

Customer Complaints Management Procedure

Owner Integrity Services

CHD/2019/4740

Last Reviewed 23/01/2024

Version 2.00

1. Purpose

This procedure describes how the department manages customer complaints and should be read in conjunction with the Customer Complaints Management Policy. This procedure was developed in compliance with the Public Sector Commission's Customer Complaint Management guidelines and framework.

Customer complaints are managed in accordance with s.264 of the *Public Sector Act 2022* (PS Act) and are underpinned by the complaint management principles outlined in the Australian Standards *ISA 10002:2018 Guidelines for complaints handling in organisations*.

2. Scope

This procedure applies to a written or verbal complaint made by a person (the complainant or other authorised person) who is directly affected by the service or action of the department and/or our workers.

A complaint is an expression of dissatisfaction in relation to a departmental policy or service, where a response or resolution is explicitly or implicitly expected or legally required. This includes actions of our workers, including those who are:

- permanent, fixed-term temporary and casual
- secondees from other agencies (including staffing under mobility arrangements)
- work placement staff (such as trainees, work experience students, cadets)
- non-executive employees engaged via contract
- senior officers and senior executives
- other persons who perform work for the department including:
 - volunteers
 - contractors
 - sub-contractors
 - consultants
 - their employees (including labour hire staff) who are engaged via contract/agreement.

For application of this procedure and/or supporting documents, the term 'worker' is used collectively to describe persons who perform work for the department.

A complaint may relate to:

- a decision, or a failure to make a decision
- an act or failure to act
- an act or decision that is not compatible with human rights
- the formulation of a proposal or intention
- the making of a recommendation
- customer service provided
- the handling of a complaint.

This procedure does not apply to complaints about:

- another agency or organisation
- complaints made by employees about decisions affecting their employment for example grievances, appeals (PS Act)
- where a matter has previously been investigated and all options are exhausted
- matters subject to legal proceedings, such as a tribunal, commission, a judicial court or referred for investigation to another agency such as the Queensland Police Service
- allegations of corrupt conduct made in accordance with the *Crime and Corruption Act 2001*



- complaints made by a public officer in accordance with the *Public Interest Disclosure Act 2010*.
- complaints made in accordance with the *Right to Information Act 2009*
- complaints made in accordance with the *Information Privacy Act 2009*
- allegations of misconduct made against a worker in accordance with the PS Act
- complaints about the Director-General
- matters outside our direct responsibility
- a third-party agent or service provider where the matter is referred to the agent or service provider for direct investigation and/or response to the customer.

A complaint assessed as a Public Interest Disclosure (PID) made under the *Public Interest Disclosure Act 2010* (PID Act) is to be managed in accordance with the department's procedure for the Management of Public Interest Disclosures.

A complaint which includes an allegation/s of corrupt conduct as defined under section 15 of the *Crime and Corruption Act 2001* (CC Act) is to be managed in accordance with the department's Corrupt Conduct Management Policy.

3. Procedure

Complaints may be made verbally (in person or phone) or in writing (email or post) by the complainant (or another authorised person). An online complaints form is available through the Queensland Government contact portal [QGOV](#) and is available for anyone to use. Further information is available on the [department's website](#).

Assistance is available to a person who wishes to make a customer complaint:

Support for Aboriginal and Torres Strait Islander peoples

If you're an Aboriginal person and/or a Torres Strait Islander person and need help, phone **13 74 68**, discuss with a supervisor or access the [QGOV](#) site directly.

Support for people with disability

If you're deaf, have a hearing impairment or speech impairment, you can contact the National Relay Service (NRS) at **133 677** (TTY/Voice) or **1300 555 727** (Speak and Listen (SSR)).

Interpreter services and information in other languages

If you need an interpreter, call the Telephone Interpreter Service on **1800 512 451** or through the [translation and interpreter service](#) website.

Anonymous complaints, and those provided by an authorised third party are afforded the same consideration as other complaints.

3.1 Timeframes

A complaint is to be made within 12 months of the time from which the grounds of the complaint arose. If the complaint is submitted outside the 12-month timeframe, exceptional circumstances will need to be submitted explaining why the complaint is submitted outside this timeframe. Exceptional circumstances include situations which are out of the ordinary, unusual, special, or uncommon (for example, ill-health and/or personal issues impacting on the complainant's ability to address the concerns). The assessment of a complaint will consider any exceptional circumstances alongside the seriousness and complexity of the complaint.

