

Policy:	Policy Manual No.	Authorised By:	Policy Section:	Effective:	Review Date:
Complaints and Feedback Policy (CFP)	GOV-CFP	Governance Group	Governance and Accountability (GOV)	Upon approval	April 2029; 3-yearly

Complaints and Feedback Policy (CFP)

Public-facing policy for receiving, recording, responding to and learning from complaints, concerns and feedback

Property of Glenfield Community Centre Incorporated

Last reviewed April 2026 | Next review April 2029 | Version 2026.1

1 Purpose:

The purpose of this policy is to ensure that Glenfield Community Centre Incorporated (GCC) receives records, responds to and learns from complaints, concerns and feedback in a fair, accessible, timely, transparent and legally compliant manner.

2 Scope:

This policy applies to complaints, concerns and feedback made to or about GCC, its Governance Group, officers, staff, volunteers, contractors, tenants, hirers, services, facilities, events, communications, website, social media, room hire, complaint handling or other activities.

This policy applies to Governance Group members, officers, staff, volunteers, contractors, advisers, tenants, hirers, members, visitors, service users and any other person involved in receiving, managing, investigating, deciding or responding to complaints and feedback.

This policy does not replace specialist legal, employment, privacy, health and safety, protected disclosure, membership, disciplinary, tenancy, lease, contract or insurance processes where those processes are required. Where another approved GCC policy, contract, law, funding requirement or the GCC Constitution requires a stricter or more specific process, that process applies.

Complaints or grievances by members in their capacity as members, complaints about a member, and disputes between members and the Society must be managed consistently with the dispute-resolution provisions of the GCC Constitution.

3 Policy Statement:

GCC values complaints and feedback as opportunities to resolve concerns, improve services, strengthen accountability, identify risk and maintain public trust. GCC will make it easy for people to raise concerns, will treat people respectfully, and will seek to resolve matters as early and informally as is appropriate.

Complaints must be managed in a way that is fair to the complainant, any respondent, GCC, and any other affected party. People involved in a complaint must be given appropriate information, reasonable opportunity to be heard, and reasons for any substantive decision that affects them.

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GCC will protect privacy and confidentiality as far as practicable, but confidentiality cannot be guaranteed where information must be shared to investigate, resolve, record, report or comply with legal, employment, health and safety, privacy, insurance, funding, audit or governance obligations.

No person will be treated adversely only because they have made a complaint or provided feedback in good faith. GCC may, however, take reasonable steps to manage abusive, threatening, vexatious, repetitive or unreasonable conduct in order to protect staff, volunteers, the public and GCC resources.

This policy must be read consistently with the GCC Constitution, including the Society's Principles, Objects, membership provisions, Governance Group powers, dispute-resolution requirements, financial-gain provisions and Appendix A values.

4 Definitions:

Complaint: An expression of dissatisfaction made to or about GCC, its services, facilities, people, decisions, actions, omissions or complaint-handling process, where a response or resolution is explicitly or implicitly expected or legally required.

Feedback: An opinion, comment, suggestion, compliment, concern or expression of interest made to or about GCC, where a formal response or resolution is not necessarily expected or legally required.

Complainant: The person or organisation making a complaint or on whose behalf a complaint is made.

Respondent: The person, group, contractor, tenant, hirer, service area or organisation whose conduct, decision, service or action is the subject of a complaint.

Concern: A matter raised informally that may be resolved through explanation, assistance, correction or early action without requiring formal complaint handling.

Formal Complaint: A complaint that cannot be resolved at the frontline requires investigation, involves a significant risk or legal issue, or is requested by the complainant to be treated formally.

Member Dispute or Grievance: A complaint or grievance by a member in their capacity as a member, a complaint about a member, or a dispute between a member and the Society that falls within the GCC Constitution.

Employment Matter: A concern, complaint, employment relationship problem, personal grievance or disciplinary matter involving an employee or former employee that must be managed under employment law and relevant GCC employment policies.

Complaint Handler: The person authorised to receive, assess, investigate, coordinate, decide or respond to a complaint.

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Representative: A person authorised by the complainant or respondent to support, assist or communicate on their behalf, such as a whānau member, advocate, support person, legal adviser or community representative.

Unreasonable Conduct: Conduct that, because of its nature, frequency, tone, demands, threats, abuse, persistence or impact, unreasonably affects GCC’s ability to deal fairly and safely with a complaint or to allocate resources to other work.

Resolution: An outcome or action intended to address a complaint or concern. This may include explanation, apology, correction, service change, refund or credit where applicable, review, referral, training, process improvement, no further action or another proportionate response.

