



wentworth
community housing

Policy Manual

Section 5. Tenant Participation

Contents

Policy 5.1	Tenant Rights	2
Policy 5.2	Tenant Participation	4
Policy 5.3	Privacy and Confidentiality	6
Policy 5.4	Complaints.....	8
Policy 5.5	Appeals.....	12



Policy Manual	Tenant Participation
Policy 5.1	Tenant Rights

Policy Title	Tenant Rights
Policy Number	5.1
Version Number	5.1.2
Supersedes Number	5.1.1
Approved by	Board of Directors
Approval Date	April 2014
Effective Date	April 2014
Review Date	April 2016

1. Purpose

1.1 This policy guides how Wentworth will inform tenants of their rights and actively uphold those rights.

2. Policy

2.1 Wentworth will uphold the rights of tenants in any dealings with the organisation.

2.2 Wentworth will ensure its tenants have the right to:

- fair and non-discriminatory treatment;
 - be treated with respect;
 - access safe and secure housing;
 - be consulted on housing needs and preferences;
 - confidentiality of personal information;
 - be consulted on changes to the way tenancy is managed;
 - complain and appeal decisions;
 - use advocates;
 - participate in the organisation and to contribute to decision making;
 - access their own information on file.
-

3. Responsibility

- Ensuring tenant rights are met is the responsibility of all client service staff of Wentworth
-

4. Definitions and related policy

- Code of Ethics 1.2
 - Privacy and Confidentiality 5.3
 - Complaints 5.4
 - Appeals 5.5
-

5. Procedure

5.1 Access to information

- 5.1.1 Tenants and applicants of Wentworth will have access to any file or written record made about them.
- 5.1.2 Tenants and applicants may request access to their file or written records with reasonable notice.
- 5.1.3 When providing an applicant or tenant with access to their records, care will be taken to protect the privacy and confidentiality of others.

5.2 Support for tenant rights

- 5.2.1 Wentworth will ensure all its policies and procedures are consistent with the Statement of Tenant Rights.

5.3 Promotion of tenant rights

- 5.3.1 Wentworth will provide tenants with information about advocacy services and other organisations that actively assist tenants through its relevant publications, at the sign-up and at other appropriate times.



**Policy Manual
Policy 5.2**

**Tenant Participation
Tenant Participation**

Policy Title	Tenant Participation
Policy Number	5.2
Version Number	5.2.2
Supersedes Number	5.2.1
Approved by	Board of Directors
Approval Date	April 2014
Effective Date	April 2014
Review Date	April 2016

1. Purpose

- 1.1 This policy informs how Wentworth will seek feedback from tenants, consult on management changes that impact on their housing and encourage participation in the decision-making of the organisation.
-

2. Policy

- 2.1 Wentworth is committed to the involvement of tenants in the planning, delivery, evaluation and management of the organisation
- 2.2 Wentworth will:
- encourage feedback from its tenants about the services it provides,
 - consult with tenants over major operational changes,
 - ensure tenants have opportunities to participate in decision-making within the organisation and
 - keep tenants informed about the operations of the organisation
-

3. Responsibility

- 3.1 Encouraging tenant participation is the responsibility of all client service staff of Wentworth
-

4. Definitions and related policy

Related Policy: Complaints
Appeals

5. Procedure

5.1 Commitment to tenant participation

- 5.1.1 Wentworth will describe how tenants can become involved in Wentworth and the management of their housing at the commencement of each tenancy and through its various publications.
- 5.1.2 Wentworth will ensure that appropriate staff are available to attend meetings with representative tenant groups.
- 5.1.3 Wentworth will produce a newsletter every three months. It will include information about Wentworth's services and performance.

5.2 Feedback from tenants

- 5.2.1 Feedback from tenants about the services provided may be obtained in the following ways:
 - 5.2.1.1 informal feedback on an individual level in response to the service being received and of the policies of the organisation eg. phone call /visit after repairs and maintenance service;
 - 5.2.1.2 formal feedback through regular tenant satisfaction surveys, evaluations, tenant engagement and advisory meetings and other specific tenant issue meetings.

5.3 Consultation with tenants

- 5.3.1 Tenants will be consulted over major operational changes by:
 - 5.3.1.1 inviting input into formal consultations or advisory committees;
 - 5.3.1.2 attendance at specific tenant issue meetings;
 - 5.3.1.3 involvement in tenant committees.

