



UPPER GREAT SOUTHERN FAMILY SUPPORT ASSOCIATION INC.

**Board of Management
Training Manual**

107 Federal Street

PO Box 453

Narrogin, WA 6312

Phone: (08) 9881 4557

Fax: (08) 9881 6557

Email: admin@accessability.org.au

INTRODUCTION

We are delighted you have joined our Board of Management.

Thank you for joining.

This booklet is designed to help you understand your very important role and responsibilities in being on the Management Board for Upper Great Southern Family Support Association Inc,(UGSFSA).

The staff at UGSFSA appreciate the commitment you have made to being on the board and look forward to working with you. We hope you enjoy your time here as much as we enjoy working here!

Every AGM we have new members join our board and some previous members decide to re-elect or move on. Please do not feel because you are new, you cannot have any input. We value everyone's input. Also, do not be afraid to ask questions! Remember that everyone was new once!

Please keep this book handy and use it as a reference guide. You may need to bring it along to Board Meetings to refer to it.

We hope that you enjoy this training session and come away feeling that you have learnt more about our service and made new friends.

Please fill out the evaluation form at the end of the training so that we can have feedback and make improvements if needed for next time.

Thanks,

Chair of Board of Management

MISSION STATEMENT OF UPPER GREAT SOUTHERN FAMILY SUPPORT ASSOCIATION INC (UGSFSA)

To assist all people with a disability who live in the Upper Great Southern Region to enjoy life experiences and be part of their community through recreation and alternatives to employment activities of their choice.

CODE OF GOVERNANCE

A governance code sets out the values that the organisation considers central to its operations, describes the boundaries of acceptable behaviour for the organisation based on these values, and identifies the areas in which procedures are required to police these boundaries.

ENABLING

The basic requirement of a governance code is that it ensures that power in an organisation is properly sourced from the organisation's own community, that it is not to be hijacked or hidden away, and that it is able to be contested fairly within the rules.

RESPONSIVE

The value of civil society is that it provides a counterweight to power, that it allows dissident views to be heard, and it gives power to the powerless. These strong points also have to be applied within the organisation. The power of the board has to be limited by the rights of all stakeholders, and by the organisation's responsibility to our society.

FLEXIBLE

The Australian community sector is diverse in size, purpose, and legal form. Almost no statement can be applied to every community organisation, and any rule that applies to every group will be inappropriate for many. Such a governance code therefore needs to be flexible both in its interpretation and its application, dealing with principles rather than regulations.

POSITIVE

The code should stress what boards should actually do. A long list of things boards shouldn't do leads to caution, inertia, bureaucracy, and many other undesirable organisational traits.

HISTORY OF UPPER GREAT SOUTHERN FAMILY SUPPORT ASSOCIATION INC (UGSFSA)

As board members it is important that you know a little of the history of the service – this often reflects the philosophy of the service:

Upper Great Southern Family Support Association (UGSFSA) became incorporated in 1992. As the name suggests, the UGSFSA services the Upper Great Southern Region.

UGSFSA originally began to provide families and carers in the Upper Great Southern with in-home and out-of-home respite. As the agency grew and the need for a more structured program base was identified, the INROADS program was initiated.

The INROADS program stands for Inclusive Networks for Recreation and Other Activities for People with Disabilities. The concept of INROADS was initially introduced in April 1995 as a program which would respond to the need for increased opportunities for people with disabilities to participate in recreation and leisure activities and to integrate more fully into their local communities. The INROADS program commenced with 17 people registered. The INROADS Program provides support to people with disabilities to participate in recreational activities and alternative to employment options. The INROADS program was originally funded by the Lotteries Commission and the Disabilities Services Commission. The INROADS program is still in operation today and is funded by the Disability Services Commission.

In 1997 a proposal was forwarded to Disability Services Commission to provide Alternate to Employment (ATE)/Post School Options (PSO) for School leavers. ATE/PSO are activities for people who require an alternative to paid employment. These activities encourage involvement in valued roles such as; study courses, voluntary work experience, independent living skills, deportment, literacy and communication skills.

