

Complaints Management Policy

V1

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Version control

Version	Date	Description of Amendments	Created by	Document Owner	Approved by
1.0	August 2024	Initial release	Corporate Governance Manager	Chief Executive Officer	Board

Our commitment

Coexistence Queensland is committed to maintaining and enhancing public confidence in the organisation by creating an accountable and transparent environment that encourages feedback and manages complaints in a responsive, timely and fair manner.

Our organisation recognises that an effective complaints management system (CMS), including effective policies, guideline, and procedures, is best business practice and essential to providing exceptional client service to its broad range of valued stakeholders.

Coexistence Queensland will use this policy to resolve customer complaints and concerns and strongly encourages stakeholder communication to improve on its performance to continuously improve on its service delivery.

Scope

Coexistence Queensland's Complaints Management Policy (CMP) has been developed to comply with:

- Section 264 of the *Public Sector Act 2022* (the Act);
- the Queensland Government Complaints Management System Framework and Guideline (the Framework and Guideline); and
- AS 10002: 2022 Guidelines for complaint management in organisations.

The following examples are provided to assist with understanding what constitutes a complaint.

In Scope

- complaints received from stakeholders external to Coexistence Queensland; and
- complaints received anonymously where sufficient information is provided or contact information is provided.

Out of Scope

- complaints not relating to Coexistence Queensland;
- anonymous complaints that may not be able to be fully investigated if there is insufficient information and no contact details have been provided;
- complaints made and/or managed pursuant to other legislation and/or relevant complaint management processes, such as human rights complaints, privacy complaints, corrupt conduct, public interest disclosures, employee grievances and complaints that are contractual in nature;
- complaints where a matter has been previously investigated and all options are exhausted;
- where a matter is being addressed formally by another agency;
- complaints alleging a breach of legislation by other third parties;
- complaints subject to legal proceedings; and
- other complaints meeting the criteria under applicable guidelines and standards.

What is a customer complaint?

The *Public Sector Act 2022* (the Act) defines a customer complaint as ‘a complaint about the service or action of a public sector entity, or its staff, by a person who is apparently directly affected by the service or action’.

The customer complaint examples defined in the Act include:

- a complaint about a decision made, or a failure to make a decision, by a public sector employee of the public sector entity;
- a complaint about an act, or failure to act, of the public sector entity;
- a complaint about the formulation of a proposal or intention of the public sector entity;
- a complaint about the making of a recommendation by the public sector entity; and
- a complaint about the customer service provided by a public sector employee of the public sector entity.

Coexistence Queensland will assist the customer to identify the complaint type and appropriate system for managing the complaint.

Complaints Management Process Guiding Principles

Coexistence Queensland adheres to the below **five** guiding principles when managing customer complaints:

Principle	Action
People focused	<p>We will:</p> <ul style="list-style-type: none">• treat any person making a complaint with respect and will promote and protect human rights acknowledging that everybody has the right to complain.• clarify with the complainant on whether the feedback or general concern is intended to be handled as a complaint.• respectfully manage the complaint with a people-focussed approach and will actively involve the complainant in the process, seeking clarification and feedback where required, and maintain and protect confidentiality and privacy.• make the complainant exempt from active involvement of the process when requested or where the complainant wishes to remain anonymous.• ensure that behavioural expectations are met and clear to all parties. Coexistence Queensland will use prevention, management, and accountability principles to manage risks associated with conduct and health and safety.• only address the content of the complaint where sufficient information enables us to do so.

