



COMPLAINTS REVIEW COMMITTEE TERMS OF REFERENCE

1. Introduction

The Management Committee may from time to time establish a Complaints Review Committee of Ellenbrook Community Radio (Inc) trading as VCA88.5FM (Radio VCA88.5FM) for the purpose of handling formal complaints and ensuring fairness and transparency in resolving conflicts within the radio station. The effectiveness of a Complaints Review Committee hinges on diligence, neutrality and impartiality, trust, independence, and strict adherence to Radio VCA88.5FM's policies and procedures.

This document sets out the indicative terms of reference for a Complaints Review Committee that the Management Committee may establish. The Management Committee may, in forming a Complaints Review Committee, adopt these terms of reference in whole or part, and with or without amendment, to address particular complaints from time to time.

2. Purpose

Radio VCA88.5FM's Management Committee reserves the right to establish a sub-committee (any such committee being referred to in this document as a '**Complaints Review Committee**') on a case-by-case basis to investigate or manage member complaints where, in its discretion, such action is warranted. Grounds for such an appointment may include, but is not limited to, the seriousness and complexity of the matter, the need for impartiality, absence of bias, the requirement for expert input, or limitations in time or resources.

These **Terms of Reference** are intended to provide a framework for the Management Committee about the formation, responsibilities, and operational procedures of such a Complaints Review Committee, and are not intended to limit any discretion of the Management Committee regarding the formation, composition, responsibilities, procedures and other matters that the Management Committee considers appropriate at the time of formation of any such Complaints Review Committee.

3. Authority and Reporting Line

A Complaints Review Committee may be constituted as a sub-committee pursuant to Radio VCA88.5FM's Constitution (*Part 5, Division 4, Rule 50*) and operates in accordance with the terms of reference to be determined by the Management Committee at the time of formation. The Management Committee may have regard to these Terms of Reference in constituting the Complaints Review Committee.

Except where otherwise specified in the Constitution, the Management Committee may delegate to a Complaints Review Committee (*Part 5, Division 4, Rule 51*) all powers vested in the Management Committee, including to investigate, making findings, make recommendations in relation to complaints or disputes that are referred to the Complaints Review Committee.

Except where the Management Committee determines otherwise, a Complaints Review Committee would **not** have authority to make binding decisions or enforce disciplinary actions on behalf of the Management Committee or Radio VCA88.5FM.

The Complaints Review Committee reports directly to the Management Committee.

4. Appointment, Composition and Term

The following outlines a framework for the matters for the Management Committee to consider in relation to the establishment, composition and term of a Complaints Review Committee.

Establishment of Committee & Appointment of Members:	<ul style="list-style-type: none"> Established case-by-case basis at the discretion of the Management Committee to formally investigate or manage member complaints. The Management Committee shall determine the composition of the Complaints Review Committee. The Management Committee may determine the composition criteria and individuals who can contribute effectively with skills, expertise and time with a view to ensuring a diverse and balanced representation (refer to Appendix 1) and subject to clearing conflict of interest assessment to ensure integrity and fairness of the process.
Composition:	<p>Unless the Management Committee determines otherwise:</p> <ul style="list-style-type: none"> a minimum of three members (max. five) with one Management Committee member one member to serve as Chairperson (excluding the Management Committee member) members may be external to the Station and non-members.
Term:	<ul style="list-style-type: none"> To be determined by the Management Committee on a case-by-case basis until the formal complaint or dispute is resolved.

5. Scope and Key Responsibilities

The following outlines a framework for the responsibilities that a Complaints Review Committee and its Chairperson may be delegated by the Management Committee. The following framework is intended to emphasise the interdependent responsibilities and interactions between a Complaints Officer and the Management Committee.