UGSFSA has grown considerably in size and now provides **Alternate to Employment (ATE), Post School Options (PSO), INROADS**.

Intensive Family Support (IFS) – this is funding provided to individuals to help maintain independence in the home environment for as long as possible.

Community Connections Program – is a program designed to include people with a disability into the community and community activities.

Holiday Program – is run during the month of January for two days per week for five hours each day when all other programs are shut down for the holiday period. This program delivers a variety of activities from craft to physical exercise.

Brokerage Respite – provides in home and out of home respite to carers and families from their continual support role.

Upper Great Southern Family Support Association Inc is now delivering 2 programs to support individuals with a disability.

Accessibility is a program designed to support individuals with a disability through paid support into community inclusive activities of their choice.

Greenability is a new program designed to provide employment opportunities for individuals with a disability and/or a mental illness.

QUALITY ASSURANCE

Quality Assurance is an important part in running an organisation; it provides the guidelines for running an agency, employing staff, assisting clients and their families. By following the following standards it ensures that we have an equitable and professional service.

SERVICE ACCESS

- Funding is subject to eligibility. Eligible persons who cannot be funded due to lack of available funds will be placed on a waiting list and will be referred to other relevant agencies where necessary.
- Allocation of funding is carried out in good faith and guided by due process and the best information and advice available at the time.
- The person with the disability is eligible to register with the Disability Services Commission.
- The disability is attributable to an intellectual (including autism), psychiatric, cognitive (excluding ADD), neurological, sensory or physical impairment, or a combination of such impairments. Also that the disability is permanent or likely to be permanent.
- The person with the disability must reside within the boundaries of UGSFSA. Priority for funding is given to the families living in the Upper Great Southern Region.

INDIVIDUAL NEEDS

- Involve the client and key family members, where appropriate, in the development of an individual service plan for the client.
- Seek the client's and families input in the determination of their specific support needs and in constructing an individual service plan that meets the agreed support needs.
- Fully document the individual service plan and provide a copy to the client and family.
- Commit the agency to delivering services in accordance with the agreed individual service plan.
- Review the individual service plan at least quarterly, or sooner if the client's or family's circumstances, needs or preferences change significantly or a request is made to undertake a review.

- A questionnaire will be sent to all families yearly to enable the Association to collect information on unmet needs and to receive regular feedback regarding UGSFSA's service delivery.

DECISION MAKING AND CHOICE

- Structure funding for respite to be as flexible and responsive to the needs and preferences of people with disabilities and their families.
- Advise people with disabilities and families or advocates of the annual application process to provide Brokerage Respite:
 - ✓ Application
 - ✓ Reviewed by the Board of Management
 - ✓ Acknowledgement to families
 - ✓ Respite funding provided quarterly
 - Acquittal Form to be completed and returned by the families at the end of each quarter.
- Acknowledge that people with disabilities and families or advocates can decide on the type of respite.
- Be responsive when notified of a variation of the type of respite originally agreed to by client/family.
- Acknowledge that people with disabilities and families or advocates decide where respite will take place. Respite can take place in the client/family home, in the community or in the respite provider's home.
- The client/family may utilize their respite funding over four quarters which total for a period of 12 months as defined in their application.
- Endorse the client/family's decision to utilize the respite funding in a way to enhance the client's life skills and lifestyle.
- Acknowledge that people with disabilities and families or advocates decide who will provide the respite for the client and the client's family.
- Notify people with disabilities and their families or advocates the advantage of considering a support worker with a Police Clearance and if working with children, a Working With Children Check clearance. The client/family has the ultimate choice as to who they want to provide respite supports.
- Forward to people with disabilities and families or advocates with each application for funding:
 - ✓ Brochure outlining their Rights and Responsibilities

- ✓ Questionnaire to provide feedback for future planning
- Give people with disabilities and families or advocates the choice of completing an application for funding with or without external assistance. If assistance is required the client/family may approach staff or a board member of the Association or their Local Area Coordinator (LAC) representative.