Timely, Fair and Responsive	<p>We will:</p> <ul style="list-style-type: none"> • allocate a responsible officer to the complaint within 1 business day. • acknowledge the receipt of the complaint and advise on expected timeframes for review and decision within 3 business days in the same format as received (file note if verbal). • address the complaint within 30 business days of its receipt and where extenuating circumstances prevent the resolution of the complaint (i.e. complex in nature) then a rationale for the extended time will be promptly communicated to the complainant within the initial timeframe. However, we will proactively endeavour to resolve complaints sooner than the standard timeframe and will utilise internal escalation systems where required (see Resolution Classification and Timeline Guidelines). • address all complaints in an equitable, fair, and unbiased manner using all evidence available to us. • provide support to people to make a complaint if needed (e.g. people with disabilities, people living in regional or remote areas, children, young people, the aged, and people from culturally and linguistically diverse backgrounds). • adhere to strict confidentiality in the complaint handling process. Personally identifiable information about any individual should only be used in compliance with all relevant privacy laws and ethical obligations when managing a complaint. • take all reasonable steps to ensure that complainants are not adversely affected because of a complaint made by them or on their behalf. • identify if any human rights may be relevant to a complaint and act accordingly.
Clear Communication	<p>We will:</p> <ul style="list-style-type: none"> • ensure that the information is visible on our website and intranet about how to make a complaint and ensure that the process is free and accessible to all. • accept complaints in a variety of formats, including verbal and written, and will accept complaints from authorised representatives. • explain the complaint process and manage the complainant's expectations from the beginning of the process. • communicate outcomes with written advice with clear reasons for the decision.

Accountability	<p>We will:</p> <ul style="list-style-type: none"> ensure that roles and responsibilities are clear to all, and that the appropriate external and internal reporting mechanisms are in place. ensure all reasonable steps have been taken to ensure that complainants are not adversely affected because of a complaint made by them or on their behalf.
Improving Services	<p>We will:</p> <ul style="list-style-type: none"> analyse complaint trends and report on key performance indicators. seek customer feedback on the complaint process to inform future practice. network with complaint handlers to improve service delivery.

Key participants

Key participants in the customer complaints process are as follows:

Complainant	Any external individual, organisation or their representative/advocate who lodges a complaint with Coexistence Queensland.
Frontline Staff or Receiving Officer	The employee receiving the complaint who will direct the complaint to the appropriate officer for addressing or managing the complaint (if the complaint cannot be resolved in the first instance).
Investigating Officer	The employee appointed to investigate or manage the complaint that has progressed past an early resolution stage but still remains in Level 1 of the Complaints Management System.
Internal Review Officer	The employee/contractor appointed to investigate or manage the complaint if it cannot be resolved in Level 1 of the complaints process.
Governance Manager	The employee appointed to oversee and manage the complaints management framework and ensure governance mechanisms are operating throughout a complaints process.
Delegate (COO)	The employee appointed as the decision-maker for simple or standard formal/informal complaints.
Delegate (CEO)	The employee appointed as the decision-maker for complex complaints.
Delegate (Board)	The Board is the internal governing body and is accountable for the policies and procedures in place and may act as a delegate when the CEO is not available or able to make a decision.
Governing Body	The Queensland Ombudsman or the Human Rights Commission.
Note: For further information on responsibilities and accountabilities see Appendix 1.	

Resolution classification and timeframe guidelines

Coexistence Queensland uses the below table to manage timeframes in resolving complaints.

Note: Coexistence Queensland have 30 business days to respond to initial complaints, however we will endeavour to meet shorter time frames for simple and standard complaints. We will advise the customer where we cannot meet the shorter timeframes indicated in the below table and will provide regular updates where possible.

Classification	Description	Complaint Decision Maker	Timeframe
Informal complaint - simple	Resolved quickly, such as by a Customer Service Officer e.g. clear up a misunderstanding; error in a record, lack of information. Minimal risk.	Local (any officer approached by a complainant, or with the required knowledge to respond)	Can be resolved at point of service within five (5) business days.
Formal complaint - standard	Involves a single low risk issue that can be resolved within 20 business days.	COO	Resolve within 20 business days of receipt. (can be extended to 30 business days).
Formal complaint - complex	May involve a higher level of risk, and more than one issue or business area. Requires more time to investigate or coordinate responses from other areas.	CEO	Resolve within 30 business days (can be extended in extenuating circumstances)
Internal Review	A review of the proper process undertaken to resolve the complaint, and that the correct decision resulted from the process.	CEO	Request received by customer within 20 days of the Level 1 complaint outcome notification. Resolve within 20 days.
Human Rights Referral	A review of human rights complaints which have not been dealt with adequately, or at all by Coexistence Queensland	Human Rights Commissioner	Made at least 45 business days after the complaint to Coexistence Queensland. Resolution determined by the Commissioner.
External Review	Independent review of finalised complaint	Queensland Ombudsman	Determined by the Ombudsman.
Extensions	Extensions may sometimes be required.	CEO	We will notify in writing at the earliest opportunity and advise the new expected timeframe.