5.4 Participation in decision-making

- 5.4.1 Wentworth will ensure that tenants have a number of opportunities in which to participate in decision-making within the organisation. These include, but are not limited to:
 - becoming a member of the Tenant Engagement Advisory Members (TEAM)
 - becoming a member on the Board of Management;
 - attending specific Tenant Issue meetings;
 - attending tenant information meetings.

5.5 Informing tenants

- 5.5.1 Wentworth will ensure tenants are well informed and have the opportunity to participate in decisions concerning the management of Wentworth and of its tenancies.
- 5.5.2 Tenants are kept well informed of the operations of Wentworth by:
 - the production of regular information (newsletters) and fact sheets for tenants;
 - explaining policies and procedures fully to tenants wherever necessary;
 - the public availability of the organisation's policies and procedures.



**Policy Manual
Policy 5.3**

**Tenant Participation
Privacy and Confidentiality**

Policy Title	Privacy and Confidentiality
Policy Number	5.3
Version Number	5.3.2
Supersedes Number	5.3.1

Approved by	Board of Directors
Approval Date	April 2014
Effective Date	April 2014
Review Date	April 2016

1. Purpose

- 1.1 This policy guides how Wentworth will manage the personal information of applicants and tenants and maintain privacy standards and compliance obligations.
-

2. Policy

- 2.1 Wentworth will respect and maintain the confidentiality of applicants and tenants.
- 2.2 The requirement to respect the confidentiality and privacy of our clients is a key principle of the Code of Ethical Conduct. These duties are set out in section 1.
- 2.3 All employees and Directors are required to sign a Confidentiality Agreement which sets out the duties of staff and management in this regard.
- 2.4 Wentworth will ensure that privacy standards and compliance obligations for the management of personal information are maintained during all the organisation's activities.
- 2.5 Wentworth will ensure that personal information collected from tenants or applicants will be for the sole purpose of providing community and affordable housing.
- 2.6 Where possible Wentworth will collect personal information directly from the individual it relates to, unless the individual has authorised someone else to provide the information on their behalf.
- 2.7 Wentworth will inform applicants and tenants:
- that we collect personal information
 - that they need to consent to Wentworth sharing information with Housing NSW
 - about any other agency with whom their personal information may be shared with
 - that they can access their personal information at any time
 - that they can request changes to their personal information
 - they can withdraw their consent for sharing personal information at any time
- 2.8 Wentworth will ensure the information collected from applicants and tenants is relevant, not excessive, up to date and non intrusive.
- 2.9 Applicants and tenants will be informed about the way Wentworth handles personal information through a Privacy Charter on display in all Wentworth offices, and various other publications including newsletters and information and fact sheets.

- 2.10 Personal information collected will be stored securely in lockable filing cabinets and/or in the TMS database secured by passwords to ensure no unauthorised access or misuse. Personal information that is no longer necessary will be disposed of securely.
-

3. Responsibility

- 3.1 Ensuring privacy and confidentiality of applicant and tenant information is the responsibility of all staff of Wentworth
-

4. Definitions and related policy

References: Commonwealth Privacy Act 1998
NSW Privacy and Personal Information Protection Act 1998
Health Records and Information Privacy Act 2002 (NSW)
Privacy Code of Conduct for Community Housing Organisations, developed by the Community Housing Division (Housing NSW)

Related Policy - Code of Ethics 1.2

5. Procedure

5.1 Tenant consent

- 5.1.1 In most cases, a tenant must give express consent to the release of any identifying information
- 5.1.2 However in circumstances where a tenant cannot give consent to their information being shared, for example, due to incapacitating illness, Wentworth will attempt to preserve confidentiality wherever possible. Information shall only be released after careful consideration by the Chief Executive Officer.

5.2 Exclusions to confidentiality policy

- 5.2.1 In extreme circumstances, a breach of confidentiality may be deemed to be in the best interest of the client or the service. In these cases the matter will be brought to the attention of the Chief Executive Officer and the Board at the earliest possible opportunity. Wherever possible this should occur before confidentiality is breached.
- 5.2.2 Sometimes Wentworth is legally required to provide information on an applicant or tenant and may incur some liability for failing to do so. In these circumstances the information may be provided at the discretion of the Chief Executive Officer. Institutions which may require the provision of information include:
- the police;
 - Centrelink;
 - local or other Courts (ie. by subpoena).
- 5.2.3 Written authority must be received from the institution making the request before any information can be released. Wentworth will immediately advise the client that this information has been provided.



