

Complaints Management Policy and Procedure

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Policy Approval Delegate:	Chief Executive Officer		

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1 Policy Statement

The Queensland Rural and Industry Development Authority (QRIDA) is committed to the unbiased investigation, efficient management and fair resolution of complaints in a principled way that is compatible with human rights.

QRIDA fosters an environment that encourages and assists the provision of honest and constructive feedback and is committed to providing adequate resources, training and support for staff to manage these processes.

2 Purpose

QRIDA strives for excellence and applies many approaches to improve satisfaction for clients and customers. It does this by incorporating people-centred solutions into all aspects of service delivery.

At every level of engagement, QRIDA welcomes feedback on its performance from clients and customers. Feedback includes compliments on good service and positive outcomes achieved and, equally, complaints can be generated where there is an expressed dissatisfaction with the services or actions of QRIDA staff and can offer suggestions to improve processes, systems and decision making.

This Policy and Procedure outlines the approach QRIDA will take to respond to complaints to enable clients and customers to have their complaints heard in an appropriate, respectful and timely manner, having regard to procedural fairness and natural justice.

3 Principles

In line with the Queensland Public Service Customer Complaint Management Framework, QRIDA's guiding complaints management principles are:

- **Customer focused** - Creating an environment that encourages feedback and complaints with recognition of the needs and expectations of complainants.
- **Timely and fair** - Complaint handling processes are clear, impartial and confidential, with timely acknowledgements and responses.
- **Clear communication** - There are clear and communicated expectations and standards for all parties involved in a complaint.
- **Accountable** - Roles and responsibilities for complaints management are clear and publicly available.
- **Improving services** - A system that can be used by QRIDA to analyse, evaluate and audit complaints and their outcomes to improve existing, and inform new, quality services.

4 Scope

This Policy and Procedure applies to complaints submitted to QRIDA which fall under the definition of a customer complaint as specified within the *Public Sector Act 2022* (Qld) or other relevant legislation.

4.1 Complaints Within Scope

The following complaints will be accepted under this Policy and Procedure.

Complaints within the following areas of concern will be managed and reported consistent with the requirement of the *Public Sector Act 2022* (Qld):

- A complaint about a decision made, or a failure to make a decision, by a QRIDA employee.
- A complaint about an act, or failure to act, of QRIDA.

- A complaint about the formulation of a proposal or intention of QRIDA.
- A complaint about the making of a recommendation by QRIDA.
- A complaint about the customer service provided by a QRIDA employee.

Complaints within the following areas of concern will be managed and reported consistent with the requirements under the relevant legislation (see Context):

- Information privacy complaints.
- Human rights complaints.
- Allegations of corruption or misconduct.

4.2 Complaints Outside Scope

Complaints within the following areas of concern are outside of the scope of this Policy and Procedure. These complaints may be submitted to QRIDA through the manner described in this Policy and Procedure but will then be redirected through the appropriate policy or legislative mechanism:

- Complaints made and/or managed pursuant to other legislation and/or relevant complaint management processes, such as:
 - Right to Information applications
 - Public interest disclosures, or
 - Employee grievances.
- An application for assistance under a QRIDA-delivered scheme which has received an outcome considered dissatisfactory by the applicant, where the outcome is the subject of the complaint rather than QRIDA processes or staff. (see Reviewing a Decision process).
- By mutual agreement between QRIDA and the Program Owner, particular schemes may implement a scheme-specific complaints management process including escalation to the Program Owner.

QRIDA is unable to deal with complaints within the following areas of concern and, if received, complainants will be redirected to the appropriate entity:

- All matters which are being addressed in an external forum or court, e.g. a tribunal, a commission, a court, or another agency.
- A matter which has already been investigated where all options for internal review are exhausted.
- Matters wherein QRIDA is not the correct agency to address the concern, e.g. policy concerns relating to a scheme being administered by QRIDA on behalf of the program owner.
- Complaints directed to a Ministerial Office, the head of another agency or its Minister.