5 Roles and Responsibilities:

Governance Group: Approves this policy, monitors significant complaint trends and risks, ensures constitutional disputes are handled appropriately, and receives reporting where complaints raise governance, legal, financial, reputation, health and safety, privacy, membership or systemic issues.

Chair: Ensures Governance-level complaints, complaints about the Centre Manager or Governance members, conflicts of interest, member disputes and matters requiring Governance oversight are managed fairly and consistently with the Constitution.

Centre Manager: Owns implementation of this policy, ensures complaints are recorded and managed, appoints or acts as complaint handler where appropriate, escalates significant matters, reports trends to Governance, and ensures agreed remedies or service improvements are followed up.

Staff and volunteers: Receive complaints and feedback respectfully, try to resolve concerns early where authorised, record and refer matters appropriately, protect privacy, and advise the Centre Manager where a matter is serious, unresolved, repeated or outside their role.

Contractors, tenants and hirers: Must cooperate with GCC where a complaint relates to their activities, services, events, people, conduct or use of the Centre, subject to relevant contracts, hire terms, privacy obligations and legal requirements.

Complainants and respondents: Are expected to participate respectfully, provide relevant information, advise GCC of any support or accessibility needs, and avoid behaviour that is abusive, threatening, discriminatory, knowingly false or obstructive.

Complaint Handler: Assesses the matter, confirms the appropriate process, manages communication, keeps records, protects confidentiality, identifies conflicts of interest, recommends or decides outcomes within authority, and escalates where required.

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6 Procedure / Implementation:

6.1 Receiving complaints and feedback

Complaints and feedback may be made in person, by phone, by email, through the website, in writing, through social media where appropriate, or through a representative. GCC will provide reasonable assistance to anyone who needs help to make a complaint, including people with accessibility, language, disability, literacy, cultural or support needs.

Where possible, simple service concerns should be resolved at the first point of contact. If the matter cannot be resolved promptly, or if it raises risk, legal, privacy, employment, health and safety, member, contractor, tenant, hirer or governance issues, it must be referred to the Centre Manager or Chair as appropriate.

6.2 Initial assessment and triage:

When a complaint is received, GCC will assess the nature of the matter, who is affected, the outcome sought, urgency, seriousness, risk, privacy issues, health and safety issues, whether another organisation is involved, and whether the complaint falls under this policy or another required process.

Matters involving immediate risk to health, safety, security, property, safeguarding, privacy breach, serious misconduct or unlawful conduct must be escalated immediately to the Centre Manager and, where appropriate, the Chair, emergency services, insurer, regulator, legal adviser or other relevant authority.

6.3 Stage 1 - Frontline resolution:

Stage 1 is intended for quick, practical resolution of straightforward concerns. Staff should listen, clarify the issue, explain what can be done, apologise where appropriate, correct mistakes where authorised, and record the outcome where the matter is more than a minor routine interaction.

GCC aims to provide a Stage 1 response within five working days unless there are exceptional circumstances, the matter is resolved sooner, or the matter requires escalation to Stage 2.

6.4 Stage 2 - Formal complaint / investigation:

A complaint must move to Stage 2 where the complainant remains dissatisfied after Stage 1, the matter is complex, an investigation is required, the matter involves significant risk or potential breach, or the Centre Manager or Chair decides that formal handling is appropriate.

GCC will acknowledge a Stage 2 complaint within three working days where practicable. The acknowledgement should confirm the complaint received, the process to be followed, the likely timeframe, the complaint handler, any information required, and any immediate steps being taken.

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GCC aims to provide a written outcome as soon as practicable and generally within 20 working days. If more time is required, GCC will explain the reason for the delay and provide an updated timeframe where possible.

The complaint handler may gather information, speak with relevant people, review records, consider applicable policies, seek specialist advice, identify conflicts of interest, and give affected parties a reasonable opportunity to respond before a decision is made.

6.5 Stage 3 - Review, escalation and external options:

If a complainant is dissatisfied with the Stage 2 outcome, GCC may consider whether an internal review, Governance review, member-dispute process, external mediation, referral to another agency, or no further action is appropriate. Internal reviews should be conducted by a person who was not the original decision-maker and who can act impartially.

External options will depend on the nature of the complaint. Employment matters may be referred to employment resolution pathways. Privacy complaints may be referred to the Office of the Privacy Commissioner after the matter has first been raised with GCC. Consumer service matters may be directed to relevant consumer advice or dispute pathways. Governance or incorporated society concerns may be referred to the appropriate regulator where applicable.