Complaints will be resolved within the timeframes that apply to the following level of complexity:

Simple complaints are typically resolved within 24 hours if possible. These are complaints that have no risk or detriment to the client or the department and are resolved at the point of service by a department worker with oversight by the Director or Manager of the business unit.

Standard complaints are resolved within a maximum of 30 working days of receipt of the complaint, although attempts should be made by workers to complete them expeditiously. This type of complaint has minimal risk or detriment to the client or the department and usually one single issue or concern.

Significant/complex complaints may require more than 30 working days due to the medium or high level of risk/detriment to the client or the department and multiple and/or serious issues that usually requires an extensive investigation.

Privacy and human rights complaints - a complaint that the department has breached an individual's privacy or a complaint about a matter affecting a relevant human right must be resolved within 45 working days of receipt.

3.2 Receiving and managing customer complaints

Receipt

Most complaints will be received directly by Integrity Services via the designated email account complaints@dtis.qld.gov.au. However, complaints may be received by phone, email or letter as part of the daily activity of a business unit.

An acknowledgement of a complaint should be sent within three business days of a complaint being received by the department. The acknowledgment should be sent to the complainant in the same format as it was received. If a complaint was received and responded to over the phone, then only a file note needs to be prepared for record keeping purposes. An example receipt is referenced as **Attachment A** of this procedure.

The acknowledgement of a complaint must include the following information:

- acknowledgement of receipt of the complaint
- a departmental tracking number or reference number (if assigned)
- the proposed timeframe for response
- information about the customer complaint management process, such as a copy or hyperlink to the Customer Complaint Management Policy
- agency contact information.

Complaint issue categories

How a complaint will be managed will be determined by the complexity of the complaint and the complaint issue category. Complaints are to be recorded according to the following categories:

Complaint categories description

- Service delivery - complaint about how a service is provided including timeliness, quality or cost of service.
- Worker conduct - complaint about the behaviour of a worker when providing a service.
- Administrative decision - complaint made about a decision made by a worker when providing a service.
- Policy/procedure - complaint about the process followed to provide a service.
- Privacy - complaint about a breach of the department's obligations under the *Information Privacy Act 2009* relating to the proper handling of personal information, including how it is collected, stored, secured, accessed, amended, used and disclosed. Refer to the department's Information Compliance Framework for information about dealing with a complaint of this nature.
- Human rights - complaint that an act or decision that is not compatible with human rights or a decision that failed to consider a relevant human right under the *Human Rights Act 2019*. Refer to the department's Human Rights Complaints Procedure for information about dealing with a complaint of this nature.

3.3 Complaints management model

Step 1: Worker – receipt and first contact resolution.

Step 2: Integrity Services – coordinates assessment, resolution and outcome advice.

Step 3: Internal Review Officer – conducts a merit review at request of complainant.

Step 4: External review requested by complainant (external review bodies include Queensland Ombudsman, Office of the Information Commissioner).

Integrity Services is responsible for the coordination and oversight of the customer complaints management system.

Departmental workers (receiving officers) will try to resolve the complaint at first point of contact, if possible, for example on the phone or in person (Step 1). Otherwise, a complaint will be referred to Integrity Services for assessment and management; written advice will be provided to the complainant on the outcome of their complaint (Step 2).

If dissatisfied with the outcome or how the complaint was handled, a complainant may seek an internal review by a senior officer within 20 business days of the decision on the complaint (Step 3). If dissatisfied with the internal review, which will be conducted within 20 business days, the complainant may seek an external review by an independent external review body (Step 4).

A complainant who is dissatisfied with the department's response to their complaint about a human rights matter can make a complaint to the Queensland Human Rights Commission.

The external review bodies which may accept your complaint include the:

- Office of the Queensland Ombudsman
- Office of the Information Commissioner (for complaints about breaches of privacy).

3.4 Different procedures may apply to some customer complaints

The department is required to address certain types of complaints in specific ways. Integrity Services will assess and address an incoming complaint as per the below table.