5 Context

This Policy and Procedure addresses QRIDA's obligations under Section 264 of the Public Sector Act 2022 (Qld), where QRIDA as a public sector entity must implement an effective complaints management system that complies with AS/NZS 10002:2022 Guidelines for complaint management in organisations.

This Policy and Procedure is supported by other QRIDA policies, detailed below.

5.1 Public Interest Disclosure Framework

A person who has a reasonable belief and/or can provide reasonable evidence of an issue falling within the scope of the *Public Interest Disclosure Act 2010* (Qld) will instead have their concern managed under that policy.

Those with relevant allegations are encouraged to [submit a Public Interest Disclosure](#) directly in order to protect the sensitivity of the information.

5.2 Fraud and Corruption Control Framework

A person who has a reasonable belief and/or can provide reasonable evidence of fraud or corruption or other conduct falling under the *Crime and Corruption Act 2001* (Qld) will instead have their concern managed under that policy.

Those with relevant allegations are encouraged to [submit allegations directly](#) in order to protect the sensitivity of the information.

5.3 Complaints about the Chief Executive Officer Policy

A person who has a complaint or has otherwise provided information or referred a matter that involves or may involve corrupt conduct by QRIDA's Chief Executive Officer as defined by the *Crime and Corruption Act 2001* (Qld) will instead have their concern managed under that policy.

Those with relevant allegations are encouraged to [submit allegations directly](#) in order to protect the sensitivity of the information.

5.4 Grievance Management Policy and Procedure

Employees who consider that an administrative decision or the behaviour of others is unfair or unreasonable may make a grievance per the process detailed in that policy.

Employees with an issue that meets the criteria of a grievance are encouraged to submit a grievance directly in order to protect the sensitivity of the information. Complaints made by employees that meet the criteria of a grievance will be offered the opportunity for their issue to instead be managed as a grievance.

5.5 Privacy Policy

A person who has a reasonable belief and/or can provide reasonable evidence that their personal information has not been managed consistently with the *Information Privacy Act 2009* (Qld) will have their concern managed consistently with the principles of that policy.

6 Responsibilities

6.1 Board of Directors

The QRIDA Board of Directors is responsible for:

- (a) reviewing complaints reporting and any trend analysis of complaints and other feedback.

6.2 Chief Executive Officer

The Chief Executive Officer (CEO) is responsible for:

- (a) ensuring complaints are investigated thoroughly, fairly and impartially with appropriate action being undertaken
- (b) managing, or appointing a delegate for the management of, Level 2 complaints, as required
- (c) reporting on the content of the complaints register to the QRIDA Board of Directors on at least a quarterly basis
- (d) monitoring any increase in complaints frequency for resourcing purposes
- (e) ensuring QRIDA satisfies complaints reporting publication obligations under the *Public Sector Act 2022* (Qld)
- (f) approving this Framework and supporting its implementation throughout the organisation.

6.3 Executive Leadership Team

The Executive Leadership Team (ELT) is responsible for:

- (a) maintaining awareness of complaints and other feedback received for their relevant business units
- (b) providing any necessary support to the relevant Senior Manager or Manager for the investigation or resultant action to resolve a Level 1 complaint
- (c) escalating relevant complaints to the CEO or to be managed through the appropriate mechanism for its area of concern
- (d) supporting the implementation of this Framework throughout the organisation.

6.4 Senior Managers and Managers

The QRIDA Senior Managers and Managers are responsible for:

- (a) informing employees under their supervision or management of this Framework and ensuring it is complied with on an ongoing basis
- (b) ensuring appropriate training is undertaken on the requirements of this Framework
- (c) ensuring oversight of, and supporting employees under their supervision or management in, the handling of Level 1 complaints
- (d) ensuring complaints investigated are undertaken with fairness and objectivity.

