

**DETAILS**

Council  Admin

Effective from:	23 October 2018	
Contact officer:	Manager, Office of CEO Branch	
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iSpot #	This policy	#23728981
	Value Proposition	#40146915

**OBJECTIVES AND MEASURES**

Objectives	<p>To provide a method for handling and resolving complaints made by affected persons about:</p> <ul style="list-style-type: none"> <li>• a decision or a failure to make a decision, including a failure to provide a written Statement of Reasons for a decision where required by this policy</li> <li>• an act or failure to do an act</li> <li>• the formulation of a proposal or intention</li> <li>• the making of a recommendation</li> </ul> <p>To facilitate the use of information obtained from the complaints management process to improve overall service delivery.</p>
Performance measures	<p>% of all complainants who take their complaint no further – target 80%</p> <p>% of complaints acknowledged within 10 business days – target 90%</p> <p>% of complaints fully resolved within 45 business days – target 90%</p> <p>% of findings of maladministration by the Queensland Ombudsman – target 0%</p>
Risk assessment	Low

**POLICY STATEMENT**

Section 268 (1) of the *Local Government Act 2009* (the Act) requires the Council of the City of Gold Coast (Council) to establish a complaints management process for resolving administrative action complaints. Council's process, called the Complaints (Administrative Actions) Policy & Procedures (**C (AA) PP**) includes the elements contained in section 306 of the Local Government Regulation 2012 (the Regulation).

The C(AA)PP supports the local government principles (see section 4 of the Act) of ethical standards of behaviour and transparent and effective processes to deliver good governance for the community.

Council adheres to the following principles when managing complaints:

**Fair and objective:** Complaints are considered on their merits and addressed in an unbiased and equitable manner, the principles of natural justice are observed and complainants will not suffer any reprisal from Council.

**Accessible and visible:** The C(AA)PP is readily accessible on Council's website and available on request. Assistance is provided to those with special needs.

**Confidential:** Complaint information is managed according to the Information Privacy Act (IPA) and Council's Information Management and Information Privacy Policy. **Client focus and responsiveness:** Complainants are treated with respect, courtesy, dignity and fairness. Complaints will be acknowledged, responded to quickly and efficiently and complainants will be kept informed of the progress of the complaint.

**Effective:** Where possible, a complaint will be resolved without the need for a formal investigation.

**Continuous improvement:** The C(AA)PP aims to achieve the correct outcome and, where necessary, appropriate redress. Complaints provide an opportunity for identifying business improvements, whether or not a complaint is upheld. Where applicable, the outcomes from complaint investigations are applied to improve business operations, policies and procedures.

**Open and accountable:** Investigation outcomes are provided to the complainant along with advice on avenues of review.

**Safety of officers:** Council aims to ensure the safety of all Council Officers, including those managing complaints.

**Impact on resources / business:** Where multiple complaints are received raising the same or similar issues, an effective and efficient method of dealing with them will be determined. A referral to the C(AA)PP will not halt, delay or interfere with Council's business or prevent decisions from being made unless exceptional circumstances prevail.

## SCOPE

Section 268(2) of the Act defines an administrative action complaint as one about an administrative action of Council made by an affected person, i.e. one who is apparently directly affected by the administrative action. An administrative action includes a decision, a failure to make a decision, including a failure to provide a written Statement of Reasons for a decision, an act, a failure to do an act, the formulation of a proposal or intention and the making of a recommendation.

The C(AA)PP applies regardless of which area of Council the complaint relates to, how quickly it is resolved and whether the complaint is made in writing, verbally or anonymously.

Refer Procedures section *1.1 What is a complaint?*

## DEFINITIONS

Refer Procedures section *5. Definitions*

**Council** – Council of the City of Gold Coast

## RELATED POLICIES AND DELEGATIONS

Customer Contact Policy  
Delegated Power and the Authorisations Policy  
Information Management and Information Privacy Policy  
Information Security Policy  
Penalty Infringement Notice Review Policy  
Whistleblowers (Public Interest Disclosure) Policy

Procurement Complaint Process

## LEGISLATION

*Local Government Act 2009*  
*Local Government Regulation 2012*  
*Energy and Water Ombudsman Act 2006*  
*Information Privacy Act (Qld) 2009*  
*Ombudsman Act 2001*  
*Public Interest Disclosure Act 2010*  
*Public Records Act 2002*  
*Right to Information Act 2009*  
*Water Distribution and Retail Restructuring Act 2008*

*South East Queensland Customer Water and Wastewater Code*

## SUPPORTING DOCUMENTS

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- Attachment 1: Flowchart 1 Initial Consultation
- Attachment 2: Flowchart 2 Preliminary Review
- Attachment 3: Flowchart 3 Final Review
- Attachment 4: Checklist
- Attachment 5A: Example one of a Preliminary Review decision notice
- Attachment 5B: Example two of a Preliminary Review decision notice
- Attachment 6: Example of a Final Review Statement of Reasons
- Attachment 7: Complaints Register

### External Documents

- Attachment A: How to make a complaint
- Attachment B: List of Council Offices
- Attachment C: Complaints Lodgement Form

## RESPONSIBILITIES

Sponsor	Chief Executive Officer
Owner	Manager, Office of the CEO Branch

## VERSION CONTROL

Document	Date	Approved	Amendment
23728981 v18	23.10.18	#71997114	Minor corrections
23728981 v17	29.01.16	GA16.0125.011/G16.0129.008	Council adopted amendments
23728981 v16	17.02.14	#43393130	Minor amendment
23728981 v14	12.12.13	GA13.1210.018/G13.1212.020	Council adopted amendments
23728981 v13	12.06.12	GA12.0607.006/G12.0612.016	Council adopted amendments
23728981 v7	04.04.11	GA11.0330.001/G11.0404.014	Council adopted amendments
23728981 v5	30.11.09	GF09.1125.006/ G09.1130.011	Council adopted amendments
23728981 v4	12.12.08	GF08.1210.003/G08.12.12.029	Council adopted amendments
23728981 v3	11.12.06	CD06.1204.007/G06.1211.016	Council adopted amendments
23728981 v2	21.10.05	CD05.1007.003/ G05.1021.020	Council adopted amendments
23728981 v1	25.03.05	CD05.1007.003/ G05.1021.020	Council adopted amendments

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## 1. INTRODUCTION

### 1.1. What is a complaint?

A complaint under the C(AA)PP is one which is about an *administrative action* of Council made by an *affected person*, i.e. one who is apparently directly affected by the administrative action. An administrative action includes a decision, a failure to make a decision, including a failure to provide a written Statement of Reasons for a decision when required under this policy, an act, a failure to do an act, the formulation of a proposal or intention and the making of a recommendation.

A person may state that they are making a 'complaint' but this may not be an administrative action complaint or the person may not be an affected person. Their issue may be a request for service (which is not a complaint unless Council fails to provide an appropriate response or action), a request for information or an expression of opinion.

A complaint that does not come within the C(AA)PP is to be dealt with under the relevant policy e.g. a customer request for service or feedback is managed under the Customer Contact Policy.