Updates	Updates on the complaint status may be requested by the complainant.	COO / CEO	Upon request and at regular intervals following the preset deadlines. We will be proactive in the management of updates to our customers.
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Human rights

Coexistence Queensland is committed to respecting and promoting human rights. Under the *Human Rights Act 2019*, we have an obligation to act and make decisions in a way that is compatible with human rights and when making a decision, to give proper consideration to human rights.

We will assess all complaints for breaches of human rights, whether the customer has identified a human rights concern or not.

When carrying out our responsibilities or making decisions that involve human rights, we will follow the three steps below:

- 1) Identify the human rights relevant to the complaint;
- 2) Consider whether the action or decision limits those human rights; and
- 3) Determine whether the limit is reasonable or justified.

Making a Human Rights Complaint

If a customer believes that their human rights have been breached due to an action or decision by our organisation, a complaint should first be addressed by Coexistence Queensland. If the complaint has not been addressed to reasonable satisfaction of the complainant a complaint can, then be made to the Human Rights Commission (QHRC) after 45 days of the complaints receipt to Coexistence Queensland. In some circumstances, QHRC may receive a complaint sooner.

For more information refer to Complaints Management Stage – Level 3 (External Review) of this Policy.

Complaints about staff conduct

Complaints about staff will be handled by an officer who is not subject to the complaint. Depending on the severity, this may be handled by frontline staff. The details of the complaint will be managed by the parties with direct concern and confidentiality protocols will be maintained throughout the process.

The staff member will be:

- (a) Informed immediately and completely of any complaint about their performance;
- (b) Will be given the opportunity to explain the circumstances and will be provided appropriate support; and
- (c) Will be kept informed of the progress in the investigation of the complaint and result.

However, in the circumstances of, for example, alleged criminal conduct or misconduct these provisions may not apply as other applicable processes will take precedence.

Staff will be supported by this process and encouraged to learn from the complaint management experience and to develop a greater appreciation for customer perspectives.

Disciplinary procedures will be treated separate from the complaint management process and privacy provisions will apply.

Confidentiality and Privacy

The complainant's identity will be protected as far as reasonably possible. Personal identifiable information about any individual will only be used in compliance with relevant privacy laws and ethical obligations when managing complaints.

Complaints that will not be investigated

Coexistence Queensland will outline the grounds on which complaints have been declined. We will assist the client in finding the correct agency to handle their complaint if appropriate and may refer the customer if consent is provided.

If a customer is dissatisfied with the decision to decline the complaint, the customer will be given assistance in escalating the complaint for internal review.

Unreasonable complaint conduct

Coexistence Queensland is committed to working productively with customers to resolve complaints if there is a fair and reasonable purpose to do so. However, unreasonable conduct may necessitate the discontinuation of contact if health and safety, resources or equity issues for the people involved in the complaint process occur.

Unreasonable complaint conduct may include:

Persistence	Prolonged unreasonable contact, which significantly impacts employee time or other resources. Excessive contact.
Demands	Insisting on unreasonable instructions, escalations or expectations of outcomes.
Lack of cooperation	Providing insufficient or irrelevant details or actively hindering the complaints process. Refusing to define issues of concern.
Arguments	Irrational, false, inflammatory or defamatory complaints not supported by evidence.
Behaviour	Conduct which compromises the health, safety and security of employees or others (e.g. extreme anger, aggression, threats or other violent conduct).

We will use the following objectives when identifying strategies in dealing with unreasonable conduct:

- (a) Ensure reasonableness and fairness;
- (b) Improve effectiveness and efficiency; and
- (c) Protect health and safety.

We will endeavour to manage expectations from the start of the process when dealing with unreasonable conduct of a complaint as we realise that unmet expectations are one of the primary triggers for unreasonable conduct. We will insist on respect and cooperation and will always remain respectful.