Type of complaint	The complaint is governed by this policy and:
Complaints about department products, services and conduct of workers	Customer Complaints Procedure
Complaint that the department has breached an individual's privacy	<i>Information Privacy Act 2009, Human Rights Act 2019</i> and the department's Customer Complaints Procedure
Complaints about breaches of human rights	<i>Human Rights Act 2019</i> and the Queensland Government Guide: <i>Handling Human Rights Complaints</i>
A complaint assessed as a public interest disclosure (PID) in accordance with the <i>Public Interest Disclosure Act 2010</i>	The department's Making and Managing a Public Interest Disclosure Policy and Procedure and the <i>Public Interest Disclosure Act 2010</i>
A complaint which is an allegation about 'corrupt conduct' as defined under s.15 of the <i>Crime and Corruption Commission Act 2001</i>	The department's Corrupt Conduct Management Policy and Procedure. The complaint may be referred to the Crime and Corruption Commission (CCC) for investigation or investigated by the Public Sector Commission (PSC) and reported to the CCC if required under the <i>Crime and Corruption Commission Act 2001</i> .

3.5 Managing unreasonable complainant behaviour

The department recognises that in managing complaints fairly, efficiently, and effectively, all parties to a complaint (for example, complainants, complaint handlers and any people who are the subject of the complaint) have certain rights and responsibilities. The department will ensure that our work health and safety responsibilities and duty of care obligations are met.

This obligation extends to department workers who deal with complaints. The department will ensure appropriate strategies are in place for managing unreasonable complainant conduct fairly, ethically, and reasonably (for example, unreasonable persistence, demands, lack of cooperation, unreasonable arguments and behaviour).

Unreasonable conduct is behaviour by a person making a complaint (complainant) which, because of its nature or frequency, raises substantial health, safety, resource or equity issues for the parties to a complaint, for example:

- unreasonable persistence
- unreasonable demands
- unreasonable lack of cooperation
- unreasonable arguments
- unreasonable behaviours.

Where there is any risk to the safety and/or welfare of persons involved in complaints management (for example, a complainant threatens a person they have complained about or the person investigating their complaint) this must be immediately brought to the attention of the relevant manager so appropriate action can be taken.

Possible actions to deal with unreasonable conduct may include:

- informing the complainant of acceptable conduct, requesting the complainant refrain from the inappropriate conduct and advising of the consequences if that does not occur
- having another worker deal with the complaint
- limiting or ceasing personal contact with the complainant, for example communicating in writing
- requiring all communications to occur through the complainant's personal representative
- ceasing to deal with the complainant or the complaint further
- directing that the complainant and associated parties, if relevant, are not to present on departmental property
- referral of the conduct to the Queensland Police Service.

Unless exceptional circumstances apply, a complainant's issues must be acknowledged and appropriately responded to by the department as per this procedure prior to a complainant being assessed as an unreasonable complainant. The Queensland Ombudsman provides further clarity in [managing unreasonable complainant conduct](#) through its online resources.

3.6 Early, informal resolution of customer complaints

Informal and early resolution should be used wherever possible to resolve a customer complaint which is likely to have no risk or detriment to the customer or the department. Examples of an informal resolution may include an apology and correcting the problem which may resolve the matter straight away.

Workers are empowered to resolve these issues wherever possible with the support and oversight of their Director or Manager and as the focus is on early and informal resolution, a written response is not mandatory.

These complaints must be recorded locally, and details emailed to Integrity Services at complaints@dtis.qld.gov.au for inclusion in the Complaints Register.

If the complaint cannot be resolved quickly and informally by the worker, the Director or Manager of the business area is to support the identification of a reasonable solution with the complainant. However, if the matter cannot be resolved at the time, forward the complaint to Integrity Services for support.

The Director or Manager of the business area is to promptly refer any complaints that do not fall in the simple and no risk category to Integrity Services for support.

3.7 Managing a customer complaint

Complaint handling process

How a complaint is managed will depend on the complexity and nature of the complaint. In the first instance, the worker handling the complaint should ensure they understand the scope of the complainant's concerns (this could be discussed with the complainant, if clarification is required) and desired outcome and try to meet any reasonable requests that would resolve the matter.

Investigations

An investigation may need to be conducted to resolve the customer complaint. The level of formality of the investigation should be proportionate to the nature of the complaint.

Investigating a complaint may include:

- clarifying the details provided in a complaint
- identifying actions already taken to resolve the issue
- gathering and analysing information from file notes, correspondence, and other sources
- interviewing complainants, workers and/or other individuals involved in the complaint reviewing documentation submitted by the complainant, previous administrative decisions/actions and previous complaints about the same issue.

The investigation may be done internally or by an external investigator engaged through the Queensland Government's standing offer arrangement, following appropriate delegated officer approval.

