



# **Governance Charter**

“Providing informed quality support to carers”

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## 1. INTRODUCTION

This Governance Charter is designed to enhance the functioning of Fostering Kids. The Governance Charter acknowledges The Treaty of Waitangi as the founding document of Aotearoa New Zealand and aspires to include its principles throughout the administration of all its actions. In doing so it recognises Tangata Whenua as a key stakeholder.

### ***Professionalism:***

To act in a professional manner, which is seen by the membership, the foster care sector, stakeholders Tangata Whenua and key government departments.

### ***Accountability:***

Transparency of operation, so it is apparent that the interests of all member groups are being met.

### ***Procedural Rigour:***

The operating procedure in this Governance Charter enables the present needs and wishes of the membership to be identified by the Board, and future planning to be developed in a considered and consultative manner.

## 2. VISION and MISSION

**Vision** Every Fostering Family is empowered, supported and trained to provide a safe and nurturing home.

**Mission** To Strengthen Fostering Families by providing quality-

- ❖ Support- emotional and physical
- ❖ Training and learning opportunities
- ❖ Information
- ❖ Advocacy
- ❖ Innovation
- ❖ Lobbying

## 3.0 GUIDING PRINCIPLES-

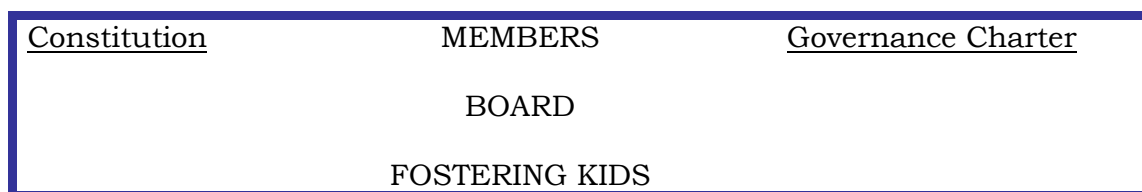
### **WE BELIEVE**

- ❖ The best interests of the child are of paramount importance
- ❖ Om focusing on the wellbeing of Fostering Families
- ❖ In a collaborative approach to quality Foster Care
- ❖ In consulting with members and supporting them
- ❖ In working with integrity and respect
- ❖ In promoting excellence and professionalism
- ❖ In the value of team work
- ❖ Om recognizing the diversity of culture, tradition and individuals

## 4. CONSTITUTION

The constitution is the underpinning authority for the operation and regulation of the New Zealand Family and Foster Care Federation.

## 5. STRUCTURE OF FOSTERING KIDS



## 6. THE ENTITY OF FOSTERING KIDS



## 7. ROLE OF BOARD MEMBERS

### 7.1 Role of Board members

The Board is responsible, for establishing and overseeing the governance processes of Fostering Kids. The Chairperson's role is to provide leadership to the Board and to liaise between the Chief Executive and the Board. The functions include:

- Approving Board Meeting agendas and draft minutes;
- Maintaining ongoing dialogue with the Chief Executive over all aspects of the organisation's business;
- Chair the procedure and conduct of Board meetings;
- Encourage the full participation of Board members;
- Raising pertinent issues with the Board;
- Maintaining ongoing liaison with all Board members.

### **Board Members**

The success of Fostering Kids in delivering its stated objectives depends upon the committed and constructive input provided by Board Members.