Health and Safety

The health and safety of our customers and staff is of utmost importance during a complaints management process. We will identify potential risks posed to all parties and will implement measures to eliminate or control these risks.

Complaint Reporting and Record Keeping

Coexistence Queensland must report and publish the following in our annual report:

Public Sector Act Requirements - Section 264(3)

- the number of customer complaints received by Coexistence Queensland;
- the number of those complaints resulting in further action; and
- the number of those complaints resulting in no further action.

Human Rights Act Requirements – Section 97(2)

- details of activities taken to further the objects of the HR Act;
- human rights complaints received, including:
 - the number;
 - the outcome; and
 - any other information prescribed by regulation relating to complaints.
- details of any review of policies, programs, procedures, practices or services undertaken in relation to their compatibility with human rights.

Complaint records will be managed in accordance with legislative obligations and will be made available for internal and external review, subject to the following considerations:

- *Information Privacy Act 2009*
- *Public Records Act 2002*
- *Right to Information Act*
- General Retention and Disposal Schedule; and
- other legislative considerations that may impact on the complaint.

Coexistence Queensland stores all records securely in a protected electronic document management system.

Training

This Policy applies to all Coexistence Queensland employees.

Our staff are trained in customer complaint management, human rights awareness and cultural awareness training and are committed to continuous improvement in managing and improving our complaints system and processes.

Our Complaints Management System

Coexistence Queensland's Complaints Management System (CMS) operates on a three-tier model of complaint handling which is consistent with Australian standards (AS 10002:2022).

The below provides an overview of each level in the model:



Reference: Information within this infographic have been extracted from the Queensland Ombudsman Complaints Management Resource.

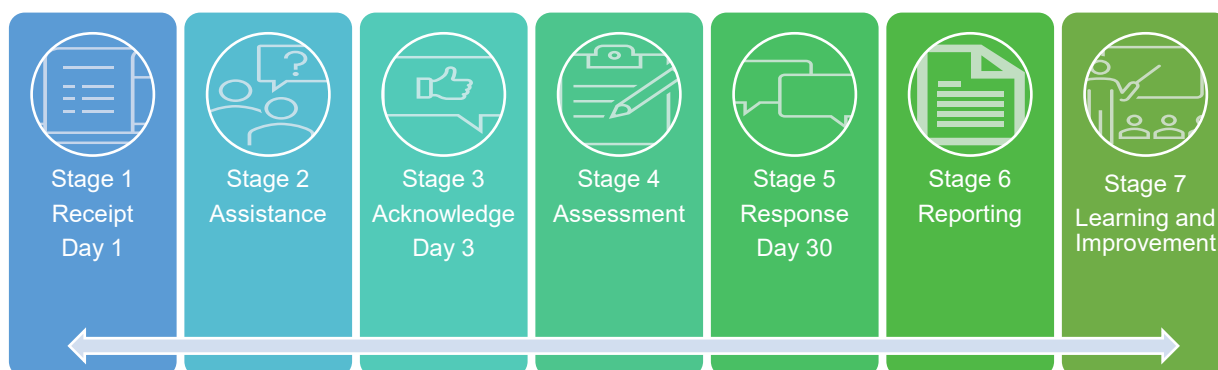
At each level, either the complainant or agency can decide to escalate the complaint to a

Coexistence Queensland

higher level. In deciding what is the appropriate level, the complaint's complexity and seriousness, and the nature of previous contacts along with other factors, should be considered.

Complaint Management Stage - Level 1 (Initial Complaint)

There are seven (7) stages in a complaint life cycle and although not always linear, each step ensures that the process is transparent and is appropriately managed with all parties informed throughout the process.