PRIVACY, DIGNITY AND CONFIDENTIALITY

UGSFSA will implement the following procedures to ensure its policy objective of providing the same level of privacy, dignity and confidentiality as is expected by the rest of the community:

- Only record, hold and release information about a person with a disability that is directly relevant to submissions, applications for funding and mandatory reporting requirements, or to prevent serious threat to life or health.
- Seek the written consent of the person with disability and/or their family prior to obtaining information from any other source.
- Seek the written consent of the person with disability and/or their family prior to releasing information to any other source, or prior to displaying any identifying images that may be open to public view to any other source.
- Ensure that personal information is stored securely and is not left on view to unauthorized persons.
- Ensure that only those authorized to obtain information will be granted access. Each consumer's consent is obtained in line with the requirements of supporting standard 9.1 and under the provisions of the Disability Services Act before any information about him or her is sought or released by UGSFSA.
- The Board and staff are committed to sign a confidentiality clause as they are privy to the applicant's identity when dealing with funding applications.
- Advise the person with the disability and/or their family of the nature of their personal information that the association keeps in respect of the person with the disability.
- Periodically review the files to ensure personal information relating to the person with the disability is accurate and up to date.
- Ensure that personal information about the person with the disability is only held by the association as long as it remains relevant to the requirements of the association and the person with the disability and their family.

- Promptly investigate, remedy and document any consumer grievance regarding privacy, dignity or confidentiality.

PARTICIPATION AND INTEGRATION

- UGSFSA is committed to ensuring that clients have the opportunity to socialize and build relationships with members of the wider community.
- UGSFSA is committed to ensuring that all clients of the Association have access to the same places as the rest of the community.
- UGSFSA is committed to ensuring that all clients have a choice of the type of respite they want, where the respite will be given, when the respite will take place and who provides the respite.

VALUED STATUS

- UGSFSA is committed to supporting people with disabilities within the community.
- UGSFSA is committed to ensure that all clients of the Association have the opportunity to develop and maintain skills and the opportunity to participate in activities that enable them to achieve valued roles in the community.

COMPLAINTS AND DISPUTES

- Clients and their families will be made aware of their right to air a grievance.
- Clients and their families will have access to their local area coordinator of Disability Services Commission and Family Support Association coordinator to act as an advocate, or any other advocate of their choice.
- Clear communication and prompt attention by the board to dissolve areas of dissatisfaction within the service.
- Treat all consumer complaints as private and confidential in accordance with the Privacy Act the Association's Privacy, Dignity and Confidentiality Policy.
- Provide and make available to consumers the Association's "Complaints and Disputes Information" brochure.
- See that the complainant is made aware that the Association Chief Executive Officer or Board member is the first person to contact.
- Explain the Association's "Complaints and Disputes Information" brochure and Policy and Procedures, to consumers, if desired.

- Assist consumers to understand their right to make a complaint about the Association's services, members or staff and use an advocate of their choice to help them make a complaint.
- Listen courteously to consumer's complaints about the Association's services, members or staff and assist them to have their complaint addressed.
- Ensure that the complainant does not have to meet or deal with the person allegedly involved or associated with the complaint, should they choose not to do so.
- Advise the complainant of other community-based advocacy services available to assist them with their complaint. (Refer to the Association's "Complaints and Disputes Information" brochure).
- Ensure that informed consent is obtained prior to referring the complaint to the Office of Health Review. Informed consent means that the consumer understands that someone other than the Association Staff or Board members will be involved in the complaint. (An Informed Consent Form must be completed, signed and dated by the complainant and witnessed by an Association Staff or Board member or Local Area Coordinator.)