6.6 Member disputes and constitutional complaints:

Where a complaint is made by a member in their capacity as a member, is a complaint about a member, or is a grievance between a member and the Society, GCC must consider the dispute-resolution provisions of the Constitution. The member must be fairly advised of the allegations or issues, given reasonable time and opportunity to respond, and heard before an outcome is determined where required by the Constitution.

A person must not act as a decision-maker in a complaint, grievance or review if there are reasonable grounds to believe they may not be impartial or may have a predetermined view. Conflicts of interest must be managed under the Conflict of Interest Policy.

6.7 Confidentiality, privacy and records:

GCC will only collect, use, disclose and retain complaint information for legitimate purposes connected with receiving, assessing, investigating, resolving, recording, reporting or learning from the complaint, or where required by law. Complaint records must be stored securely and accessed only by people with a legitimate need to know.

Anonymous complaints may be accepted where there is enough information to assess the matter or where the issue raises a serious risk. Anonymous complaints may be harder to investigate or resolve, and GCC may be limited in what response can be provided.

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6.8 Remedies and outcomes:

Possible outcomes may include explanation, apology, correction, service improvement, staff guidance or training, review of a decision, refund or credit where applicable, change to a booking or process, referral to another process, no further action, or another lawful and proportionate response. GCC is not required to provide the specific outcome requested if it is not lawful, reasonable, practical, proportionate, within GCC's control, or consistent with the Constitution and approved policies.

6.9 Managing unreasonable conduct:

GCC will remain accessible and responsive, but may set reasonable limits where a person's conduct is abusive, threatening, discriminatory, unsafe, repetitive, vexatious, knowingly false, excessive or otherwise unreasonable. Limits may include requiring communication in writing, appointing a single contact person, setting response timeframes, declining to revisit matters already decided, ending abusive interactions, or taking steps to protect staff, volunteers, users and visitors.

7 Monitoring, Reporting and Breach Management:

GCC will maintain a complaint and feedback record or register sufficient to support resolution, accountability, trend analysis, privacy compliance, reporting and organisational learning. Minor frontline matters may be recorded in summary form unless risk, follow-up or pattern monitoring requires fuller records.

The Centre Manager will report significant complaints, unresolved matters, complaint trends, systemic issues, serious incidents, privacy or health and safety concerns, member disputes and recommended service improvements to Governance at least annually, and sooner where risk requires.

Complaint data will be used to identify recurring issues, improve services, update policies and procedures, support training, manage risk, and inform Governance oversight. Reporting should protect personal information unless disclosure is necessary for a lawful or governance purpose.

A failure by a person covered by this policy to follow the complaints process may be managed through appropriate action, including guidance, training, review of delegated authority, employment processes, contract management, membership processes, health and safety action, or referral to another approved policy or process.

8 Legal and Compliance Requirements:

This policy is intended to support compliance with current statutes, regulations, constitutional requirements, charitable obligations, funding obligations and recognised good-practice requirements relevant to complaint and feedback management.

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Relevant requirements include, but are not limited to:

- GCC Constitution;
- Incorporated Societies Act 2022;
- Charities Act 2005;
- Privacy Act 2020;
- Employment Relations Act 2000;
- Health and Safety at Work Act 2015;
- Human Rights Act 1993;
- Consumer Guarantees Act 1993, where applicable;
- Fair Trading Act 1986, where applicable;
- Protected Disclosures (Protection of Whistleblowers) Act 2022;
- Auckland Council, Kaipātiki Local Board, lease, funding and accountability requirements; and
- recognised good-practice guidance relevant to complaint handling and dispute resolution.

The GCC Constitution prevails where it prescribes a process for member complaints, grievances, membership consequences, Governance decision-making or dispute resolution. If there is any inconsistency between this policy and the Constitution, the Constitution prevails unless Governance determines that the Constitution itself requires amendment to comply with law.

9 Related Documents:

- GCC Constitution;
- Policy and Procedure Framework;
- Master Policy and Procedure Register;
- Conflict of Interest Policy;
- Privacy Policy and Privacy Breach Response Procedure;
- Protected Disclosures Policy;
- Health and Safety Policy;
- Room Hire Agreement and Room Booking Terms and Conditions;
- Staff Code of Conduct;
- Governance Code of Conduct, if adopted;
- Bullying, Harassment and Discrimination at Work Policy;
- Employment policies and procedures;
- Complaint and Feedback Register;
- Complaint and Feedback Form;
- Meeting minutes and annual reporting records; and
- Records and Information Management Policy, if adopted.

