



Compliments & Complaints Management Policy

Enterprise Compliance – Policy



RSL
Queensland

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Part 1 Introduction

RSL Queensland (**us, we**) is a member-based organisation that was founded in 1916 by veterans, for veterans. Our mission is to provide **care, commemoration and camaraderie** to enable veterans and their families to live with dignity and respect – it is our guiding light and underpins all that we do. We are enabled to do so through the Dream Home Art Union, which provides our main source of funding.

RSL Queensland forms part of the Returned and Services League of Australia (**RSL**). The RSL operates through a federated structure of State and Territory Branches and boasts more than 1,100 Sub Branches that collectively represent approximately 100,000 members.

Under this structure, RSL Queensland, the Districts and Sub Branches are separate legal entities, with the common connection of aligning with the overarching purpose and objects of the RSL.

1.1. Purpose

Everyone has the right to raise valid concerns about our products, services, team, members, or even how we handle complaints. Compliments and complaints provide valuable feedback about the level of client satisfaction with our services. Along with other forms of feedback, they provide an opportunity to improve the delivery of services.

That is why we are committed to ensuring that compliments and complaints are managed in a transparent, timely and fair manner.

This policy is here to:

- (a) Clearly explain our compliments and complaints process.
- (b) Share what we expect from anyone who wants to complain.
- (c) Make sure we deal with complaints fairly, quickly, and effectively.
- (d) Help people understand what we can and can't do when it comes to League-related issues.

1.2. What is a Complaint?

A complaint occurs where someone expresses dissatisfaction with the products, services or action of RSL Queensland or its staff and they are seeking some kind of outcome or resolution. The person (complainant) must be directly affected by the product, service or action that they are dissatisfied with.

1.3. What is Not a Complaint?

The following are **not** complaints:

- (a) Requests for more information.
- (b) Requests for a change in service or a new service.
- (c) Suggestions for improving our services.
- (d) General feedback on our performance.

- (e) Issues where the complainant is not directly affected by our product, service or action.
- (f) Submissions of information, such as reporting an incident.
- (g) Complaints by a member about its Sub Branch, Sub Branch management committee or District Branch or another member of its Sub Branch (see **Annexure B** for further information).
- (h) Whistleblowing complaints (Whistleblower Policy – refer the matter to the legal team legal@rslqld.org)
- (i) Staff grievances (Grievance Resolution Procedure –refer the matter to the relevant line manager, senior leader or a People & Culture representative)
- (j) Privacy complaints (Privacy Policy – refer the matter to the Privacy Officer privacy@rslqld.org)
- (k) Member disciplinary matters (RSL Queensland By-Laws – refer the matter to the Tribunal Registrar)
- (l) Legal matters, including requests for compensation.

1.4. What is a Compliment?

Compliments are expressions of praise, encouragement, or gratitude for RSL Queensland's services. Compliments provide:

- (a) Valuable indicators of the effectiveness of a service.
- (b) Useful insights about the aspects of service that are most meaningful to people.
- (c) Examples of good practice which can be shared throughout the organisation.
- (d) An opportunity to recognise the efforts of staff and boost morale.

Part 2 Guidelines for respectful interactions

Before detailing our process for managing complaints, it is important to know that we have expectations of reasonable behaviour by anyone wishing to raise a complaint with us.

Three principles underpin these expectations:

Principle 1: Mutual expectation of reasonable and fair treatment

Principle 2: Abusive or aggressive behaviour will not be tolerated

Principle 3: Repeated unreasonable demands and/or frivolous and vexatious complaints will not be accommodated

These principles apply to any interaction you may have with RSL Queensland, regardless of whether your complaint or concerns falls within this policy. In addition, all members are expected to abide by these principles when interacting with RSL Queensland, District Branches and Sub Branches about concerns or complaints.