SERVICE MANAGEMENT

- The Association requires that all staff, Board members and volunteers have received satisfactory criminal records checks prior to commencement of duties. Evidence of a criminal records check will include a National Police Clearance Certificate, and where working with children, a Working With Children Check as well. If the staff, Board member or volunteer has resided overseas, a criminal records check from relevant jurisdiction(s) will also be required.
- The Board of Management will ensure that the Association has proper expenditure controls in place and those employees have delegation authority to expend funds up to a maximum limit without prior authorization. The Association will also ensure that all board members, employees, volunteers and other unpaid persons involved in the Association business (e.g. Work experience participants and students on practicum) are appropriately insured and indemnified.
- The Association will ensure that the best employees are recruited into the Association by operating a fair, open, merit based recruitment and selection system and that all prospective employees have a formal reference check and police clearance procedures and will ensure prospective and current staff is not discriminated against on the grounds of disability, ethnicity, gender, age, religious belief, or political affiliations and those equal opportunity principles are enshrined in all staff recruitment, selection and promotion practices.
- The Association will ensure that all employees are trained and resourced to achieve the Association's mission and objectives. The policy aims to achieve this objective by

linking training and development to a formal supervision process and performance based appraisal system and by promoting sound working practices.

- The Association will ensure that all employees are properly supervised and their performance is regularly appraised by implementing a formal supervision system linked to agreed training and development, goals and an objective performance appraisal process.
- The Association will ensure that all employees are properly informed and adequately protected to minimize the risk of illness, accident, or injury at work by promoting good occupational safety and health practices, which are consistent with legislative requirements.
- The Association will ensure that all staff of the Association is free to lodge grievances, to have those grievances dealt with promptly, fairly and non-threateningly by the Association and to have those grievances resolved in a satisfactory manner if possible.
- The Association will recognize and value the unique contributions that volunteers can make to the agency's overall services from the perspectives of their capacity to supplement the services that the Association's paid employees can provide; their industrial flexibility in undertaking their duties; their cost effectiveness to the Association.
- The Association will ensure that its employees and volunteers behave in an acceptable manner in all their work-related dealings with clients, families, advocates, colleagues, other Associations and the general community.

THE SERVICE ENVIRONMENT

UGSFSA provides assistance to all persons with a disability and their families. UGSFSA is a non profit organisation established for the purpose of supporting people with disabilities living in the Upper Great Southern Region of Western Australia. People with disabilities and their families are supported by the Association through the provision of funding. UGSFSA takes out indemnity insurance on behalf of individuals/families and their carers.

Other organisations that provide assistance to people with disabilities and their families are:

- Baptist Care
- Disability Services Commission
- People First Program
- Activ Foundation
- Home and Community Care

UGSFSA works very closely with the Disability Services Commission located in Narrogin and Katanning, with referrals for support being received through DSC's Local Area Coordinators.

HOW ARE NEEDS OF CLIENTS CHANGING?

Clients are increasing their desires and needs to participate in the community without any hindrance as a result of their disability. Clients expect to enjoy and serve in the community in all aspects of social behaviour.

BOARD MEETINGS

UGSFSA is managed by a management Board (you), who steer the staff of this service. UGSFSA is funded by Disability Service Commission and is accountable to this government agency.

Board meetings are held regularly, usually on a bi-monthly basis to ensure our service is operating in an efficient and effective manner and according to our Service Agreement with Disability Service Commission. Meetings are the communication life-blood of organisations. Meetings are held to ensure that decisions are made to further the activities of the organisation.

There are many skills and processes that support the achievement of successful meetings. Having a strong board of management with keen office bearers is a good start.

These are the roles of the office bearers:

The President/Chairperson

- Runs and controls the meeting.
- Follows agenda and makes sure decisions are made effectively and meeting runs on time.
- Makes sure the board is not stuck on one item and moves on when a decision is reached.
- Checks with the Chief Executive Officer that minutes are being written correctly and advises the manager on what motion needs to be written in the minutes.
- Decides if a point of order is accepted or overruled (a point of order is something which contravenes the constitution – eg lack of quorum, non-financial member or offensive language).
- Keeps control of any conflict that may occur.

The Treasurer

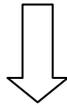
- Monitors the financial situation of the service and advises board of any changes/problems.
- Checks financial reports.
- Helps set budgets and checks that they are being adhered too.
- Checks audit report is correct.
- Usually has some sort of financial background.

The Board Member

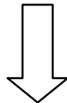
- Is a very crucial part of UGSFSA's service.
- Helps with the decision making and direction of the service.
- Regularly attends meetings to ensure quorum is met.