Policy Manual **Policy 5.4**

Tenant Participation **Complaints**

Policy Title: Complaints
Policy Number: 5.4
Version Number: 5.4.2
Supersedes Number: 5.4.1

Approved by: Wentworth Board of Directors
Approval Date: April 2014
Effective Date: April 2014
Review Date: April 2016

1. Purpose

- 1.1 The Complaints policy outlines how Wentworth will handle dissatisfaction with our service.
- 1.2 It's purpose is to:
- give applicants and tenants the right to complain
 - make it easy for applicants and tenants to exercise that right
 - help Wentworth review what is and isn't working well within our organisation
-

2. Policy

- 2.1 The Complaints policy outlines how Wentworth will effectively:
- register, investigate, resolve and record complaints
 - ensure applicant and tenant rights, and
 - enable applicant and tenant views to influence how we deliver our housing services

2.2 What can a client complain about?

2.2.1 Wentworth can accept a complaint about the following issues (but not limited to):

- Quality of service provided by any staff member of Wentworth
- Any type of alleged discrimination including racial, ethnic, gender based or sexual preference
- Contractor behavior such as failing to clean up following repairs/maintenance to the Wentworth dwelling
- Claims of maladministration such as loss of documents or misuse of important information

2.2.2 This policy does not include:

- Tenant complaints about another tenant (or someone else outside the organisation)
- Complaints about our organisation or our tenants by people who are not service users (e.g. neighbours, funding body, real estate agents). These are assessed individually and dealt with in terms of the relevant housing management, organisational or staff management policy.

2.3 Wentworth welcomes complaints as they are seen as an important transparency mechanism for future planning and continued service improvement strategies. Complaints are also useful in highlighting potential staff and contractor training needs and are therefore seen as an effective measure in improving the organisation.

2.4 What the complainant can expect from the process:

- Applicants and tenants are fully informed of their rights and responsibilities, and have realistic expectations of what the service can provide;
 - Any request for information about the service, or any concern or objection about rules, practices or tenancy conditions expressed by clients will be responded to promptly and appropriately with the intention of firstly clarifying rules, rights, responsibilities or services provided
 - Applicants and tenants can make complaints without fear of recrimination.
 - Wentworth informs applicants and tenants about our complaints policy through pamphlets, newsletters and verbally
 - Complaints are handled in the context of a broader client relations policy which aims to ensure good working relationships with clients, thus minimising the potential for unresolved problems:
 - Applicants and tenants can involve their own advocate or support person at any point in the complaints procedure.
 - Client's satisfaction with the service will be canvassed regularly and their ideas for improvements sought
 - Our procedure states who are responsible for dealing and processing complaints, how long it takes and how it is recorded.
-

3. Responsibility

- Client Service Officers and Asset Officers: to manage informal complaints
 - Housing Services Manager & Asset Services Manager: to investigate, provide information and draft written response to the Executive Officer.
 - Corporate Services Officer: to maintain the complaints register, and provide quarterly report to Chief Executive Officer.
 - Chief Executive Officer: to respond to formal complaints – Stage 1 and report to the Board.
 - Board of Management: to respond to formal complaints – Stage 2
-

4. Definitions and References

A complaint is an expression of dissatisfaction with the quality or type of service received. A complaint can be lodged by an applicant or a tenant if they are dissatisfied with any aspect of service provision from Wentworth.

Related policy:

5. Procedure

A complaint is an expression of dissatisfaction with the quality or type of service received. A complaint can be lodged by an applicant or a tenant if they are dissatisfied with any aspect of service provision from Wentworth.

When a complaint is received, Wentworth will:

- register, investigate, resolve and record their complaints
- ensure their right to be heard and not be penalised for raising a complaint
- enable their views to influence how we deliver our housing services

Confidentiality

Client confidentiality will be respected and only those directly involved with the process will be told details. Staff who are the subject of the complaint will be advised of the complaint.

Time frame

Written complaints will be acknowledged in writing within **7** days. The investigation and resolution process will take no longer than **28** days, unless the person complaining agrees.

Complaints Register and monitoring

The Corporate Services Officer will be responsible for maintaining the *Complaints Register* and monitoring progress in resolving the Complaint. Any correspondence regarding the complaint will be kept with the tenant/or applicant file. A copy will be kept in the complaints file. The person concerned can see their file on request.