2.1. Principle 1: Mutual expectation of reasonable and fair treatment

We aim to treat all complainants with courtesy and respect, to act with integrity and honesty, and to be sensitive to the differing needs of individuals, particularly within the veteran community. In turn, we expect complainants to adhere to the same standards when dealing with us.

2.2. Principle 2: Abusive or aggressive behaviour will not be tolerated

Abusive or aggressive behaviour may include:

- (a) written or verbal abuse of a personal nature, or against a particular subset of the RSL
- (b) threatening or offensive behaviour, whether verbally or in writing, or
- (c) threats of physical violence against a person or property.

If, in the opinion of any RSL Queensland staff member, abusive or aggressive comments or statements are made, the staff member:

- (a) may warn the complainant that if the unreasonable behaviour continues the conversation may be terminated, and
- (b) may terminate the conversation if the unreasonable behaviour continues after a warning has been given.

Where a staff member terminates a conversation, the staff member will make a note and notify their manager of the situation as soon as practical.

If, in the opinion of a manager, any correspondence to RSL Queensland contains personal abuse, inflammatory statements, or material intended to intimidate, RSL Queensland will:

- (a) return the correspondence to the complainant

- (b) inform the complainant that RSL Queensland will not act upon the correspondence unless and until the complainant reframes their correspondence consistent with the expectations of this Policy.

2.3. Principle 3: Unreasonable demands and frivolous and vexatious complaints will not be accommodated

Those who make repeated, unreasonable demands and/or frivolous and vexatious complaints unnecessarily divert RSL Queensland's time and resources away from its mission. This includes complainants who:

- (a) do not accept that RSL Queensland is unable to assist them, despite being advised of this
- (b) do not accept that RSL Queensland cannot provide further assistance, and/or
- (c) disagree with the level of action RSL Queensland has taken in relation to their issue or concern (e.g. decisions or complaints about matters that are outside of RSL Queensland's authority or powers to act)
- (d) attempt to circumvent this policy, including by sending complaints to multiple people, whether within RSL Queensland or not
- (e) have a historical pattern of making complaints about the same or similar matters;
- (f) engage in a pattern of behaviour designed to harass or cause distress

If, in the opinion of a manager at RSL Queensland, a complainant:

- (a) makes repeated unreasonable demands of RSL Queensland,
- (b) continues to utilise the complaints management system after all appropriate avenues of internal reviews or appeals have been exhausted, and/or
- (c) lodges a frivolous or vexatious complaint,

the manager:

- (d) will notify:
 - (i) the State Secretary in relation to League related matters; or
 - (ii) the relevant Executive General Manager in all other circumstances,of the situation, including a summary of the complainant's concerns, and any proposed management strategies for consideration, and
- (e) may contact the complainant to advise them of RSL Queensland's position and request that they limit and focus their requests.

If the complainant continues to make unreasonable demands, RSL Queensland may:

- (a) require that all communication be in writing and staff may terminate any future calls from the complainant,

- (b) not respond to any future correspondence and only take action where, in the opinion of the State Secretary/Executive General Manager, the correspondence raises specific, substantial or serious issues,
- (c) only respond to a certain number of requests in a particular period, and/or
- (d) read and file subsequent correspondence but only acknowledge or otherwise respond if the complainant provides significant new information relating to their issue or concern, or raises new issues which, in the opinion of the State Secretary/ Executive General Manager, warrants renewed action by RSL Queensland.

