

## POLICY 20

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# Complaints Policy



### Commitment to Te Tiriti o Waitangi

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recognises Te Tiriti o Waitangi as Aotearoa New Zealand's founding document.

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is committed to upholding the mana of Te Tiriti o Waitangi and the principles of Partnership, Protection and Participation.

### Values

Everyone involved in play, active recreation and sport joins with good intentions and we are all expected to do our best to treat each other with respect and comply with our policies and rules. Despite this, problems sometimes arise.

Children and young people in particular must be cared for, treated with respect and their welfare placed at the centre of everything we do.

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knows everyone involved in the activity/sport is here because of a shared passion for **international competition** and care for the people involved.

When people involved in activity/sport get into disagreements it can become a serious issue.

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is committed to supporting everyone, including participants, coaches, volunteers, whānau and supporters to participate in an environment that is respectful, safe, and fair.

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acknowledges it is important to everyone involved to respond quickly, fairly and thoughtfully to address issues. People are entitled to raise concerns or complaints and to have them addressed promptly and fairly. No one should be punished or victimised for raising a concern or a complaint in good faith.

This policy is centred on equity, dignity, respect and maximising the potential of all people in the

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The following principles should be kept in mind when applying it:

- Respect for the culture(s) of the people involved including having culturally appropriate processes to resolve complaints and restore relationships.
- Addressing problems informally and face to face, wherever possible.
- Treating others fairly, equally and in a way that keeps their mana intact.
- Maintaining relationships and keeping each other safe.

## Purpose

This policy sets out the steps for raising and dealing with concerns and complaints. It aims to:

- support people to resolve minor issues on their own
- give clear guidance for making, dealing with and resolving complaints
- make sure the approach taken to dealing with complaints is fair and consistent including enabling culturally appropriate responses and processes.

## Application

### Who can make a complaint?

Complaints can be made by or about anyone involved in

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This includes: volunteers, participants, supporters, club members, employees, service providers, and families/whānau of participants. Complaints may also be about the committee of

### What can complaints be about?

Complaints may be made about things such as actions or decisions of organisation members or officials, processes not being managed well (or at all), disagreements between members, unprofessional or upsetting behaviour, or delays or failure to communicate about matters affecting a person.

### Complaints may involve:

- organisation management issues
- conflicts of interest (including favouritism)
- off-field unsporting behaviour
- disrespectful behaviour
- bullying (see below)
- sexual harassment (see below)
- discrimination
- abuse of power
- health and safety risks
- offensive/insulting language or behaviour.

This complaints process does not apply to code-specific in-play decisions, or selection or eligibility decisions.

Serious complaints (e.g. unethical, dishonest or illegal behavior, harassment (sexual, racial or otherwise) bullying, health and safety risks, unlawful discrimination, and offensive/insulting language or behaviour) may be breaches of other

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policies, e.g. Disciplinary Procedure and Appeals Policy or similar. These will be assessed and may be dealt with under those other policies.

If you are unsure whether the Complaints Policy and Process applies to your situation, the

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can provide guidance.

Guidance and support can also be sought from the Sport and Recreation Complaints and Mediation Service ("SRCMS").<sup>1</sup> The SRCMS is an impartial organisation independent of

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and will keep details of complaints confidential unless and until the complainant wishes otherwise.

The SRCMS complements the complaints policies and processes of

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and is a resource available free of charge to assist people to raise and resolve complaints.

<sup>1</sup> <https://www.sportsmediationservice.org.nz/>

## Informal resolution first

People are encouraged where possible to raise concerns directly with the person who has behaved in a way causing concern.

It can be helpful to discuss the issue with a trusted friend or family member for another point of view and support before raising the concern directly with the person.

Self-managed informal resolution needs to be approached respectfully. The parties involved should have a chance to be heard and feel safe to be able to say what they want to say, keeping in mind the need to find ways to resolve issues and be able to work with one another in future. It is open to any party to have a support person involved. A support person might assist, for example, in raising the complaint with the person initially or joining a conversation between the parties.

Sometimes it is not possible to raise the concern directly, for example (a) there are safety reasons or (b) the issue is too serious to try to resolve this way or (c) the complainant wishes to remain anonymous. In these situations, people are encouraged to contact the SRCMS for guidance in raising the complaint. The SRCMS can also discuss with you issues such as anonymity and practical considerations in raising complaints.