This Governance Charter is intended to provide Board Members with a **concise** description of the role of the Board and the duties of Board members to assist in terms of appointment and induction. The role of the Board is crucial to the overall performance of the organisation. In general, the Board's role includes the following key elements:

- *Setting strategic direction and developing policy* – this must be in a manner consistent with the Constitution.
- *Appointing the Chief Executive* – this includes identifying the best available candidate for the position, and negotiating an appropriate employment contract consistent with the responsibilities.
- *Monitoring the performance of the Federation and the Chief Executive.*
- *Ensuring compliance with the law, accountability documents and relevant expectations* – this involves an important element of leadership, in terms of reinforcing expectations of behaviour of the Chief Executive and the

organisation that are appropriate for a not-for-profit industry incorporated society. [Appendix 1 Delegated Authority]

In carrying out its functions, the Board should ensure that it:

- Has a clear understanding of its own role;
- Is well informed about Fostering Kids business;
- Reviews its own performance;
- Acts in good faith and in the best interests of the Fostering Kids;
- Exercises reasonable care, diligence and skill; and
- Does not misuse confidential information.

## **7.2 General Duties**

*The duties of Board Members are to act in good faith and for the benefit of Fostering Kids as a whole. This will involve such matters as the disclosure of interests in transactions undertaken by Fostering Kids and the avoidance of conflicts between duties owed to the organisation and duties that Board Members owe to other organisations;*

- to act with reasonable care, bringing whatever knowledge, skill and experience they possess to Fostering Kids' activities and to be diligent in attending to the organisation's affairs. A Board Member need not exhibit in the performance of his or her duties a greater degree of skill than may be reasonably expected from a person of his or her knowledge and experience;
- to act honestly and not make secret profits from their position;
- to exercise reasonable supervision over each other in the performance of those duties for which they are responsible;
- to not use confidential information for their own purposes.

Board Members' duties are interpreted with regard to the characteristics of Fostering Kids as an incorporated society. In particular, note the objects of Fostering Kids contained in its Rules – for example that the organisation will assist all participants in the Foster care sector by "co-operating with other associations and government departments to promote a co-ordinated approach to the quality of Foster care throughout New Zealand."

## **7.3 Skills**

- The Board should have board members with adequate skills necessary to achieve its overall objectives. Each Member of the Board should possess sufficient expertise and experience to offer a significant contribution to the success of Fostering Kids.
- Each Board Member should be familiar with Fostering Kids' operations.
- There should be an annual review of membership at Board level in terms of the appropriateness of the skill base, and for succession planning.

## **7.4 Communications**

There is a commitment to maintain full and open communication with members. However, sensitive information shall be withheld. Members have an entitlement to open and transparent communication at all levels of the organisation. Board members should endeavour to attend meetings, seminars and conferences as appropriate.

- It is imperative that all Board Members are honest and open and support the goals and objectives of Fostering Kids.
- Board Members should endeavour to communicate with Fostering Kids' members whenever the opportunity arises.

## **7.5 Conflict of Duty Protocol for Board**

There is no statutory scheme under the Incorporated Societies Act 1908 which addresses conflicts of duty of Board Members. Despite the lack of a statutory scheme, the officers of an incorporated society owe common law duties to the incorporated society of a fiduciary nature. These duties include a duty to act in good faith and for the benefit of Fostering Kids which requires management of conflicts between duties owed to Fostering Kids and to others. An incorporated society can implement procedures to deal with conflicts of duty that arise, and can also remind the Board Members of these procedures and seek their agreement to meet their duties.

Fostering Kids' Regional Representative Board Members are elected at the Annual General Meeting by the membership and represent foster carers and associated interest groups. This structure is different from a company where Board Members and shareholders usually have a more common focus. Those groups may take a different view on matters and there should be open discussion on these differing viewpoints. Board members are not appointed to be conduits to other organisations. Rather, they are appointed to promote the objectives of Fostering Kids.

Accordingly, any conflicts of duty (whether actual or potential) that are perceived by a Board Member to be owed to Fostering Kids and to their respective Associations/interest group or incorporated society should be disclosed to the Board as soon as practicable so that issues can be dealt with.

Whether a conflict is significant or not will depend on the nature and degree of the conflict as it relates to the matter before the Board and should be dealt with on a case by case basis.

The Board might discuss mechanisms for avoiding or managing conflicts of duty such as confidentiality agreements, declarations of interest, abstaining from voting and withdrawal from discussion. These methods may be used singularly or in combination depending on the nature and extent of the conflict of duty and actions being considered.