<p>COMPLAINTS OFFICER – A Complaints Officer is nominated by the Management Committee in accordance with Radio VCA88.5FM's <i>Complaints Management Policy and Procedures</i> for the purposes of compiling and administering the Station's handling of complaints that may arise.</p>	
Listen to Complaints:	<p>Receiving complaints or concerns raised by members, presenters and volunteers.</p>
Support & Guidance:	<p>Offering support and guidance throughout the complaints process and providing updates through to conclusion.</p>
Remedial Works:	<p>Overseeing implementation of remedial works determined by the Management Committee.</p>
Reporting and Record Keeping:	<p>Maintaining detailed records of all complaints for future reference and accountability, and reporting to the Management Committee.</p>
Feedback Collection:	<p>Seeking feedback from involved parties after resolution to improve process and address any further concerns.</p>

COMPLAINTS REVIEW COMMITTEE - The Management Committee may determine to form a Complaints Review Committee in relation to particular complaints. Subject to the determination of the Management Committee, the role of such a committee is described below.	
Investigate Issues:	Conducting thorough investigations, gathering facts and relevant testimonies.
Deliberate and Assess:	Confidentially discussing findings and considering potential resolutions.
Recommend Actions:	Making recommendations to the Management Committee for approval.
Reporting and Record Keeping:	Maintaining detailed records of investigations, and resolutions for future reference and accountability, and reporting to the Management Committee.
Confidentiality Assurance:	Ensuring all information relating to a complaint is kept confidential where possible and only shared with authorised individuals.
COMPLAINTS REVIEW COMMITTEE CHAIRPERSON – If the Management Committee determines to form a Complaints Review Committee, that committee requires a chairperson to be appointed to manage the governance of that committee. Subject to the determination of the Management Committee, details of that role are described below.	
Leadership and Co-ordination:	Leading the Complaints Review Committee, coordinating the activities of its members and ensuring that all tasks are completed efficiently and effectively.
Meeting Management:	Scheduling and conducting meetings. This includes setting the agenda, ensuring that meetings are productive, and that all sub-committee members have the opportunity to contribute.
Communication and Collaboration:	Acting as primary contact and working collaboratively with the Complaints Officer and Management Committee, keeping them updated as required.
Document and Reporting:	Ensuring documentation relating to the investigation of a complaint is accurately maintained and reports are prepared and submitted to the Management Committee as required.
Policy Adherence:	Ensuring the sub-committee operates in accordance with the Radio VCA88.5FM's policies and procedures, and that any updates or changes are communicated to the sub-committee members.
Confidentiality and Integrity:	Upholding confidentiality and integrity of the Complaints Review Committee, ensuring all information relating to complaints is kept confidential as far as possible and that the sub-committee operates with the highest ethical standards.
MANAGEMENT COMMITTEE – The Management Committee is ultimately responsible for managing complaints and disputes relating to the Station.	
Resolution Decisions:	Final determination of resolutions, to what extent and form.
Disciplinary Action:	Disciplinary action under the Constitution (Part 4 – Disciplinary Action, Disputes and Mediation, Division 2).
Appeals and Mediation:	The Appeals & Mediation process under the Constitution (Part 4 – Disciplinary Action, Disputes and Mediation, Division 3 and 4).
External Communications:	Communications with external stakeholders such as regulatory bodies, lawyers, insurers, and media, and the proper authorities (police).
Policy Development:	Developing and updating policies related to complaints to ensure they are fair and effective.
Training Programs:	Establishing training programs on conflict resolution and the complaints process.
Resource Allocation:	Allocating resources, including financial and human resources, to support the Complaints Review Committee in carrying out its responsibilities.
Oversight and Review:	Regularly reviewing performance and effectiveness of the Complaints Review Committee and making necessary adjustments to improve its functionality.

6. Operating Framework

Procedural Adherence and Compliance

A Complaints Review Committee will adhere to procedures outlined in the terms of reference relating to its formation, Radio VCA88.5FM's ***Complaints Management Policy and Procedures*** and ensure compliance with Radio VCA88.5FM's Constitution and internal policies, applicable codes, laws and regulations, in undertaking the sub-committee role. Further process guidance is outlined in Appendix 2 of this document.

Meetings and Time Commitments

A Complaints Review Committee will meet regularly throughout the complaint investigation period. Frequency of meetings will be determined by the Chairperson, who has authority to call meetings based on workload and urgency of the matter at hand. Meetings may be conducted online, telephone, or in-person.

There is a significant time commitment to ensure all aspects of the complaint are thoroughly examined in a fair and timely manner requiring sub-committee members to be flexible with their time, as meetings may require scheduling outside of regular working hours, including evenings and weekends. Additionally, sub-committee members should be prepared to dedicate time to reviewing documents, conducting interviews, and participating in deliberations.