The Chief Executive Officer and Board will monitor progress with resolving complaints through the reporting to the Board meeting, and take action when there are broader implications for policy and practice. Ministerials representations will be reported to the CEO and/ or Board at the earliest possible convenience.

Complaints are dealt with through a two level process:

Level 1 – Informal Complaint

Level 2 – Formal Complaint

- Stage 1 Chief Executive Officer or their delegate (Asset Services Manager or Housing Services Manager)
- Stage 2 Wentworth Board of Directors

Level 1: Informal Complaint - Verbal

Wentworth will try to resolve the complaint informally wherever possible. Many complaints are caused by misunderstandings and can be easily resolved. To this end we will:

- ask the complainant to explain the problem and what they would like to be done;
- direct the complainant to the appropriate Asset or Client Service Officer to deal with their problem;

The Asset or Client Service Officer is to:

- Inform the complainant of Wentworth's Complaints Policy
- Determine whether the matter is
 - A complaint
 - An appeal (see Appeals Policy)
 - A dispute under the Residential Tenancies Act (see relevant policy)

The Asset or Client Service Officer should advise the complainant about Wentworth's policy in that area.

If the complainant is dissatisfied with the response the Asset or Client Service Officer is to inform the complainant that they can make a formal complaint in writing or through the Complaints Form

Level 2: Formal Complaints - Written

Formal complaints must be lodged in writing addressed to the Chief Executive Officer. Complainants will be given a copy of Wentworth's *How to Complain & Appeal* brochure and appropriate form. Wentworth will answer any question they may have about the process and will advise them where they can get help.

Stage 1

All written complaints will be considered by the Chief Executive Officer. If the complaint is about a senior member of staff, it is to be referred to the Chief Executive Officer. Complaints about the Chief Executive Officer will be directed to the Board.

The Corporate Services Officer will determine whether the matter is a complaint or an appeal or a breach of the Residential Tenancies Act.

Matters relating to a breach of the Residential Tenancies Act will be referred directly to either the Housing Services Manager or the Asset Manager.

The Corporate Services Officer will:

- Record the complaint
- Acknowledge the receipt of the complaint in writing within 7 days of receiving the complaint.

The Chief Executive Officer or their delegate will:

- Investigate and determine what action Wentworth will take.
- Advise the complainant, in writing within 28 days of what action Wentworth has or will take

Stage 2

If the person making the complaint is not satisfied with the outcome, they can refer the complaint to the Board of Management.

The Wentworth Board will appoint one member to review the complaint and make a recommendation to the Board. They will:

- Record the complaint
- Acknowledge the receipt of the complaint in writing within 7 days of receiving the complaint (Chief Executive Officer).
- Investigate determine what action Wentworth will take.
- Advise the complainant, in writing within 28 days of what action Wentworth has or will take

The external process for seeking an unresolved complaint resolution is Community and Private Market Housing Directorate (FACS). For more information on how to access this step, visit www.housing.nsw.gov.au and follow the links to the Community Housing Complaints Policy.

All clients are encouraged and invited to first attempt to have their issues of complaint resolved by Wentworth before accessing the external process.



**Policy Manual
Policy 5.5**

**Tenant Participation
Appeals**

Policy Title: Appeals
Policy Number: 5.5
Version Number: 5.5.2
Supersedes Number: 5.5.1

Approved by: Wentworth Board of Directors
Approval Date: April 2014
Effective Date: April 2014
Review Date: April 2016

1. Purpose

1.1 The Appeals policy sets out which Wentworth decisions are appealable and outlines how Wentworth will handle a request for a decision to be reviewed.

1.2 Its purpose is to:

- give applicants and tenants the right to appeal
 - make it easy for applicants and tenants to exercise that right
 - help Wentworth review what is and isn't working well within our organisation
-

2. Policy

2.1 The Appeals policy outlines how Wentworth will effectively:

- register, investigate, resolve and record appeals
- ensure applicant and tenant rights, and
- enable applicant and tenant views to influence how we deliver our housing services

2.2 The sorts of decisions that can be appealed are:

2.2.1 Applicants

- eligibility for housing;
- priority status on the waiting list;
- removal from the waiting list;
- offers of properties;

2.2.2 Tenants

- rent subsidy assessment;
- application for rehousing;
- property modifications relating to medical needs;
- absence from a dwelling;
- water usage or other tenant charges (where not covered by CTTT decision)

2.3 Applicants and tenants can appeal because they believe the decision Wentworth made:

- Was inconsistent with Wentworth's Policies and Procedures
- Did not consider all the relevant information before making the decision
- Was influenced by information irrelevant to the matter under consideration

- Did not deal with the client fairly, taking account of the particular circumstances

2.4 Wentworth welcomes appeals as they are seen as an important transparency mechanism for future planning and continued service improvement strategies.