When significant conflicts arise, a Board Member should consider whether that conflict precludes them from participating in a meaningful way in a particular matter. The conflict may make it inappropriate for a Board Member to take certain actions in other roles. In serious cases the Board Member may consider it appropriate to resign.

There is a distinction between a conflict of interest and a conflict of duty. A conflict of interest is where a Board Member will make some personal benefit out of a particular transaction that the incorporated society is entering into.

A conflict of duty however, is where a Board Member has loyalty to two different parties and where the interests of those parties diverge. A conflict can arise where to act in the interests of one party is contrary to the interests of the other.

This distinction is important because for a conflict of interest, disclosure of that interest along with the informed consent of the parties can allow a Board Member to continue to act. A conflict of duty however, cannot be cleansed by informed consent and disclosure.

A conflict of duty simply has to be avoided, either by:

- the Board Member ensuring that actions undertaken by the Board Member for one Association/organisation are not contrary to interests of the other; or
- in some situations, a Board Member may avoid a conflict by declining to act for one party in a particular way.

### **7.6 Confidentiality and Accountability**

- The honesty and integrity of all Board Members to Fostering Kids is paramount and all Board information and discussions held within the Board Meetings shall remain confidential where so directed.
- All Board Members shall be committed to a policy of being available to the general membership. Board Members will be responsive to suggestions and concerns raised with them but retain their rights of pursuing issues on a discretionary basis.

### **7.7 Professional Advice**

Board members should be able to seek independent advice subject to formalised approval procedures. At other levels independent advice must be authorised by the Board.

### **7.8 Committees**

Appropriate committees should be established at Board level. Their purpose is to focus member effectiveness without reducing the overall responsibility of the Board.

### **7.9 Cessation of Board Membership**

***Cessation: A Board Member ceases to hold office if he or she:***

- resigns by giving one month's notice (or such lesser period of notice accepted by the Board) to the Board;
- Dies;
- Is through illness or disability unable to fulfil the duties of a Board Member;
- Is adjudged bankrupt or is a person who is prohibited from being a Board Member or promoter of or being concerned or taking part in the management of a company under section 382 or section 383 or section 385 of the Companies Act 1993 or any other Act;
- Reaches the end of his or her term of appointment or reaches the maximum term of two three-year terms [maximum 6 years];
- Fails to attend two consecutive meetings of the Board without the prior permission of the Chairperson of the Board;

## **8. MEETINGS**

### **8.1 Frequency and Quorum**

*The quorum necessary for a meeting of the Board exists if 50% of Board Members are present.*

## **8.2 General Procedures**

- The time, date and place of each meeting will be set by general consensus at the beginning of the Financial Year, except where otherwise defined by the Constitution;
- Formal written notice of these details will be sent to each Board Member.
- The location and the venue will be determined with regard to maximising the efficiency of Board Members' time and Fostering Kids' expenses. It may be desirable to hold the Annual General Meeting in Wellington, Christchurch or Auckland each year.
- Board Members will communicate to the Chief Executive their ability to attend no later than seven days from the next scheduled meeting;
- Meetings shall be conducted in accordance with any formal prescriptions defined in the Constitution (for example quorum);
- Where not defined by the Constitution, the Chairperson or Deputy Chairperson shall follow formal meeting procedures, including the careful and faithful recording of Minutes;
- The Chairperson will arrange that all meetings start and finish within 15 minutes of their designated times (subject to a quorum being present), or unless an extension to the designated time is supported;
- The Chairperson will provide all Board Members with adequate and fair opportunity to contribute fully to the process of the meeting;
- The Chairperson will promote a culture where courtesy, care and preservation of personal dignity prevails;
- The Chairperson will encourage discussions to remain issue focussed and salient to the agenda item being addressed;
- Where formal voting is required on a motion, all Board Members agree to abide by the majority decision and to respect the outcome;
- All Board Members must clearly indicate the way in which they are voting on every motion that is put to a formal vote and this shall be carefully recorded in the Minutes.