Allocation of Work and Decision Making

The nominated Chairperson of a Complaints Review Committee will coordinate and oversee activities including allocation of tasks to each sub-committee member. Sub-committee members will collaborate and support each other where necessary, including convening to discuss investigation findings and make decisions as a group. Where a sub-committee member does not agree with the findings or recommendation(s) to be submitted to the Management Committee, the Chairperson may decide to undertake further investigation of the complaint; allow more time for deliberation; share the dissenting views with the Management Committee; or call for a majority vote on the proposed recommendation(s). The Chairperson will have the deciding vote if there is an impasse.

External Advice and Support

A Complaints Review Committee may seek expert or legal advice where a complaint is complex or challenging and outside their capabilities, subject to approval of the Management Committee.

Conflict of Interest

Where a conflict of interest arises between a sub-committee member and an individual directly involved in the complaint, the sub-committee member must immediately disclose the conflict to the Management Committee. Please refer to Radio VCA88.5FM's ***Conflict of Interest Policy and Procedure***. The Management Committee will assess the situation and determine the appropriate course of action. This may involve recusing the sub-committee member from the specific complaint to ensure impartiality and fairness. If necessary, an alternate sub-committee member may be appointed to replace the conflicted sub-committee member for the duration of the case.

Confidentiality

To maintain the integrity and effectiveness of a Complaints Review Committee, sub-committee members must adhere to strict confidentiality protocols and demonstrate impartiality in all proceedings (Refer to Appendix 3 for Confidentiality Agreement). It is essential for sub-committee members to stay informed about relevant policies and procedures, as well as any updates or changes that may impact their role.

Reporting and Record Keeping

A Complaints Review Committee has critical reporting obligations and record-keeping responsibilities to ensure transparency and accountability in handling complaints. It must maintain comprehensive and accurate records of its processes, including the investigation process, witness statements, meetings, deliberations and the recommended resolution. These records (once the complaint has been resolved) will be securely stored in the Complaints Register held by the Complaints Officer to protect confidentiality.

On completion of an investigation, the Chairperson is responsible for preparing a formal written investigation report, outlining the sub-committee's findings and recommend actionable steps based on evidence, including recommendations for policy or procedural improvements, for submission to the Management Committee. Findings will be presented in an objective and neutral manner. The Management Committee will review and decide on the necessary actions in line with Radio VCA88.5FM's Constitution and policies.

Oversight and Review

A Complaints Review Committee will be subject to regular reviews of performance and effectiveness with the aim of improving functionality and identifying any repetitive roadblocks hampering investigations. The Management Committee will work with the Complaints Review Committee to ensure it has the resources and support it needs. Amendments required to Radio VCA88.5FM's complaints procedures or the processes determined for a Complaints Review Committee must be approved by the Management Committee.

7. Terms of Reference Owner & Version Control

Policy Owner	Ellenbrook Community Radio (Inc) t/a Radio VCA88.5FM: Complaints Review Committee Chairperson
Next Review Date	This Terms of Reference will be reviewed annually or following significant changes in legislation or station operations, and member feedback.
Endorsed By	

Version	Status	Date	Description/Sections Modified
V1	Adopted	13 October 2025	Final Version

Appendix 1: Complaints Review Committee Criteria – Skillset and Expertise

The following provides an indicative outline of the skillset required to effectively handle complaints and conflicts. This is not intended to be an exhaustive list, and other skillsets or expertise may be required depending on the circumstances.

