

Introduction

REMAP'S REMIT

1. Remap exists to design and make, or adapt, equipment for people with disabilities where no suitable alternative is available. In support of this and to meet our charitable objectives Remap also promotes its own services to potential clients by a variety of means including producing and issuing publicity material in a variety of forms
2. This service will be provided free to the client and is delivered entirely by volunteers.

INTRODUCTION

3. Remap is constituted as a company limited by guarantee. Remap comprises a number of volunteers working through regional groups called "Panels".
4. The way charities are run and the responsibilities of those involved are set out in the Charities Act 2006. In addition, Remap is also governed by the Companies Act 2006. Oversight of all Charities is the responsibility of the Charity Commission.
5. Both the Companies and Charities Acts make the Directors/Trustees of any Charity ultimately responsible for the general control, management and administration of the charity. Remaps primary governing document is its Articles of Association, day to day management is controlled by this manual. A copy of the Articles of Association is contained at Annex A to this Manual.

Purpose and Structure of this Manual

6. Remap exists to provide a service to its clients. In order to do so it has to comply both with legislation and guidance from the Charity Commission. It must therefore have rules which its members agree to obey. The purpose of these rules is to help us deliver a reliable, safe, imaginative and effective solution to our clients.
7. This manual is in several parts. The first part of this Manual, Part A, comprises those mandatory rules which are necessary for Remap to meet its legal responsibilities. This part of the manual is binding upon all members and Panels are to ensure local rules or procedures are compliant with the rules in Part A. All Remap members are expected to be familiar with Part A of this manual and follow the procedures contained within it.
8. Part B is advisory and comprises procedures and advice designed to help Panels carry out their function effectively and efficiently; however Panels may modify them if they are not appropriate to local conditions.
9. In addition to the brief mandatory rules there are advisory procedures or explanation contained within Part B covering the same subject. For example, the selection and induction of volunteers has a mandatory section in Part A and advisory notes in Part B.

Changes and Amendments

10. As this Manual contains the rules all must follow it is particularly important that it is up to date and correct. Members who spot any errors or have suggestions for additions or deletions are encouraged to inform the Chief Executive.

11. If amendments are issued the amendment number shown on the title page of this manual will alter. Panels can check they are up to date with amendments with Head Office or the Remap web site.

12. The amendment numbering scheme used is {major change}.[minor change].[editorial change]. So the first version will be numbered 1.0.0. Corrections of editorial errors would cause this to move to 1.0.1. Corrections of fact would be a major change (2.0.0) or minor (1.1.0). Any change to the leftmost figures resets the rightmost to 0.

Definitions

13. The following definitions apply to words used within Part A of this manual.

Words	Meaning
must, shall, will, are to.	A command rather than a wish. These instructions are to be followed.
may, should.	An obligation which, in the absence of good reason to the contrary, would be followed.

Table 1 - Definitions

Other Sources of Remap Information

14. As well as this manual there are other Remap sources of information on line. These will be linked from the main Remap web site www.remap.org.uk and are:-

The Remapedia

15. An encyclopaedia of Remap tasks for clients and Remap members and a source of technical information for panel members. It also acts as a document repository for this manual. www.remapedia.org.uk

The Remap Newsletter

16. This replaced the printed newsletter as a source of information for Remap members and can be found at www.remap-internet.org.uk/blog/ . From that link you can sign up to receive an e-mail notification when the content changes. This newsletter is also used to announce requests for assistance for projects from other Panels. All members are encouraged to keep an eye on this or preferably subscribe to the e-mail notification service.

Remap Organisation

17. The structure of Remap is shown below. Panels have considerable autonomy and their individual members are the ones who deliver the service provided to clients by Remap.