## **8.3 Agenda**

The Chief Executive, after consultation with the Chairperson, is to forward to each Board member the agenda for each meeting together with other relevant information not less than ten days before the meeting.

The Board agenda is set jointly by the Chief Executive and the Chairperson. Board members with the approval of the Chairperson, may add agenda items.

The agenda should include an action list of follow-up points from previous meetings.

## **8.4 Board Material**

Written Board material should be made available to all Board members with sufficient time to allow them to prepare and constructively contribute at each meeting.

Board material should be full enough to be meaningful but not over-inclusive.

Management should ensure that key issues requiring Board attention are promptly brought to the notice of the Board.

Where external presentations are scheduled, briefing papers should be submitted to Board members in advance.



## **9. CHIEF EXECUTIVE**

The Board is responsible for appointing the Chief Executive for Fostering Kids. The Chief Executive heads its operations, management and administrative functions.

*The Chief Executive is appointed on such terms and conditions as the Board considers appropriate.*

*The Board evaluates the Chief Executive's performance against the key performance indicators in the Business Plan. A Sub-Committee of the Board conducts a yearly performance review.*

### **9.1 Role of the Chief Executive**

- To actively promote Fostering Kids' Mission, Goals and Objectives;
- To be responsible for implementing Board strategies and decisions;
- To develop the Annual Business Plan for Board approval;
- To be responsible for the day-to-day operations and management of Fostering Kids;
- To be committed to a policy of openness with the Board;
- To actively foster a constructive working relationship with the Chairperson and Deputy Chairperson in particular and the Board in general.

## **10. COMPLAINTS**

The Board shall follow the correct procedure for complaints as described in Fostering Kids KOPPs Manual.

See appendix 5.

Signature

Date

<b>DELEGATED AUTHORITIES POLICY FOSTERING KIDS</b>		
<b>Authority</b>	<b>Approval</b>	<b>Conditions</b>
To approve budgeted expenditure up to \$10K	CEO	
To approve non-budgeted expenditure up to \$3K	CEO	
To sign cheques and authorize on line bank Direct Credit payments	Two signatories required	One signatory must be a designated Board Member
To authorize payroll	CEO	
To authorize direct credits and transfers between accounts	CEO/Finance Board Member	
To authorize bad debt write offs	CEO/Finance Board Member	
To set up a cash float	CEO	
<b>CONTRACTS/LEASES</b>		
Authority to sign contracts for delivery of services and programmes	CEO and counter-signed by Board	Subject to recommendation of CEO and subsequent Board approval
Authority to sign property leases	CEO/Board	Subject to recommendation of CEO
Authority to sign Memoranda of Understanding	CEO/Board	Subject to Board approval
Authority to negotiate audit fees	CEO	Subject to Board approval
<b>GENERAL</b>		
Authority to produce advertising material	CEO	Board signs off on changes to Federation's own brand
Authority to make media statements and/or engage with the media	CEO/Chair/acting under delegated authority	Report back to Board
Authority to respond to RFP and/or enter negotiations with funders	CEO	Board approval for new business
Authority to recruit established positions within budget	CEO	
Authority to increase remuneration for existing positions when recruiting	Chair/HR Board member/- Finance Board Member	Subject to recommendation of CEO

## **APPENDIX 2 - Board Roles and Responsibilities**

### **STRUCTURE:**

Governance – Fostering Kids is an Incorporated Society governed by a Board according to the Constitution.

The success of Fostering Kids in delivering its stated objectives depends upon the committed and constructive input provided by Board Members.