Procedural fairness:

The principles of procedural fairness must be followed during an investigation. Procedural fairness requires the following two rules to be observed:

- The hearing rule, which states that a person or body deciding a particular matter must ensure the affected person knows the case against them and has opportunity to present their case before any decision is made (that is, if it appears possible that an adverse comment or finding may be made against a worker)
- The rule against bias, which states that a decision-maker (including an investigator), should have no personal interest in the matter to be decided, have no bias as to the outcome and act in good faith throughout the process. Care should also be exercised to exclude perceived bias from the process.

The investigation process must be objective, reasonable and conducted in good faith. Decisions must be made on the weight of evidence and on the balance of probabilities.

Outcome of an investigation or other complaint handling process:

At the conclusion of the investigation or other complaint handling process, (excluding early and informal resolution of complaints) the worker handling the complaint will provide Integrity Services with a written report, detailing the scope of the investigation, methodology, findings and recommendations regarding appropriate action and/or system improvements, as appropriate.

Outcomes may include, but are not limited to:

- amending a decision
- a written/verbal apology
- an explanation
- changes to a service provided by the department
- a review of policies/procedures and changes to those policies/procedures
- staff training
- management action or disciplinary action.

In some circumstances, no further action on a complaint may be recommended. The rationale for this course of action may include:

- the matter has been investigated by the department and it is considered that all action to address the original complaint has been satisfactorily completed
- the matter is currently (or previously) being adequately managed by an external agency, court or tribunal
- after assessment, the complaint is determined to be frivolous or vexatious.

Decision on the complaint:

All complaints other than simple low risk point of service complaints require a written response. The written response will consider the level of complexity and risk to the client or the department and outline the steps taken, the key findings and/or recommendations made concerning the complaint.

The response is to include information about the option of an internal review. Written responses must be approved by the division's delegated officer before forwarding to the complainant. A suggested complaint response, which may be emailed, or enclosed in a departmental letter head is provided as **Attachment B** of this procedure.

Internal and external review:

Complainants should be notified of their right to an internal review (and where appropriate, external review) if they are dissatisfied with the outcome of the complaint.

An internal review will look at the appropriateness of how the decision-making process was undertaken. The grounds for internal review should identify what the complainant considers was incorrect in the process of responding to their complaint or making a decision.

A request for internal review must be made within 20 business days of the decision on the complaint. An internal review of the handling of the complaint, if requested, will be carried out by a senior officer who was not involved in the complaint or the investigation process and is independent of the original decision.

The senior officer should have:

- the appropriate experience and knowledge to undertake the review
- clear authority to modify or overturn the decision subject to review.

If a complainant is not satisfied with the outcome of the internal review of the complaint, the complainant may request that an external review be undertaken by:

- the Queensland Ombudsman
- in the case of a complaint about a breach of privacy by the Information Commissioner.

These external review bodies may or may not accept the request for external review depending on the nature of the complaint:

Office of the Queensland Ombudsman

GPO Box 3314
Brisbane
Queensland

Phone: (07) 3005 7000 or toll Free: 1800 068 908 (outside Brisbane)

Email: ombudsman@ombudsman.qld.gov.au

Office of the Information Commissioner

(Note: must be in writing)

PO Box 10143
Adelaide Street
Brisbane
Queensland 4000

Website: www.oic.qld.gov.au/about/privacy/privacy-complaints

Where a complaint relates to conduct affecting a human right and the complainant either does not receive a response or considers the response inadequate, a written complaint can then be made to the Queensland Human Rights Commission.

Queensland Human Rights Commission

City East Post Shop
PO Box 15565
City East QLD 4002

Phone: toll free 1300 130 670

Website: www.qhrc.qld.gov.au/complaints

4. Record keeping

A complaints register must be maintained by Integrity Services. The complaints register must contain for each complaint:

- name of complainant
- type of complaint (including details of potential human rights breaches)
- name of investigating officer/business unit assigned to deal with the complaint
- time taken to investigate complaint
- name of the decision maker and the outcome of complaint (including details of further action or if no further action was taken for reporting purposes)
- action recommended to address systemic issues (if any)
- complainant satisfaction with the outcomes (if known).

The complaints register and associated documentation must be kept confidential and secure. Associated documentation should only be accessible by Integrity Services officers and the relevant divisional officers involved in the management and investigation of the complaint. These records should be stored in an access restricted folder.

5. Retention and disposal

The retention and disposal of records associated with the receipt, management and resolution of complaints within the scope of the department's Customer Complaints Procedure must be in accordance with the [General Retention and Disposal Schedule](#).