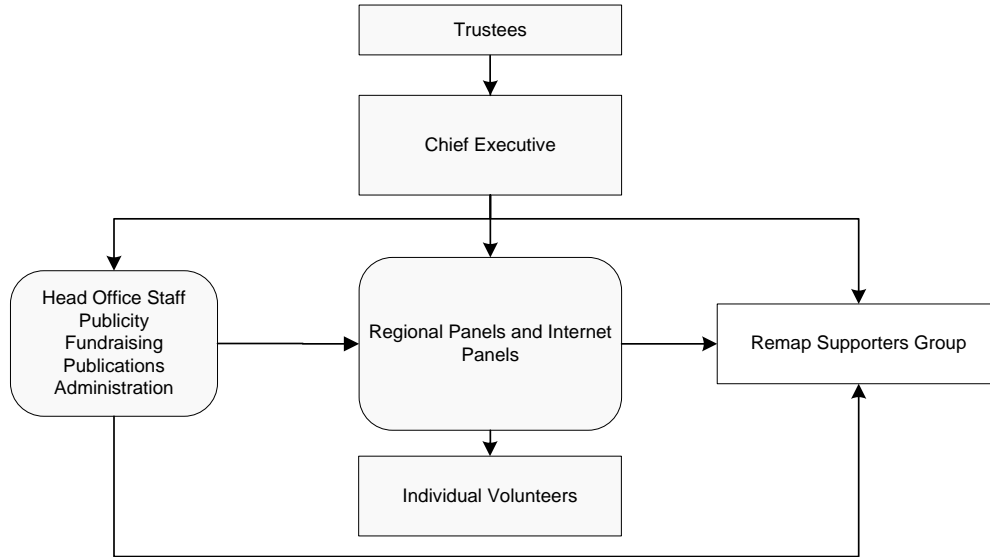


Table 2 - Structure

Charitable Form

18. Remap is an incorporated charity governed by the Charities Act 2006 and also a company limited by guarantee. As an incorporated association Remap has an independent legal identity in its own right and can enter into contracts in its own name. Charities are bound by law to obey a number of rules which include regulations covering trustees, accounts, finances and management. The members of a company limited by guarantee do not buy shares in the company in the way that shareholders do. Instead, they agree to contribute a small amount, the guarantee (£1 in Remap's case), in the event of the company going into insolvent liquidation. The articles of association of companies which are also charities include an 'asset lock' which prevents members withdrawing value from the company for their own benefit.

19. Remap's charity number is 1137666. The incorporated company and full legal name is "Remap 2010"¹ and the company number is 07316433. The working name, the common name for the charity, remains "Remap".

Membership Charity

20. Remap is also a membership charity which means our members are involved in determining what Remap does and how it does it as well as voting upon the appointment of Trustees. The voting membership of Remap (those entitled to vote at general meetings of Remap) are the Panels themselves with each Panel having one vote. Individuals Panel members are non-voting members of Remap and are entitled to vote within their own Panels

¹ Unfortunately a company called "Remap Ltd" already existed when Remap was incorporated.

and attend, speak at but not vote at national Remap General Meetings. Membership charities gain wide-ranging benefits from their members including:-

- a. enhancing the trustee board's transparency and accountability;
- b. providing a greater appreciation of the needs of beneficiaries;
- c. improving a charity's influence within the charity sector.
- d. providing fundraising opportunities; and
- e. providing a consistent source of trustees.

21. Remap Panels are active in shaping the agenda and objectives of Remap. However, the Trustees ultimately have the legal responsibility for running the charity.

Remap's Governing Document

22. Charities are controlled by their "governing document" which sets out what they can and cannot do and who can vote at a general meeting. The Remap primary governing document is its Articles of Association a copy of which is at Section xxx. The articles cover the legal status of Remap and sets boundaries we must work within. The day to day implementation and amplification of the articles is contained within this manual.

Becoming a Remap Trustee

23. By and large Trustees for Remap come either from existing Remap membership or are individuals with particular skills and experience who are invited to become Trustees. Members of Remap who feel they could contribute to Remap as a Trustee and wish to become one should first read the Charity Commission document CC3² "The Essential Trustee: What you need to know" and the section on the role of the Trustees in Part B of this manual. They must be prepared to accept both the personal responsibility and liability which goes with being a Trustee.

24. If their own Panel agrees to nominate them they should then ask the Chairman, Secretary or Treasurer of their Panel to write to the Chairman of the Trustees via Head Office nominating them as a Trustee.

25. Trustees, other than co-opted ones, are elected annually at the Remap AGM. Following nomination a prospective Trustee will attend Head Office for a briefing and may be invited to act as an observer at Trustee meetings. At the first AGM after their nomination the membership of Remap will vote upon their appointment.

² Available from the download section of www.charity-commission.gov.uk

The Role and Structure of Head Office

Introduction

26. Remap must have a structure, policies and procedures to enable it to achieve its purposes and deliver its services efficiently and lawfully. As with all charities of significant size Remap has a paid staff to manage its affairs and to provide an interface with external organisations.

Purpose

27. The purpose of Remap head office is :-
- a. Through the CEO, to allow the Trustees to provide strategic leadership and direction to the charity to ensure it fulfils its charitable purpose.
 - b. To maintain and issue the Operations Manual (this document).
 - c. To provide central services to panels such as insurance, production of publications.
 - d. To manage Remap finances and produce statutory accounts and returns.
 - e. To provide training to Panels to allow Panel members and officers to function effectively as members of Remap.
 - f. To represent Remap in discussions with other organisations such as associated charities, health agencies, central and local government.
 - g. To act as a point of contact for public enquiries.
 - h. To provide central promotion of Remap at exhibitions, conferences etc.
 - i. Fund raising.
 - j. To act as a focal point for Panel enquiries.
 - k. To manage Remap web services.

Funding of Remap

28. Charities are not money free zones. The purpose of a charity such as Remap is to use donations, be they of time, skill, materials or money to allow us to fulfil our charitable purpose. Remap requires money to operate. In the past fund raising has been entirely the responsibility of the central office, however events in 2010 revealed flaws in that process and Remap is developing a more robust funding system which will rely upon the network of Panels contributing to Remap's running costs. Fundraising is covered further in Part B.

Part A

The Mandatory Remap Rules

A.1. The following chapters of Part A set out a framework of mandatory operating procedures which every member must adhere to.

A.2. Each rule is amplified in Part B, which also explains the reason for it.