The role of the Board is crucial to the overall performance of the organisation. In general, the Board's role includes the following key elements:

- *Acknowledging Tangata Whenua and The Principles of the Treaty of Waitangi.*
- *Setting strategic direction and developing policy* – this must be in a manner consistent with the Constitution.
- *Appointing the Chief Executive* – this includes identifying the best available candidate for the position, and negotiating an appropriate employment contract consistent with the responsibilities.
- *Monitoring the performance of the Chief Executive.*
- *Ensuring compliance with the law, accountability documents and relevant expectations* – this involves an important element of leadership, in terms of reinforcing expectations of behaviour of the Chief Executive and Fostering Kids that are appropriate for a not-for-profit industry incorporated society.

In carrying out its functions, the Board ensures that it:

- Has a clear understanding of its own role;
- Is well informed about Fostering Kids business;
- Reviews its own performance;
- Acts in good faith and in the best interests of Fostering Kids;
- Exercises reasonable care, diligence and skill; and
- Does not misuse confidential information.

### **APPOINTMENT:**

The application, appointment of and, decision-making processes of the Board are guided by the constitution, Policies and Procedures Manual [PPM].

### **KEY TASKS:**

Overall responsibility for Governance of the organisation and to ensure:

- The vision of Fostering Kids is upheld and strategic outcomes met;
- Development and accountability for relevant policies;
- Appointment and appraisals of the Chief Executive and ensure good employment practice;
- facilitation of Board meetings and minutes are recorded;
- Proper financial records are kept and kept within approved budgets;
- Support of fundraising / social events;
- Positive promotion of Fostering Kids;
- Preparation for and attend set Board meetings;
- Commitment to and belief in the objectives of the organisation;
- Prompt responses to requests and address concerns as required;
- Internal monitoring processes are implemented to ensure that policy and procedures are adhered to;
- Adheres to the Governance Charter;
- Presentation of an Annual Report & Financial accounts for adoption at AGM.

**SKILLS AND QUALIFICATIONS:**

- To work in a culturally sensitive manner and be aware of bi-cultural issues;
- Ability to maintain confidentiality of client and organisational information;
- Skills and competencies relevant to governance;
- Knowledge of the care community and its resources [where appropriate];
- The ability to identify key issues and offer, constructive resolutions;
- Ability to work co-operatively in a team;
- Agreement to adhere to the Governance Charter.

Approved reimbursements are available to Board members in accordance with relevant policies.

**Board Membership**

Membership of the Board will comprise between five and 9 members, one from each of the five regions and up to four other members with governance skills, including the Cultural Officer and a Financial Specialist. The Board members will hold office for a period of three years.

The Board shall elect and appoint the Chair and Deputy Chair for a period of three years.

Voting for all Board positions, where there has been more than one nomination received and circulated, will be carried out at the AG

### APPENDIX 3 - Board Expenses / Reimbursement Policy

#### Policy Statement

Board members should be reasonably reimbursed for all expenses incurred during Fostering Kids business both at home and away from home. Any reimbursement will be exempt from income tax providing they directly relate to Fostering Kids business and are actual or reasonable.

Reimbursements for the following will only be paid on approval of receipts and to those Board members who meet all reporting requirements. Claims may be sent monthly to National Office.

#### Travel

- Airfares for Board meetings/ AGM/Fostering Kids business will be booked through Fostering Kids national office.
- Mileage for Board meetings will not exceed an equivalent economy air fare. Parking and taxi fares will be reimbursed.
- Mileage may be claimed as per the vehicle and driving policy.