6.5 Executive Manager, Corporate Governance and Performance

The Executive Manager, Corporate Governance and Performance is responsible for:

- (a) reviewing this Framework biennially to ensure it remains current
- (b) recommending amendments to this Framework as required
- (c) preparing and making available resources and training for staff to understand their duties and responsibilities in relation to this Framework
- (d) arranging for the QRIDA website to be updated before 30 September annually with the number of complaints received during that financial year and, of these:
 - i. the number that resulted in further action.
 - ii. the number that required no further action.

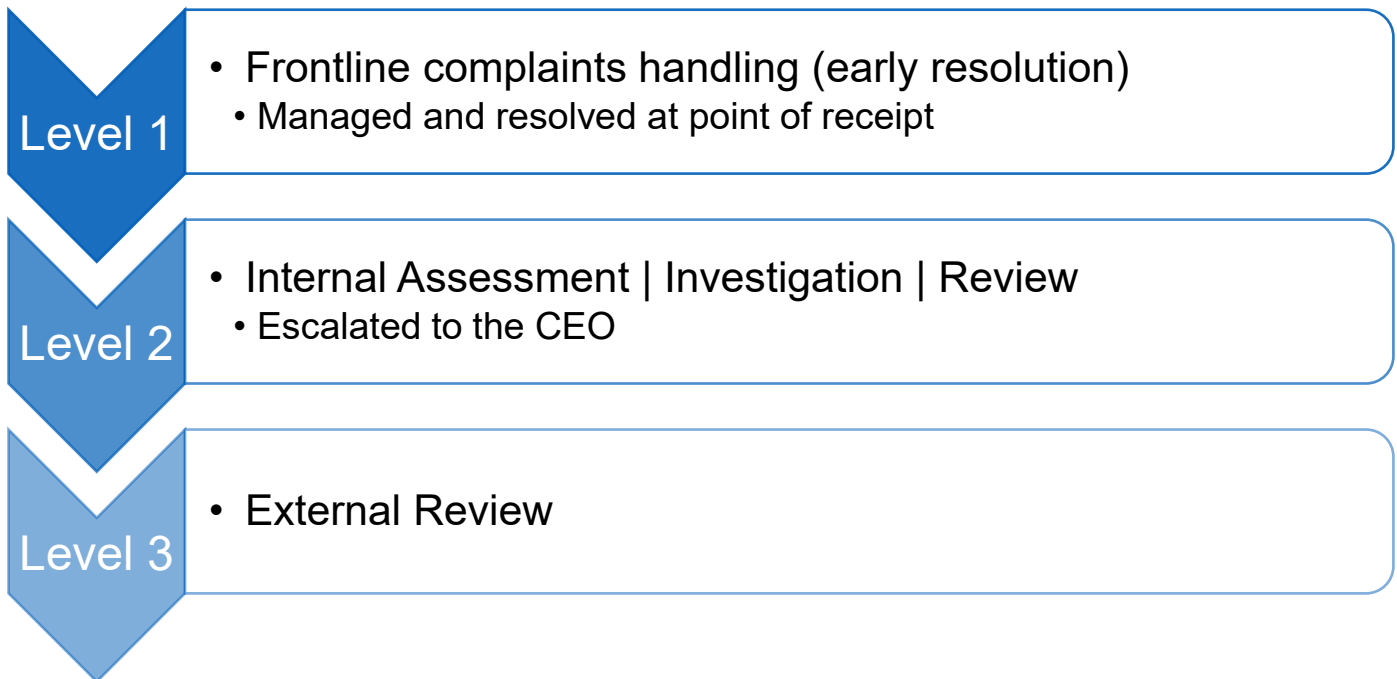
6.6 Employees

QRIDA employees are responsible for:

- (a) familiarising themselves with the requirements of this Framework
- (b) acting in accordance with this Framework and the QRIDA Code of Conduct
- (c) advising their line manager of any verbal or written complaints directly received
- (d) responding quickly and courteously to complaints raised
- (e) assisting in the investigation of complaints consistently with the requirements of this Framework and the Code of Conduct
- (f) redirecting concerns or complaints outside of the scope of this policy to be managed under the relevant policy.