If self-managed informal resolution has not resolved the issue, it should next be raised with:

- the

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who, in consultation with those involved, will suggest a culturally appropriate process to try to resolve it. This may include holding a facilitated meeting or following a process that meets the needs of the people involved; or

- the SRCMS, which can provide the individuals involved and committee with:
  - (a) guidance to move the issue forward to a constructive process; and
  - (b) access to SRCMS facilitators and/or mediators should the parties wish to have a facilitated discussion.

## Formal complaints resolution – advice to those with a complaint

### What do I need to do?

Formal complaints should be made in writing, as soon as possible after the event(s). If you can, please use the attached Complaints Form. Where this is not possible, you can make a verbal complaint and

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will assist you to put it in writing.

### Who do I make the complaint to?

You have a choice.

Complaints may be made directly to

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or to the SRCMS.

The SRCMS is a good option where:

- (a) it would be helpful to talk to someone in confidence before making the complaint about how best to go about it and what to expect;
- (b) you wish to remain anonymous;
- (c) there is a dispute between people that is escalating or causing problems within the sport or active recreation area;
- (d) the committee or official that the complaint would usually be made to is involved in the issue or has a conflict of interest;
- (e) the complaint is serious or urgent in nature;
- (f) it will be important for either or both the complainant or person complained of to have the matter resolved through a culturally appropriate process; or
- (g) it would assist for one or more parties to have access to free and confidential counselling services.

If you contact the SRCMS for initial advice and wish to proceed with a complaint, you are free to move forward with the SRCMS or make it directly to

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If you choose to move forward with the SRCMS, any complaint can be made directly to it by phone or in writing. For contact details see <https://www.sportsmediationservice.org.nz>

## How will I be treated?

A person making a formal complaint to

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can expect to be treated in line with the following principles:

**Fairness:** Every person dealing with a complaint will remain neutral and listen to both sides of the story.

**Respect:** Every person involved in a complaint will be treated and is expected to act towards others with respect, dignity and in a culturally appropriate way. Complaints will be raised and handled sensitively, with a goal to preserve relationships by acknowledging each other's role and contribution to the sport.

**Communication:** Every person involved in a complaint will be regularly kept up to date on progress and the outcome.

**Confidentiality:** Information relating to a complaint will not be shared with any other person without consent, unless fair process or the law require the information to be shared with a person or an authority. This will be discussed with the person providing the information.

**Restoration:** The goal is to resolve so far as possible the particular complaint to the satisfaction of all parties, restore people's mana and maintain positive relationships within the organisation and across the sporting and wider community.

**Acknowledgement:** Every person admitting fault or found to be at fault after a fair process will be asked to acknowledge their fault to those harmed, acknowledge the harm and provide an apology.

**Support:** Both the person making the complaint and person complained about should have access to support throughout a complaint process. Everyone involved in a process may be accompanied by chosen family/whānau and/or other support people. Any person may obtain independent legal advice or representation at any stage (at their expense).

## What is the process for

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### resolving a complaint?

For complaints made directly to it,

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will promptly acknowledge receipt.

Depending on the nature of the complaint,

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will contact the complainant to discuss the next steps, support and any child welfare, wellbeing or safety concerns the complainant has.

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will inform the complainant that the complaint (and relevant information) will be shared with:

- (a) individuals within the organisation who are responsible for addressing the complaint; and
- (b) the person or organisation complained about.

Complaints will be raised with the person complained about in a way that preserves the dignity and mana of that person, their whānau and their wider community.

If the complainant is not willing to have their complaint or identity shared with the person complained about,

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will advise that the complaint may not be capable of resolution to the complainant's satisfaction. In these circumstances,

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will suggest referral of the complaint to the SRCMS to act as an intermediary.

If the complainant is under 18,

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will generally encourage the complainant to notify their parent/guardian and have a parent/guardian involved in the complaint resolution process.

If the person complained of is under 18, their parent/guardian must be notified and must be present at any discussion about the complaint.

An appropriate person from

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will ask the complainant how they would like their complaint addressed, the process they would prefer and what outcome they are seeking.

The organisation will, in light of the principles on page 1 of this policy, determine a process that can accommodate the parties to the extent reasonably practicable.

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may seek guidance from the SRCMS - without breaching any confidences agreed with the complainant - on the most appropriate complaints resolution process in the circumstances.

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will:

- (a) identify and clearly communicate to the complainant what resolution process it proposes to use; and
- (b) talk with the complainant to seek their agreement to that process before it is put in place.

