



COMPLAINTS AND FEEDBACK POLICY

Approval

Document ID	CG-MG-PO-04
Applicable to	All staff, authorised representatives and volunteers of Maranguka Community Hub
Document Owner	CEO
Approval Date	03/09/2025
Approved By	CEO
Last Review Date	31/10/2025
Next Review Date	31/10/2027
Related Documents	Code of Conduct Confidentiality Policy Privacy Policy Discrimination, Harassment & Bullying Policy Complaints and Feedback Procedure

Introduction

Maranguka is committed to listening to the voices of our community and our staff. We welcome feedback, whether it is positive or a concern, as a valuable opportunity to improve our services and strengthen our relationships. This includes feedback from participants, team members, Elders, families, carers, advocates, partners, and other stakeholders.

This policy is intended to ensure that Maranguka handles complaints and grievances fairly, efficiently and effectively. This policy guides our Board of Directors, team members and people who wish to make a complaint or provide feedback on the key principles and concepts of our complaint and feedback management system.

This policy applies to all Maranguka Board of Directors and Maranguka team members receiving or managing complaints and feedback from the public and clients made to, or about us, regarding our products, services and team members, or our complaint handling process. This policy also applies to team members who wish to make a complaint or provide feedback about another team member or another aspect of our business.

Maranguka is committed to cooperating with statutory authorities to ensure that it complies with its obligations to report certain Safeguarding Complaints to the appropriate authorities. Maranguka is also committed to adhering to the Child Safe Standards (NSW) to ensure a safe environment for those engaging with its services.

Policy and Scope

- **Employees:** Full-time, part-time, and casual staff members who are directly employed by Maranguka Ltd.
- **Volunteers:** Individuals who volunteer their time and services to support Maranguka Ltd's activities



COMPLAINTS AND FEEDBACK POLICY

and programs involving children.

- **Contractors:** External contractors and service providers who may engage with children as part of their work for Maranguka Ltd.
- **Board members and leadership:** Those responsible for governance, strategy, and oversight, ensuring that child safety is embedded into the organisation's culture.
- **Visitors and partners:** Individuals, agencies, or organisations that partner with or visit Maranguka Ltd and may come into contact with children and young people.
- **Clients:** Any individual person or organisation that is considered to be in receipt of services provided by Maranguka staff or programs, either directly or indirectly.
- **Community Members:** Any member of the community that is directly or indirectly serviced by Maranguka staff or programs.

This policy covers all programs, services, and activities that involve or impact children and young people, whether delivered on-site, off-site, or in digital and online environments. It applies across all settings where Maranguka Ltd interacts with children, including community events, educational programs, and other organised activities.

This policy also applies to staff who wish to lodge a grievance against another staff member, as identified by the Discrimination, Harassment and Bullying Policy.

Policy Principles

1. Maranguka is committed to the provision of fair, effective and efficient complaints and grievance management.
2. Maranguka expects its operational leadership to promote a culture that values complaints, feedback or grievances and the benefits that effective resolution can bring.
3. Maranguka expects all team members at all levels to be committed to fair, respectful, effective and efficient complaint and feedback handling and to commit to following the policy, procedure as well as implement any changes that arise from complaints, feedback or grievances or the analysis of associated data.

Responsibilities

The following outlines the nature of the commitment expected from team members and the way that commitment should be implemented.

Service Operations and Board of Directors

The Service Operations and Board of Directors will promote a culture that values complaints and feedback and their effective resolution by:

- reporting to the board on our grievance, complaint and feedback handling;
- providing adequate support and direction to key team members responsible for handling grievances, complaints and feedback;
- regularly reviewing reports about grievance, complaint and feedback trends and issues arising from complaints and feedback;
- encouraging all team members to be alert to complaints and assist those responsible for handling complaints to resolve them promptly;
- encouraging team members to make recommendations for system improvements; and
- supporting recommendations for service, team members, grievance and complaint and feedback handling improvements arising from the analysis of data.

Team Members whose duties include complaint and feedback handling (may include Service Operations or Chair of the governing body)

Team members whose duties include grievance, complaint and feedback handling will demonstrate exemplary complaint handling practices by:

- treating all people with respect, including people who make complaints and provide feedback;
- assisting people to make a grievance, complaint or provide feedback, if needed;
- complying with our policy and associated procedures;
- providing regular feedback to management on issues arising from grievances, complaints or feedback;
- providing suggestions to management on ways to improve our grievances, complaints and feedback management system; and
- implementing changes arising from individual complaints or feedback and from the analysis of data as directed by management;
- Support people to raise concerns in a culturally safe way.

All Team Members

All team members will understand and comply with our grievance, complaint and feedback handling practices by:

- treating all people with respect, including people who make complaints or provide feedback;
- being aware of our grievance, complaint and feedback handling policies and procedures;
- assisting people who wish to make complaints or provide feedback if needed; and
- being alert to complaints and assisting team members handling complaints to resolve matters promptly.

NOTE: Complaints that involve matters related to Safeguarding or Child Protection should refer to the section “Safeguarding Complaints”

Policy Statement



COMPLAINTS AND FEEDBACK POLICY

1. Facilitating Complaints and Feedback

People focus

We understand that feedback and complaints may be shared in different ways. People are welcome to speak directly, write to us, participate in a yarning circle, or ask a trusted person to raise a concern on their behalf.

Any concerns raised as feedback or complaints will be dealt with within a reasonable time frame.

People making complaints will be:

- provided with information about our complaint handling process and how to access it;
- listened to, treated with respect by team members 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.

Encouraging Feedback

We encourage clients, stakeholders and team members to provide both negative and positive feedback. Feedback may be provided by clients, Community members, stakeholders or team members on their initiative or in response to requests from us e.g. surveys.