#### Accommodation / Meals

Pre-booked accommodation and reasonable meals are paid for while attending Board / Fostering Kids meetings.  
(Please use Claims Form)

### 23. Board Reimbursement Claims Form

Name: \_\_\_\_\_ Date: \_\_\_\_\_

Position: \_\_\_\_\_ For Month/s: \_\_\_\_\_

#### Reimbursement Amounts: (as per receipts attached / policy / guidelines)

Date Travelled: \_\_\_\_\_ Kms \_\_\_\_\_ Total \_\_\_\_\_

Reason for Travel \_\_\_\_\_

Date Travelled: \_\_\_\_\_ Kms \_\_\_\_\_ Total \_\_\_\_\_

Reason for Travel \_\_\_\_\_

Date Travelled: \_\_\_\_\_ Kms \_\_\_\_\_ Total \_\_\_\_\_

Reason for Travel \_\_\_\_\_

Date Travelled: \_\_\_\_\_ Kms \_\_\_\_\_ Total \_\_\_\_\_

Reason for Travel \_\_\_\_\_

Other Costs: food / accommodation \_\_\_\_\_ Total \_\_\_\_\_

Dates: \_\_\_\_\_

Other Costs: food / accommodation \_\_\_\_\_ Total \_\_\_\_\_

Dates: \_\_\_\_\_

Other Costs: \_\_\_\_\_ Total \_\_\_\_\_

Detail: \_\_\_\_\_

Total: \$ \_\_\_\_\_ Chq No./electronic payment \_\_\_\_\_

Approved by: \_\_\_\_\_

Total Claims to date for this year: \$ \_\_\_\_\_

## **APPENDIX 4 - Fostering Kids - Police and CYF Vetting Policy**

### **▪ Policy Statement**

All staff and Board members, elected and co-opted volunteers (e.g. allegation support workers) will be subject to Police checks and at times, Child Youth and Family vetting.

### **2. Guidelines**

- a) All appointments [Board, staff & volunteers] will be subject to confirmation and completion of satisfactory outcomes of the Police and CYF vetting where required. At the time of being offered a position the person will be asked to sign a form approving such action.
- b) The checks will be completed prior to appointment and every two years thereafter. Failure to do so prior will not remove Fostering Kids' right to nullify a worker / volunteer / Board appointment on obtaining and assessing the information.
- c) A person's appointment will be nullified if they have convictions for:
  - matters of sexual crimes
  - offences involving the harm or exploitation of children
  - crimes of violence or serious dishonesty / fraud
  - other offences that that could put others at risk or be seen to bring disrepute to Fostering Kids
- d) Other Court convictions, founded inconclusive allegations or where the foster carer's status has been revoked with CYF, will be assessed and may result in a person's position with Fostering Kids being nullified. These will include, but will not be limited to:
  - drug, alcohol or driving offences
  - harm to others
  - fraudThe length of time since the conviction / allegation and seriousness of offence will be taken into consideration in all above offences.
- e) Fostering Kids will process all signed approvals with the appropriate agency (Police / CYF) in the required manner. Fostering Kids conducts all police checks electronically.
- f) If there are any convictions / allegations, the person concerned will be advised of these convictions/ allegations and will be given the opportunity to reply.
- g) Fostering Kids will advise the person concerned of this within 5 working days of receiving information from Police/CYF.
- h) Any person who finds their appointment declined may lodge an appeal, in writing, with the Fostering Kids' CEO within 20 working days. Appeals will be dealt with as per the complaints policy.
- i) All persons subject to this policy will be expected to advise Fostering Kids of any new convictions or CYF investigations of abuse that arise while they hold a position in Fostering Kids.
- j) All information relating to any of the outlined procedures will be held in accordance with Fostering Kids' Privacy policies and procedures.

*Updated 2011*

## **APPENDIX 5 - Complaints Policy**

### **Concerns Guidelines**

A concern may be defined as an anxiety or unease felt by one or more people about the behaviour or actions of another person.

This may be discussed directly with the other party or seek appropriate mediation assistance.

Usually through discussion and negotiation, understanding and resolution can be reached.

Where a concern cannot be discussed safely or does not reach a satisfactory outcome, complaint action may be taken.

### **Complaint Guidelines**

Any person within the structure of Fostering Kids has the ability to make a complaint and have such complaints resolved.