MEETING FLOW CHART

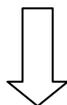
1. The Minutes of previous meeting are drafted and sent out.



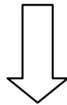
2. The agenda for the next meeting is drawn up before meeting and either sent out with the minutes or tabled at meeting.



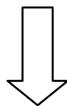
3. The meeting is opened.



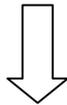
4. Present and apologies are minuted.



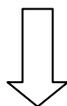
5. The minutes of previous meeting are read and need to be adopted.



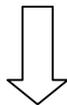
6. Business arising from previous minutes – if there is any, this needs to be brought up for discussion.



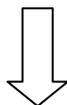
7. Correspondence In and Out are tabled by the Chief Executive Officer and discussed if necessary.



8. Reports – Chief Executive Officer and any other reports need to be tabled and discussed if needed. (Optional).



9. General business matters to be discussed.



10. The meeting is closed.

The Flow Chart follows on to number 1 again for next meeting....

MEETING TERMS

Agenda – An Agenda is a list of items in a specific order, to be dealt with at a meeting, which is enforced by the chairperson.

Minutes - The minutes are a true and correct record of the transactions of a meeting, which are certified by the chairperson at the following meeting. They serve as legal evidence of what occurred during the meeting.

Resolution / Ratification – A resolution is a motion, which has been carried by a majority vote of members attending that meeting.

Amendment - An amendment is a proposal to change a motion under discussion. It is proposed, seconded and voted on. If carried out, the amendment becomes the motion.

Casting Vote - The chairperson makes a casting vote when there are an equal number of votes for and against a motion.

Quorum – A quorum is the minimum number of people who must be present (in terms of what is stated in the constitution) in order to validly transact business and hold meetings.

Point of Order – A member may interrupt proceedings by calling a “point of order” in he/she considers there is an infringement by the person speaking or an irregularity in the proceedings. The objection, must be stated briefly. The chairperson will decide if it is accepted or overruled.

Correspondence – The correspondence both inward and outward is presented in chronological order by the Manager.

General Meeting – A general meeting is a formal meeting at which only motions on the agenda may be moved.

Motion – A motion is a proposal put forward at a meeting. The mover of a motion is called the proposer (or mover) and the required supported is known as the seconder.

MANAGEMENT BOARD AND COORDINATOR ROLES:

MANAGEMENT BOARD	CHIEF EXECUTIVE OFFICER
The whole Board is responsible for the whole Association.	The Chief Executive Officer is delegated responsibility by the Board.
The Board is responsible for directly managing the Chief Executive Officer.	The Chief Executive Officer is delegated authority to manage other staff on behalf of the Board.
The Board is answerable to the community, consumers and funding bodies (DSC).	The Chief Executive Officer is answerable to the Board.
The Board is the provider of the services.	The Chief Executive Officer Coordinates the delivery of services.
The Board sets the broad directions of the organization and the strategies to follow.	The Chief Executive Officer implements the strategies.
The Board is responsible for all staff.	The Chief Executive Officer is the link between the Board and the staff.

A good Management Board provides guidance and direction to the Chief Executive Officer without stifling initiative, and supports the Chief Executive Officer in carrying out the job of delivering an effective service to consumers.

Without support, the Chief Executive Officer can become isolated and have a lack of direction. If initiative is stifled, the Association can become rigid and inflexible!

MANAGEMENT BOARD RESPONSIBILITIES:

Meeting Legal Obligations

This includes the requirements of Australian, federal, state and local government laws, and regulations such as incorporation, insurance, awards, taxation, anti-discrimination, licenses, leases and permits.

Financial

The board of management has control of the Association's money and committee members need to know where funds come from, how they are spent and how to budget for future plans. They must ensure that proper financial records are kept, that accounts are audited on an annual basis, and that financial acquittals are provided for any funding received.

Employment

The board of management is the legal employer of any staff. Money to pay wages often comes from an outside funding source e.g. Government (DSC), but these bodies do not employ or manage the staff. This is the committee's role.