#### Examples of administrative action complaints *within* the scope of the C(AA)PP

A complaint about:

- Council's failure to action a request to fix a pothole in the person's street or other place they regularly travel.
- a development approved by Council affecting a person in the neighbourhood.
- a repeated complaint by an affected person about the general quality of park maintenance.
- Council's failure to take appropriate action following a request by an affected person to investigate e.g. a barking dog or noisy air conditioner.
- inappropriate disclosure of a person's personal information (breach of privacy).
- the amount of a charge or rate unless these are set by legislation or by resolution of Council.
- online commercial advertising.
- competitive neutrality complaint.
- a Councillor, including the Mayor, which is outside Chapter 6 Part 2 Division 6 of the Act.
- complaints received in respect of water and sewerage services

#### Examples of requests for service commonly mistaken for an administrative action complaint:

A request for:

- grass to be mown
- advice on a leaking meter
- a Council barbecue to be cleaned
- action on a barking dog
- a pothole to be fixed
- a missed wheelie bin to be emptied
- a structure that is apparently inconsistent with Council's planning scheme to be investigated, but which is not a structure approved by Council
- conduct of a Council officer which is dealt with by People & Culture branch under the Code of Conduct for Employees

## **1.2. What is outside the scope of the C(AA)PP?**

- A complainant who is not an affected person (these come under the Customer Contact Policy).
- Complaints about the merits of a Council resolution unless the administrative process in reporting to Council is so manifestly inadequate that Council is not able to make an informed decision.
- Complaints about a Council decision which should be referred to the Divisional Councillor.
- Requests for a review of an administrative action which is subject to legislative or adopted policy timeframes, unless the timeframes have expired, or an agreed service level framework, unless all actions within the framework have been exhausted.
- Requests for service or information.
- The provision of feedback in negative terms or social media comments.

## **1.3. Complaints covered by specific processes under the C(AA)PP**

There are a number of processes under the C(AA)PP which address certain types of complaints or which have been developed either because legislation other than the LGA applies and the applicable legislation contains a specific complaint framework or time frames which differ from those in the C(AA)PP. The C(AA)PP applies to the extent of any shortfall in the processes.

### **1.3.1. Complaints about penalty infringement notices**

Requests to review or withdraw a penalty infringement notice (PIN) are determined in accordance with the PIN Review Policy and Procedure. Investigations of alleged inappropriate conduct of an enforcement officer while issuing a PIN are conducted in accordance with the C(AA)PP and recorded in the complaints register.

### **1.3.2. Complaints about Council's procurement processes**

These complaints are dealt with by the Chief Procurement Office under the Procurement Complaint Process. Complaints must be directed to the Chief Procurement Officer to provide the opportunity for the procurement function to deal with and resolve the complaint in accordance with the Procurement Complaint Process.

### **1.3.3. Complaints about privacy**

The Information Privacy Act (IPA) contains Information Privacy Principles (IPPs) which set out the rules for collecting, managing, using, disclosing and disposing of personal information. Privacy complaints are dealt with by Legal Services branch under the C(AA)PP unless there are specific provisions in the IPA (e.g. under the IPA, privacy complaints must be acknowledged within three days but under the C(AA)PP the time frame is 10 business days).

A complaint under the IPA must be dealt with within 45 business days. If a complainant is not satisfied with the response or the response is not provided within time, they can refer the complaint to the Office of the Information Commissioner (OIC).

A person may allege Council has breached its obligations under the IPA with respect to their personal information because Council did not comply with the:

- privacy principles
- principles which apply to the transfer of personal information outside of Australia
- conditions attached to a public interest approval granted under section 157 of the IPA

Where a privacy breach has occurred, it should be acted upon promptly.

## **1.3.4. Complaints about legal matters**

Legal matters, including complaints about decisions regarding legal liability, are dealt with by the Legal Services branch.

## **1.3.5. Misconduct, official misconduct, criminal matters**

Allegations of official misconduct are referred to the Corporate Assurance Branch for investigation and recommendation to the CEO. Allegations of misconduct or a criminal matter are referred to the Manager Corporate Assurance Branch

## **1.3.6. Complaints under the Public Interest Disclosure Act 2010**

Public interest disclosure, i.e. whistle blower, complaints are referred to the Corporate Assurance Branch.

## **1.3.7. Competitive neutrality complaints**

A competitive neutrality complaint must contain the information required by section 45 of the Regulation and otherwise the investigation must be compliant with the C(AA)PP.

The complainant may submit the complaint in writing either to Council (directed to the CEO) (who must refer it as soon as practicable to the Queensland Productivity Commission (QPC)) or directly with the QPC.

## **1.3.8. Complaints about water and wastewater services**

Complaints about water billing are dealt with by Revenue Services and in accordance with the C(AA)PP.

Other water related complaints may be dealt with under the C(AA)PP by Water and Waste Directorate under its Complaint Handling Process or by Office of CEO Branch if referred by the Energy and Water Ombudsman Queensland (EWOQ).

EWOQ was established to provide a free, fair and independent dispute resolution service for small customers who are unable to resolve a complaint with their Council water supplier.

EWOQ functions are legislated under the Energy and Water Ombudsman Act 2006 and include:

- receive and investigate energy issues in Queensland and water issues in south-east Queensland
- manage dispute resolution between customers and energy and water entities

EWOQ has a Customer Code as part of its complaint resolution procedure.

Complaints about water or wastewater services (including billing) referred by the Office of the Energy and Water Ombudsman Queensland (EWOQ) are dealt with by Office of CEO Branch, Office of the CEO.

## **1.4. Complaints about a Councillor**

Complaints about Councillors, including the Mayor, come within Chapter 6 Part 2 Division 6 of the Act and are referred to Office of CEO Branch, Office of the CEO and are dealt with in accordance with those provisions.

## **1.5. Overview (refer to Attachment 3 Flowchart)**

Steps in the complaints management process:

1. Initial Consultation
2. Preliminary Review
3. Final Review and advice of external review options

Officers handling complaints must be familiar with the C(AA)PP, understand the nature of the complaint, the issues for investigation, and the outcome or remedy sought. This would usually involve contacting the complainant.

Where possible, preference should be given to less formal modes of complaint resolution (e.g. negotiation), which might enable a matter to be resolved amicably and without detailed investigation. Where a detailed investigation is required, and the complaint is made verbally, the complainant should be strongly encouraged to put the complaint in writing to ensure that the issues are clearly understood.

## **2. COMPLAINTS MODEL**

### **2.1. Step 1: Initial Consultation**

Wherever possible, a complaint will be resolved without the need for a formal investigation e.g. the complainant phones in and the contact officer and the complainant work through the issues to obtain a mutually satisfactory outcome.

Process:

1. The complaint is received by a customer contact or other officer who attempts to resolve it. This may be possible if the officer has access to relevant information or if the complainant directly calls the area where the original decision was made.
2. If resolved, the officer completes the Complaints Register (refer Attachment 6). It is not necessary to provide further advice to the complainant.

### **2.2. General Principles in conducting Step 2: Preliminary Review and Step 3: Final Review**

#### **2.2.1. Assessment criteria for deciding whether a complaint should be investigated**

Section 306 of the Regulation requires a local government to adopt a complaints management process with supporting written policies and procedures to apply to complaints from receipt to resolution.

Generally, every complaint will be assessed and investigated, unless it comes within one of the following categories:

1. It is considered by both the relevant Manager and the Manager Office of the CEO Branch (or Coordinator (Complaints and Projects)) to be trivial, frivolous or vexatious, i.e. lacks substance or credibility, is an abuse of the C(AA)PP or is not made in good faith.
2. It has been the subject of a Preliminary Review and a Final Review and the complainant attempts to reopen it by raising it or the same/similar issue/s such that an investigation would be unnecessary, unjustifiable or an inappropriate use of resources.
3. It is made using rude or intemperate language or the complainant is physically harassing or stalking a Council officer. These complaints may not be responded to, or may be returned.
4. It is made 12 months after the matter arose unless there was a relevant fact which was not within the means of knowledge of the complainant within 12 months of the matter arising. The relevant Manager and the Manager, Office of the CEO Branch or Coordinator (Complaints and Projects) may agree to extend time up to 12 months after the complainant became aware of the relevant fact.
5. It is made anonymously and the Manager determines there is insufficient information to investigate.
6. The Manager determines the complaint is complex and the complainant refuses to put it in writing.
7. The complainant is pursuing the complaint through an alternative review process, or it has already been reviewed through an alternative review process, e.g. through the Queensland Civil and Administrative Tribunal (QCAT), or the Ombudsman's Office.
8. It is a request for a review of an administrative action which is subject to legislative or adopted policy timeframes or is subject to an agreed service level framework and the legislative or adopted policy timeframes have not expired or all actions within the agreed service level framework have not been exhausted.
9. It relates to an amount of a charge or rate set by legislation or by resolution of Council.
10. The CEO, Manager Office of CEO Branch, Coordinator (Complaints and Projects) or relevant Manager determine that an investigation be discontinued because the complainant fails to provide sufficient information or in some way inhibits the investigation e.g. fails to provide information within a reasonable time period or refuses to give the necessary access to a property.



