

Complaint Handling Policy

Policy Number:	GOV-04
Responsible Department(s):	Community Capacity
Other Relevant Policies:	Internal Review of Council Decisions Policy Request for Services Policy Unreasonable Complainant Conduct Policy
Other Relevant Procedure(s):	Complaint Handling Procedure Request for Service Procedure
Policies superseded by this procedure	Complaint Handling, 25/02/25, Item 12.10, 77/25
Adopted/Approved by:	Council
Date of Adoption/Approval	25 November 2025
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Next Review:	At the end of the Council term (November 2026) or as required by legislation or changed circumstances

Version Control

Version:	Effect Date:	Description of Changes:	Approver:
1.0	25/02/2025	1. Replacement of “Mayor” with “Deputy Mayor” in clause 4.5, as per the requirements of resolution 430/24. 2. Insertion of a cover page	<i>Council – Res 77/25</i>
2.0	25/11/2025	1. Replacement of “Deputy Mayor” with “Mayor” in clause 4.5, as per the revocation of Part 3(h) of Resolution 430/24 as provided for by Resolution 402/25. 2. New template.	<i>Council – Res 402/25</i>

1. INTRODUCTION

- 1.1 This Policy sets out the principles and guidelines to be used when addressing complaints made about the actions of the Council, employees of the Council, or other people acting on behalf of the Council.
- 1.2 This Policy is to be read in conjunction with other relevant Council policies, especially in making the distinction between a complaint and request for a review of a Council decision.

2. OBJECTIVES

- 2.1 The objectives of this policy are:
 - To demonstrate the Council's commitment to addressing complaints in a timely, effective and fair way
 - To demonstrate the Council's commitment to using information gained from the community to improve its services and operations.

3. DEFINITIONS

Complaint means an expression of dissatisfaction with a product or service delivered by the Council or its representatives that has failed to reach the standard stated, implied or expected. This includes complaints about a service that has been, or should have been delivered. A complaint may be made in any form, including verbal, written or electronic means.

A request for a **review of a decision** is distinguished from a complaint by virtue of the complainant formally requesting that the Council reconsider the decision-making process and all the evidence relied on to make a decision as per the provisions of the Internal Review of Council Decisions Policy.

Feedback means those comments, which are sometimes framed as complaints, but where there is no implied or expressed expectation of follow up, review or action.

4. POLICY STATEMENT

4.1 Principles

- 4.1.1 The Council welcomes complaints as a way of improving its services and programs as well as providing an opportunity to improve services and operations or simply to 'put things right'.
- 4.1.2 The community should be aware of, and have access to, complaint making channels and the process to lodge a complaint. The process for handling the complaint should be communicated to the complainant.
- 4.1.3 Each complaint will be considered on its merits. Complainants will be treated fairly,

with impartiality, confidentiality and transparency being applied to the extent possible.

- 4.1.4 Complaints will be taken seriously and sufficient resourcing will be allocated to handle complaints in a professional and timely manner.
- 4.1.5 The outcome of a complaint should be used to improve the way the Council operates.
- 4.1.6 The manner in which a complaint is handled, and by whom, will depend on the level of complexity and seriousness of the complaint. At all times, complaints should be handled by people competent to manage the process and communicate the outcomes.
- 4.1.7 It is not a reasonable use of the Council's, i.e. the community's resources to allocate time and money to investigating vexatious or frivolous complaints.
- 4.1.8 Complainants should be informed of the outcome of any complaint requiring investigation.

4.2 Policy Position

- 4.2.1 Complaints will broadly be dealt with according to a three-step approach, with complaints being dealt with at the first point of contact wherever possible:

Step 1 - Immediate response to resolve the complaint

Council aims to resolve complaints at the first level, the frontline. Wherever possible staff will be adequately equipped to respond to complaints at the initial point of contact.

Step 2 - Complaint escalated to a more senior officer

Where it is not possible to resolve a complaint at the initial point of contact, Council may escalate the complaint to a more senior officer. This may occur, for example, where an officer has been involved in the matter that is the subject of the complaint, where the complaint is about an issue that requires a decision to be made at a more senior level, or where a complaint concerns a matter that involves multiple departments.

Step 3 - Internal review of a Council decision

Where a complainant is dissatisfied with the outcome, they may seek an internal review as set out in the *Internal Review of Council Decisions Policy*. This is a mechanism that enables the Council to reconsider the decision-making process and all the evidence relied on to make a decision, including new evidence if relevant. This process is generally a last resort in the complaint handling process, but may also be used in situations which are not able to be resolved by other means.

- 4.2.2 No distinction will be made between the method of making the complaint, i.e. complaints

will be given the same regard whether they are made remotely or in person. Complaints made through any form of media will be accepted, but depending on the seriousness and complexity of the complaint, the complainant may be requested to provide further information in a defined form.