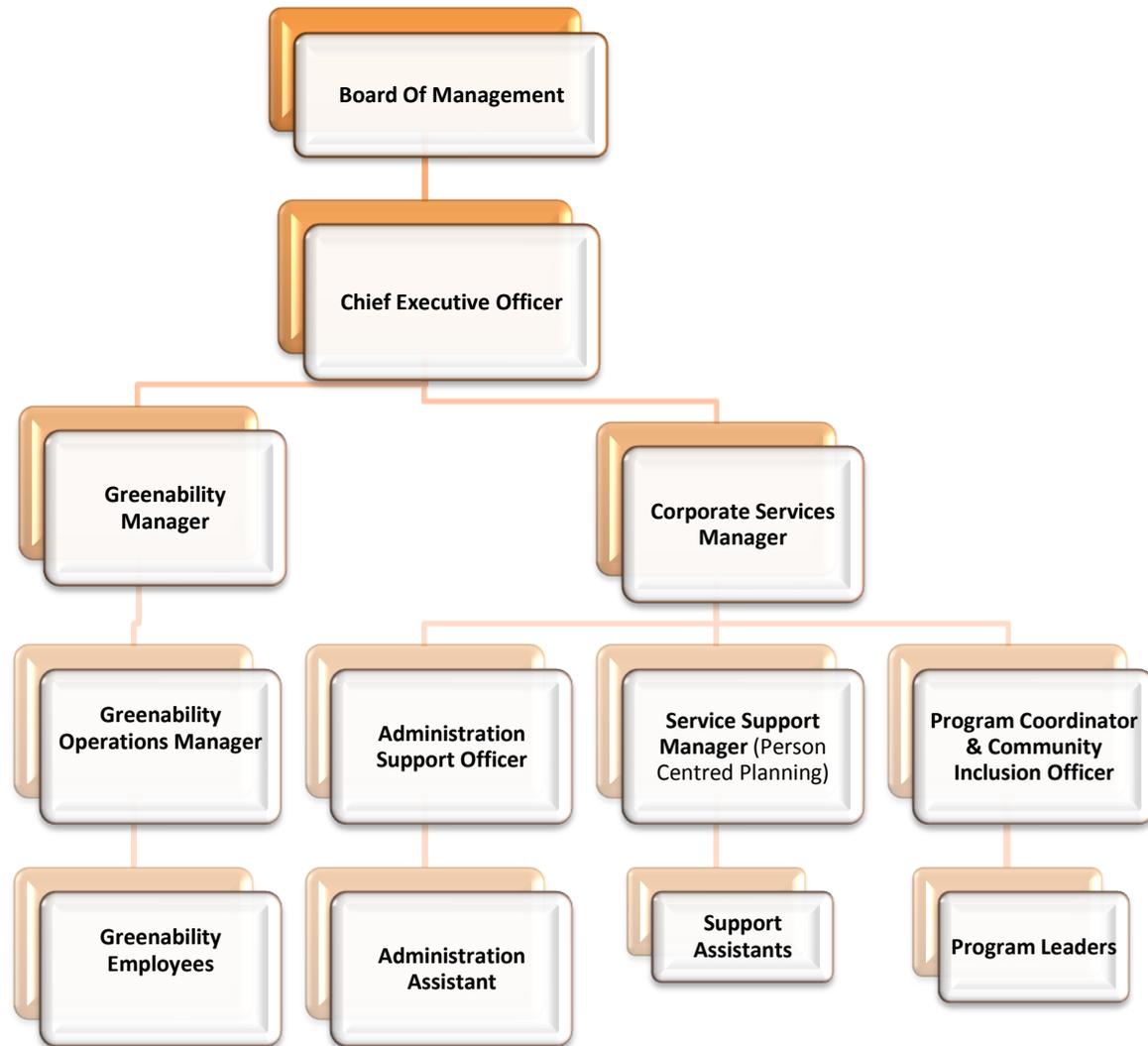
Accountability and Reporting

Accountability is about being responsible and answerable. The board of management is accountable to government departments for the money it receives and to its members, the community and users for the services it provides.

