

Complaints Policy (POL - 315)

Publish Date	18 March 2026	Approved by	Board
Owner	GM National Services	Author	Operational Policy

Purpose

1. This Policy sets out the approach Kāinga Ora – Homes and Communities (Kāinga Ora) takes to manage and respond to complaints about how it carries out its functions.
2. See [Complaint management guideline \(SC-GDL-001\)](#) for further information on the management of complaints.

Background

Legislative Responsibilities

3. The Policy will support Kāinga Ora to act consistently with the relevant operating principles in Section 14(1) of the [Kāinga Ora–Homes and Communities Act 2019](#)
4. When managing complaints, Kāinga Ora will comply with the relevant legislation and regulations (for example, obligations under the [Privacy Act 2020](#)) and any corresponding policies or guidance (for example [Policy Guidance: Privacy Act 2020 \(SK-POL-002A\)](#))

Scope

5. This Policy and related procedures apply to all Kāinga Ora employees and contractors.

Complaints in scope

6. Complaints in scope are those regarding Kāinga Ora carrying out any of its functions including any service, product, contractor, or decision made by Kāinga Ora. This includes complaints about a third-party provider that delivers services on behalf of Kāinga Ora.

Complaints not in scope

7. This Policy does not cover complaints:
 - received through Kāinga Ora surveys, evaluations or consultations
 - about a Kāinga Ora tenant, including but not limited to a disruptive behaviour incident or treatment of a Kāinga Ora property

- indirectly received by a third-party, not acting on behalf of the complainant or who is being investigated by a third-party
 - regarding staff employment/disciplinary matters. Serious complaints by or about staff members are covered by our [Standards of integrity and conduct policy \(POL-337\)](#)
 - about suspected fraudulent activity, these follow the [Investigations Policy \(POL-314\)](#)
 - Privacy complaints
8. This policy does not cover any matters reported in accordance with and within the scope of the [Protected Disclosure Policy \(POL-338\)](#)

Policy

9. Kāinga Ora is a fair and reasonable organisation that welcomes feedback and complaints to inform continuous improvement.

Principles

10. The following principles guide how Kāinga Ora manages complaints. We will:
- manage all complaints in a timely way
 - take all reasonable and appropriate steps to acknowledge, respond to and manage complaints
 - be fair and reasonable
 - be free from bias
 - be transparent
 - be consistent in our approach
 - comply with the relevant legislation and regulations
 - apply relevant standards and follow best practice, as outlined in:
 - [Guideline for Fair Process](#)
 - [Standards Of Integrity and Conduct](#) and the principles of natural justice
 - [Effective complaint handling guide](#)
 - [Good decision making](#)

Managing complaints

11. When Kāinga Ora receives a new complaint, it will acknowledge it and take all reasonable steps to review and resolve it. Where feedback is received (positive or negative comments where no response is expected), this will be provided to the relevant business group.
12. To ensure that the complaint is reviewed in a way that is fair and free from bias, complaints will be managed and reviewed by someone separate from where the original decision was made or from whom the complaint is about.

13. Kāinga Ora may request further information from the complainant to support the review. If they do not provide necessary information, then Kāinga Ora may advise them it is unable to help.
14. Kāinga Ora will keep complainants informed about the progress of their complaint and inform them if there are delays.
15. Kāinga Ora will communicate the outcome of the complaint in a timely way, except where it cannot because the complainant has opted to remain anonymous. See [Complaint management guideline \(SC-GDL-001\)](#) for relevant timeframes.
16. We will follow through on any actions identified as a result of the complaint.
17. Kāinga Ora will keep a record of all action taken to manage and respond to complaints.

If the complaint outcome is disputed

18. If the complainant disputes the initial complaint outcome, Kāinga Ora may review the complaint and communicate the outcome of that review to the complainant. Where the complainant still remains unsatisfied with the outcome, Kāinga Ora will only re-visit the complaint where the complainant provides new and substantial information that is likely to affect the outcome. See [Complaint management guideline \(SC-GDL-001\)](#) or decision making and review process.
19. If the complainant still remains unsatisfied with the outcome, they can contact the [Ombudsman](#)
20. Kāinga Ora will use its discretion where there are substantial delays in raising disputes.

Unreasonable complainant conduct

21. Where the complainant demonstrates unreasonable conduct (such as raising frequent unreasonable complaints or behaving in an unreasonable manner) Kāinga Ora will be guided by the principles outlined in the Office of the Ombudsman manual on [‘Managing unreasonable complainant conduct’](#)

Complaints about other agencies

22. Kāinga Ora will not refer on complaints about other agencies to them unless in exceptional circumstances where there is a health and safety risk, or the complainant has provided consent to do so.

Health and Safety

23. Kāinga Ora is responsible for ensuring the health and safety of employees and contractors, so far as reasonably practicable. We will comply with relevant legislation, standards, regulations, guidelines, procedures and codes of practice in relation to our tenants, workers, neighbours and the community.
24. The [Health safety and security Policy \(POL-336\)](#), the [Guideline for staying safe and secure \(SS-GDL-110\)](#) and the [Safe Work Plan and Corporate Care guideline \(SS-GDL-007\)](#)

set out requirements relating to personal safety while in the office, the community or engaging with customers.

Definitions

25. The following definitions apply when interpreting this Policy:

Term	Definition
Complainant	The person external to Kāinga Ora lodging a complaint.
Complaint	An expression of dissatisfaction related to a Kāinga Ora service, product, contractor, or previous decision, where a resolution is explicitly or implicitly expected.
Contractor¹	An agent acting on behalf of Kāinga Ora.

Review

26. This Policy will be reviewed on a needs basis where required by the policy owner.

Document control

Date	Reviewed/Modified by	Comments/Descriptions of changes
06-Jun-25	Customer and Operations Executive Committee	Endorsed the policy
02-Sep-25	GM National Services	Approved the policy

¹ These include maintenance partners, tradespeople, construction partners, building contractors, architects and government agencies.