6. Training

This procedure applies to all department workers. Those with particular responsibilities in customer complaint management will be trained in its application.

The Queensland Ombudsman provides specialist complaint management training/advice to all staff who are dealing with customers and their queries or complaints.

7. Definitions and glossary of terms

Term	Description
Authorised person	Where the complainant is not directly affected, but asserts the complaint is being made as a representative on behalf of someone else, decide whether to accept the complaint as a representative complaint. It will likely be necessary for the department to satisfy itself that the person being represented has authorised the complainant to act on their behalf for the purposes of perusing the complaint. Refer to the Queensland Ombudsman's ' Representative complaints ' for further advice.
Customer complaint	A complaint about the service or action of a department, or its workers, by a person who is apparently directly affected by the service or action [section 264(4) <i>Public Sector Act 2022</i> (PS Act)]
Children (child)	A child is an individual under 18 years.
Corrupt conduct	Has a specific meaning per section 15 of the CC Act.
Department	The Queensland State Government (home) agency responsible for the governance of this document.
Employee	Means a person employed in the department under the <i>Public Sector Act 2022</i> (Qld) as a public service officer, general employee or temporary employee, and persons on secondment from other departments/agencies.
Integrity Services	For this procedure, the business unit responsible for managing customer complaints and has oversight of the process. Assesses complaints, including Public Interest Disclosures and allegations of corrupt conduct and manages appropriately in accordance with department's policies.
Investigation	An investigation occurs when it is decided that an investigation should be conducted either internally (e.g. by the relevant division, HR or Integrity Services) or by an

	external investigator. An investigation can be defined as the unbiased gathering and evaluation of evidence.
Manager/Supervisor	Any person whose duties involve or include managing or supervising others in the performance of their duties, irrespective of their formal title.
Natural Justice	A right recognised and defined by law that involves two key elements: <ul style="list-style-type: none"> • Hearing Rule: the worker is to be informed of the substance of any allegation, provided with reasonable opportunity to respond to the allegation/s or decisions affecting them, and for their response to be genuinely considered prior to a decision being made that could be detrimental to their interests. • Bias Rule: decision-makers are to be objective, act fairly and be free of bias and have no vested or direct personal interest in the outcome of a matter.
Worker – receiving	The worker who receives the complaint at first contact in Step 1 of the CMS process and either resolves the complaint or refers to Integrity Services.
Worker – internal review	The senior officer nominated by the relevant divisions Executive Director or Director to conduct an internal review. The internal review officer must not have been involved in the complaint or investigation process.
Worker - investigating	The senior officer with the appropriate authority and expertise in their role to investigate the complaint.
Procedural fairness	<p>Providing a worker who might be adversely affected by a decision a ‘fair hearing’ before the decision is made. Generally, a fair hearing involves disclosure, a reasonable opportunity to respond and impartiality.</p> <p>The affected worker should be notified of the key issues and given enough information to participate meaningfully in the decision-making process. Reasonable steps should be taken to notify the affected worker.</p> <p>The affected worker should be given a reasonable opportunity and time to respond. The decision-maker should genuinely consider the affected worker’s submission in making their decision.</p> <p>The decision-maker should be seen to be impartial and open to persuasion on the information and arguments presented.</p> <p>Derived from the principles of natural justice (refer definition) requires a process leading to a decision is fair as follows:</p> <ul style="list-style-type: none"> • decision makers act fairly and provide reasons for decisions • the worker affected is given a fair hearing • all parties to the matter have the opportunity to put their case where an adverse decision of finding is made • all relevant arguments and relevant material are considered, and irrelevant arguments and material is excluded.
Misconduct	As defined under section 91(5) of the PS Act, misconduct means— (a) inappropriate or improper conduct in an official capacity; or (b) inappropriate or improper conduct in a private capacity that reflects seriously and adversely on the public sector entity in which the employee is employed.
Subject Officer	Means a person subject of a complaint.

8. Attachments

- Proforma complaint acknowledgement correspondence templates

9. References

- [Queensland Public Service Customer Complaint Management Framework](#)
- [Queensland Public Service Customer Complaint Management Guideline](#)

10. Further information

Should you require any further information or clarification, please contact:

Manager, Integrity Services
Telephone: (07) 3516 0728
Email: complaints@dtis.qld.gov.au

11. Human rights considerations

This procedure has been reviewed for compatibility with human rights under the *Human Rights Act 2019* (the Act). The procedure has been found to limit human rights only to the extent that is lawful, reasonable, and demonstrably justifiable in accordance with section 13 of the Act, therefore, it is reasonable to conclude that the procedure is compatible with human rights.