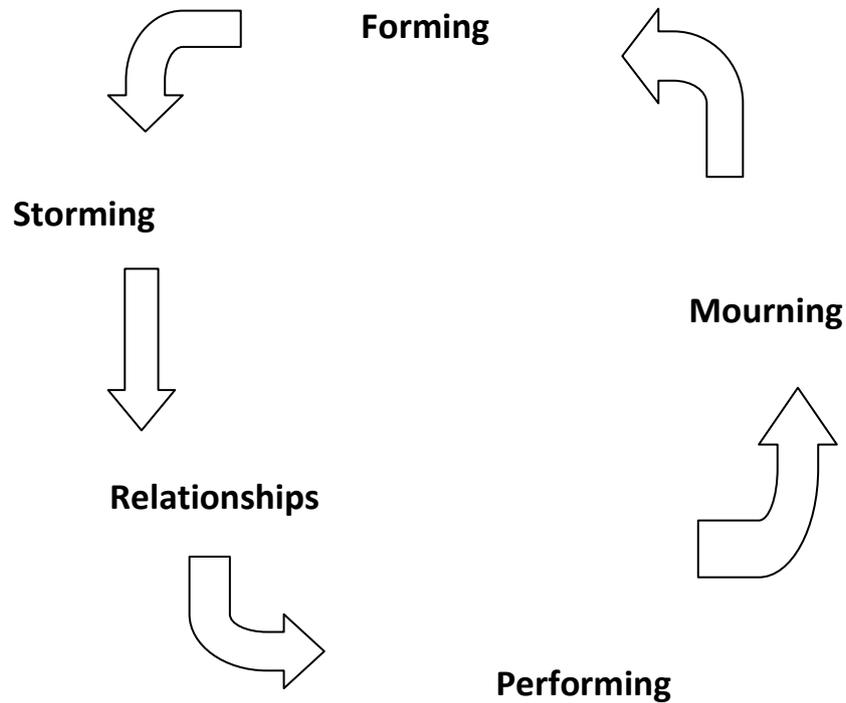
There are many tasks involved in managing a community organisation and the board may delegate many of these to staff and individual board members but remember all this work is ultimately the responsibility of the management board.

The board of management makes major decisions on policy, long-term goals, legal matters, and finance. Less important decisions and the actual work of the service is usually the responsibility of paid staff.

ORGANISATIONAL STRUCTURE



THE TEAM PROCESS



Forming

As a new team, people may be reserved and polite, unwilling to speak up and scared of saying the “wrong” thing.

Storming

Storming can occur when members have different ideas about what to achieve and the best way of going about it. Watch out for danger signs of frustration, dominant individuals or verbal clashes.

Relationships

Standards and ground rules begin to emerge, as people get used to the group and with the different personalities within the group. Things are starting to settle down from the storming stage.

Performing

The group is starting to kick into high gear, with goals and objective being met and the team working as a cohesive group. Team members are showing greater levels of trust and tolerance towards each other and individual differences are accepted.

Mourning

When the team dissolves, there is often a period of “mourning” for the cohesiveness and closeness of the team.

OBJECTIVES OF UGSFSA

- To enable people with disability to access and expand recreational and alternatives to employment pursuits of their choice.
- To assist the active participation and integration of people into their community via activities and social networks.
- To increase people's enjoyment of life.
- To enhance the person's image, valued roles and skills/competencies development.
- To assist the community to accept, accommodate and value people with a disability.

OUR CORE VALUES

(Ideals to which the Upper Great Southern Family Support Association is committed.)

- People with disabilities have the right to participate in their communities and to live a full and valued life.
- People with disabilities, families and carers are the best source of information to determine that needs and goals for the future are met.
- People with disabilities have the right to live life free of neglect, abuse and exploitation.
- People who work with people with disabilities are valued and supported.
- Services are provided in a flexible and accountable manner to best meet individual needs taking into consideration additional needs due to location, Aboriginality, ethnic background or type of disability.
- Supports by family members and primary carers are vital, recognized and valued.
- Services provided by Upper Great Southern Family Support Association, complement and support the role of families, carers and communities.