3. General Principles

3.1 Wentworth will ensure where it makes a decision about an entitlement or a service that it will include information on the right to appeal in its verbal and written communication with applicants and tenants.

3.2 What the appellant can expect from the process:

3.2.1 Applicants and tenants are fully informed of their rights and responsibilities, and have realistic expectations of what the service can provide;

3.2.2 Any request for information about the service, or any concern or objection about rules, practices or tenancy conditions expressed by clients will be responded to promptly and appropriately with the intention of firstly clarifying rules, rights, responsibilities or services provided

3.2.3 Applicants and tenants can appeal decisions without fear of recrimination.

3.2.4 Wentworth informs applicants and tenants about our appeals policy through pamphlets, newsletters and verbally

3.2.5 Applicants and tenants can involve their own advocate or support person at any point in the appeals procedure.

3.3 Our procedure states who is responsible for dealing and processing appeals, how long it takes and how it is recorded

4. Responsibility

- Client Services Manager, Technical Services Manger to review the decision and make recommendation to the respective Senior Manager
 - Finance and Corporate Services Manager to review the decision and make recommendation to the respective Senior Managers with co endorsement:
 - Corporate Services Officer: to maintain the appeals register, provide quarterly report to Chief Executive Officer.
 - Senior Managers of Housing Services, Asset Services and Finance and Corporate Services: to make final decision on all internal appeals and report to the CEO.
-

5. Definitions and References

An appeal is a request to have a decision reviewed by a higher level or tribunal. An appeal can be lodged by a tenant or applicant if they are unhappy with a decision made by Wentworth that affects their entitlement to a housing product or service.

NCAT: NSW Civil and Administration Tribunal

HAC: Housing Appeals Committee

Related policy: Complaints Policy

6. Procedure

An appeal is a request to have a decision reviewed by a higher level or tribunal. An appeal can be lodged by a tenant or applicant if they are unhappy with a decision made by Wentworth that affects their entitlement to a housing product or service.

There are two levels of appeal available to Wentworth clients.

Level 1 - Internal Appeal

Applicants and tenants have the right to request that Wentworth reviews decisions with which they disagree or believe unfair. Wentworth will review the merits of the decision within the policy of the organisation and taking account of procedural fairness and the circumstances of each case.

Level 2 - External Appeal

Our appeals procedure includes recourse to an independent "external level" to ensure the basic social justice principle of a fair and independent hearing. The external appeals process is managed through the Housing Appeals Committee (HAC). Applicants and tenants can appeal to the HAC only after they have used Wentworth's internal appeal process.

Appealable Decisions

Applicants and tenants can appeal about the following Wentworth decisions.

Applicants	
Waiting List	Eligibility for waiting list
	Priority status on the waiting list
	Date or backdating of eligibility
	Removal from waiting list
Housing Entitlements	Size of dwelling
	Locational need
	Modification or special needs for dwelling
Minors	Eligibility of minor to be granted a tenancy
Offer of Property	Whether offer is considered reasonable
	Removal from waiting list for refusing offer
Succession of Tenancy	Eligibility to be granted succession
	Housing entitlement if granted succession

Tenants	
Transfers	Eligibility for transfer
	Eligibility for priority transfer
	Housing entitlement if eligible (see above)
	Whether offer is considered reasonable
Rent subsidy assessment	Relocation for tenant management purposes
	Calculations, changes, cancellation and date of commencement of new assessment
Absence from dwelling	Permission to be absent and rent charged

Modification of property	Need for modification for disability/medical reasons
Additional Occupants	Approval of additional occupants
Fixed term leases	Conditions and renewal eligibility

What are not Appealable decisions

- Housing Provider policies
- Matters which are the responsibility of other tribunals e.g. NCAT
- Complaints about a way a service is delivered – see [Complaints Policy](#)
- Decisions not directly related to the applicant, tenant or household

Applicants and tenants can appeal because they believe the decision Wentworth made:

- Was inconsistent with Wentworth’s Policies and Procedures
- Did not consider all the relevant information before making the decision
- Was influenced by information irrelevant to the matter under consideration
- Did not deal with the client fairly, taking account of the particular circumstances

If the applicant or tenant is simply not sure of the decision or wants a clarification of why the decision was made, they may in the first instance request an explanation from the original decision maker. If they remain unhappy with the reasons given, they may then proceed to lodging an internal appeal.