## **2.2.2. Assessment and investigation**

The level of investigation should be consistent with the seriousness and impact of the complaint. The assessment may determine that an investigation is unnecessary to reach an appropriate outcome as the facts are clear and undisputed or that an investigation will simply involve talking to a few people or inspecting some records.

Council officers dealing with complaints must ensure that they act within their power and understand their role. They must act impartially and make their decisions strictly on the facts and with appropriate corroborating evidence, wherever possible. They should not simply accept another officer's version of events when it conflicts with the complainant's version.

A Council officer undertaking a review must check that they have not been involved in the original decision, have no conflict of interest (i.e. no personal interest in the outcome - see 2.12), and, where an earlier review has been undertaken, ensure they are no less senior than Council officer who undertook the earlier review.

## **2.2.3. Communicating with the complainant**

A complaint must be acknowledged within 10 business days and the acknowledgement must specify the review process, who will undertake it, an estimation of the time required to finalise the complaint, the frequency of updates (monthly, unless otherwise agreed with the complainant) and how the updates will be provided.

An initial phone call will clarify the complainant's preferred method of future contact, clarify the complaint and may assist its early resolution.

## **2.2.4. Principles of natural justice**

The principles which apply to complaints investigation are:

- A person whose rights, interests or legitimate expectations could be affected by a decision should be given a right to a hearing on any adverse material which is credible, relevant and significant, and given reasonable notice to respond
- A person is entitled to an impartial hearing, i.e. absence of bias by the decision-maker
- All credible, relevant and disputed issues must be properly examined
- Evidence must support the decision
- If a complaint proceeds directly to a Final Review (i.e. without a Preliminary Review), a draft decision notice must be provided to the complainant for the complainant's comment prior to the decision notice being finalised.

Natural justice does not require the source of confidential information to be disclosed. A copy of the material with the confidential information blacked out may be provided or it may be sufficient to provide a summary of the effect of the material.

## **2.2.5. Reasons for decision**

An affected person is informed of Council's decision about the complaint as soon as the decision or action is taken, unless the complaint was made anonymously.

At the conclusion of a Preliminary Review, the complainant must be provided with a letter setting out the decision and how the decision was arrived at. The Manager must review the letter and be the signatory to the letter. (Refer to Attachment 4A and Attachment 4B for examples of letters.)

## **2.2.6. Possible remedies and redress**

If the complaint is upheld, the Preliminary Review or the Final Review must include details of any remedy or redress, the timeframe in which it will be provided, whether the investigation has led to a policy or process change, and the details of the change and timeframe for implementation.

The appropriate form of redress that is fair to both the complainant and Council must be considered. Similar remedies should be offered to all persons in a similar situation. Examples include:

1. admission / acknowledgement of fault
2. apology issued
3. change of decision
4. change of policy, procedures or practice
5. change of law
6. refund, remission of penalty, reimbursement or waiver of a debt
7. correction of misleading or incorrect records
8. explanation of how the problem occurred and action to be taken to prevent it recurring
9. repair or rework
10. technical assistance
11. officer training / discipline

## **2.2.7. Review options**

If the complaint is not upheld, the complainant is advised of other review options. Following a Preliminary Review: The appropriate review option is a Final Review.

Following a Final Review: The review options may be one or more of the following (subject to jurisdiction):

- Queensland Ombudsman
- Office of Information Commissioner (OIC) for privacy complaints
- Queensland Civil and Administrative Tribunal (QCAT)
- Energy and Water Ombudsman Queensland (EWOQ)
- Courts

The C (AA)PP does not interfere with a person's right to complain directly to an external complaints review avenue, e.g. a court of law, QCAT, EWOQ, or the CCC if the matter relates to official misconduct. Where a complaint is referred directly to the Queensland Ombudsman, the Ombudsman may refer it back to Council to investigate. Unless otherwise determined by the Ombudsman or Manager Office of CEO Branch, the complaint will then be investigated in accordance with the Preliminary Review and Final Review processes.

## **2.3. Step 2: Preliminary Review**

If the complainant remains dissatisfied, they may apply for Preliminary Review to the Manager of the area where the original decision was made. The aim is to resolve the complaint informally or by negotiation.

### **2.3.1. Process**

1. The Manager assesses the complaint against the complaint assessment criteria (2.2.1) to determine if it should be investigated.
  - a. If it is not to be investigated, the complainant is advised within 10 business days and the Complaints Register completed.
  - b. If it is to be investigated, the Manager may deal with it or refer it to a Council officer (one not involved in the action the subject of the complaint) in the branch for Preliminary Review. The officer nominated should have undergone training in complaints handling and should be more senior than the original decision-maker.
  - c. For Lifestyle and Community Directorate, a designated Complaints Officer undertakes the Preliminary Review with the Manager signing off on the decision-notice.

2. Council officer conducting the Preliminary Review:
  - a. registers the complaint in the Complaints Register and updates it as the investigation progresses
  - b. acknowledges the complaint within 10 business days and contacts the complainant:
    - i. to clarify the complaint and the outcome the complainant is seeking
    - ii. to allow an opportunity for the provision of further information
    - iii. if appropriate (e.g. the matter is straightforward), to attempt to reach a mutually acceptable resolution
    - iv. if not easily resolved, to advise the expected time frame for resolving the complaint
    - v. to advise if it is necessary to divulge the complainant's identity to properly investigate the allegations made (see 2.10)
  - c. advises the person the subject of a complaint that it is Council's practice to disclose to the complainant information about the progress of a complaint investigation and its outcome
  - d. assesses and investigates the complaint in consultation, as necessary or appropriate, with the complainant and the Manager or Supervisor, experts etc but otherwise the review is an 'on the papers' review (i.e. on current written evidence)
  - e. makes a decision on the outcome and the appropriate remedy or redress, if required
  - f. provides the decision to the relevant Manager for review
  - g. advises the complainant of the outcome in a letter which should state how the decision was arrived at and the reasons for the decision (refer Attachment 4 for examples)
  - h. if the complaint is upheld, advises of any remedy or redress, the time frame in which it will be provided, and if the investigation has led to a policy or process change, details of the change and timeframe for implementation
  - i. if the complaint is not upheld, advises of the opportunity for Final Review
  - j. completes the Complaints Register, including details of any process or policy change and any learnings from the complaint

## **2.4. Step 3: Final Review**

If a complainant remains dissatisfied, they may apply for a Final Review by a designated Complaints Officer, usually from within the branch or Directorate where the original decision was made. The CEO, all Directors and all Managers may act as Complaints Officers.

