

COMPLAINTS, FEEDBACK & WHISTLEBLOWING POLICY

Shield and Rebuild Charity LTD

Document	Complaints, Feedback & Whistleblowing Policy
Version	2.0
Draft date	12 September 2026
Status	Draft for formal Board adoption
Policy owner	Board / Responsible People
Review cycle	At least annually and after material legal, operational or safeguarding change
Next scheduled review	September 2027

Important status

This document is an updated governance-policy draft prepared for Shield and Rebuild. It should be formally considered and adopted by the Board/Responsible People before being represented as an approved organisational policy. It is not an ACNC-approved document and is not legal advice.

1. PURPOSE

To provide a fair, accessible and safe process for receiving, recording, assessing, investigating and resolving complaints, feedback and reports of wrongdoing without retaliation.

2. SCOPE

This policy applies to the Board/Responsible People, employees, volunteers, contractors, consultants, students, partner organisations and any person acting for or representing Shield and Rebuild. Contractual arrangements should require relevant third parties to meet equivalent standards where appropriate.

3. PRINCIPLES

Complaints will be taken seriously, handled respectfully, assessed according to risk, managed as confidentially as reasonably possible, and resolved fairly and promptly. A person will not be disadvantaged for raising a genuine concern in good faith.

4. WHO CAN COMPLAIN AND ABOUT WHAT

Applicants, beneficiaries, family members, supporters, donors, staff, volunteers, contractors, partners and members of the public may raise concerns about conduct, service quality, eligibility processes, safety, safeguarding, privacy, discrimination, conflicts, fraud, misuse of resources, fundraising, governance or other organisational activity.

5. HOW TO MAKE A COMPLAINT

Complaints may be made through Shield and Rebuild's published email, website or other contact channels. A person may ask for assistance to make a complaint. Anonymous reports may be accepted, although anonymity can limit the organisation's ability to investigate or provide an outcome.

6. TRIAGE AND URGENT MATTERS

Immediate threats to life or safety must be escalated to emergency services. Allegations of child abuse, sexual misconduct, serious violence, fraud, corruption, serious privacy breaches or other potentially criminal/regulatory matters must be escalated promptly to the appropriate senior person and external authority where required.

7. COMPLAINT HANDLING PROCESS

Acknowledge and record

Record the issue, date, contact preference, relevant people, immediate risks and requested outcome. Acknowledge receipt within a reasonable period.

Assess

Identify conflicts, urgency, safeguarding/privacy issues, jurisdiction, evidence preservation needs and whether an independent investigator or external referral is required.

Investigate fairly

Give relevant people a reasonable opportunity to respond, avoid predetermined conclusions, keep an appropriate record and limit information to those who need it.

Outcome

Communicate the outcome and reasons to the extent appropriate and lawful. Remedies may include apology, explanation, correction, service action, training, changed procedures, disciplinary action, referral, or no further action where the complaint is not substantiated.

Review

Where practicable, a complainant dissatisfied with the process may request internal review by a person not materially involved in the original decision.

8. WHISTLEBLOWING AND PROTECTED DISCLOSURES

Where Australian whistleblower laws apply to a disclosure, Shield and Rebuild will handle it consistently with those legal protections. Regardless of statutory coverage, retaliation, victimisation or threats against a person for raising a genuine concern in good faith are prohibited.

9. COMPLAINTS ABOUT SENIOR LEADERS OR BOARD MEMBERS

A complaint involving a senior decision-maker must be managed by an unconflicted Responsible Person or suitable independent person. The subject of a complaint must not control the investigation or outcome.

10. RECORDS, PRIVACY AND LEARNING

Complaint records must be stored securely and access limited. Trends and systemic issues should be reported to the Board in de-identified form where appropriate and used to improve policies, training, controls and service delivery.

11. EXTERNAL OPTIONS

Nothing in this policy prevents a person from contacting police, emergency services, a regulator, the ACNC, OAIC, QFCC, Blue Card Services or another body where that body has jurisdiction.

DOCUMENT CONTROL & REVIEW

The Board/Responsible People will review this policy at least annually and sooner following a serious incident, complaint trend, material change to services, legislative change, regulatory guidance, or identified control weakness. Superseded versions should be retained in accordance with the organisation's recordkeeping requirements.

Website: www.shieldandrebuild.com