Stage 1: Receipt (How to make a complaint)

Coexistence Queensland will accept customer complaints via the following avenues:

- **By mail to -**

Coexistence Queensland
“**Confidential**”
C/- CEO or Governance Manager
PO Box 15266
City East, QLD 4002.
- **By email** to ethics@cqlld.org.au (if wishing to maintain confidentiality or anonymity this method is preferred in the first instance). This address is restricted to the Governance Manager who will take action according to internal protocols.
- **By telephone** to Coexistence Queensland 1300 548 021.
- **In person** at our office located at Level 15, 53 Albert Street Brisbane, Queensland (by appointment).
- **Via the Coexistence Queensland Website** <https://cqlld.org.au/complaints/>
- **Via Coexistence Queensland social media channels.**

Note: The Coexistence Queensland Social Media team will request that the complaint is lodged formally for a complaint to be actioned.
- **Verbal complaints** will be recorded in writing by the Coexistence Queensland Officer if required and will be read to the complainant and confirmed to verify detail accuracy.
- **Anonymous complaints** can be made. However, complaints lodged without contact information may make the complaint harder to assess and impact on the assessment outcome. It is recommended that a contact point be established via

ethics@cqlld.org.au. This could be in the form of a generic email that does not identify you.

We will allocate an officer to a complaint made within one (1) business day of receiving the complaint.

Stage 2: Assistance

Our frontline staff will refer complainants to a suitable support service to assist in making their complaint, if required.

These services may include:

National Relay Service

- Type and Listen users (TTY)

Phone 133 677

<https://www.accesshub.gov.au/services/tty-type-and-listen>

- Voice Relay Service

<https://www.accesshub.gov.au/services/voice-relay>

Phone 1300 555 757

- National Relay Service (online) <https://www.accesshub.gov.au/>

English Language Assistance

- Telephone interpreters - Translating and Interpreting Service (TIS) National.

TIS National is available 24 hours / 7 days a week

Phone 131 450

- Directory of Accredited Practitioners of Translating and Interpreting - National Accreditation Authority for Translators and Interpreters (NAATI).

Phone NAATI Hotline 1300 557 470 within Australia.

Representatives

We will accept complaints from authorised representatives. We will establish if the representative is authorised to act on behalf of the complainant, before proceeding to avoid potential privacy breaches.

Understanding the complaint

Coexistence Queensland complaint officers will seek to; clarify the details of the complaint, why the customer is dissatisfied, how they are affected and will establish supporting information required, and the customer's desired outcome of the complaint resolution. We will endeavour to manage the customer's expectations to minimise dissatisfaction with the complaints process.

We understand that all customers are unique, with diverse needs, abilities and personal circumstances. We will ensure that supports are available to our customers to be able to make a complaint. Customer vulnerability will be considered throughout all stages of a complaint process.

Stage 3: Acknowledge the complaint

The complaint will be acknowledged within three (3) business days of the complaint being received by Coexistence Queensland using the same method of contact if possible. Phone calls will be recorded via a written file note.

The acknowledgement will provide the following details:

1. Acknowledgement of receipt of the complaint
2. A reference number
3. The proposed timeframe for response
4. Information about the customer complaint management process, such as a copy of the Coexistence Queensland's Complaint Management Policy; and
5. Agency contact information.

Stage 4: Assessment

Coexistence Queensland will conduct an initial assessment of the complaint and will consider the following:

- (a) Severity
- (b) Health and safety implications
- (c) Complexity
- (d) Impact on the individual, the general public or the organisation
- (e) Potential to escalate
- (f) The need and possibility of immediate action
- (g) Jurisdiction, if applicable
- (h) Outcomes sought by the applicant
- (i) Whether other organisations or areas within the organisation need to be involved.

We will assess and consider how to address the issues raised in the complaint and any requirements that may be associated with the nature of the complaint.

Investigation process

The investigation process, if required may also include, but is not limited to:

- clarifying details with key parties
- interviewing key parties
- gathering and analysing information from file notes and sources
- identifying relevant legislation, policies and standards; and
- establishing remedies or solutions that are fair and reasonable to the complaint and that they are defensible.

Remedial actions

We will endeavour to establish the most appropriate mechanism for remediating a complaint which may include:

- an official apology
- change of policy, procedures or practice
- an explanation of how or why the issue occurred and steps taken to prevent the issue occurring again
- correction of records
- a change of a decision made; and
- any other remedy appropriate to the circumstances.

We will take into account the outcome sought by the customer and the degree of detriment to the customer.