### **2.4.1. Process**

1. If it is not to be investigated, the complainant is advised within 10 business days and the Complaints Register closed.
2. If the complaint is to be investigated:
  - a. the Director Lifestyle and Community or Manager refers it to the Administrative Review Coordinator
  - b. for other Directorates, the Director or Manager refers it to a designated Complaints Officer
3. The Complaints Officer:
  - a. registers the complaint in the Complaints Register and updates it as the investigation progresses
  - b. acknowledges the complaint within 10 business days and contacts the complainant:
    - i. to clarify the complaint and the outcome the complainant is seeking
    - ii. to allow an opportunity for the provision of further information
    - iii. if appropriate (e.g. the matter is straightforward), to attempt to reach a mutually acceptable resolution

- iv. if not easily resolved, to advise the expected time frame for resolving the complaint
    - v. to advise if it is necessary to divulge the complainant's identity to properly investigate the allegations made (see 2.10)
  - c. advises the person the subject of a complaint that it is Council's practice to disclose to the complainant information about the progress of a complaint investigation and its outcome
4. The investigation should include:
  - establishing a list of people to interview and files or locations to be inspected
  - conducting interviews and inspect sites and documents
  - properly gathering information by e.g. talking to both sides and recording the information
  - providing relevant information to those involved in the investigation
  - observing any legal requirements involved in making decisions
  - researching and applying any relevant legislation and policy
  - evaluating the evidence impartially and make findings
  - identifying factors that contributed to the complaint arising
  - assessing the merit of the decision made, including legality and fairness
  - formulating recommendations, including remedies
  - preparing a report which clearly summarizes the matter and results of the investigation, setting out findings and recommendations
  - providing the complainant with a Statement of Reasons and review options
5. The outcome of the Complaints Officer's investigation is advised to the complainant in a Statement of Reasons with a copy to the relevant Manager who should then communicate the outcome to the original decision maker and/or officer who undertook the Preliminary Review. The Statement of Reasons (refer example at Attachment 5) should include:
  - relevant legislation, local laws and policies
  - correspondence and other communications relating to the complaint
  - evidence and other material available to the Complaints Officer
  - findings of fact
  - any decisions made by Council in regard to the complaint
  - reasons for Council's decision
6. If the complaint is upheld, the Complaints Officer advises of any remedy or redress, the time frame in which it will be provided, and if the investigation has led to a policy or process change, details of the change and timeframe for implementation.
7. If the complaint is not upheld, the Complaints Officer advises external review options.
8. The Complaints Officer completes the Complaints Register, including details of any process or policy change and any learnings from the complaint

## **2.4.2. External Investigation**

A Complaints Officer who believes a complaint is of a serious or complex matter may refer the complaint to an external investigator to assist the Complaints Officer with the investigation. However it is noted that the Complaints Officer is the decision-maker (not the external investigator).

## 2.5. Exemptions to Step 2: Preliminary Review and Step 3: and Final Review

- A complaint may be immediately escalated if the CEO or Manager Office of CEO Branch determine that a matter, because of the issues it raises, or because it is unusually complex, or because it has undergone an informal Preliminary Review or for any other reason deemed relevant and appropriate, should be immediately escalated to Final Review. In these situations, refer to 2.2.4 principles of natural justice and ensure that a draft decision notice is provided to the complainant for the complainant's comment prior to the decision notice being finalised.
- If a complaint proceeds directly to a Final Review, a draft decision notice must be provided to the complainant for the complainant's comment prior to the decision notice being finalised.
- Where a complaint is deemed to require urgent action, it shall be phoned through to the appropriate area for immediate action.
- Apparently serious or complex complaints should be referred immediately to the Manager of the relevant area, or Manager Office of CEO Branch for advice.
- A complaint about a Council officer's conduct in relation to an administrative action which is capable of review under the C(AA)PP should be referred to the Manager of the relevant area. If the complaint is about the Manager, it should be forwarded to the Manager Office of CEO Branch Office of the CEO. A complaint about a Director or the Manager Office of CEO Branch should be forwarded to the CEO.
- If the conduct complained of is not about an administrative action which is capable of review under the C(AA)PP the conduct should be addressed in accordance with the policy or process adopted in relation to that matter, or in accordance with the relevant legislative requirements.
- Official misconduct complaints are referred to the Corporate Assurance Branch where an officer will refer it to the Crime and Corruption Commission (CCC).
- The CEO, a Director or a Manager may deem it appropriate to refer possible criminal activity to the Queensland Police Service.

## 2.6. Trivial, frivolous, or vexatious complaints

Examples include:

- Matters either deemed to be minor, in relation to higher priorities, that are not likely to cause threat to public safety or financial loss to Council or others e.g. a complaint about a person illegally parked may not be given priority unless the situation was considered dangerous.
- Follow up calls about minor matters.
- Rhetorical comments/questions e.g. 'Can't anyone at Council add up?'
- A complaint from a complainant who has consistently, over time, called Council about minor or the same matter/s, judged not to be a priority, resulting in unnecessary and costly consumption of Council's resources, unless the subject matter is deemed by the relevant Manager, Supervisor, Manager Office of CEO Branch or Coordinator (Complaints and Projects) to warrant investigation.
- A complainant who refuses to accept the decision of the Complaints Officer.
- A complainant who unreasonably, in the opinion of the relevant Manager and the Manager Executive Services or Complaints Review Coordinator, refuses to deal with the officer appointed to undertake the review.
- A complainant who has a history of:
  - making complaints and review requests about their issue / related issues and contacting or cc'ing other government agencies, MPs, Ministers or other people and organisations.
  - complaining about Council's or an officer's integrity or competence or taking their complaint to other forums alleging bias or corruption, because they are dissatisfied with the decision.

- giving forceful instructions about how their complaint should be dealt with and / or by whom.
- making unreasonable demands that organisational time and resources be spent dealing with their complaint.

## 2.7. Anonymous complaints

Where sufficient information is provided to allow an investigation, anonymous complaints are to be handled in the same manner as other complaints with the obvious exception of advising of the outcome to the complainant.

## 2.8. Legislative or adopted policy timeframes and agreed service level frameworks

### 2.8.1. When a request for a review is deemed not to be a complaint

A request for a review of an administrative action is deemed not to be a complaint until the legislative or adopted policy timeframes have expired or all actions within the agreed service level framework have been exhausted, e.g. a 'complaint' within 10 days that correspondence has not been acknowledged when the policy timeframe is 10 business days is deemed not to be a complaint.

Legislated timeframes – where a 'complaint' is deemed to not be a complaint:

- A request for a review of a matter where action taken by Council is the subject of a legislated timeframe, e.g. *Planning Act*, *Environmental Protection Act* and the *Food Act*.
- Where legislation sets out prescribed steps for Council to take in a legal process, e.g. issuing a Show Cause Notice or Declaration, and a request for action or review is received whilst the legal process is ongoing.
- Where Council is required to give an alleged offender 21 days to comply with a notice and a request for this to be reviewed is received within the 21 day period.
- Where an alleged offender seeks a review of, or challenges, the requirements of a prescribed notice or other requirement for compliance or seeks an extension of time for compliance.

### 2.8.2. Exception to 2.8.1

The exception to 2.8.1 is a complaint about a defect in the Council's administrative actions processes is reviewable. For example, a proposed declaration notice to declare a dog dangerous provides a 14 day period for a written representation to be made showing why the declaration should not proceed. If the notice incorrectly identifies the dog, the decision to issue the notice is immediately reviewable.

## 2.9. Timeframes (refer 1.3.3. for privacy complaints)

Complaints must be acknowledged within 10 business days unless the matter is resolved on the day it arises and the complainant is informed verbally.

The timeframe for completing a Preliminary Review or a Final Review will depend on the circumstances including the seriousness, urgency and complexity of the complaint. In general, Council aspires to the following timeframes:

- If complaint is not to be investigated, within 10 business days of receipt
- Preliminary Review of a complaint finalised within 30 business days of receipt
- Final Review finalised within 45 business days of receipt

## 2.10. Confidentiality and privacy

A complainant's details should remain confidential however, Council officers should advise a complainant of the possibility that their identity may become obvious as a result of an investigation process or subsequent enforcement action.

