveness

We will promptly acknowledge receipt of complaints.

We will assess and prioritise complaints in accordance with the urgency and/or seriousness of the issues raised. If a matter concerns an immediate risk to safety or security the response will be immediate and will be escalated appropriately.

We are committed to managing people's expectations and will inform them as soon as possible of the following:

- the complaints process
- the expected time frames for our actions
- the progress of the complaint and reasons for any delay
- their likely involvement in the process, and
- the possible or likely outcome of their complaint.

We will advise people as soon as possible when we are unable to deal with any part of their complaint and provide advice about where such issues and/or complaints may be directed (if known and appropriate).

We will also advise people as soon as possible when we are unable to meet our time frames for responding to their complaint and the reason for our delay.

iii. Objectivity and fairness

We will address each complaint with integrity and in an equitable, objective, and unbiased manner.

We will ensure that the person handling a complaint is different from any staff member whose conduct or service is being complained about.

Conflicts of interest, whether actual or perceived, will be managed responsibly. Internal reviews of how a complaint was managed will be conducted by someone other than the original decision maker.

iv. Responding flexibly

Our staff are empowered to resolve complaints promptly and with as little formality as possible. We will adopt flexible approaches to service delivery and problem solving to enhance accessibility for people making complaints and/or their representatives.

We will assess each complaint on its merits and involve people making complaints and/or their representative in the process as far as possible.

v. Confidentiality

We will protect the identity of people making complaints where this is practical and appropriate.

Personal information that identifies individuals will only be disclosed or used by us as permitted under the relevant privacy laws, secrecy provisions and any relevant confidentiality obligations.

Where a complaint involves personal information, staff must handle the information in accordance with applicable privacy obligations, including the Privacy Act 1988 (Cth), the Australian Privacy Principles, and any notifiable data breach assessment and notification requirements that apply to Southern New England Landcare Ltd.

c. Manage the parties to a complaint

i. Complaints involving multiple agencies

Where a complaint involves multiple organisations, we will work with the other organisation/s where possible, to ensure that communication with the person making a complaint and/or their representative is clear and coordinated.

Subject to privacy and confidentiality considerations, communication and information sharing between the parties will also be organised to facilitate a timely response to the complaint.

Where a complaint involves multiple areas within our organisation, responsibility for communicating with the person making the complaint and/or their representative will also be coordinated.

Where our services are contracted out, we expect contracted service providers to have an accessible and comprehensive complaint management system. We take complaints not only about the actions of our staff but also the actions of our service providers.

ii. Empowerment of staff

All staff managing complaints are empowered to implement our complaint management system as relevant to their role and responsibilities.

Staff are encouraged to provide feedback on the effectiveness and efficiency of all aspects of our complaint management system.

iii. Managing unreasonable conduct by people making complaints

We are committed to being accessible and responsive to all people who approach us with feedback or complaints. At the same time our success depends on:

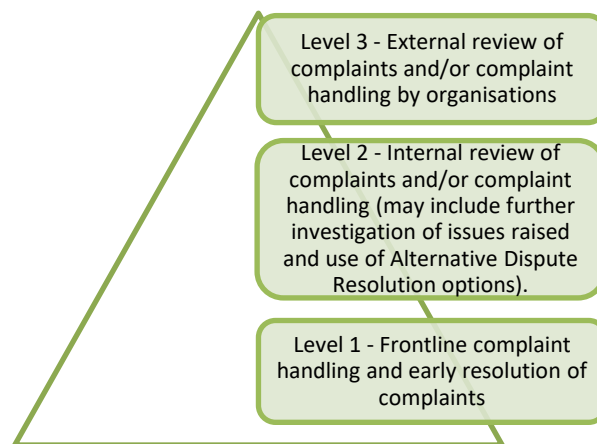
- our ability to do our work and perform our functions in the most effective and efficient way possible
- the health, safety, and security of our staff, and
- our ability to allocate our resources fairly across all the complaints we receive.

When people behave unreasonably in their dealings with us, their conduct can significantly affect the progress and efficiency of our work. As a result, we will take proactive and decisive action to manage any conduct that negatively and unreasonably affects us and will support our staff to do the same in accordance with this policy.

d. Alternative avenues for dealing with complaints

We will inform people who make complaints to or about us about any internal or external review options available to them (including any relevant Ombudsman or oversight regulatory bodies).

The three levels of complaint handling are shown in the diagram below:



i. Level 1

We aim to resolve complaints at the first level, the frontline. Wherever possible staff will be adequately equipped to respond to complaints, including being given appropriate authority, training, and supervision.

ii. Level 2

Where this is not possible, we may decide to escalate the complaint to a more senior officer within our organisation. This second level of complaint handling will provide for the following internal mechanisms:

- assessment and possible investigation of the complaint and decision/s already made, and/or
- facilitated resolution (where a person not connected with the complaint reviews the matter and attempts to find an outcome acceptable to the relevant parties).

iii. Level 3

Where a person making a complaint is dissatisfied with the outcome of our review of their complaint, they may seek an external review or raise the matter with an appropriate oversight or regulatory body. Depending on the nature of the complaint, this may include the Australian Charities and Not-for-profits Commission, the Office of the Australian Information Commissioner for privacy matters, the NSW Ombudsman where applicable, or another relevant regulator or funder.