Stage 5: Response

Coexistence Queensland will provide a response within 30 business days after the complaint was originally received by the agency. However, we will endeavour to respond at the earliest opportunity if the complaint is simple in nature (refer to timeframes). If we are unable to meet the expected timeframe for any reason, we will proactively advise the customer of the extenuating circumstances that may delay the initial timeframe.

We will ensure that we provide in our response:

- clear information on why a decision was made and will include all relevant policies, legislation and directives used in making the decision;
- remedial actions taken, or business improvements (subject to privacy considerations);
- further information and contact details about the review options available; and
- internal contact details for the internal officer who can be contacted for further information relating to the complaint.

The response will be delivered in the same method as received if appropriate, and will be tailored to address the issues raised in the complaint.

Stage 6: Reporting

Section 264(3) of the Public Sector Act requires agencies to publish information annually on the number of customer complaints.

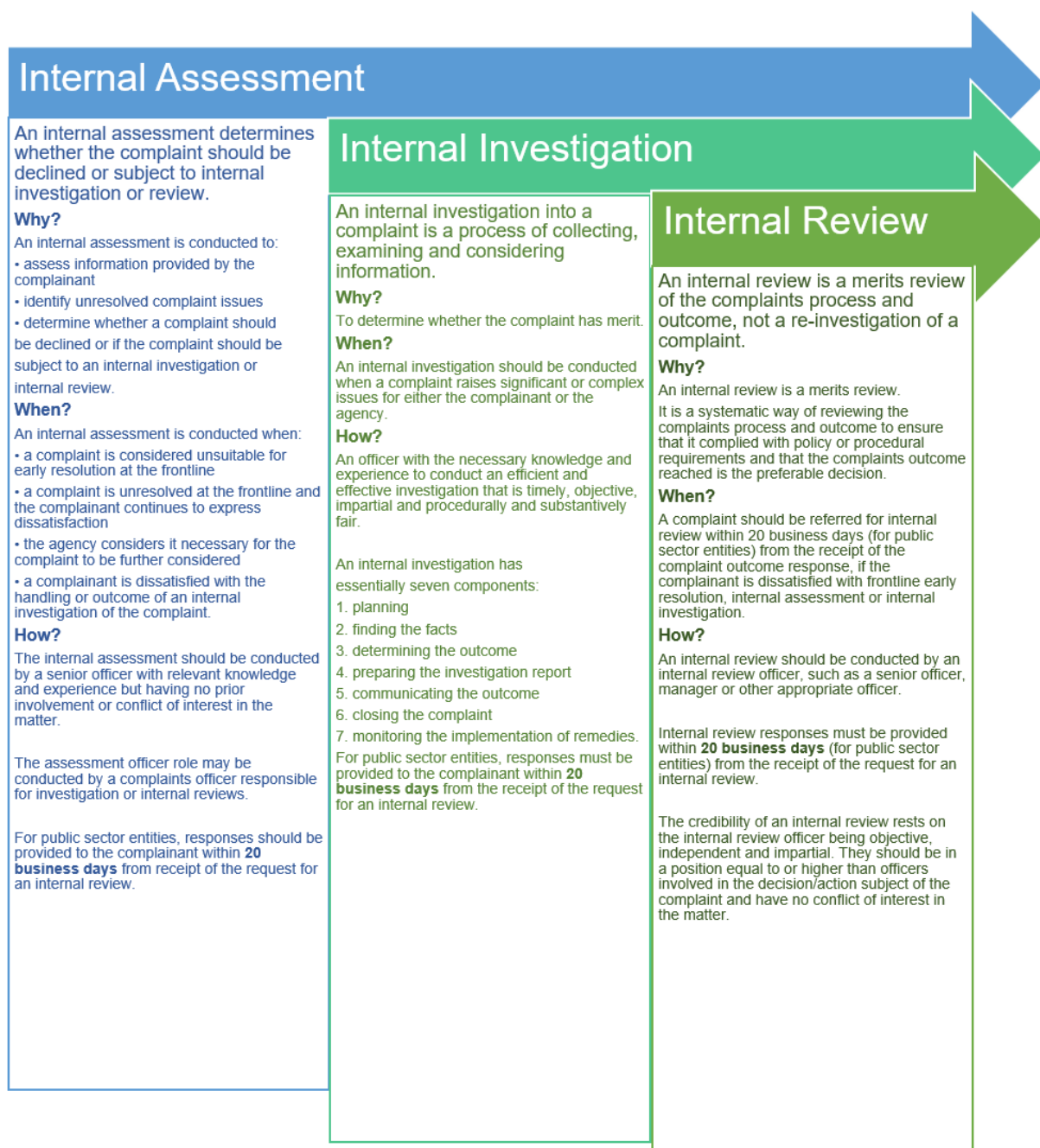
We will publish the number of customer complaints received by us in our organisation's annual report on complaints that resulted in further action and no further action. In addition to this, we regularly report to our Board on our complaints and key performance indicators and trends.

