
PEOPLE AND CULTURE POLICY

Grievance and Complaints Policy

A fair, safe and confidential way to raise and resolve concerns

Version 1.0 - July 2026

Policy owner	Board of Directors, THRIV3 (Indigenous Corporation)
Responsible officer	Chief Executive Officer
Applies to	Directors, members, the CEO, employees, volunteers, contractors, students on placement and agency workers of THRIV3 (together, THRIV3 People)
Effective date	July 2026
Next review	July 2027 (or earlier if legislation or funding conditions change)
Related documents	Equal Opportunity, Anti-Discrimination, Bullying and Harassment Policy; Code of Conduct; Fraud Prevention and Whistleblower Policy

1. Purpose and Scope

THRIV3 (Indigenous Corporation) wants concerns raised early, heard respectfully and resolved fairly. This policy explains how any THRIV3 person can raise a grievance or complaint, and how THRIV3 will respond.

This policy applies to all THRIV3 People: Directors, members, the CEO, employees, volunteers, contractors, students on placement and agency workers. Community members and program participants may also use this process to raise a complaint about THRIV3 or its people.

A grievance is any concern, problem or complaint about work, volunteering, the behaviour of another person, a decision that affects you, or the way THRIV3 operates. Concerns about fraud, corruption or serious wrongdoing should be raised under the Fraud Prevention and Whistleblower Policy, which carries specific legal protections.

2. Our Principles

- **Safety first.** No one will be victimised or disadvantaged for raising a concern in good faith.
- **Fairness.** Both the person raising the concern and any person complained about receive procedural fairness: they are told the substance of the matter, given a genuine chance to respond, and treated impartially.
- **Confidentiality.** Information is shared only with those who need it to resolve the matter.
- **Timeliness.** We aim to acknowledge a grievance within two working days and resolve most matters within four weeks.
- **Cultural safety.** A person may bring a support person, including an Elder or cultural mentor, to any meeting under this policy.

3. Step One: Try Direct Resolution (Where Safe)

Many concerns are resolved by talking directly with the person involved. If you feel safe and comfortable to do so, explain the issue and what you would like to change. This step is never required where the concern involves harassment, violence, serious misconduct or a significant power imbalance.

4. Step Two: Raise It With a Manager

Raise the concern with your manager or supervisor, verbally or in writing. If the concern involves your manager, go to the CEO. If it involves the CEO, go to the Board Chair. If it involves a Director, go to the Board Chair or, where the Chair is involved, another Director.

The person receiving the grievance will listen, clarify the outcome you are seeking, and either resolve the matter directly or refer it for investigation.

5. Step Three: Formal Investigation

Where a matter is serious or cannot be resolved informally, THRIV3 will investigate. An impartial investigator (internal or external) will gather relevant information, interview the people involved and any witnesses, keep records, and make findings on the balance of probabilities. Both parties are informed of the outcome. Substantiated findings lead to action under the Code of Conduct and the Performance Development, Improvement and Attendance Policy.

6. External Avenues

Using this policy does not remove your right to raise a matter externally at any time, including with the Fair Work Commission or Fair Work Ombudsman, Anti-Discrimination NSW, the Australian Human Rights Commission, SafeWork NSW, the NSW Office of the Children's Guardian (child safety), ORIC (corporation governance) or the police.

7. Records

Grievance records are kept securely and confidentially, separate from general personnel files, and handled under the Privacy and Workplace Surveillance Policy.

8. Responsibilities and Review

The Board owns this policy and handles grievances involving the CEO or Directors. The CEO ensures grievances are handled fairly, promptly and without reprisal. Managers listen, act early and escalate appropriately. Everyone engages with this process honestly and respectfully.

Board adoption

This policy was adopted by the Board of Directors of THRIV3 (Indigenous Corporation) and takes effect from the date recorded below. It will be reviewed at least every 12 months, and earlier if legislation, ORIC or ACNC requirements, or funding conditions change.

Adopted On: 25/07/2026