7 Complaints Management System

QRIDA's Complaint Management System (CMS) is a three-tiered approach to receiving, recording, processing, responding and reporting on complaints:



7.1 Level 1 - Frontline Handling (early resolution)

Where possible, complaints received will be handled and resolved at the initial point of receipt by staff involved in or responsible for the decision or action which is the subject of the complaint. Where they cannot be resolved immediately, they will be resolved in a timeframe commensurate to the complexity of the complaint but no longer than seven days.



Complainants should be acknowledged **at point of receipt** and provided information about next steps and anticipated timeline.



QRIDA aims for swift resolution of Level 1 complaints and looks to advise an outcome within **seven business days**.



Complainants have **20 business days** from the advised outcome to request escalation to a Level 2 complaint.

Level 1 complaints will have oversight by the Manager or Senior Manager of the relevant business unit and are not recorded within the organisation's complaints register nor required to be included within annual reporting, though this does not remove the requirement for them to be recorded as part of normal recordkeeping of stakeholder interactions.

Senior Managers will ensure appropriate escalation mechanisms are developed and implemented within their area of responsibility to support the management of Level 1 complaints and to ensure they are escalated to Level 2 when required.

7.2 Level 2 - Internal Review

QRIDA will always endeavour to address Level 1 complaints at the point of receipt. If the complainant is not satisfied with the outcome of the Level 1 complaint process, they may request escalation to a Level 2 complaint within 20-business days of the outcome. Escalation requests received outside the 20-business day timeframe will still be considered where there are reasonable grounds to do so. Level 2 is an internal review managed by the CEO, or delegate.

Complaints can be communicated via:

QRIDA website:

www.qrida.qld.gov.au/feedback-complaints

Email address:

complaints@qrida.qld.gov.au

Mailing address:

Feedback
QRIDA
GPO Box 211
Brisbane Qld 4001

Telephone:

07 3032 0100

At a minimum, the complaint should include:

- Complainant's name, email address and contact number.
 - Complainants may choose to be [anonymous or pseudonymous](#).
- QRIDA Client ID number (if known).
- Sufficient detail for QRIDA to understand, assess and investigate the complaint.
- The complainant's preferred outcome.



Complainants should be acknowledged within **three business days** and provided information about next steps and anticipated timeline.



QRIDA has **20 business days** to handle a Level 2 complaint and advise an outcome.

The outcome of a Level 2 complaint process will include information for complainants to seek external review should they be dissatisfied with the decision.

7.2.1 Complaint Acknowledgement and Assessment

The written acknowledgement provided to complainants within three business days of receipt of a complaint will include information resulting from an initial assessment completed to consider:

- whether the matters raised in the complaint fall within the scope of this Policy and Procedure

- the most appropriate management officer and expected processing timeframes.

Matters which, after initial assessment, are determined to be trivial, frivolous or vexatious in nature may be found outside the scope of this Policy and Procedure and therefore declined for management as a complaint, with a written outcome provided which explains QRIDA's decision in these circumstances.

7.3 Level 3 - External Review

An external review is a process available to complainants where an independent oversight agency investigates the handling of a complaint by QRIDA. An external review will only occur after the complainant has progressed through QRIDA's complaints process in the first instance and exhausted any other internal right of review. When QRIDA is contacted by an external agency who are investigating a complaint, QRIDA will provide full assistance to that agency, including the provision of all requested or related documentation.

Many external review requests will be within the Queensland Ombudsman's jurisdiction. Other external review options, depending upon the nature of the complaint, include:

- the [Office of the Information Commissioner](#) for information privacy related complaints
- the [Queensland Human Rights Commission](#), and
- [other complaint-handling organisations](#).