Council may be obliged to disclose a person's personal details to an external body for investigation or under a legal or statutory process.

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Council officers should bear in mind that under Information Privacy Principle (IPP) 11(1), personal information must not be disclosed to an entity other than the person the subject of the personal information, unless:

1. the person is reasonably likely to have been aware, or to have been made aware, under IPP 2 or under a policy or other arrangement in operation before the commencement of the IPP schedule, that it is Council's usual practice to disclose that type of personal information to the relevant entity
2. the person has expressly or impliedly agreed to the disclosure
3. Council officers are satisfied, on reasonable grounds, that the disclosure is necessary to lessen or prevent a serious threat to the life, health, safety or welfare of an individual, or to public health, safety or welfare
4. the disclosure is authorised or required under a law

Council's Information Management and Information Privacy Policy provides advice on handling the disclosure of personal information associated with the progress and outcome of an investigation and information about how personal information is collected, managed, used and disposed of.

## **2.11. Role of Office of CEO Branch**

The Manager, Office of CEO Branch and / or the Coordinator (Complaints and Projects):

- a. review the C(AA)PP, as required
- b. are Complaints Officers
- c. may recommend the CEO sign an instrument of Appointment appointing a Complaints Officer
- d. may recommend an Instrument of Appointment be withdrawn from a Complaints Officer
- e. coordinate the C(AA)PP by coordinating:
  - the appointment of Complaints Officers
  - a review and evaluation of complaints and reporting to senior management
  - training and managing communication for officers involved in receiving and investigating complaints

## **2.12. Role, appointment and authority of Complaints Officers**

Complaints Officers are appointed by the CEO to undertake Final Review under this policy. They must know and understand the C(AA)PP, have undergone appropriate training for complaints handling and information privacy processes or have the necessary expertise in the management of complaints. They are entitled to have access to all relevant material and personnel and the full cooperation of all Council officers.

Generally, a Complaints Officer will review a complaint from within their own Directorate. They must not be a Council officer who has been a decision-maker on that complaint and must not have a conflict of interest or a perceived conflict of interest.

An officer who believes they may have a conflict of interest must comply with Council's Code of Conduct for Employees with regard to declaring conflicts of interest, and may be required to step aside from the investigation process.

Officers dealing with complaints must consider statutory obligations, including but not limited to those under the *Local Government Act*, *Local Government Regulation* and the IPA.

## **2.13. Training of Complaints Officers**

All Council officers who have the potential to be involved in handling a complaint must satisfactorily complete Council's on-line complaints management process training.

Council officers with decision making powers, e.g. able to conduct a Preliminary Review or Final Review of a complaint, would ideally have undertaken training in 'Good Decision Making' provided by the Queensland Ombudsman's office and/or appropriate training in Government decision-making. At the very least, they must have completed at least one course or be able to demonstrate extensive and relevant experience.

In addition, all officers dealing with complaints should undertake refresher training, ideally every two years.

## **2.14. Role of Legal Services**

1. For Information Privacy Complaints, Legal Services branch is responsible for:
  - a. referring requests for an Final Review to designated Complaints Officers and monitoring their progress
  - b. reporting to the OIC on privacy complaints
  - c. making recommendations to the CEO and reviewing and reporting on operational changes in relation to information privacy compliance
2. Legal Services branch is responsible for public interest disclosure issues.
3. Legal Services is responsible for insurance-related matters, matters touching on legal liability issues, matters the subject of court proceedings and complex legal matters

## **2.15. Role of field officers**

Field officers approached by a complainant are to advise that they are not the appropriate person to deal with a complaint. They must provide the complainant with a Council telephone number or business card which sets out how the complainant may lodge their complaint.

## **3. RECORDING, REPORTING, EVALUATION AND ANALYSIS**

### **3.1. Recording**

Council officers dealing with complaints at either the first point of contact, Preliminary Review or Final Review must keep full and accurate records in accordance with the provisions of the Act, Council's information management policies and approved information storage and retrieval systems and processes.

Details of communications, including verbal communications (which must be recorded in a file note), deliberations and related documentation about the complaint must be placed on the relevant file/s and saved to the iSPOT system to ensure a clear trail of the complaint investigation.

### **3.2. Complaints Register**

Every complaint received that is within the scope of the C(AA)PP, regardless of how quickly it is resolved, must be entered into the Directorate or branch Complaints Register by the investigating officers (i.e. either the Preliminary Review Officer or the Final Review Complaints Officer).

Any identified systemic problems must be reported to the relevant Manager who is responsible for implementing business improvements e.g. new or revised processes, practices and policies and monitoring implemented changes.



### 3.3. Reporting

Each Directorate must conduct an annual review of complaints received in the preceding 12 months, using the template (Internal document 6, Complaints Register) and return it to the Manager, Office of CEO Branch or the Coordinator (Complaints and Projects), Office of CEO Branch by the end of the first week of July each year.

Reports are to be provided to senior management, at least annually, for consideration and input. Reports may include information on:

- internal factors e.g. changes in policy, objectives, organisational structure and available resources
- external factors e.g. legislative changes
- overall performance of the C(AA)PP
- outcomes of consultation with the relevant Council officers and customers
- results of audits undertaken by Council's Corporate Assurance in the Internal Audit branch as required by the Manager, Corporate Assurance
- individual or aggregate complaints data e.g. the way complaints were received, date received/finalised, topic and outcome
- significant, emerging or recurring issues and recommendations for improvement
- the status of corrective and preventive actions
- decisions and actions related to:
  - improving the effectiveness and efficiency of the complaints management process
  - identified resource needs e.g. training programs

### 3.4. Evaluation and Analysis

A review of the C(AA)PP may include:

- analysis of complaints including timeliness of responses, identifying systematic problems, correcting process deficiencies and assessing opportunities for improvement and trends to help eliminate underlying causes of complaints
- survey of officers who investigated complaints and complainants to ascertain the level of satisfaction with the process
- evaluating the C(AA)PP's continuing suitability, adequacy, effectiveness and efficiency
- identifying and addressing instances of nonconformity with health, safety, environmental, customer, regulatory and other legal requirements

## 4. ROLE OF COUNCILLORS

### 4.1. Councillors' role in the complaints management process

- a. A Councillor, acting in their official capacity as a Councillor, who receives a complaint from an *affected* person about an *administrative action* of Council, at a minimum, is obliged to report the complaint to the relevant area of Council administration for recording and, where appropriate, investigation. Brief notes should include the main aspects of the complaint. The name and contact details of the complainant, should be included, subject to e, below.
- b. The outcome of the investigation will be provided to the Councillor upon request, subject to the complainant giving consent.
- c. A Councillor may use the Customer Request system or other system (e.g. email) to forward a complaint to the administration with the outcome of the complaint investigation reported to Councillor and to the complainant.

- d. A Councillor referred complaint will be dealt with in accordance with the C(AA)PP as if it were a complaint made directly to Council administration.
- e. A Councillor who withholds the identity of a complainant from Council administration should obtain the agreement of the complainant to do so and after informing the complainant that they can lodge their complaint anonymously and directly with Council administration, if they prefer.
- f. A Councillor wanting to assume an advocacy role may assist a complainant or act on their behalf, subject to g. below.
- g. A Councillor must not deal with a complaint where Councillor has a material personal interest or a conflict, or perceived conflict, of interest.
- h. If a Councillor does not disclose the identity of the complainant to Council administration, the complaint will be processed as an anonymous complaint.