Part 3 Our policy for managing complaints

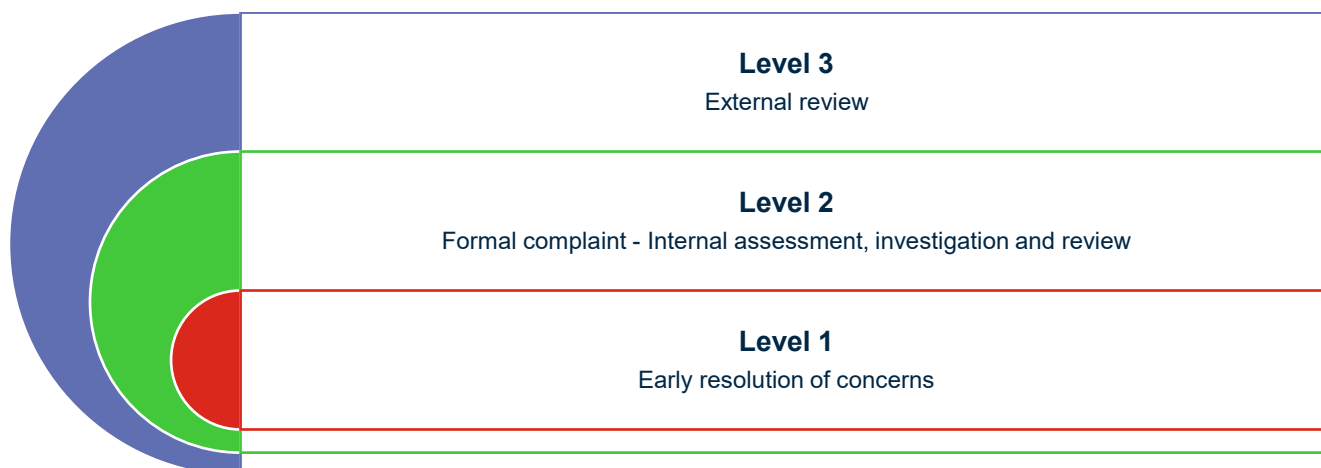
3.1. Our expectations of complainants

We expect that a complainant (**you**) will:

- (a) Follow the principles for respectful interactions in Part 2.
- (b) Submit your complaint to the correct forum, following the process set out in **Annexure A** (and for members, the By-Laws), as soon as possible after the incident.
- (c) Provide complete and accurate information about the complaint.
- (d) Ask for help or more information if you need it.
- (e) Act in good faith to reach a fair outcome.
- (f) Understand and accept the outcome, remembering that sometimes we must consider the interests of several people and may have access to confidential information you might not know about.

3.2. Our commitment to you

We have modelled our complaints management system on the principles of fairness, accessibility, responsiveness, efficiency and integration into organisational culture, with complaints handled at different levels to ensure they are addressed appropriately.



3.2.1. Facilitating complaints

When you raise a complaint with us, we will:

- (a) Treat you with respect and courtesy.
- (b) Take your complaint seriously.
- (c) Provide you with information about our complaints management system that is easy to understand.
- (d) Make sure you are not victimised or treated unfairly for raising complaints in good faith.

3.2.2. Responding to complaints

When we respond to complaints we will:

- (a) Follow the principles for respectful interactions outlined in Part 2.
- (b) Promptly acknowledge receipt of complaints.
- (c) Try to resolve complaints at first contact and in a timely manner.
- (d) Prioritise complaints based on urgency and seriousness.
- (e) Inform you if your complaint does not fall under this policy and direct you to the right area.
- (f) Assess each complaint fairly.
- (g) Protect your identity where possible.
- (h) Keep you updated on progress (if it is appropriate and practical).
- (i) Provide an outcome that is based on the information we have available and inform you of this outcome and any options for internal review or appeal.
- (j) Manage your expectations objectively and fairly.
- (k) Determine actions to prevent the complaint from happening again.
- (l) Aim to prevent complaints from turning into ongoing disputes.

3.2.3. Managing the parties to a complaint

If your complaint involves multiple organisations we will, where possible:

- (a) work with them to ensure clear communication with you; and
- (b) share information while respecting privacy and confidentiality.

3.2.4. Continual improvement

We are dedicated to improving how our organisation works, especially our complaint management system. To achieve this, we will:

- (a) encourage making and resolving complaints appropriately;
- (b) use best practices in handling complaints;
- (c) recognise and reward staff for excellent complaint handling;
- (d) regularly review the complaint management system and data, and
- (e) make necessary changes based on our analysis and ongoing monitoring.

