



Complaint Handling Procedure

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Document history

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1.0	Denae Holland Finance & Governance Mgr	CEO	30/05/2022	31/05/2024	Document Creation
1.1	Denae Holland Finance & Governance Mgr	Renee Green CEO	06/02/2024	31/03/2025	Update name from Complaint Procedures Manual, now in line with Policy. Line up review date to Policy. Addition of Record Keeping & compliant register template appendix.
1.2	Denae Holland Finance & Governance Mgr	Renee Green CEO	20/05/2025	31/03/2027	Updated order of reporting complaints & Contact person list

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1. What can you do if you have a complaint?

If you believe that you have been subject to unlawful or unjust behaviour you should not ignore it. LLSC encourages all workplace participants to raise issues under this policy and treats all complaints seriously. Once a complaint is made, LLSC will deal with the matter appropriately in accordance with this policy.

2. How do I confront the issue?

If you feel comfortable doing so, address the issue directly with the person concerned. You should identify the offensive behaviour, explain that the behaviour is unwelcome and/or offensive and ask that the behaviour stop. It may be that the person was not aware that their behaviour was unwelcome or caused offence.

This is not a compulsory step. If you do not feel comfortable confronting the person, or you confront the person and the behaviour continues, you should report the issue to a supervisor or Contact Person, in the order listed below.

3. How do I report the issue?

You should report the issue in the following order:

Initially, to your Supervisor / Team Leader,
Secondly, to your Manager,
Thirdly, to a Contact Person,
Lastly, to the CEO.

Each of the following people is a Contact Person:

- Crisis Support Manager;
- Finance & Governance Manager; and
- CEO

Normally, the following will occur:

Discuss	The person to whom you reported your complaint will discuss your complaint with you. They will explain the relevant steps that can be taken to address your complaint. They will generally need to meet with you to discuss your complaint. You can take a support person to the meeting if you want to.
Determine complaint process	The person to whom you reported your complaint will then determine the best way to deal with your complaint. There are two types of complaint procedures that can be used: informal and formal. The type of complaint procedure used will depend on the individual circumstances. In deciding on the best course of action, the person to whom you reported your complaint will consider the nature of the complaint and any other relevant factors.

4. What will happen next?

The person to whom you reported your complaint may identify or delegate the issue to a more appropriate person to follow the procedure.

Given the nature of complaints, and the need to maintain flexibility to resolve complaints, the action taken by LLSC will depend on the circumstances.

5. Is my complaint confidential?

All supervisors and managers receiving complaints will maintain confidentiality as far as possible. However, it may be necessary to speak with other workplace participants to determine what happened, to afford fairness to those against whom the complaint has been made and to resolve the complaint. If a complaint is raised and it appears that unlawful conduct had potentially occurred, to uphold this policy, LLSC will need to take appropriate action in relation to the complaint.

All workplace participants involved in the complaint must also maintain confidentiality, including the person who lodges the complaint. Spreading rumours or gossip may expose workplace participants to disciplinary action, and in serious cases may constitute defamation.

Workplace participants may discuss the complaint with a designated support person or representative. However, the support person or representative must also maintain confidentiality.

6. What happens under the Informal Complaint Procedure?

Under the informal complaint procedure there are a broad range of options for addressing the complaint. The procedure used to address the issue will depend on the individual circumstances of the case.

Possible options include:

- the supervisor or manager discussing the issue with the person against whom the complaint is made; and/or
- the supervisor or manager facilitating a meeting between the parties in an attempt to resolve the issue and move forward.

The informal complaint procedure is more suited to less serious allegations that do not warrant disciplinary action being taken. In the informal complaint procedure, there is no decision made about what did or did not occur, but rather, the supervisor or manager attempts to facilitate an outcome that is acceptable to all parties, including LLSC.

7. What happens under the Formal Complaint Procedure?

The formal complaint procedure involves a formal investigation of the complaint. Formal investigations may be conducted by a Contact Person, another person from LLSC or by a person from outside LLSC (including legal representatives), appointed by LLSC.