Stage 7: Learning and Improvement

Coexistence Queensland values our customer feedback to assist us in continuously improving on our service delivery. We will survey our customers' satisfaction to assist our ongoing analysis and learning from complaints. We will monitor the implementation of remedial actions and the performance of our complaint management system.

Complaint Management Stage - Level 2 (Internal Review)

Coexistence Queensland aims to address the majority of complaints received at the first level. If, for any reason, the complainant is not satisfied with the outcome, the complaint may be assessed to determine whether the complaint should be declined or subjected to an internal investigation or review. The possible avenues for internal escalation in Level 2 are outlined below:



Reference: Information within this infographic have been extracted from the Queensland Ombudsman Complaints Management Resource.

Complaint Management Stage - Level 3 (External Review)

To progress to an external review the complainant must have already exhausted Coexistence Queensland's complaints management system processes.

The following two governing bodies may be contacted if a customer is still dissatisfied with the outcome provided by Coexistence Queensland.

1) Queensland Ombudsman

The Queensland Ombudsman can be contacted through the methods below:

Telephone: 07 3005 7000

Email: ombudsman@ombudsman.qld.gov.au

Post: Level 18, 53 Albert Street, Brisbane QLD 4000 GPO Box 3314

2) The Human Rights Commissioner

The Human Rights Commissioner may receive complaints directly from members of the public, if:

- (a) Coexistence Queensland has already received the complaint; and
- (b) At least 45 business days have elapsed since the complaint was made; and
- (c) The complainant has either received no response or a response they consider to be inadequate.

In exceptional circumstances, the Commissioner may accept a complaint made before the period mentioned in point (b) above.

The Queensland Human Rights Commission can be contacted through the methods below:

PO Box 15565

City East, QLD 4002

Telephone: 1300 130 670.

Further Information

For further information please contact the Governance Manager, Corporate Services – ethics@cqld.org.au.

Review

This Policy will be reviewed annually.

Related Documents

- *Public Sector Act 2022*
- *Human Rights Act 2019*
- Queensland Public Service Customer Complaint Management Framework
- Queensland Public Service Customer Complaint Management Guideline
- Coexistence Queensland Corporate Governance Framework

- Coexistence Queensland Declarations of Interests Policy
- Coexistence Queensland Fraud and Corruption Prevention Policy and Procedure
- Coexistence Queensland Employee Complaints Management Policy and Procedure
- Code of Conduct for the Queensland Public Service
- Coexistence Queensland Public Interest Disclosure Policy and Procedure
- Ombudsman's Inquiries and Complaints Procedure