Part 4 Our process for providing compliments

Compliments can be provided to staff directly verbally via face-to-face or over the phone.

A person may also submit feedback via the email address feedback@rslqld.org

Part 5 Our process for making and managing complaints

5.1. Process for making complaints

As we aim to resolve concerns quickly, ideally without there being a need for a formal complaint to be made, we prefer that complainants first raise the concern directly with those involved.

Annexure A contains information on how to raise a concern or make a complaint, and what you can expect from the process.

To help us manage and assess complaints effectively please follow the steps in this policy. Directing concerns or complaints directly to Board members is against our values and may affect our ability to uphold fairness, confidentiality, natural justice and impartiality.

5.2. League related matters

If you are a member and your concern or complaint relates to a League related matter, you must follow the relevant grievance resolution procedure in **Annexure B** before using the complaints management system.

5.3. Process for managing complaints

In order to ensure that we deliver a high-quality complaints management service we follow a six step process:



Part 6 Definitions

For the purposes of this policy and related policy documents, the following definitions apply:

TERM	DEFINITION
Board	the board of RSL Queensland
By-Laws	the By-Laws of RSL Queensland, as amended from time to time and published on the RSL Queensland website - https://www.rslqld.org/-/media/rslqld/documents/governance/rslqueensland-bylaws-2022-approved-10122024.pdf .
committee members	members of any sub-committee of the Board (including the State Council of District Presidents).
complainant	a person making a complaint to RSL Queensland under this policy.
complaint	an expression of dissatisfaction made to or about us regarding our products, services, staff, members or the handling of a complaint where a response or resolution is explicitly or implicitly expected or legally required. A complaint does not include a matter where the Constitution or By-Laws provide for an appeal process for matters of that nature.
complaint handling/management system	all policies, procedures, practices, staff, hardware and software used by us in the management of complaints.
concern	has the same meaning as complaint and is raised before lodging a formal complaint under this policy.
Constitution	the Constitution of RSL Queensland constitution, as amended from time to time and published on the RSL Queensland website - https://www.rslqld.org/-/media/rslqld/documents/governance/constitution-2023/rslq-constitution-20230624.pdf .
District Branch	an RSL district branch established by RSL Queensland pursuant to the Constitution.
feedback	opinions, comments and expressions of interest or concern, made directly or indirectly, explicitly or implicitly, to or about us, about our services or complaint handling system where a response is not explicitly or implicitly expected or legally required.
League related matter	a complaint by a member about: <ul style="list-style-type: none"> • A member of the same Sub Branch • A member of another Sub Branch • Their Sub Branch (including the board/management committee of their Sub Branch) • Their District Branch
member	a service member or Life member recorded on RSL Queensland's register of members.
Model Rules	the model rules published by the Office of Fair Trading Queensland (https://www.publications.qld.gov.au/dataset/28652d53-7a53-4690-afd6-

	4abc77a2c7d7/resource/a316dc7b-fce7-4c77-9500-232459d91f50/download/model-rules-grievance-procedure-preview.pdf).
RSL	Returned and Services League of Australia.
RSL Queensland	Returned and Services League of Australia (Queensland Branch).
State Secretary	the person appointed to the role of State Secretary by RSL Queensland, in accordance with the Constitution.
Sub Branch	an RSL Sub Branch established by RSL Queensland pursuant to the Constitution.
vexatious complaint	a groundless complaint made with an adverse primary intent to cause distress, detriment or harassment to the subject.
We, us	RSL Queensland.
You	a complainant.

Privacy Collections Notice

When you submit a complaint or concern to us, we will collect the personal information that you supply in the complaint or concern for the purpose of reviewing the complaint or concern. If your client relates to a District Branch, Sub Branch or a member, your personal information will be disclosed to this party. By submitting a complaint or concern to us, you are giving consent for your personal information to be shared in this way. Your personal information will not be disclosed to any other person or organisation without your consent unless required or authorised by law.