Steps to be followed in cases of complaints about the actions of any member of Fostering Kids:

1. All complaints shall in the initial instance be referred to the Chief Executive Officer who will advise the Chairperson.
2. The Complainant will be advised of the complaints guidelines at the time of the complaint being received and will be informed of any likely process.
3. The Chairperson shall discuss the complaint with the complainant and if appropriate, shall seek to resolve the matter informally through discussion with and/or between the affected parties offering such counselling / mediation as the Chairperson deems appropriate.
4. If the matter:-
  - a) Remains unresolved to the satisfaction of the complainant and or;
  - b) Is of such a nature that the Chairperson deems it appropriate, then the Chairperson shall refer the complaint to the Complaints Panel which shall comprise of the Chairperson plus at least one other member of the Board.
5. Any such referral shall be in writing and shall include sufficient information to properly inform the Complaints Panel as to the nature of the complaint, such information to include:-
  - Who the complaint is about;
  - Who is making the complaint;
  - What policies/standard of behaviour has been allegedly breached;
  - Details of time, dates, words/actions;
  - What steps have been taken already to resolve the matter (if any).
6. The Complaints Panel shall decide, as soon as possible after a receipt of the complaint, on an appropriate process for dealing with the complaint. In determining the process the Panel shall be guided by the rules of natural justice and ensure that all parties interested have a right to be heard and to have such representation or support as they shall require or need. In determining process the Panel may seek input from any parties.
7. Assessment may conclude that the complaint is beyond the jurisdiction of Fostering Kids. In such situations advice may be given as to other possible channels the complainant could pursue, including legal action, mediation etc.
8. Once the process determined has been completed (within 21 working days) all parties shall be informed in writing of the decision of the Committee.
9. All information will be returned to and securely stored in Fostering Kids' office.

## **Guidelines to be Followed in Case of Complaint about the Actions of Any Person Community Group or Government Agency with whom Fostering Kids has a Working Relationship**

Should any person within the organisation have a complaint about the behaviour or actions of any person, community group or Government Agency with whom the organisation has a working relationship then that complaint shall be referred to the Chief Executive who shall take up the complaint with that person, community group or Government Agency on behalf of the complainant.

### **16. Complaints Checklist**

- 1 Date Complaint Received and Logged:
- 2 Complaint endorsed: Y / N (no further action likely)
- 3 Chairperson informed within 2 days Y / N
- 4 Complaint considered unsubstantiated Y / N (no further action likely)
- 5 Chairperson may consult with at least one other board member (complaints panel) Within 4 days of complaint being received Y / N
- Board members name:  
Findings of Investigation:
- 6 Notice given to complainant, within 7 days of receiving complaint, that their complaint is being processed and how it will be dealt with.  
Date Sent: (copy of letter to be attached) Y / N
- 7 All aspects of complaint considered within 21 working days. Notes to be kept and all persons contacted asked to read / hear and verify their statements.  
Persons contacted:
- 8 Outcomes will be advised in writing to complainant within 28 days of complaint being made unless more serious action or mediation is required.
- 9 Further Action: Y / N
- 10 Date of Closure:
- 11 All information stored in Complaints Folder in locked filing cabinet in Fostering Kids National Office. Y / N



## 17. Sample letter in reply to a complaint

Dear

Reference:

Thank you for bringing your concerns regarding \_\_\_\_\_ to our attention.

We can assure you we take such complaints seriously and we are troubled by any activity which may bring the name of Fostering Kids into disrepute. This issue has been brought to my attention and the matter will be looked into immediately.

Fostering Kids exists to support, encourage and give advice to Family and Foster Parents who care for some of this country's most vulnerable children and young people. Therefore, anything which harms our reputation may put the very important work we do in jeopardy.

Once this incident has been fully investigated we will contact you and outline the actions we have taken to address the issue and to prevent it from happening again.

Thank you once again for raising your concern and please do not hesitate to contact us if you require any further information.

Yours sincerely

Chief Executive