Where a complaint involves a disputed allegation that, if proven, may result in disciplinary action, it will generally be dealt with in accordance with the formal complaint procedure. An investigation involves collecting information about the complaint and then making a finding based on the available information as to whether it is more likely than not that the alleged behaviour occurred or did not occur. Once a finding is made, LLSC will consider any outcomes arising from the findings of the investigation.

If LLSC considers it appropriate for the safe and efficient conduct of an investigation, workplace participants may be required not to report for work during an investigation. LLSC may also provide alternative duties or work during an investigation. Employees will be paid their normal pay during any such period.

8. How long does the complaint process take?

Given the nature of complaints and the need to maintain flexibility to resolve complaints, there is no set time frame for the complaints process. The Contact Person will commence the complaint handling process as soon as possible after you have reported it. The complaint will be treated as a matter of priority in order to bring about a resolution as quickly as possible.

9. Possible outcomes

The possible outcomes will depend on the nature of the complaint and the procedure followed to address the complaint. The procedures outlined below are intended as a **GUIDE ONLY** to the possible outcomes which may be implemented. In every case, the actual outcomes and/or disciplinary procedure to be adopted will be a matter for LLSC's determination and in consideration of the circumstances as a whole.

10. What are the possible outcomes if unlawful conduct has occurred?

Where an investigation results in a finding that a person has engaged in unlawful conduct or breach of this policy, that person may be disciplined. The type and severity of disciplinary action will depend on the nature of the complaint and other relevant factors, and may include:

- a formal warning
- counselling
- suspension / termination of employment
- termination / non-renewal of engagement, volunteer or student placement

Where the investigation results in a finding that the person complained against has engaged in serious misconduct, this may result in instant dismissal. Any disciplinary action is a confidential matter between the affected employee and LLSC. Volunteers, interns, and work experience students who are found to have engaged in unlawful conduct and/or breached this policy may have their placement terminated and/or not renewed. Similarly, contractors who are found to have engaged in unlawful conduct and/or breached this policy may have their contract with LLSC terminated or not renewed.

11. Are there other non-disciplinary outcomes?

LLSC may take a range of other non-disciplinary outcomes to resolve a complaint, depending on the particular circumstances.

Examples may include:

- training to assist in addressing the problems underpinning the complaint
- monitoring to ensure that there are no further problems
- requesting an apology
- requiring an undertaking that certain behaviour stop
- changing work arrangements

12. What if you are not satisfied with the outcome?

If any of the parties are not satisfied with the way the complaint was handled or the outcome of the complaint process, they can contact the CEO.

The complaint handling process and/or the outcome will then be reviewed by the Finance Audit & Risk Committee of the LLSC Board.

LLSC's goal is to resolve issues internally wherever possible. Workplace participants may seek the assistance of an outside agency if they feel that their complaint has not been adequately addressed.

13. Record Keeping

The confidentiality of complaints is kept confidential even after the issue has been resolved.

Complaints are added to the HR Complaint Register. No individual will be identifiable from the information included in the register. The register is reported to the board.

Refer appendix A for the Complaint Register Template.

14. Malicious Complaints

If a person makes a false complaint in bad faith (i.e. making up a complaint to get someone else in trouble) that person may be disciplined up to and including dismissal. Such malicious complaints can also expose the complainant to a defamation claim.

Further, if a person lodges an excessive number of complaints that LLSC determines to be unfounded, they may be disciplined, up to and including dismissal.

15. Linked Documents

HR Policy

Feedback & Complaints Policy

Code of Conduct

Whistleblower Policy

Worker Feedback Procedure

Customer, Client & Participant Feedback Procedure

Appendix A – Complaint Register Template

HR Complaint Register								
COMPLAINT DATE	COMPLAINANT	BROAD AREA	NATURE OF COMPLAINT	FORMAL / INFORMAL	EXTERNAL PARTIES INVOLVED	STATUS	DATE FINALISED	NOTES