
Complaints Management Policy

Endorsed by the Ageing Australia Board: 16 June 2026	Review date: May 2029
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1. Purpose

This Complaints Management Policy (**Policy**) is to ensure that complaints made by members, associates and other stakeholders about Ageing Australia, are dealt with in a fair, transparent, objective and timely manner.

Ageing Australia understands that complaints are a form of feedback, providing valuable opportunities for improvement. The collection of complaints data provides a useful benchmark against which Ageing Australia can assess its performance compared to its objectives over time and informs future strategic decision making.

This Policy serves to inform all Ageing Australia stakeholders of the procedures to follow in making, receiving and responding to complaints.

2. Scope

This Policy applies to Ageing Australia Directors, employees, contractors and volunteers who may receive complaints and to members, associates, partners and members of the public who want to raise a complaint.

This policy does not cover employee grievances or complaints by employees about other employees, which are managed through internal people and culture processes. General feedback is not usually treated as a complaint unless it raises a specific concern requiring assessment or investigation. This policy should be read with Ageing Australia's [Whistleblower Policy](#) where relevant.

3. Definitions

Complaint: an expression of dissatisfaction about Ageing Australia's services, advocacy, operations, or the conduct of employees or Directors.

Complaint form: A form accessible on Ageing Australia's website which may be used by complainants to lodge a complaint related to any aspects of Ageing Australia's services or operations.

Complaint management record (CMR): the internal record of the complaint, any actions taken and outcome.

Complaints Register: The Complaints Register is a central record used to track complaints and their outcomes. The Complaints Register will be provided to the Board for review on an annual basis.

Vexatious complaint: A complaint received without sufficient grounds with the purpose of annoying or harming the subject of the complaint.

4. Policy principles

Ageing Australia is committed to ensuring any member, person or organisation using services provided by Ageing Australia or affected by its operations has the right to lodge a complaint and to have their concerns addressed in a manner that ensures access, equity, fairness, accountability, impartiality, confidentiality and transparency.

5. Making a complaint

A person wishing to make a complaint should do so in writing, providing specific details of the incident or conduct which gives rise to the complaint, including any relevant names where practicable.

The complaint can be made in writing (email or correspondence) or via the complaint form on the Ageing Australia website.

Complaints should be made to:

The Chief Executive Officer (marked private and confidential)
Ageing Australia

By post: Suite 2, Level 2,
176 Wellington Parade
East Melbourne VIC 3002 Australia

By email: complaints@ageingaustralia.asn.au

If the complaint is about the Chief Executive Officer (CEO), the complaint should be made directly to the Ageing Australia Chair via email to chair@ageingaustralia.asn.au

While this Policy requires complaints to be made in writing, the CEO or Chair has the discretion to initiate a complaint investigation process arising from a verbal complaint if the complainant does not wish to make a formal documented complaint. In this case, the report will be documented and returned to the complainant to confirm that the content and issues of concern have been appropriately recorded.

A complaint may be made anonymously, however complainants should be aware that if Ageing Australia is unable to validate a complaint or seek further and better information to progress a complaint, the complaint may not be able to be fully investigated, nor a response given when the complainant's correspondence details are omitted.

6. Ageing Australia complaints management process

6.1. Receipt of complaint

If a verbal complaint is made to a staff member, the staff member receiving the complaint must request that the complaint be submitted in writing in accordance with this Policy and complaint form available on the Ageing Australia website. This process ensures there is no miscommunication or misunderstanding of the complaint.

When a written complaint is received by the CEO (or Chair), a note of acknowledgement is sent to the complainant within five (5) working days. Complaints received via the complaints@ageingaustralia.asn.au email address will be forwarded to the CEO immediately on receipt (or to the Chair if the complaint is about the CEO).

The CEO or Chair may delegate the assessment, investigation and administration of the complaint to an appropriate Ageing Australia senior employee who will be the designated Complaint Officer.

6.2. Assessment and investigation

Before investigating, the CEO, Chair (or delegate) will assess the complaint to determine whether an investigation is necessary. For example, it may be determined that the complaint is the result of a misunderstanding which could be managed by direct response to the complainant. Alternatively, it may be determined that the complaint is a vexatious complaint and not made in good faith. Ageing Australia does not investigate vexatious complaints. In such cases, an appropriate written response will be provided to the complainant advising that the complaint is not being investigated in accordance with the provisions of this Policy.

Where an investigation is required, it will be carried out in a timely, objective, impartial and confidential manner. The CEO (or delegate) or the Chair (or delegate, if the complaint is about the CEO), will commence investigating the complaint within five (5) working days of receipt of the complaint.

In all instances, complainants will be advised of the name of the officer who is addressing their complaint should this not be the CEO or the Chair. On investigating of the complaint, no assumptions will be made nor any action taken until all relevant information has been collected and considered.

Ideally, all complaint investigations will be concluded within 30 days of lodgement of the complaint. More complex complaints may require more time to investigate and, in such cases, Ageing Australia will communicate its expectations to the complainant where a longer period is anticipated.

The investigation process may include:

- discussion with the complainant to obtain further and better information
- a review of the circumstances leading up to any event or situation related to the complaint
- discussion with other parties involved in the complaint (for example, witnesses to the incident, Ageing Australia staff or Directors)
- discussions with all parties to resolve factual issues and consider options for complaint resolution and future improvements
- an examination or review of any policy or documents related to the issue and consideration of whether amendments are necessary.

In the case of the Chair investigating a complaint against the CEO, the Chair may call on appropriate resources, including external advice, if necessary, to assist in the investigation process and in resolving the complaint.

Progress of the investigation, including the investigation outcome, must be recorded on the internal CMR which details the investigation process, the outcome of the complaint and the action to be taken (if any).

6.3. Record keeping

All complaints will be recorded on the Complaints Register, and for each complaint, an Ageing Australia CMR will be completed by the CEO (or delegate) or Chair (or delegate) in the case of a complaint about the CEO. The CMR is for internal use only. It acts as the complaint tracker incorporating the details relating to the complaint, the investigation process and outcome of the complaint. At the end of the process, the finalised CMR is filed on the electronic Complaints File on the Ageing Australia file server as a standing record.

6.4. Post investigation communication to the complainant

On completion of the investigation process, the CEO (or Chair) will provide a full written response to the complainant, detailing the outcome of the investigation, the process undertaken and any action taken (or to be taken) as a result.

If the complainant is not satisfied with the response, an internal review of the decision will be offered and external review options may also be considered.

7. Roles and responsibilities

- Board: oversees the effectiveness of the complaints management system and monitors complaint trends and systemic issues
- Chair: manages complaints about the CEO and may oversee serious or escalated complaints
- CEO: is responsible for implementing this policy and ensuring complaints are managed appropriately
- Complaints Officer: manages complaints as delegated
- Employees, contractors and volunteers: must treat complainants respectfully, refer complaints promptly, and cooperate with investigations.

8. Board reporting

All complaints will be reported to the Ageing Australia Board of Directors at the next meeting of the Board (or earlier if the complaint is deemed to have serious implications), and the investigation progress and outcomes will also be reported. This is to allow the Board to monitor the organisation's response, keep apprised of service delivery and quality issues and minimise the risk to the organisation.

On an annual basis, the Board will view the Complaints Register for oversight of the complaints received over a 12-month period.

9. Policy review

This Policy will be reviewed by the Board of Directors every three years or at any other time as required or as determined by the Board.