3.1.1.1 Appeals Register and monitoring

The Corporate Services Officer will be responsible for maintaining the *Appeals Register* and monitoring progress in reviewing the decision. Any correspondence regarding the appeal will be kept with the tenant/or applicant file. A copy will be kept in the appeals file. The person concerned can see their file on request.

3.1.1.0 Level 1: Internal Appeal

If the appellant is dissatisfied with the original decision made by Wentworth they have the right to request that the decision is reviewed by the Senior Management Team (Chief Executive Officer and Managers). The Chief Executive Officer will review any appeals about a decision made by the Asset Services Manager, Housing Services Manager or Finance and Corporate Services Manager.

The appellant will be given a copy of Wentworth’s *How to Complain & Appeal* brochure. The appeal should be lodged in writing, using a Wentworth *Appeal* form, or by writing a letter. If the appellant has difficulty with the English language, they may access the TIS services on 13 14 50 and request an appeal verbally by contacting Wentworth.

The Corporate Services Officer will:

- Register the Appeal
- Acknowledge the receipt of the appeal in writing within 7 days of receiving the appellants written appeal

The Senior Management Team will:

- Offer the appellant an interview to ensure the principles of natural justice.
- Following the interview, the Asset Services Manager, Housing Services Manager or Finance and Corporate Services Manager will consider whether a different decision is warranted and will make a recommendation which is escalated to Wentworth's Chief Executive Officer.

The Chief Executive Officer is responsible for the final decision on all internal appeals.

- The appellant will be notified in writing of the outcome of their appeal within 28 days.

Wentworth will be guided by the Community Housing First Level Appeals Best Practice Summary provided by the Housing Appeals Committee. See attachment 1

3.1.1.1 Level 2: External Appeal (Housing Appeals Committee)

If the appellant is dissatisfied with the outcome of the Internal Appeal process they can proceed to make an appeal to the independent Housing Appeals Committee (HAC). Wentworth will advise the appellant how to lodge an appeal with HAC. Alternatively, they may access the HAC on www.hac.nsw.gov.au or freecall on 1800 629 794. The HAC are an independent appeals agency for all NSW social housing clients.

Any recommendations received from the HAC will be forwarded to the Chief Executive Officer who will then present the case to the Board for the final decision. The Chief Executive Officer will then advise the HAC of their final decision as per the HAC protocol.

Time frames and limits

An appeal can be lodged by a client within a three months timeframe of any decision made. There are exceptions and these will be assessed individually via Management discretion based on the merits and circumstances of the case.

An outcome of an internal appeal can be expected within 28 days of the date of lodgement. This timeframe may increase due to unforeseen circumstances and the clients request to delay the process in some instances.

Attachment 1: Community Housing First Level Appeals Best Practice Summary

Attachment 1

First Level Appeals Best Practice Summary
--

1. Review Process

Steps	Process	Checklist
Independence	Review by a person or people independent of the original decision maker.	
Merits Review	Ensuring that the process takes account of new information or changed circumstances.	
Interview with client	Clients should be interviewed to state their case, with interpreter or support workers if preferred and interviews noted on file.	
Client access to information	Clients should be given relevant policies and access to information from their files if they wish (subject to privacy issues).	
Timeliness	First level appeals should be dealt with quickly – preferably within 30 days.	
Referral	The client should be referred to the next level appeal process, to complaints processes and to other agencies if needed.	

2. Appeal Report

Appeal issue	Making sure the issue under appeal is clear and separate from complaint or other issues.	
Background to the case	Outline of <u>relevant</u> history with reference to file (with folios)	
Relevant policy	State the sections of policy taken into account.	
Evidence from the client	Summary of the case from the client and the issues raised at interview.	
Assessment of the facts	Review of the issues particularly from the interview. Assessment of any new information.	
Detailed conclusion	Reasons for decision need to be clear and deal with all issues at appeal.	
Providing the full report to the client with the outcome	The client should not only receive the reasons for decision but the full outline of what has been taken into account.	
Explain appeal rights	The result letter should provide clients with an <u>Appeal form for the HAC</u> and explain the appeal process	