6. Accountability and learning

a. Analysis and evaluation of complaints

We will ensure that complaints are recorded in a systematic way so that information can be easily retrieved for reporting and analysis by management and the governing body of directors on an as-needs basis.

b. Monitoring of the complaint management system

We will review our complaint management policy and procedure to:

- ensure its effectiveness in responding to and resolving complaints
- identify and correct deficiencies in the operation of the system.

Monitoring of the complaint management system may include the use of audits, complaint satisfaction surveys and online listening tools and alerts.

c. Continuous improvement

We are committed to improving the way our organisation operates, including our management of the effectiveness and efficiency of our complaint management system. To this end, we will:

- support the making and appropriate resolution of complaints
- implement best practices in complaint handling to the best of our organisation's ability
- recognise and reward exemplary complaint handling by staff
- regularly review the complaint management system and complaint data, and
- implement appropriate system changes arising out of our analysis of complaints data and continual monitoring of the system.

7. Authorisation

A handwritten signature in black ink, appearing to read 'N Reid', with a long horizontal stroke extending to the right.

Emeritus Professor Nick Reid
Chair
Southern New England Landcare Ltd

12 August 2026

COMPLAINTS HANDLING PROCEDURE

Procedure number	NA	Version	2
Drafted by	Karen Zirkler	Approved by CEO on	12 August 2026
Responsible person	Karen Zirkler	Scheduled review date	June 2028

1. Introduction

When responding to complaints, staff (paid and volunteer) will act in accordance with Southern New England Landcare Ltd's complaint- handling policy, these procedures, as well as any other internal documents providing guidance on the management of complaints.

Staff should also consider any relevant legislation and/or regulations when responding to complaints and feedback.

Relevant legislation and guidance may include, as applicable, the Privacy Act 1988 (Cth), the Australian Privacy Principles, the Notifiable Data Breaches scheme, the Australian Charities and Not-for-profits Commission Act 2012 (Cth), the ACNC Governance Standards, funding agreement requirements, and current complaint management guidance from Standards Australia and the NSW Ombudsman.

The five key stages in our complaint management system are set out below



2. Receive

Unless the complaint has been resolved at the outset, we will record the complaint and its supporting information. We will also assign a unique identifier/number to the complaint file.

The record of the complaint will document:

- contact information of the person making a complaint and the date received
- issues raised by the person making a complaint and the outcome/s they want
- any other relevant information, and
- any additional support the person making a complaint requires.

3. Acknowledge

We will acknowledge receipt of each complaint promptly, and preferably within 5 working days. Privacy complaints should generally be responded to within 30 days, unless a shorter timeframe is required or a longer timeframe is reasonable in the circumstances. When appropriate we may offer an explanation or apology.

Consideration will be given to the most appropriate medium (e.g. email, letter) for communicating with the person making a complaint.

4. Assess and investigate

a. Initial assessment

After acknowledging receipt of the complaint, we will confirm whether the issue/s raised in the complaint is/are within our control. We will also consider the outcome/s sought by the person making a complaint and, where there is more than one issue raised, determine whether each issue needs to be separately addressed. When determining how a complaint will be managed, we will consider:

- how serious, complicated, or urgent the complaint is
- whether the complaint raises concerns about people's health and safety
- how the person making the complaint is being affected
- the risks involved if resolution of the complaint is delayed, and
- whether a resolution requires the involvement of other organisations.
- whether the complaint involves personal information or a suspected data breach that requires prompt assessment, containment, escalation and, where required, notification.

b. Investigating the complaint Document

After assessing the complaint, we will consider how to manage it. We may:

- give the person making a complaint information or an explanation
- gather information about the issue, person or area that the complaint is about, or
- investigate the claims made in the complaint.

We will keep the person making the complaint up to date on our progress, particularly if there are any delays. We will also communicate the outcome of the complaint using the most appropriate medium. If the matter involves personal information, we will limit collection, use and disclosure to what is reasonably necessary, keep records secure, and consider whether privacy or data breach notification obligations apply. Which actions we decide to take will be tailored to each case and consider any statutory requirements.

5. Determine outcome and provide reasons for decision

Following consideration of the complaint and any investigation into the issues raised, we will contact the person making the complaint and advise them:

- the outcome of the complaint and any action we took
- the reason/s for our decision
- the remedy or resolution/s that we have proposed or put in place, and
- any options for review that may be available to the complainant, such as an internal review, external review, or appeal.

6. Close the complaint: document and analyse data

a. Document

We will keep records about:

- how we managed the complaint
- the outcome/s of the complaint (including whether it or any aspect of it was substantiated, any recommendations made to address problems identified and any decisions made on

- those recommendations), and
- any outstanding actions to be followed up, including analysing any underlying or root causes.

b. Analyse data

We will ensure that outcomes are properly implemented, monitored, and reported to the complaint handling manager, senior management or the chair of our governing body.

7. Authorisation



Karen Zirkler
CEO
Southern New England Landcare Ltd
12 August 2026