## 4.2. Exclusions to investigating a Councillor referred complaint

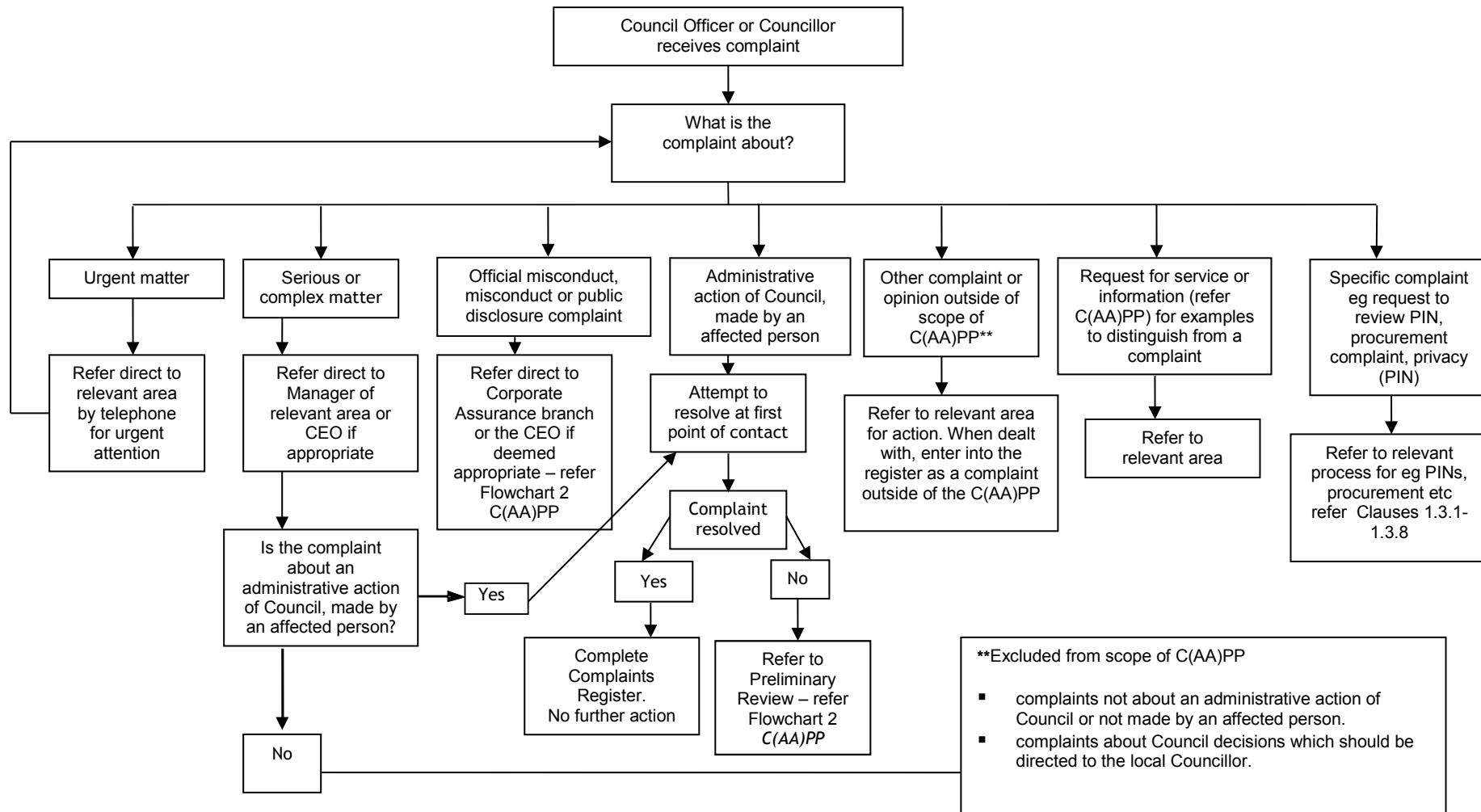
- Exclusions to investigating a complaint, as set out in 1.1 and 2.6, apply.
- Council administration may decline to investigate the complaint if:
  - a. it considers insufficient information has been provided
  - b. that it is not possible to give effect to the principles of natural justice
  - c. if anonymity inhibits it from obtaining further necessary particulars regarding the complaint, including researching information such as the history and outcomes of prior complaints and other complaints which may impact on the outcome of the subject complaint