COMPLAINTS DISPUTES PROCEDURE

BACKGROUND

Upper Great Southern Family Support Association Inc. is a non-profit organisation established in 1992 with the purpose of enabling people with disabilities to remain within their family without compromising family life.

The services offered by the association include in-home respite, out-of-home respite, alternatives to employment, post school options, intensive family support, holiday program, recreation program and community connections.

The Association is governed by a Board of Directors, which is elected by nomination annually. These Directors can be family members, people with disabilities, primary carers and community members.

The Association receives its operating funds from the Western Australian Government in the form of an annual grant and from individual clients.

PURPOSE AND SCOPE

The purpose of this policy is to establish mechanisms for clients to lodge a complaint. To ensure complaints are dealt with fairly and promptly and in a sensitive and courteous manner. To assure clients complaints can be submitted without fear of reprisal and will be treated with confidentiality. To provide an avenue for complaint and dispute resolution which can be resolved within existing resources. Complaints are also seen to have an important role in contributing to service improvement in the agency.

To empower the Chief Executive Officer and the Association's Board of Directors to take responsibility for bringing complaints to a satisfactory conclusion for all parties concerned at a local level, if possible.

The Association empowers clients to choose through whom and how they want to make a complaint.

Clients may bring their complaint/dispute to the notice of the Association through the Chief Executive Officer, the President of the Board or a Board member or other authority. Clients may present the complaint/dispute themselves or use an advocate.

Clients have the right to take their complaint to an external outside agency. Please refer to the brochure for a detailed list of who can help clients make a complaint.

COMPLAINTS AND DISPUTES POLICY STATEMENT

Treatment of complaints and disputes will be fair to both the person making the complaint and those receiving the complaint and will be given high priority for resolve.

Service Users, families, clients and advocates have the right to be informed about the Organisation's service user Complaints Policy & Procedure.

Disputes about the Association, its staff, Board or services are invited by the Association, to provide opportunities for improvement of service quality and strengthening of the Association and client relationships.

Complaints will be viewed as a means of evaluating and improving the Association's role and performance.

PROCEDURES

The following procedures are to be implemented to enable the Association to meet its policy objectives of ensuring that all clients are free to lodge and have resolved any complaints/disputes regarding the Association.

General procedures:

The Association's Chief Executive Officer, Office Staff and all members as they become involved are expected to;

- 4.1** Treat all client complaints as private and confidential in accordance with the Privacy Act.
- 4.2** All staff are aware of the existence of, and have access to, a copy of the Complaints Management File.
- 4.3** The Executive Office or associated staff member will assist people who may have difficulty making a complaint by completing the "Complaints Form".
- 4.4** In the first instance encourage the complainant to discuss their issue with the person whom they have the complaint with, if appropriate.
- 4.5** Recording and acknowledgement of the complaint using the association "Complaints Register" and attempt a resolution by first point of contact.
- 4.6** If the complaint can not be resolved at this level, the complaint will then be directed to the Chief Executive Officer. On receiving the complaint, the Chief Executive Officer is to inform the Board of the complaint.
- 4.7** If the complaint is still not rectified then it is to be directed to the Board of Management.
- 4.8** If the client has elected to have the complaint dealt with internally, the complainant is to be met within 5 working days to document the nature of the complaint or concern and a resolution identified.
- 4.9** The Chief Executive Officer shall notify the complainant in writing of the outcome of the investigation within 10 working days after the investigations have been completed.

- 4.10** If the complaint cannot be resolved within the organisation, the complainant will be directed to an outside agency (refer to brochure). Ensure that consent is obtained prior to referring the complaint to the Office of Health Review. A consent form must be completed, signed and dated by the complainant and witnessed by an Association staff member of Board member.
- 4.11** Ensure that the complainant does not have to meet or deal with the person allegedly involved or associated with the complaint, should they choose not to do so.
- 4.12** All complaints, resolved and unresolved to be recorded in a complaints log book and a non-identifying summary of complaints to be tabled at the next Board of Management meeting.