Possible resolution processes that

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may put in place include:

- (a) consideration of the issues raised by the person or organisation complained of and provision of a written explanation for their or its actions
- (b) dialogue between the parties, facilitated by the organisation;
- (c) dialogue between the parties facilitated by the SRCMS;
- (d) mediation between the parties facilitated by the SRCMS (which is a structured dialogue facilitated by an expert mediator);
- (e) use of a decision-making process by

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(see next section)

- (f) referral of the complaint to the SRCMS for triage and consultation with the parties to navigate from the initial complaint to an agreed resolution pathway.

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will generally use process (f) where the person complained of refuses to engage and cannot be compelled to engage (for instance, because they are a supporter or volunteer with no formal links to the organisation).

## Organisation Decision-Making Process

The following steps or considerations will apply to any decision-making process used by

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to resolve a complaint:

We will provide the complainant and the person or organisation complained of, in advance of the process, with an overview of the structure of the process, the identity of the decision maker(s) and expected timeframe.

We may ask the complainant and any other relevant people, including the person or organisation complained of, to give further information in a way that is comfortable to them.

The decision maker will usually meet separately with the person making the complaint and the person complained about. These meetings will be at a time and place and will be run according to a protocol/agenda that suits everyone, to the extent possible. People may be accompanied by chosen family/whānau and/or other support people.

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will try to schedule these meetings as soon as possible and ideally within four weeks of the complaint being received. Where it is not possible to meet face to face, the meeting can be held by phone or videocall if people agree and have access to technology.

Decisions should be made in a careful, reasoned way that is justified on the facts and is consistent with any rules that apply. The decision-maker will make their findings on the balance of probabilities.

The decision will be recorded in writing and state, in plain language,:

- the issue
- any applicable policy or rule
- the process followed
- the decision (complaint upheld or not upheld)
- the facts and any evidence relied on, including any submissions or explanations by anyone involved
- the reason for the decision
- any penalty or outcome on any party

Where the decision-maker considers that the concerns raised by the complaint and/or the outcome of the decision affect or are likely to affect the interests of other parties,

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will make best endeavours to obtain the views of such parties or a representative sample of them so that the full context of the issue can be considered.

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will promptly provide a copy of the decision to the person or organisation complained of and the complainant, and outline any appeal process. The outcome should be discussed so that the parties understand the decision, why it was made, and what will happen next.

### **Consequences of decisions**

Where any complaints involve employees, should any decision relate to their employment,

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will treat them in accordance with their employment contracts and employment law .

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will treat contractors (who are not employees) fairly, reasonably, and consistent with the terms of their contract.

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will treat volunteers fairly, reasonably and respectfully in making any decisions about their future conduct or participation in the sport or activity.

The people affected by the decision (the complainant, the person or people complained about, family/whānau and wider community) may have strong feelings about the outcome and the impact on their reputation, rights or mana.

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will hold a discussion about what steps can be reasonably be taken to restore relationships and mana of everyone involved. It will explore the need to provide support, especially if there are any concerns about health, wellbeing or safety.

All matters relating to a complaint will be recorded in writing and placed on a confidential complaint file including the formal complaint itself, any response to the complaint, notes of any meetings or conversations, relevant documents, committee minutes, the decision and any outcome.

### **Notifying other parties**

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will share the details of complaints with other parties involved in the Shooting Activity and agencies (e.g. NZ Police or Oranga Tamariki) only in accordance with its Information Sharing and Confidentiality policy and after discussion with you. The Information Sharing and Confidentiality Policy applies to complaints both before and after they have been resolved.

### **What is the process for resolving a complaint made directly to the SRCMS?**

A complaint made directly to the SRCMS will be triaged by the SRCMS team to identify the most realistic dispute resolution pathway. Its team works impartially with all parties to seek resolution of the matter. The SRCMS acts as a conduit between the complainant and

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so you can expect to receive a call or email from the SRCMS to discuss complaint resolution steps.

The SRCMS has particular expertise in managing sensitive situations and overcoming barriers to dialogue.

Where

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is contacted by SRCMS to advise about a complaint, we will work constructively with the SRCMS to resolve the complaint quickly and effectively.

In the event that the SRCMS suggests an independent investigation, we will consider that suggestion in accordance with the principles of this policy. If we agree to an investigation, we will engage constructively and promptly to provide all relevant information, subject to our Information Sharing and Confidentiality policy.

## National Organisation complaints process

Where a formal complaint is made or referred to a National Organisation, the Chief Executive may refer it to a Complaints Assessment Committee (CAC) who will review it and make a decision about where the complaint should be directed, what culturally appropriate process should be followed, and who the decision maker should be. Options might include an informal process, investigation, facilitation or mediation, or a disciplinary process. This should be discussed with the complainant and person or people the complaint is about.