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 Warning: Uncontrolled when printed

Annexure A

Step	Details	Comments
Stage 1: Raise a concern		
Step 1	Identify the concern	Clearly identify the issue or problem and the outcome you are trying to achieve by raising your concern.
Step 2	Raise the concern	We believe that concerns are often resolved when raised with those directly involved and encourage concerns to be raised with the relevant people and/or department before making a formal complaint.
Step 3	Acknowledge receipt and review	If the concern is raised with RSL Queensland or its employee/s, we will acknowledge receipt of your concern and review the details of the concern.
Step 4	Outcome	Upon review of all available information, we will try to reach a mutually agreeable solution with you.
Stage 2: Make a complaint		
Step 1	Prepare your complaint	<p>If you are not satisfied with the way your concern has been handled, you may choose to make a formal complaint. The following should be considered when preparing your complaint:</p> <ul style="list-style-type: none"> Clearly identify the issue or problem and gather all relevant information and documentation. Decide whether the issue or problem is in the nature of a complaint, concern, enquiry or suggestion. This will help in finding a solution. Identify the party or parties involved. Consider the practical outcome you are trying to achieve (while being realistic and open to other outcomes and solutions). If there is more than one issue or problem, write a list so that you are adequately prepared and then decide which issue or problem matters most to you. Consider whether there are any interim measures you would like us to consider whilst we make enquiries about the issue or problem.
Step 2	Lodge your complaint	<p>Your formal complaint can be lodged by either:</p> <ul style="list-style-type: none"> Emailing feedback@rslqld.org or Calling 134 RSL and asking to lodge a formal complaint <p>Our preference is that you make the formal complaint in writing, to avoid any misinterpretation.</p>
Once received, we will then follow the steps outlined in section 5.3 above.		

Annexure B

Grievance Resolution Procedures

If you are a member and you have a concern or complaint about a League related matter, you must follow the relevant grievance procedure detailed below.

If a member lodges a complaint under the complaints management system without first following the relevant grievance procedure, RSL Queensland will forward the complaint to the relevant District or Sub Branch in accordance with the below.

Nature of Complaint	Grievance Procedure to be followed
Complaint about a member of the same Sub Branch	<p>You must follow your Sub Branch's grievance procedure.</p> <p>If your Sub Branch does not have a grievance procedure, you will need to follow the grievance procedure set out in the Model Rules.</p> <p><i>NB - A formal disciplinary complaint should only be lodged with the Sub Branch's disciplinary committee or State Branch Tribunal if the conduct is serious enough to be the subject of a Formal Complaint, as defined in the By-Laws.</i></p>
Complaint about a member of another Sub Branch	<p>You must follow the grievance procedure set out in the Model Rules, subject to the following:</p> <ul style="list-style-type: none"> • references to the "management committee" and "association's secretary" are taken to read "State Secretary"; and • the principles for respectful interactions outlined in Part 2 will apply to your interactions. <p><i>NB - A formal disciplinary complaint should only be lodged with the Sub Branch's disciplinary committee or State Branch Tribunal if the conduct is serious enough to be the subject of a Formal Complaint, as defined in the By-Laws.</i></p>
Complaint about your Sub Branch (including the board/management committee of your Sub Branch)	<p>You must follow your Sub Branch's grievance procedure.</p> <p>If your Sub Branch does not have a grievance procedure, you will need to follow the grievance procedure set out in the Model Rules.</p>
Complaint about your District Branch	<p>You must direct your complaint or concern to the District President, with a copy provided to the State Secretary.</p> <p>The State Secretary may, in extenuating circumstances, provide assistance in this regard, however you must comply with the principles for respectful interactions outlined in Part 2 above.</p>