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## Overview

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Purpose	<p>This policy outlines the approach of Salvation Army Housing (SAH) to complaints and feedback with respect to housing service provision and related services.</p> <p>The purpose of this policy is to:</p> <ul style="list-style-type: none"> <li>• encourage and provide opportunities for complaints and feedback.</li> <li>• manage complaints and feedback in a consistent, transparent, and effective manner</li> <li>• use complaints and feedback to continuously improve its mission and service delivery.</li> <li>• feedback can be compliments and suggestions (internal and external)</li> </ul>
Who does this apply to?	<p>This policy applies to All Salvation Army Housing Employees (SAH &amp; SAHV)</p> <p>This policy applies to complaints and feedback made by tenants, applicants and other stakeholders in relation to housing service provision of all housing programs, owned or managed by SAH. It does not include:</p> <ul style="list-style-type: none"> <li>• matters which are the responsibility of state-based administrative tribunals;</li> <li>• matters unrelated to the services SAH provides;</li> <li>• disputes or grievances from employees or management (these are covered under human resource management policies).</li> </ul>
Effective date	17/11/2025

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## Policy Statement

### SAH is Committed to

1. Creating the opportunity to enable complaints to be raised ensuring the process is accessible to all regardless of any disability, language, literacy skills, culture or any other factor.
2. Managing complaints and feedback in a consistent, transparent and effective manner.
3. Receiving complaints and feedback in any form (including verbal) to support ease and accessibility
4. Respecting privacy and confidentiality. Personal information will not be given to another person unless there is a lawful reason to do so such as where it is necessary for the safety of any person or to prevent harm and/or with consent.
5. Use complaints and feedback to continuously improve service and mission delivery
6. Ensuring policy and procedure comply with legislation, regulation and contract obligations.
7. Providing status updates to the feedback submitter unless the submitter elects not to receive updates, has chosen to remain anonymous or provided insufficient contact information.

### Complainant's Rights

1. SAH supports the complainant's right to:
  - a timely response from SAH
  - receive support through the process
  - withdraw the complaint at any point in the process
  - access and receive support from an advocate of their choice
  - access external bodies/tribunals at any point throughout the process
  - not be victimised by any person as a result of lodging a complaint
  - access or continue to receive support and service from SAH at a level that is not diminished or compromised as a result of making a complaint
  - an internal review of the original decision made by SAH where the complainant is dissatisfied with the outcome
  - make a complaint via a third party, such as a government department in parallel and / or if not satisfied with the outcome of the complaint
2. SAH will take all reasonable steps to resolve the matter within 30 days after receiving the complaint.

### Discretion

State Managers have the discretion to approve or revoke approval at any time outside of this policy framework, not including legislative requirements. The reasons for discretion must be documented on the tenant's record.

### Tenants' Right to Review Decisions

Tenants have the right to appeal process if they are unhappy with a decision made by SAH. If a client is not satisfied with a decision, they should be encouraged to lodge a written request of appeal to the relevant SAH office.

## Roles and Responsibilities

The roles associated with execution of this policy are indicated in the table below.

Roles	Responsibilities
Personnel	Must: <ul style="list-style-type: none"> <li>▪ Promote feedback processes to all clients</li> <li>▪ Support clients who would like to provide feedback or make a complaint</li> <li>▪ Understand their roles and responsibilities with respect to client feedback and managing complaints</li> <li>▪ Take appropriate action when they receive feedback</li> <li>▪ Consult with their line manager if they are unsure what, if any action, to take</li> </ul>
Senior SAH Representatives	Must ensure that, for all operations under their span of control: <ul style="list-style-type: none"> <li>▪ SAH personnel understand their obligations under this policy and comply with the policy</li> <li>▪ Feedback metrics and reports are submitted to TSA as required</li> </ul>

## Related Documents and References

### Related Policy Documents

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Eligibility Policy  
 Incident Management Policy  
 Staff Safety Policy  
 Sustainable Tenancy Policy  
 SAH Code of Conduct Policy  
 TSA Client Feedback and Complaints Policy  
 TSA Code of Conduct Policy  
 TSA Diversity and Inclusion Policy  
 TSA Enterprise Risk Management Policy  
 TSA Fraud Policy  
 TSA Incident Management Policy  
 TSA Information Security Policy  
 TSA Knowledge, Information and Data Management Policy  
 TSA Lived Experience and Participation Policy  
 TSA Privacy Act Compliance Policy  
 TSA Quality Management Policy  
 TSA Safety and Wellbeing of Children and Young People Policy  
 TSA Whistleblower Protections Policy  
 TSA Work Health and Safety Policy  
 TSA Workplace Relations Policy

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### Related Procedure Documents

Complaints Management Procedure  
 TSA Client Feedback and Complaints Procedure

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### Related Supporting Documents

SolvSafety User Guide - Report a Complaint  
 SolvSafety User Guide - Report a Compliment  
 SolvSafety User Guide - Report a Suggestion  
 SolvSafety User Guide - Manage Complaints, Compliments and Suggestions

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**Related Legislation** National Regulatory Code  
Privacy Act  
State Residential Tenancies Act and Regulation  
Work Health and Safety Act

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**Other Relevant Documents /Resources**

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## Definitions

Definitions are located in the [Glossary of Terms and Definitions \(Salvos Dictionary\)](#).

Term	Definition
<b>Appeal</b>	When a tenant or applicant asks for a decision made by SAH to be reviewed
<b>Appellant</b>	The person appealing, or who the appeal is being made on behalf of
<b>Applicant</b>	A person who has applied for housing via the Housing Register or, where permitted by the Eligibility Policy
<b>Complaint</b>	A complaint is an expression of dissatisfaction or concern with respect to an experience with SAH personnel, or with a service provided by SAH

## Document Control Information

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**Document ID** SAH\_Complaints and Feedback Policy

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**Theme** Governance

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**Category** Audit, Risk and Compliance

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**Policy Owner** Quality, Compliance and Policy Specialist

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**Policy Implementer** Quality, Compliance and Policy Specialist

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**Approval Authority** Chief Executive Officer

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**Review Date** 17/11/2022

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**Next Review Date** 17/11/2025

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**Previous Documents** Complaints and Appeals Policy (SAHV)  
Complaints and Feedback Policy (SAH)  
Complaints and Feedback Policy (SACHS)

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### Document History

Date	Summary of Changes
24/09/2015	Draft document approved by Board
15/12/2016	Addition of WA and TAS, NRSCH notification system as well as the TSA Feedback System

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25/09/2019	Policy remains essentially the same with clearer delineation 'making a complaint' and 'appealing a decision'. Procedures now a separate document and greater detail included
26/09/2019	Complaints and Feedback Policy (SAH): Added to Policy Manual
01/03/2020	Separated policy relating to complaint and appeals and released as a national policy to account for department redesign.
29/07/2020	Complaints and Appeals Policy (SAHV): Inaugural
17/11/2022	Complaints and Feedback Policy (SACHS): Inaugural
02/08/2024	Updated to new Policy Template Combined the following policies into a National Complaints and Feedback Policy: <ul style="list-style-type: none"> <li>• Complaints and Appeals Policy (SAHV)</li> <li>• Complaints and Feedback Policy (SAH &amp; SACHS)</li> </ul>