The timeframe to process an application for an external review of a complaint is determined by each oversight body.

7.4 Accessibility

Should an interpreter be required, please contact the Translating and Interpreting Service on telephone number 1800 512 451 and have them contact QRIDA on 1800 623 946.

The National Relay Service can be contacted for complainants with a hearing or speech impairment on 133 677 (TTY/Voice) or 1300 555 727 (Speak and Listen - SSR).

7.5 Expected timeframes

QRIDA aims to address complaints as quickly as reasonably possible, in line with the timelines detailed above.

If the complaint includes multiple issues, is complex in nature, or involves a privacy or human rights complaint, a more detailed investigation may be needed. If QRIDA determines that a timeframe for a response is not likely to be met, a new expected timeframe should be proactively advised to the complainant at the earliest opportunity.

7.6 Anonymous and pseudonymous complaints

QRIDA supports the right of individuals to submit complaints anonymously or pseudonymously. Complainants should give consideration to the following if deciding to do so:

- When a complaint is submitted **anonymously**, no contact or identifying information will be collected. Consequently, QRIDA will be unable to provide any response to the feedback and complainants will not be able to subsequently identify themselves in order to progress the complaint.
- When a complaint is submitted **pseudonymously**, the complainant may provide a pseudonym and alternative contact information. This will allow QRIDA to continue to deal with them in relation to the complaint. Complainants may at any time choose to identify themselves if they decide it is prudent, appropriate, or expedient to do so in dealing with the complaint.

Though QRIDA will not attempt to identify those who submit anonymous or pseudonymous complaints, complainants should give consideration to the contents of their complaint that may inadvertently allow them to be identified (e.g. the email address they provide when submitting a pseudonymous complaint).

7.7 Managing Unreasonable Complainant Conduct

Unreasonable conduct by complainants is any behaviour by a current or former complainant which, because of its nature or frequency, raises substantial health, safety, resources or equity issues for QRIDA staff involved in the complaint process. This could include unreasonable: persistence; demands; lack of cooperation; and arguments.

QRIDA is responsible for ensuring the health, safety and wellbeing of all employees while enabling complaints to be productively resolved.

7.8 Recordkeeping and Reporting Responsibilities

All complaints that fall within the scope of this Policy are to be recorded in QRIDA's complaints register and will be reported annually on the QRIDA website, including outcomes requiring further action or no further action. This does not include Level 1 complaints which are resolved at the point of receipt.

Under the *Public Sector Act 2022* (Qld) and the *Human Rights Act 2019* (Qld), QRIDA is responsible for the collation, reporting and external publication of complaints data.

8 Human Rights Act 2019 (Qld)

QRIDA is committed to respecting, protecting and promoting human rights. Under the *Human Rights Act 2019* (Qld), QRIDA has 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. When making a decision about this Policy and Procedure, decision makers must comply with that obligation.

9 Glossary

Term	Definition
Chief Executive Officer (CEO)	Chief Executive Officer of QRIDA.
Client	An applicant for a QRIDA-administered loan, grant or rebate program. For the purposes of complaints management, this definition also includes third-party representatives or advocates of a QRIDA client, e.g. accountants, industry stakeholders.
Code of Conduct	QRIDA Code of Conduct.
Customer complaint	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. (Section 264(4), <i>Public Sector Act 2022</i> (Qld))
Employee	For the purposes of this document, employee includes permanent, temporary and casual employees, contractors, consultants, students, volunteers and others who exercise power or control resources for or on behalf of QRIDA.