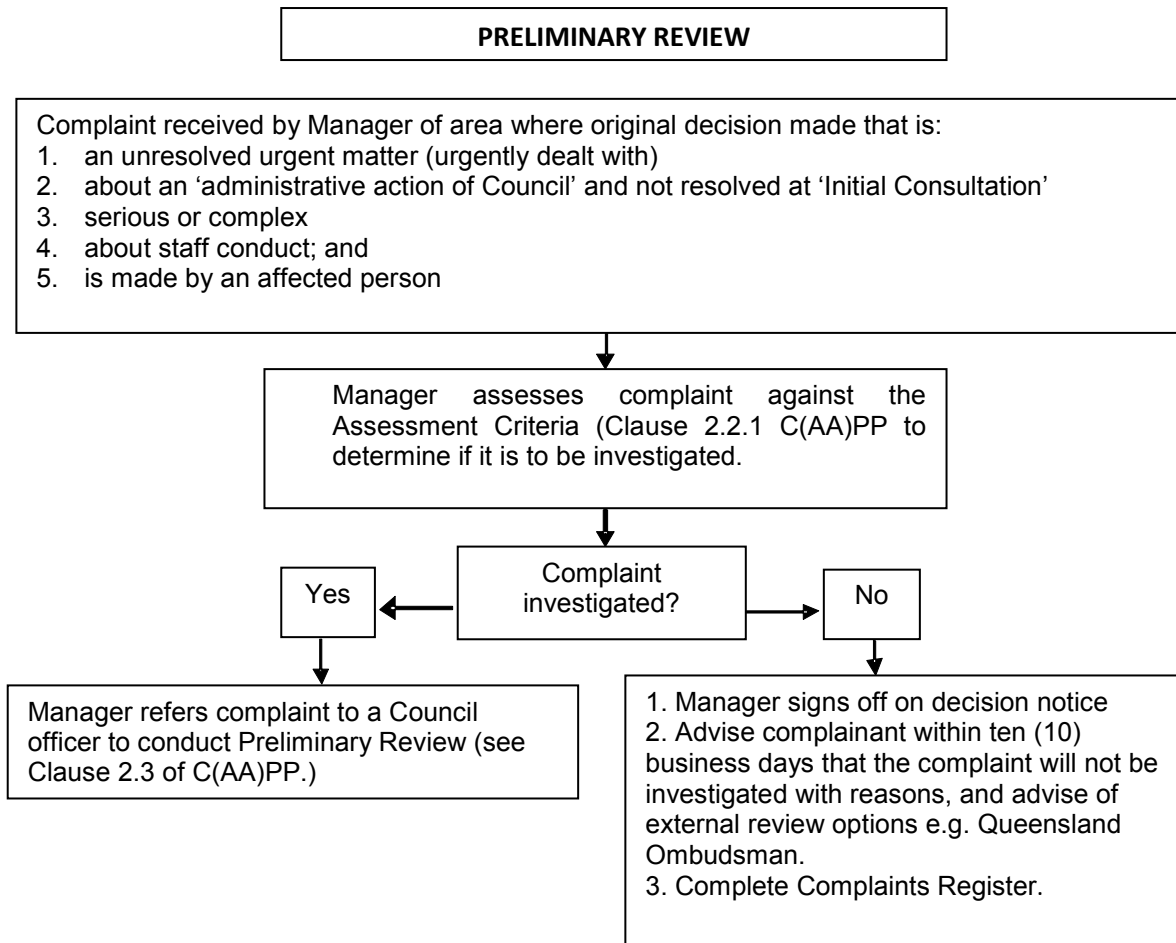
## 5. DEFINITIONS

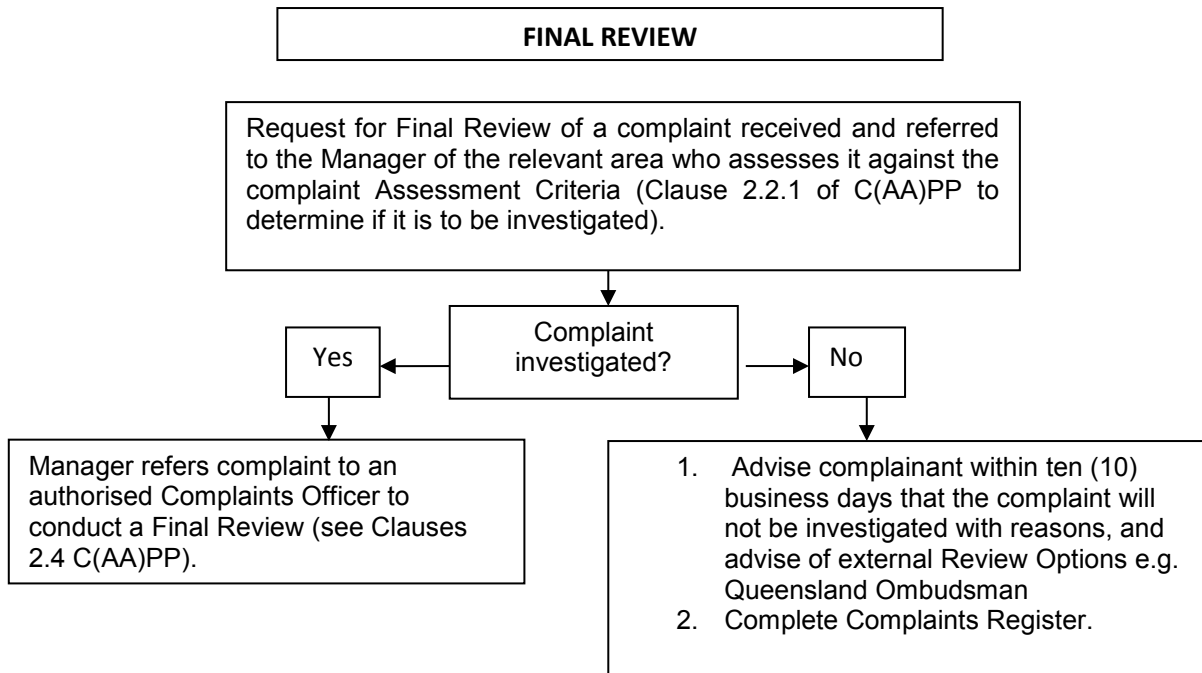
<b>Administrative Action</b>	Includes a decision or a failure to make a decision, a failure to provide a written Statement of Reasons for a decision, an act, a failure to do an act, the formulation of a proposal or intention or the making of a recommendation.
<b>Affected Person</b>	One who is apparently directly affected by an administrative action.
<b>Administrative Action Complaint</b>	A complaint about an administrative action by an affected person.
<b>Administrative Review Coordinator</b>	An independent officer in the Lifestyle and Community Directorate appointed to undertake Final Reviews.
<b>Agreed Service Level Framework</b>	An agreed level of response to a customer request that is based on risk or other relevant criteria. It includes a timeframe for response and a staged or elevated response hierarchy triggered by non-compliance and a further customer request.
<b>C(AA)PP</b>	Complaints (Administrative Actions) Policy Procedures.
<b>Complainant</b>	An affected person who complains about an administrative action.
<b>Complaints Officer</b>	An appropriately trained officer authorised by an Instrument of Appointment from the CEO to undertake a Final Review of a complaint. The CEO, all Directors and all Managers may undertake a Preliminary Review or Final Review.
<b>Council</b>	Council of the City of Gold Coast

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<b>EWOQ</b>	The Energy and Water Ombudsman Queensland, an independent dispute resolution service for water and energy complaints.
<b>Enquiry</b>	A request for clarification, advice, information or further information about Council's services, policies or procedures.
<b>Final Review</b>	A review of a complaint by an authorised Complaints Officer.
<b>Frivolous or Trivial Complaint</b>	A complaint which, at the discretion of the Manager Office of CEO Branch, Coordinator (Complaints and Projects) and relevant Manager, is considered to be minor or without merit and therefore not warranting action.
<b>Information Privacy Complaint</b>	A complaint that an act or practice of Council or Council's contracted service provider may be a breach of Council's obligations under the IPA, in relation to the individual's personal information.
<b>Information Privacy Principles</b>	The Information Privacy Principles (IPPs) relate to the collection, handling, use, security, storage and disposal of personal information.
<b>Preliminary Review</b>	A review by the Manager or officer designated by the Manager within the area where the original decision was made.
<b>Natural Justice</b>	A person whose rights, interests, or legitimate expectations could be affected has a right to a non-biased, impartial hearing. All relevant, credible and disputed issues must be properly examined and the decision must be supported by evidence.
<b>Office of Information Commissioner</b>	An independent agency for right to information and privacy complaints.
<b>Ombudsman's Office (Qld)</b>	An independent agency which investigates decisions and actions of public agencies that may be unlawful, unfair, unreasonable, improperly discriminatory or otherwise wrong.
<b>Personal Information</b>	Information or an opinion, including that which forms part of a database, whether true or not, and whether recorded in a material form or not, about an individual whose identity is apparent or can reasonably be ascertained from the information or opinion.
<b>PIN</b>	Penalty Infringement Notice.
<b>Request for Service</b>	A request for action to be taken on a matter.
<b>Statement of Reasons</b>	A Statement of Reasons must contain, as a minimum a) the findings of fact; b) a reference to the evidence or other material on which the findings were based and c) the reasons for the decision.
<b>Vexatious Complaint</b>	A complaint which, at the discretion of the Manager Office of CEO Branch / Coordinator (Complaints and Projects) and relevant Manager, is determined to be mischievous, without sufficient grounds, serves only to cause annoyance, is not made in good faith, is an abuse of the C(AA)PP, or attempts to reopen the same or a similar issue/s that already has been the subject of a Preliminary Review and Final Review.







## **CHECKLIST!**

### **Have you done the following?**

- Phoned the complainant upon receipt of the complaint. Used the call to introduce yourself, to explain what may be involved in the complaint investigation (e.g. interviews, site inspection, inspecting files) and ensured that you fully understand the issues. E.g. 'As I understand it, you're complaining about...and ... .And you want ...to happen. Is this correct?'
- Offered to meet with the complainant if not at a Council office, then at a neutral venue e.g. coffee shop.
- Explained what you may be able to do with the complainant's issues, what you cannot do and the impact of relevant legislation. E.g. 'Let me give you an idea of what our organisation can do and can't do.'
- Responded promptly to all calls and correspondence.
- Used plain English.
- Provided a clear, succinct and complete response.
- Ensured factual accuracy.
- Set out your decision logically.
- Supported your argument with relevant facts.
- Admitted any errors or mistakes and apologised, if appropriate.
- Acknowledged the complainant's argument.
- Offered a remedy if appropriate to do so.
- Considered inadequacies in Council's policies or processes.
- Ensured that any recommended process changes are implemented. Follow up!

### **Always!**

- Be fair.
- Be respectful – even when the complainant is being rude or threatening.
- Stay calm.
- Show empathy. <http://brenebrown.com/videos/>
- Consider all complaints on their merits.
- Demonstrate impartiality.
- Consider principles of natural justice such as fairness and reasonableness. E.g. 'I'm calling you to tell you about my decision. I will, of course, send you my decision in writing, but speaking with you means I can answer any questions you may have about my decision.'
- Acknowledge the complainant's point of view without agreeing.
- Allow venting. Recognise that anger and frustration may not be unreasonable.
- Make a verbatim record of threats, intemperate language etc.
- Report threats and any inappropriate use of a telecommunication device (i.e. using a phone to make a threat or to be abusive is an offence under the *Crimes Legislation Amendment (Telecommunications Offences and Other Measures) Act (No.2) 2004*.