No detriment to people making complaints and giving feedback

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

Anonymity

We may accept anonymous complaints and feedback 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. People making a complaint should be aware that anonymity may limit the ability of Maranguka to effectively investigate the complaint.

Accessibility

We will ensure that information about how and where complaints and feedback may be made to or about us is well publicised on our website. We will ensure that our systems to manage complaints and feedback are easily understood 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 or feedback, we will communicate with them through their representative if this is their wish. Anyone may represent a person wishing to make a complaint or provide feedback with their consent (e.g. advocate, family member, legal or Community representative, member of Parliament, another organisation).



COMPLAINTS AND FEEDBACK POLICY

2. Responding to Complaints

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.

Responsiveness

We will promptly acknowledge receipt of complaints (usually within 1-2 business days).

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. Information is to be provided to the complainant as per the Complaints procedure.

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 team member whose conduct or service is being complained about.
- Conflicts of interest, whether actual or perceived, will be managed responsibly as per the Conflict of Interest Policy.

Responding flexibly

- Our team members 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.
- If complaints cannot be resolved at a lower level, the option of mediation may be provided.

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 and any relevant confidentiality obligations.

Empowerment of Team Members

- All team members managing complaints are empowered to implement our complaint management system as relevant to their role and responsibilities.
- Team members are encouraged to provide feedback on the effectiveness and efficiency of all aspects of our



COMPLAINTS AND FEEDBACK POLICY

complaint management system.

3. Responding to Staff Grievances

Provisions for staff:

At all stages of the grievance process workers can expect the same treatment as someone making a complaint as well as:

- To be supported
- To be able to bring a support person to any meetings related to the grievance
- To have access to any relevant records taken at meetings they attend to enable them to agree they are accurate and true
- To be protected against victimisation or harassment because they have raised a grievance
- To be able to withdraw a grievance
- To be able to request a review

4. 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 team members; 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 team members to do the same in accordance with this policy.

Maranguka will assess whether a complaint or a person making a complaint is unreasonable on a case by case basis. Grounds or actions that may be considered unreasonable include:

- Unreasonable persistence: continued pushing for additional or new responses even though a complaint has been finalized
- Unreasonable demands: insistence on unattainable outcomes, or demands to have issues managed in a particular way
- Unreasonable lack of cooperation: provision of disorganized, excessive or irrelevant information, failure to provide relevant information that may not suit an argument, being unwilling to consider other viewpoints, refusing to define issues of concern
- Unreasonable arguments: conspiracy theories with no evidence, irrational interpretation of facts or laws
- Unreasonable behaviours: extreme anger, aggression, threats, or other violent conduct.

If a complaint or person making a complaint is considered unreasonable this will be communicated in a manner



COMPLAINTS AND FEEDBACK POLICY

deemed appropriate to the circumstances. If inquiries into the complaint suggest there may be reasonable grounds to suspect criminal, corrupt, reportable conduct or gross professional misconduct, the matter may be referred to an appropriate external authority.

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).

5. Accountability and Learning

Staff Responsibilities

Staff are expected to:

- Recognise they contribute to the workplace environment for staff and clients
- Understand how their behaviour contributes to the environment and how it may be perceived
- Raise concerns at an early stage and participate in any resolution process in good faith
- Not raise malicious, vexatious or frivolous issues
- Maintain confidentiality
- Accept that any outcome may not always be an outcome they were expecting or hoping for.

Analysis and evaluation of Complaints and Feedback

Complaints will be stored securely and reviewed as part of the Continuous Improvement cycle as per the Quality Management Framework which includes:

- Running regular reports for analysis, trend monitoring and resultant actions
- Review of the complaints management system to ensure effectiveness
- Continuously improving the management system and operational decisions as part of the analysis.

5. Employee Assistance Program

Dealing with complaints or grievances at work can be difficult and at times distressing. Maranguka works to help our staff through the provision of a psychological counselling service. The service has an emphasis on assessment and referral rather than ongoing therapy and workers can confidentially access this professional assistance.

Managers should offer and encourage staff to utilise this service. Managers are also encouraged to utilise this where needed. Records are not available to Maranguka and the service is confidential.

Responding to Safeguarding Complaints

Complaints that relate to Safeguarding or child protection will be managed as per the above principles, and

following the specific tasks as contained in the Complaints and Feedback Procedure. This is in line with the Child Safe Standards (NSW).

Complaints

Complaint	An expression of dissatisfaction made about the organization, its services or staff
Complaint and Feedback handling/Management System	All policies, procedures, registers and practices used in the management of complaints, feedback and grievances.
Dispute	Disagreement with an outcome or information provided
Feedback	Opinions, comments, compliments and expressions of interest or concern about the organization, staff or services
Grievance	A statement, written or oral, made by a staff member regarding a work related concern such as interpersonal conflict or perceived breach of policy
Administrative Inquiry	A structured proceed undertaken to investigate whether there is sufficient evidence to sustain a complaint or grievance.

Policy Breaches

Any breach of this policy can result in, but is not limited to, any one or more of the following:

- Performance Management or disciplinary action
- Termination of employment
- Legal proceedings or undertakings.

Breaches that include a breach of confidentiality or privacy will be subject to the Confidentiality Policy.

Breaches that include a breach of Discrimination, Harassment and Bullying Policy will be subject to that policy.

Roles and Responsibilities

Role	Responsibility
CEO	Implementation and review of the policy
Leadership Team	Communicating the policy to staff and ensuring it is upheld
Program Managers	Ensuring staff are compliant with policy
Staff and Users	Upholding the principles and requirements of the policy