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10 Document Management Control:

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Policy Owner	Governance Group / Chair
Authorised by	Governance Group
Approved by	Governance Meeting Motion: [insert motion number]
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Appendix One - Complaint and Feedback Register Fields:

The Complaint and Feedback Register should record the following information where relevant, unless Governance approves a different structure.

Field	Purpose
Reference number	Unique complaint or feedback reference.
Date received	Date the matter was received.
Complainant / feedback provider	Name and contact details, unless anonymous.
Representative / support person	Name and contact details if the person has authorised a representative.
How received	In person, phone, email, website, letter, social media or other channel.
Type of matter	Feedback, concern, complaint, formal complaint, member dispute, employment matter, privacy matter, health and safety matter or other category.
Summary of issue	Plain-English summary of the concern, complaint or feedback.
Outcome sought	What the person says they want to happen.
Stage	Stage 1 frontline resolution, Stage 2 formal complaint / investigation, or Stage 3 review / escalation.
Complaint handler	Person responsible for managing or coordinating the matter.
Risk / urgency	Any safety, privacy, legal, employment, safeguarding, reputation, financial or governance risk.
Actions taken	Steps taken to assess, investigate, respond or resolve the matter.
Outcome / decision	Decision made, remedy offered, action completed or reason no further action was taken.
Date closed	Date the matter was closed.
Follow-up required	Service improvement, policy review, training, maintenance, reporting or further action required.
Privacy / confidentiality notes	Any limits on access, disclosure or reporting.
Notes	Any further relevant information.

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Appendix Two - Complaint and Feedback Form:

This form may be adapted for public website, email, paper or internal use.

Name	
Organisation, if relevant	
Phone	
Email	
Preferred contact method	
Representative / support person, if any	
Date received	
How was the matter received?	
Is this feedback, a concern, or a complaint?	
What happened? Please include relevant dates, people, rooms, bookings or services.	
What outcome are you seeking?	
Have you already raised this with GCC? If so, who with and when?	
Does this raise any immediate health, safety, privacy or access concern?	
GCC staff member receiving the matter	
Initial action taken	
Referred to	
Date closed	
Final outcome / action completed	

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Appendix Three - Complaint Resolution Pathway:

The following pathway may be used as the basis for an updated website or internal flowchart.

Stage	Action	Indicative timeframe
Receive / triage	Receive the matter, check whether it is feedback, a concern, a complaint, a member dispute, an employment matter, a privacy matter, a health and safety issue or another specialist process.	As soon as practicable
Stage 1 - Frontline resolution	Try to resolve the concern quickly and respectfully where staff are authorised to do so. Record the outcome where the matter is more than routine.	Aim for response within 5 working days
Escalation decision	If the person is dissatisfied, the matter is complex, or risk requires it, refer to the Centre Manager, Chair or appropriate process.	As soon as the need is identified
Stage 2 - Formal complaint / investigation	Acknowledge the complaint, confirm the process, gather information, consider relevant policies, give affected parties a fair opportunity to respond, and make or recommend a decision.	Acknowledge within 3 working days where practicable; aim for outcome within 20 working days
Stage 3 - Review / external options	Consider internal review, Governance review, constitutional dispute process, mediation, external advice or referral depending on the matter.	Depends on subject matter and process required
Close and learn	Record the outcome, complete follow-up actions, identify trends or systemic improvements, and report significant matters to Governance.	At closure and during regular reporting

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Appendix Four - Suggested Acknowledgement and Outcome Wording:

The following wording may be adapted for complaint correspondence.

Scenario	Suggested wording
Acknowledgement	Thank you for contacting Glenfield Community Centre. We acknowledge receipt of your complaint / concern / feedback about [matter]. We will consider the information you have provided and may contact you if we need further details. We aim to respond by [date], or will let you know if more time is required.
Request for further information	To help us assess this matter fairly, please provide [specific information]. If you need assistance to provide this information, please let us know.
Outcome response	We have considered your complaint about [matter]. Our decision is [summary]. The reasons for this decision are [reasons]. The action we will take is [action], and the expected timeframe is [timeframe].
Delay notice	We need more time to complete our assessment because [reason]. We now expect to provide an update or outcome by [date].
Referral to another process	The matter you have raised appears to fall under [employment / privacy / member dispute / health and safety / protected disclosure / contract] processes. We will manage or refer the matter in accordance with the relevant process.
Closure	We have now closed this complaint in our register. Any agreed follow-up actions will continue to be monitored. Thank you for raising this matter with us.