### ***Don't!***

- Get angry.
- Argue.
- Be confrontational, either verbally or non-verbally i.e. don't invade a complainant's personal space.
- Be overly formal and use technical language or jargon unless absolutely necessary.
- Be too informal i.e. no jokes!
- Be dismissive, uncaring or unhelpful.
- Evade awkward issues.

### ***Remember...***

- Officer safety is paramount.
- To consider taking a 5 minute break and then try to move the complainant from an emotional state to a 'thinking' state.
- Ask the complainant to stop inappropriate behaviour e.g. 'Mr ... please stop shouting at me'.
- Clearly communicate the consequences if poor behaviour is not modified e.g. 'While you are shouting, this conversation is unproductive. I am terminating the call but you may phone back when you can calmly discuss the matter'.
- The fact that a complainant is difficult does not mean their issue is not valid.



## How to make a Complaint

In person to a Customer Service Officer at an administrative centres or branch office

By telephone 1300 465 326

In writing

Letter addressed to:  
Chief Executive Officer  
Council of the City of Gold Coast  
PO Box 5042  
Gold Coast Mail Centre Q 9726

Facsimile:  
55963653

email addressed to:  
[gcccmil@goldcoast.qld.gov.au](mailto:gcccmil@goldcoast.qld.gov.au)

Complaint Form available at [www.goldcoast.qld.gov.au](http://www.goldcoast.qld.gov.au) or from a Council office (see Appendix 3) and which may be lodged online or printed and mailed.

### Assistance and visibility

A summary fact sheet of the C(AA)PP in various languages is on Council's website and available at libraries and customer service counters.

Assistance will be provided to any person requiring it. This may include an officer hearing a complaint and compiling notes on the complainant's behalf or assisting them to complete the Complaints Form.

### Language assistance

If a complainant needs an interpreter they can call the National Translating and Interpreting Service (TIS) on 131 450. This is a free service for related businesses of Council.

### National Relay Service

People who are deaf or have a hearing or speech impairment can call Council through the National Relay Service (NRS):

- Teletypewriter (TTY) users, phone 133 677 then enter the customer service number, i.e. 1300 694 222
- Speak and Listen (speech-to-speech relay) users, phone 1300 555 727 then ask for Customer Service on 1300 694 222
- Internet relay users, connect to the NRS ([www.iprelay.com.au](http://www.iprelay.com.au)) and then enter the customer service number (1300 694 222)

### Lodging a complaint on behalf of another person

If a person is unable to lodge their complaint personally due to ill health, distance, language, legal or other reasons, it may be lodged by another person or agent acting on their behalf. The officer who receives the complaint will take all reasonable steps to confirm that the person claiming to act on behalf of the complainant has the appropriate authority to do so. Written authorisation by the complainant must be provided for any matter that involves disclosing personal information.

If a complaint is formally lodged by an authorised agent such as a solicitor or accountant, responses will be provided directly to that agent.

<b>Administration Centres (Open from 8.15 am to 4.30 pm Monday to Friday)</b>	
<p><b>Bundall</b> (previously Surfers Paradise)            8 Karp Court            Bundall QLD 4217            Phone: 1300 GOLDCOAST (1300 465 326)            8.15am – 4.30pm, Monday-Friday</p>	<p><b>Nerang</b>            833 Southport Nerang Road            Nerang QLD 4211            Phone: 1300 GOLDCOAST (1300 465 326)            8.15am – 4.30pm, Monday-Friday</p>
<b>General telephone number for all enquires</b>	
1300 GOLDCOAST (1300 465 326)	
<b>Branch Offices</b>	
<p><b>Broadbeach Office</b>            61 Sunshine Boulevard            Mermaid Waters QLD 4218            Phone: 1300 GOLDCOAST (1300 465 326)            8.15am – 4.30pm, Monday-Friday</p>	<p><b>Burleigh Heads Office</b>            Park Avenue            Burleigh Heads QLD 4220            Phone: 1300 GOLDCOAST (1300 465 326)            8.15am – 4.30pm, Monday-Friday</p>
<p><b>Upper Coomera Office</b>            90 Reserve Road (Corner Reserve and Abraham Roads)            Upper Coomera QLD 4209            Phone: 1300 GOLDCOAST (1300 465 326)            8.15am – 4.30pm, Monday-Friday</p>	<p><b>Coolangatta Office</b>            Level 1, The Strand,            Corner Marine Parade and Dutton Street            Coolangatta QLD 4225            Phone: 1300 GOLDCOAST (1300 465 326)            8.15am – 4.30pm, Monday-Friday</p>
<p><b>Palm Beach Office</b>            22 Eleventh Avenue            Palm Beach QLD 4221            Phone: 1300 GOLDCOAST (1300 465 326)            8.15am – 4.30pm, Monday-Friday</p>	<p><b>Southport Office</b>            47 Nerang Street            Southport QLD 4215            Phone: 1300 GOLDCOAST (1300 465 326)            8.15am – 4.30pm, Monday-Friday</p>
<p><b>Helensvale</b>            Corner Lindfield Rod and Sir John Overall Drive            Helensvale QLD 4212            Phone: 1300 GOLDCOAST (1300 465 326)            8.15am – 4.30pm, Monday-Friday</p>	

**Privacy Notice:** Council of the City of Gold Coast collects personal information in accordance with section 268 of the Local Government Act 2009. The information will only be used by authorised Council Officers to investigate complaints or in the case of escalated complaints, by authorised State government agencies for the purpose of reviewing decisions. Please consider that while Council does not disclose the identity of complainants, in certain circumstances, the subject of the complaint, of itself, will identify a complainant, e.g. a dividing fence. Information may be used to ensure Council's records are accurate. Details of complaints are stored on a secure file within Council and only de-identified information is used for reporting purposes. Personal information will not be issued unless Council has consent or is required by law to do so.

**1. PERSONAL DETAILS**

Are you the person affected by the complaint? Yes      No

**Name**

**Address**

**Telephone**

**Email**

**Signed**

Date

If you are acting on another person's behalf, please provide details about the affected person

**Name**

**Address**

**Telephone**

**Email**

**Your relationship to the affected person?**

**1 COMPLAINT DETAILS**

Have you raised this complaint with Council of the City of Gold Coast before?    Yes    No

If yes, who did you last talk, or write, to and when?

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Please describe the specific administrative action\* and its effect that has led to this complaint, who was involved, where and when the action occurred. Attach further information on a separate sheet if required.

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\*Refer to definition of administrative action in the Complaints (Administrative Actions) Policy

What would you like to see happen as a result of your request?

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## 2 WHAT TO DO WITH THIS FORM

Please send the completed form to:

Chief Executive Officer  
Council of the City of Gold Coast  
PO Box 5042  
Gold Coast Mail Centre Q 9726  
Email: [gcccmil@goldcoast.qld.gov.au](mailto:gcccmil@goldcoast.qld.gov.au)  
Facsimile: (07) 5596 3653

**Or:** leave the form with a Customer Service Officer at an Administration Centre or Branch Office.

## WHAT TO EXPECT

Council of the City of Gold Coast takes complaints seriously. A Council officer will contact you within 10 business days of receiving this complaint to advise you what Council administration will do to address this issue and how long that will take.

If you have not received a response, please phone 1300 465 326

For further details about Council's complaints management process see the Complaints (Administrative Actions) Policy on [www.goldcoastCouncil.com.au](http://www.goldcoastCouncil.com.au)

Thank you.

### Office use only

Received by:	Date	Referred to:	Date

### OFFICER COMMENTS

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