

This policy and related procedures are applicable to the CHL group of companies (CHL) in Australia, including: Community Housing Ltd, Community Housing (Vic) Ltd, Community Housing Investment (VIC) Ltd, Community Housing (Tas) Ltd, Community Housing (Qld) Ltd, Community Housing (WA) Ltd, Community Housing Investment (WA) Ltd, Community Housing (SA) Ltd, Horizon Housing Realty Ltd, Australian Affordable Housing Securities Ltd, Community Housing Investment (QLD) Ltd, Community Housing Investment (NSW) Ltd, Community Housing (NT) Ltd, Community Housing (Subi East) Ltd, Community Housing (Homes For Regions) Ltd, Building Communities Housing Ltd and any other entities within CHL which adopt this policy.

Purpose and scope

This policy defines CHL's commitment to managing customer feedback, complaints and appeals in a fair, transparent, consistent and lawful manner. This policy also ensures CHL:

- supports accountability, service improvement and safe, respectful engagement
- recognises feedback, complaints and appeals as opportunities to improve services, manage risk and strengthen relationships with customers and the community.

This policy applies to all CHL operations and covers:

- feedback
- tenancy complaints
- service complaints
- appeals.

Anti-social behaviour and/or unreasonable conduct will be managed in accordance with the *Anti-social Behaviour Policy* and *Unreasonable Customer Conduct Policy*.

This policy does not apply to:

- Internal workforce grievances – managed in accordance with our *Grievance Policy*.
- Workplace Health and Safety disputes – managed in accordance with our *Health, Safety and Wellbeing Policy*.
- Matters governed by specific legislation or policies (e.g. fraud and corruption, whistleblower, privacy, right to information)

Definitions

Appeal: A request by a customer for a decision to be reviewed as they believe the original outcome was unfair, incorrect or not handled properly.

Complainant: Any recipient of a service who is making the complaint including tenants and any member of the public who interacts with CHL, including contractors and suppliers.

Customer: for the purpose of this policy, Customer is a tenant, renter, applicant or household member directly affected by a decision made by CHL.

Feedback: Comments provided by customers about CHL services that do not express dissatisfaction or request corrective action, including compliments and suggestions for improvement.

Service Complaint: A concern raised about the quality of the CHL service provided that requires a review of how a decision or action was taken or the conduct and behaviour of CHL employees, volunteers or contractors.

Tenancy Complaint: A concern raised about the behaviour, actions or property use of a tenant, resident or their visitor/s where a breach of the tenancy agreement or the relevant state residential tenancies legislation may have occurred.

Policy statements

1. Principles

- 1.1. CHL is committed to ensuring that all feedback, complaint and appeal matters are managed in a manner that is accessible, fair, culturally safe, timely and supports continuous improvement.
- 1.2. Management of complaints, including corrective or remedial actions taken will meet all legislative requirements, industry standards and guidelines and comply with specific program requirements and policies.

- 1.3. All matters will be managed objectively, without bias and with proper consideration of human rights and individual circumstances. Complainants may escalate to the appropriate external authority if they believe their human rights have been breached.
- 1.4. Any conflicts of interest are managed responsibly and impartially in accordance with our *Conflict of Interest Policy*.
- 1.5. Feedback, complaints and appeals information is managed sensitively and confidentially in accordance with our *Privacy Policy*.
- 1.6. All feedback, complaints and appeals will be recorded in CHL's approved record-keeping systems in accordance with internal procedures.

2. Access

- 2.1. Information about how to provide feedback or lodge a complaint or appeal will be made available on request and be publicly accessible through:
 - CHL offices and employees
 - customer information materials i.e. Feedback, Complaints and Appeals Brochure
 - CHL's website.
- 2.2. CHL will support access by:
 - providing reasonable assistance (e.g. interpreters, advocates or representatives)
 - supporting customers to engage with external authorities where required.
- 2.3. All complainants, especially children, young people and vulnerable people, have the right to be supported by an advocate or representative.
- 2.4. Where a matter falls outside this policy, CHL will inform the person and assist them to access the appropriate process or authority.

3. Complaints

- 3.1. Complaints will be assessed and prioritised based on risk, seriousness, and impact. Matters involving immediate safety or security risks will be escalated promptly.
- 3.2. The level of response will be proportionate to the issue raised and not influenced by the complainant's behaviour or persistence.
- 3.3. CHL recognises that personal circumstances may affect how a person communicates and will take this into account.
- 3.4. Complainants will not be disadvantaged or treated adversely as a result of making a complaint.
- 3.5. Anonymous complaints will be accepted and CHL will carry out an investigation or review of the matter raised where adequate information is available.

4. Investigation and Review

- 4.1. Feedback, non-urgent complaints and appeals will be acknowledged within two business days.
- 4.2. CHL aims to provide an outcome within 28 days, where possible. Where additional time is required, the complainant will be informed and updated.
- 4.3. Complainants will be informed of:
 - the process
 - the outcome and reasons for the decision
 - any corrective actions taken (subject to privacy)
 - options for appeal or external escalation.
- 4.4. If the complaint is related to CHL services and needs to be escalated to a review, this will be conducted by an employee who was not involved in an original decision, or the subject of the complaint.
- 4.5. Outcomes and actions will be lawful, proportionate and consistent with CHL policy and applicable legislation.

5. Appeals

- 5.1. Customers may request an appeal where a decision directly affects them, including tenancy or housing application decisions. A guardian acting on behalf of a customer, or an advocate with the customer's consent, may also request an appeal.
- 5.2. Grounds for appeal may include:
 - the process was not followed correctly
 - the decision was unlawful or outside of CHL's authority
 - the decision was based on incorrect, incomplete or outdated information
 - relevant personal circumstances were not adequately considered.
- 5.3. Appeals will be reviewed by an independent person or panel not involved in the original decision.
- 5.4. Appeals will generally only be considered after the complaints process has been completed including conducting a service review, except in exceptional circumstances.
- 5.5. CHL will not re-open matters that have been finalised unless new or substantive information is provided that may materially affect the outcome.
- 5.6. Where a matter cannot be resolved internally, the complainant may seek external review, including through relevant tribunals or regulatory bodies or obtain independent legal advice at their own cost.

Accountability

Chief Operations Officer – accountable for authorising submission to the Executive Team for final policy endorsement by the Chief Executive Officer.

Head of Quality and Improvement – responsible for reviewing and maintaining the policy, overseeing its effective implementation and providing advice.

All Employees – responsible for complying with the policy, actively supporting its implementation, and contributing to the achievement of its objectives. Failure to adhere to this policy may result in disciplinary action, up to and including termination of employment.

Related documents

- Aboriginal and Torres Strait Islander Cultural Safety and Inclusion Policy
- Anti-social Behaviour Policy
- Children and Vulnerable Persons Safety (Safeguarding) Policy
- Conflict of Interest Policy
- Culturally and Linguistically Diverse Peoples Policy
- Domestic and Family Violence Policy
- Grievance Policy
- Health, Safety and Wellbeing Policy
- Privacy Policy
- Sustaining Tenancies Policy
- Unreasonable Customer Conduct Policy
- Appeals Management Procedure
- Feedback and Complaints Management Procedure

Legislation

Applicable legislation, regulatory requirements and standards are maintained within CHL's [Legislative and Regulatory Obligations Register](#).

Approved by

Approved by Alicia Follent, Acting Chief Executive Officer on 03/06/2026.

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