4.2.3 All complaints will be recorded in an appropriate information management system in such a way that complaint information can be analysed for service improvement opportunities.

4.2.4 Complainants will be advised of the likely timeframe required to investigate and resolve a complaint and regularly updated as to progress where necessary.

4.2.5 Employees will be trained to manage complaints efficiently and effectively, and provided with a level of delegated authority appropriate for the nature of complaints they are expected to resolve.

4.2.6 Procedures

Procedures will be developed which contain guidelines on:

- Receipt of complaints
- Acknowledgment of complaints
- Initial assessment and addressing of complaints, including keeping complainants updated of any progress
- Providing reasons for decisions and options for further review available to the complainant
- Closing complaints, record keeping, redress and review

4.2.7 Remedies

Where complaints are found to be justified the Council will, where practicable, remedy the situation in a manner which is consistent and fair for both Council and complainants. The solution chosen will be proportionate and appropriate to the circumstances. As a general principle the complainant should, so far as possible, be put in the position he or she would have been in, had things not occurred as they did. This may mean providing the desired service or changing a decision. Sometimes, however, it may only be possible to offer an apology.

Where complainants make assertions that financial compensation is expected, the matter will need to be referred to the Local Government Association Mutual Liability Scheme for case management. The rules of the Scheme will be observed and this will be communicated to the complainant.

4.2.8 Feedback

Feedback which does not constitute a complaint (see definitions) will be acknowledged and the feedback will be directed to the appropriate functional area, but in most cases, a formal investigation will not occur.

4.3 Special Provisions

There are specific procedures which apply to particular types of complaints. If the complaint would be more properly dealt with by another process, this will be explained to the complainant at the outset.

For example:

- Complaints against a Council Member, the Chief Executive Officer or employees under the applicable Code of Conduct as in effect from time to time.
- Freedom of Information applications.
- Claims for financial compensation, e.g. 'insurance claims'.
- Persons claiming protection under the Public Interest Disclosure Act 2018
- Decisions made under legislation other than the *Local Government Act 1999*, such as the *Development Act 1993* or *Expiation of Offences Act 1996*.
- Complaints which constitute a request for a review of a Council decision will be treated according to the provisions of the *Internal Review of Council Decision Policy*.

4.4 Unreasonable complaints

4.4.1 Council may receive complaints that are unreasonable. Unreasonable Complainant Conduct is divided into five categories of conduct:

- Unreasonable persistence
- Unreasonable demands
- Unreasonable lack of cooperation
- Unreasonable arguments
- Unreasonable behaviours

4.4.2 Complaints that escalate to unreasonable complainant conduct will be dealt with in accordance with Council's *Unreasonable Complainant Conduct Policy*.

4.5 Employee code of conduct complaints

Where a person alleges:

- an employee (or a relative of an employee) has sought or received a gift or benefit that is, or could reasonably be taken to be, intended or likely to create a sense of obligation on the part of the employee to a person or to influence the employee in the performance or discharge of the employees functions or duties; or
- an employee has failed to record, or correctly record, details of a gift or benefit received by the employee (or a relative of an employee) on the gift and benefits register; or
- the Chief Executive Officer has not appropriately maintained a register for gifts and benefits received by employees of the Council,

they may submit a complaint alleging that an employee of council has contravened or

failed to comply with the Code of Conduct for Council Employees, as prescribed in Schedule 2A of the *Local Government (General) Regulations 2013*.

A complaint of this nature must be given to the Chief Executive Officer. It will be investigated and resolved according to the industrial and human resource procedures of the Council.

In the case of a complaint against the Chief Executive Officer, a complaint must be given to the Mayor, except in circumstances where it would be inappropriate to do so (such as where legislation requires the matter to which the complaint relates to remain confidential). In such circumstances the matter should be dealt with in accordance with the legislative requirements.

4.6 Council Member code of conduct complaints

Where a person alleges that a Council Member has breached the provisions of the *Code of Conduct for Council Members* and/or the *Council Member Conduct Policy*, the complaint should be made to the Chief Executive Officer in accordance with the Code of Conduct Complaint Handling Procedure contained in the *Council Member Conduct Policy* (available on the Council website).

5. DELEGATION

5.1 The Chief Executive Officer has the delegation to:

- Approve, amend and review any procedures that shall be consistent with this Policy; and
- Make any formatting, nomenclature or other minor changes to the Policy during the period of its currency.

6. AVAILABILITY OF THE POLICY

6.1 This Policy will be available for inspection at the Council's Offices during ordinary business hours and via the Council's website www.ahc.sa.gov.au. Copies will also be provided to the public upon request, and upon payment of a fee in accordance with the Council's Schedule of Fees and Charges.