Conflict Resolution:	The ability to mediate and resolve conflicts effectively requires understanding of the underlying issues, facilitating open communication between parties, and finding mutually acceptable solutions.
Analytical Thinking:	Analytical thinking is the ability to assess evidence, understand complex issues, and make informed decisions. It involves breaking down problems into smaller components, evaluating information critically, and identifying patterns or trends. This skill is essential for making fair and objective decisions-based facts.
Communication:	Excellent verbal and written communication skills are crucial for articulating decisions clearly and engaging with all parties involved. This includes listening actively, expressing ideas concisely, and ensuring that all parties understand the process and outcomes. Effective communication helps build trust and transparency in the complaints process.
Impartiality:	Impartiality means treating all parties fairly and without bias. It involves making decisions based on objective criteria and evidence, rather than personal preferences or external pressures. Impartiality ensures that all parties receive a fair and just consideration, which is essential for the credibility of a Complaints Review Committee.
Confidentiality:	The ability to handle sensitive information discreetly and maintain the privacy of all parties involved is critical. Confidentiality helps create a safe environment for parties to share their concerns without fear of bias or retaliation. It also ensures that the integrity of the complaints process is maintained.
Decision-Making:	Strong decision-making skills involve reaching conclusions based on objective criteria and evidence. This includes evaluating all available information, considering different perspectives, and making informed judgments. Effective decision-making ensures that the complaints process is fair and consistent.
Empathy:	Empathy is the ability to understand and consider the perspectives and emotions of all parties involved in the complaint. It involves being sensitive to the feelings and experiences of others, which helps build trust and rapport. Empathy is essential for resolving conflicts in a compassionate and respectful manner.
Knowledge of Relevant Laws and Regulations:	Familiarity with the legal and regulatory framework governing the organisation and its operations is important to ensure that the complaints process complies with relevant laws and regulations, which helps protect the rights of all parties involved.
Attention to Detail:	A keen eye for detail is necessary to ensure that all aspects of the complaint are thoroughly examined and considered. This includes reviewing evidence carefully, identifying inconsistencies, and ensuring all relevant information is considered. Attention to detail helps prevent errors and ensures that decisions are well-founded.
Organisational Skills:	The ability to manage time effectively, keep accurate records, and ensure that the complaints process runs smoothly is essential. Organisational skills help maintain efficiency and consistency in handling complaints, which contributes to the overall effectiveness of a Complaints Review Committee.

Appendix 2 – Complaints Review Committee Process Guidelines

Process	Process Actions
	Receipt of formal complaints will be acknowledged and categorised by the Complaints Officer. The Management Committee will establish a Complaints Review Committee on a case-by-case basis and authorise commencement of a formal investigation.
Information Gathering	<ul style="list-style-type: none">• Identify key individuals involved in the complaint.• Invite relevant parties for interviews to provide their perspectives.• Interview relevant parties separately to avoid influence or collusion.• Identify key questions that need answered and prepare questions in advance and ensure consistency.• Encourage open dialogue and active listening to understand the complaint.• Collect all documentation and evidence (emails, audio recordings, witness testimonies) and maintain detailed records of all findings.• Investigation process will be conducted with strict confidentiality
Fact Analysis	<ul style="list-style-type: none">• Cross-check evidence for accuracy and ensure its authenticity.• Discrepancies or conflicting accounts will be addressed through further inquiry and clarification.• Construct a timeline of events to establish a clear sequence.• Review relevant policies and regulations to ensure compliance.• Seek expert advice if necessary for additional insights.
Deliberation and Drafting Findings	<ul style="list-style-type: none">• Convene meeting to analyse all gathered information.• The Complaints Review Committee should remain impartial and avoid biases in their deliberations.• Potential resolutions/actions will be discussed based on findings.• The Chairperson oversees drafting of the Investigation Report summarising: complaint details; reviewed evidence; findings and conclusions; suggested recommendation or actions.• Use standardised templates for consistency across all stages of the process.
Recommendations to Management Committee	<ul style="list-style-type: none">• Finalise report submitted to Management Committee for review.• Findings to be presented in an objective and neutral manner.• Management Committee will approve, modify or reject recommended actions.
Resolution & Remedial Works	<ul style="list-style-type: none">• Affected parties will be informed of decisions and actions taken.• Remedial works and actions will be implemented and monitored.
Reporting & Record Keeping	<ul style="list-style-type: none">• Ensure secured retention of all records of interviews, evidence and conclusions.• Ensure confidentiality to protect all parties involved.

Appendix 3 - Complaints Review Committee Confidentiality Agreement

I, _____ (name)

_____ (position) of,
Radio VCA88.5FM (organisation)

_____ (address)

Acknowledge the confidential nature of all activities of the Complaints Review Committee, including all discussions, whether by verbal, written or electronic and all associated documents.

I agree that I will not supply details or copies of documents to any third party outside the Complaints Review Committee except as outlined in the Complaints Review Committee Terms of Reference or agreed to in writing by the Management Committee.

I understand that my obligations under this agreement continue to have full force and effect when I am no longer a member of the Complaints Review Committee.

Signature: _____ Date: _____

Signed on behalf of Radio VCA88.5FM Date: _____
By: _____
Position: _____