Term	Definition
Executive Leadership Team (ELT)	<ul style="list-style-type: none"> • Chief Executive Officer • Chief Operating Officer • Chief Lending Officer • Chief Engagement Officer • Chief Digital Officer
Frivolous	Lacking in merit, minimal importance, not having any serious purpose or value.
Further action	QRIDA can take action to improve the quality of a process or system, or the performance of an employee or function.
Manager	An employee of QRIDA who is in charge of a QRIDA business unit and has staff reporting to them and exercises a financial or human resource delegation in accordance with QRIDA's Financial Delegations Schedule or Human Resources Delegations Schedule.
Natural justice	The right to be made aware of, and respond to, information which will be used in the course of a decision that will negatively affect the person.
No further action	QRIDA acknowledges the experience of the complainant but is unable to take further action.
Procedural fairness	Acting fairly in administrative decision making.
Trivial	A matter of little importance or does not show that the complainant has suffered a significant injustice.
Unreasonable conduct	Any behaviour by a complainant which, because of its nature or frequency, raises substantial health, safety, resource or equity issues for the people involved in the complaint process.
Vexatious	Made without reasonable ground/s for a wrongful purpose (e.g. to harass, annoy, cause delay or detriment).

10 Legislative Context

- (a) [Rural and Regional Adjustment Act 1994 \(Qld\)](#)
- (b) [Rural and Regional Adjustment Regulation 2011 \(Qld\)](#)
- (c) [Statutory Bodies Financial Arrangements Act 1982 \(Qld\)](#)
- (d) [Human Rights Act 2019 \(Qld\)](#)
- (e) [Public Sector Act 2022 \(Qld\)](#)
- (f) [Public Sector Ethics Act 1994 \(Qld\)](#)
- (g) [Crime and Corruption Act 2001 \(Qld\)](#)
- (h) [Information Privacy Act 2009 \(Qld\)](#)
- (i) [Public Interest Disclosure Act 2010 \(Qld\)](#)
- (j) [Public Records Act 2023 \(Qld\)](#)


11 Associated Documentation

- (a) [QRIDA Code of Conduct](#)
- (b) [QRIDA Complaints about the Chief Executive Officer Section 48A Policy](#)
- (c) [QRIDA Public Interest Disclosure Framework](#)

12 References

- (a) Standards Australia. (2022). *Guidelines for complaint management in organizations* (AS 10002:2022). Available from: <https://www.standards.org.au/standards-catalogue/standard-details?designation=as-10002-2022>
- (b) Queensland Public Sector Commission. (2023). *Queensland Public Service Customer Complaint Management Guideline*. <https://www.forgov.qld.gov.au/pay-benefits-and-policy/directives-policies-circulars-and-guidelines/queensland-public-service-customer-complaint-management-guideline>
- (c) Queensland Public Sector Commission. (2023). *Queensland Public Service Customer Complaint Management Guideline*. [\[PDF\]](#)

13 Executive Endorsement

Name	Brooke Irwin	Position	Chief Executive Officer
Signature		Date	21 December 2025

14 Version History

Date	Version	Review
June 2026	4.2	Minor updates: updated link to QRIDA website feedback page; added Chief Digital Officer under ELT in Glossary. Approved by EM-CGP as changes are not material.
November 2025	4.1	Updated to current template. Updates to: reflect anonymous and pseudonymous complaints; increase interoperability with other complaint-related policies; definition of 'further action' and 'no further action' reporting requirements.
August 2024	4.0	Framework not published at time of original approval due to operational constraints. Complete and comprehensive review to simplify Framework to a Framework which aligns more closely with the Qld Public Service Customer Complaint Management Guideline and AS 10002:2022 Guidelines for complaint management in organizations. Updated document taxonomy and template standards. Document owner updated to EM-CGP and Framework updated to operational for CEO DLA (approved by Board, June 2024).
September 2021	3.0	Framework revised to include Appendix 2. Reference to Client Aggression Policy and Triage of sensitive and policy complaints.
February 2020	2.0	Framework revised and updated to consider Human Rights Act 2019 (Qld) obligations imposed on Public Entities and include Appendix 1.
July 2018	0.1	New Framework updated to include all elements of feedback and based on IS100024:2014