Appendix 1 - Roles and Responsibilities

Role	Responsibility
<p>Frontline Staff (All staff)</p> <p>Ideally a first point of contact within each business unit will be established.</p> <p>However, sometimes the complaint may be simple and be able to be resolved in the first instance.</p> <p>In this circumstance, the staff member (regardless of level) may be able to utilise their standard complaints management training to resolve the issue.</p>	<p>All staff that handle complaints will:</p> <ul style="list-style-type: none"> • welcome and deal with the matters raised by customers locally in the first instance, in order to minimise formal complaints. • be skilled in determining the most appropriate course of action to address complaints, or escalate to management. • consider all complaints as a possible human right complaint. • implement the following principles when dealing with complaints: <ul style="list-style-type: none"> - remain calm; - show respect; - demonstrate impartiality; and - be professional. • be appropriately trained in complaint management procedures relevant to their role, including specific training on: <ul style="list-style-type: none"> - complaints management; - customer vulnerability; - cultural awareness; - human rights; and - customer communication needs and preferences. • be able to inform and assist a complainant on processes for lodging and managing complaints. • ensure all complaint dealings are recorded in the complaints register. • maintain confidentiality for all involved. • follow the complaint management policy and procedures and undertake training. • refer all complaints (resolved/unresolved) to the Receiving Officer.
<p>Receiving Officer</p> <p>The receiving officer is a member of the Corporate Governance Unit.</p>	<p>The Receiving Officer will:</p> <ul style="list-style-type: none"> • record the complaint details and the resolution and manage and record any issues, actions and improvements required; OR refer the complaint to the Investigating Officer if serious/complex in nature. • abide by responsibilities outlined for all staff.
<p>Investigating Officer</p> <p>The Investigating Officer will be a Manager of Coexistence Queensland.</p>	<p>The Investigating Officer will: (if complaint is not resolved in previous stages):</p> <ul style="list-style-type: none"> • acknowledge receipt of the complaint with the customer within three (3) business days and advise on timeframes for resolving the complaint. • assist the customer in making their complaint (i.e. assessing and classifying the complaint, investigating and establishing resolutions). • explain options/process for internal and external review. • record the complaint in the complaints register. • action complaint closure and ensure internal improvement strategies are implemented and communicated to appropriate parties.

	<ul style="list-style-type: none"> • apply natural justice to customer and staff throughout the complaints process. • recommend the resolution and response for each complaint to the appropriate delegate (COO or CEO). • attend formal complaints management training courses offered by the Queensland Ombudsmen. • attend formal Human Rights training. • abide by all responsibilities outlined for all staff.
Internal Review Officer The Internal Review Officer will in most circumstances be the COO or an external contractor.	The Internal Review Officer will: <ul style="list-style-type: none"> • be independent from the original process and be equal to or more senior to the original decision maker (may be an external contractor). • undertakes one or more of the three possible avenues for escalation (i.e., Internal Assessment; Internal Investigation; Internal Review). • have no conflict of interest in the matter. • advise the complainant (if they are unsatisfied with the outcome) on the process for External Review. • abide by all responsibilities outlined for all staff.
Governance Manager The Corporate Governance Manager.	The Governance Manager will: <ul style="list-style-type: none"> • ensure that records are stored and managed as per record keeping protocols. • oversee the process to ensure it is managed as per relevant legislation, policies, procedures and standards. • act as a liaison between the Queensland Ombudsman's office and staff in relation to complaints referred to Coexistence Queensland or to the Ombudsman. • will prepare the reporting requirements applicable to complaints management and human rights (Annual Report & Board reporting) • ensure that the approved resolution actions are implemented and monitored. • Review the Complaints Management Policy annually and make recommendations on continuous improvement opportunities. • abide by all responsibilities outlined for all staff.
Delegate (COO) The Chief Operating Officer	The COO will: <ul style="list-style-type: none"> • act as a decision maker for informal/formal complaints that are simple or standard (see Resolution Classification and Timeframe Guidelines). • ensure that staff with roles in the complaints management process have received training and that roles have been assigned to staff within their division. • immediately refer allegations of official misconduct or other fraudulent activity and public interest disclosures to the Governance Manager. • abide by all responsibilities outlined for all staff.
Delegate (CEO) The Chief Executive Officer	The CEO will: <ul style="list-style-type: none"> • act as a decision-maker for complex complaints (see Resolution Classification and Timeframe Guidelines). • ensure that the appropriate training is available and offered to staff for the positions they hold in executing duties within this Policy.

	<ul style="list-style-type: none"> • be accountable for the Complaints Management Policy being followed in each business unit. • ensure timely and effective actions. • abide by all responsibilities outlined for all staff.
<p>Governing Body</p> <p>The Board</p>	<p>The Board will be accountable for:</p> <ul style="list-style-type: none"> • the Complaints Management Policy and the review of the policy. • ensure that mandatory reporting is reported at meetings and to relevant regulators. • ensure adequate funding and resourcing is allocated to manage complaints and systemic issues.