Whilst conducting an assessment of a complaint, the requires all public entities in Queensland to act compatibly with human rights, and to give proper consideration to human rights before making a decision. Section 13 (2) of the Act provides guidance on when human rights may be limited. More detailed information about the scope of each right, along with specific resources, is available at www.qhrc.qld.gov.au or through the department's Human Rights Complaints Procedure.

12. Review

This procedure will be reviewed biennially by the Manager of Integrity Services to maintain relevance, accuracy, effectiveness, and continuous improvement.

13. Reporting requirements

Customer complaints are reported yearly in the department's annual report, in terms of numbers of complaints received during the reporting period and those which required further action (e.g. training or updates to policies and procedures).

14. Approval

Andrew Hopper
Director-General
Department of Tourism and Sport
Date: 31 January 2024

15. Version history

Date	Version	Action	Description / comments
28 April 2021	1.00	New document	Approved by the A/Director-General.
31 January 2024	2.00	The procedure was updated following the release of the PSC Customer Complaint Management Guideline and Framework in July 2023, PS Act and Australian Standards <i>ISA 10002:2018</i> .	Approved by the Director-General.

16. Keywords

CHD/2019/4740; complaints; employee complaints; customer complaints; public interest disclosures; code of conduct; complaints management

Appendix A - Suggested complaint acknowledgement template

[Title] [First name] [Last name]
[Email or Postal Address]

Dear [Salutation]

I refer to your [letter/telephone call/email/etc.] received by [Integrity Services or other business area] in the Department of Tourism and Sport (the department) on [insert date].

As understood, you have raised concerns regarding:

- Summary
-

Although I may not have identified every issue you have raised in your complaint, it has been considered and the department will provide you with a response in relation to your concerns.

Your complaint has been received and assigned file reference number It is anticipated you will receive a response within 30 business days from the above date. If there are any potential changes to this timeframe a representative of the department will contact you regarding progress of your complaint and advise you of an amended timeframe.

Further information concerning the department's Customer complaints management process can be found by accessing '[Customer complaints](#)' from the department's website. On the conclusion of the department's enquiries, you will be notified in writing of the outcome.

Should you have any queries or concerns in the meantime, please raise these directly with [insert name of contact] on telephone [07 xxxx xxxx] or by email at [firstname.lastname@dtis.qld.gov.au]. NB It is recommended that a unit business unit email address is used for this contact option in the event an individual officer may be on leave or unavailable.

Yours sincerely

Appendix B - Suggested complaint outcome template

Dear [Salutation]

I refer to your [letter/telephone call/email/etc.] received by [business area] in the Department of Tourism and Sport (the department) on [insert date] regarding your complaint about [insert complaint details].

In dealing with your complaint, [insert position, business area] [insert details of action taken e.g. obtained information from you, reviewed relevant information and spoke with the worker who was the subject of your complaint]. Information gathered during this complaint process included [explain information gathered].

Following careful consideration of all available information, I have concluded that [explain outcome]. Accordingly, your complaint is now finalised.

If you are dissatisfied with how your complaint has been dealt with, you can request an internal review of this decision by the department within 20 business days. To assist in responding to an internal review, please provide the following information:

- Request to be submitted in writing.
- If you require support, please contact the Integrity Services officer at complaints@qld.gov.au or (07) 3516 0729. If you are deaf or have a hearing or speech impairment, contact the National relay service on **133 677** (TTY/Voice) or **1300 555 727** (Speak and Listen (SSR)). Interpreting services are available through our [translation and interpreter service](#). Additional services are provided through the Queensland Government contact portal [QGOV](#).
- A description of what you consider was incorrect about the process used to address your complaint or the decision on the outcome of your complaint.
- The outcome you are seeking.

If you are not satisfied with the outcome of your internal review, you may ask for an external review by the Queensland Ombudsman. The Queensland Ombudsman may be contacted by phone on (07) 3005 7000 during business hours; by mail at GPO Box 3314, Brisbane, QLD 4001. A request for an external review may be lodged via the [online complaint form](#).

If you have any questions regarding this matter, please contact [insert name of contact] on telephone [07 xxxx xxxx] or by email at [firstname.lastname@dtis.qld.gov.au].