The CAC will confirm they have received the complaint within three working days of receiving it. Details of the complaint will be entered into a Complaints Register.

When considering the complaint, the CAC will consider:

- what the complaint is about
- how serious or urgent the complaint is
- whether there is a set process for the type of complaint
- culturally appropriate processes depending on the parties involved
- whether the matter should be dealt with under the

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Disciplinary Procedure and Appeals Policy

- whether the complaint might indicate a broader problem
- what risks the complaint raises for the organisation and/or related organisations
- what outcome the complainant is seeking
- any other relevant information.

The CAC will advise the Chief Executive whether:

- there is no clear basis for complaint and no action can be taken (and an explanation given to the complainant)
- the complaint can be resolved informally
- a formal process is needed.

## What other policies might apply?

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Informal Decision Making Guidelines can assist in resolving issues.

If the complaint involves the safety of children in any way, the

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Child Protection Policy must be followed.

If complaints involve alleged serious breaches of the

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Code of Conduct or

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's policies, the matter should be addressed under the

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Disciplinary Procedure and Appeals Policy.

If there is an immediate threat of harm, or the complaint is a mandatory reporting situation, the complaint should be reported to the Police and/or relevant agency.

## APPENDIX 8

# Complaints Form

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**Contact details:**

Phone:

Email:

Address:

**Affiliation (Club/Organisation):**

Regional Sports Organisation:

National Sports Organisation:

National Recreation Organisation:

Age:  Under 18  18 Years or over**If you are making a complaint for someone else:**

Name of person complaining on behalf of:

Contact details of person complaining on behalf of:

**Complainant's role/status (highlight which applies):**

- |   |  |   |  |
|---|--|---|--|
| <input type="checkbox"/> Participant                        | <input type="checkbox"/> Coach/Assistant Coach     | <input type="checkbox"/> Manager        | <input type="checkbox"/> Employee (paid) |
| <input type="checkbox"/> Administrator (volunteer)          | <input type="checkbox"/> Administrator (volunteer) | <input type="checkbox"/> Official       |  |
| <input type="checkbox"/> Other volunteer – provide details: |  |   |  |
| <input type="checkbox"/> Parent                             | <input type="checkbox"/> Supporter                 | <input type="checkbox"/> Support person |  |
| <input type="checkbox"/> Other – provide details:           |  |   |  |

**Details of person complained about:**

Name:

Club/Organisation:

Regional Sports Organisation:

National Sports Organisation:

Age:  Under 18  18 Years or over**Complainant's role/status (highlight which applies):**

- |   |  |   |  |
|---|--|---|--|
| <input type="checkbox"/> Athlete                            | <input type="checkbox"/> Coach/Assistant Coach | <input type="checkbox"/> Manager        | <input type="checkbox"/> Employee (paid) |
| <input type="checkbox"/> Administrator (volunteer)          | <input type="checkbox"/> Official              |   |  |
| <input type="checkbox"/> Other volunteer – provide details: |  |   |  |
| <input type="checkbox"/> Parent                             | <input type="checkbox"/> Spectator             | <input type="checkbox"/> Support person |  |
| <input type="checkbox"/> Other – provide details:           |  |   |  |

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**Nature of complaint (tick as many as relevant):**

- Club/Organisation management issue     Unfair decision     Coaching issue     Verbal abuse  
 Bullying     Sexual harassment     Racism     Discrimination  
 Physical abuse/Assault  
 Other Volunteer – provide details:  
  
 Parent     Supporter     Support person  
 Other – provide details:
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**Date(s) of incident(s):**

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**Location of incident:**

- Competition     Training     Other – provide details:
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**Description of incident/Complaint (use additional sheets if required):**

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**Details of any witnesses:**

Name:

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Contact details:

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Name:

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Contact details:

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Name:

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Contact details:

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**Action taken so far (if any) to attempt to resolve matter, or ensure safety (Use additional sheets if required):**

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**\*If relevant: Agency contacted (including the Police):**

Who:

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When:

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Advice provided:

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**Complainant:**

Name:

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Signature:

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Date:

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This record and any other documentation must be kept in a confidential and safe place.



Level 1, Harbour City Centre  
29 Brandon Street  
Wellington 6011, New Zealand  
PO Box 2251 Wellington 6140  
Phone: +64 4 472 8058  
[sportnz.org.nz](http://sportnz.org.nz)

**Te Kāwanatanga o Aotearoa**  
New Zealand Government