Part A

Chapter 1

Responsibilities of Panel Officers

General

A.3. The primary responsibility of all Panel officers is to ensure that the Panel delivers to its clients an effective service in line with the aim and ethos of Remap. This includes ensuring that clients are treated properly and are never charged for any goods or services supplied by Remap.

Appointments

A.4. Panels must appoint a Chairman, Secretary and Treasurer. In addition they may establish other posts as they see fit to enable the Panel to be run effectively.

Chairman's responsibilities

A.5. The Chairman is responsible for leading the Panel and to the Trustees for ensuring the Panel operates in accordance with this manual.

Secretary's responsibilities

A.6. The Secretary is responsible for

- a. Taking and preserving accurate minutes at meetings
- b. Maintaining records of clients.
- c. Maintaining records of volunteers and ensuring Remap Head Office is notified of changes in membership within one month of the change.

Treasurer's responsibilities

A.7. The Treasurer is responsible for ensuring Panel finances are managed and operated in accordance with Chapter 1 of Part B of this manual.

Other Panel Officers

A.8. Other Panel Officers (for example Case Co-ordinators) are responsible for carrying out the duties defined for the role by their Panel including any of the above responsibilities the Panel may wish to allocate to them.

Chapter 2

Financial management

Setting up of accounts

A.9. Panels must set up and maintain accounts in a way defined in Part B and approved by Head Office.

Management of finances

A.10. Panels must manage their finances in an orderly and transparent manner. Any member of a Panel is entitled to examine their own Panel accounts at any reasonable time.

Provision of information to head office

A.11. Panels must, when requested or when required by Part B, provide information to Head Office regarding Panel finances and donations.

Management of surplus revenues

A.12. Each Panel administers a portion of Remap funds which is under its control. However, charity law dictates that all income belongs to Remap as a whole and responsibility for it rests ultimately with the Trustees. Surplus income must be invested only as defined in Part B.

Chapter 3

Recruitment of Volunteers

Recruitment process

A.13. Panels must take reasonable steps as defined in Part B to ensure that applicants are suitable as Remap volunteers before accepting them.

Formalising the appointment of the new Panel member

A.14. Panel officers must ensure that each new member, on joining the Panel:

- a. is provided with access to the Remap Operations Manual, either on paper or electronically.
- b. submits (via the Panel Secretary) contact and other details to Head Office within one month. This can be done via the on-line web notification form or by post.

Legal Requirements

A.15. A person who is barred from working with children or vulnerable adults will be breaking the law if they work or volunteer, or try to work or volunteer with Remap.

A.16. If a Remap Panel knowingly employs someone who is barred to work with those groups Remap will also be breaking the law.

A.17. If a Remap volunteer is dismissed or leaves because they have harmed a child or vulnerable adult the Chairman or other officer of their Panel must tell Head Office which is bound by law to inform the Independent Safeguarding Authority.

Refusing membership

A.18. Panels, on behalf of the Trustees, must refuse membership to any individuals they feel are unsuitable to be members of Remap.

Chapter 4

Risk management and risk assessment

Risk Management

A.19. As part of the process of risk management a risk assessment, appropriate to the circumstances, must be carried out for every job Panel members undertake.

Documentation of risk assessment

A.20. Members must record that a risk assessment has been carried out.

Working within competence

A.21. Panels and the individual members concerned must ensure that cases undertaken are within the capabilities of the Panel members who undertake them.

User familiarity with devices

A.22. For each project, members must provide the client with appropriate training and instructions for the device.

Assessing and managing risk to volunteers

A.23. Panels must assess and manage risk for volunteers as defined in Part B.

Chapter 5

Data protection and security of information

Safeguarding client information

A.24. Members must ensure they have adequate safeguards in place to protect client information

Safeguarding member information

A.25. Personal data about Panel members and prospective members must be adequately protected and only used for Remap purposes.

Domain registrations

A.26. Panels who register Internet domains and/or have their own web sites including the word Remap in the domain name must register Remap as the domain owner.

Chapter 6

Retention and safeguarding of documents

Retaining documents for a sufficient period

A.27. Panels must establish adequate procedures for ensuring that documents are retained for no less than the length of time shown below:

Document	Retention
Financial Documents (eg receipts, check book stubs, bank statement, annual balance sheets)	6 years from last entry
Client reports (case sheets, risk assessments, case notes, final reports)	6 Years after last contact with client
Panel members' details	2 years after leaving Panel.
Panel member or prospective Panel member CRB check results.	Destroy immediately individual leaves Remap.
Prospective recruit information (anyone who starts the Panel induction process)	2 months after interview.
Panel Documents from closed/merged Panels	6 Years from closure/merge (Document of closed Panels should be forwarded to Head Office for retention)

Table 3 - Document Retention

Safeguarding of documents

A.28. Documents must be safeguarded and handed over in accordance with Part B when Panel members leave or Panels wind up.

Chapter 7

Complaint and Disciplinary Procedures

A.29. All Panels and individuals must follow Remap's disciplinary procedure outlined in Part B in the case of a complaint being made

Part B

Panel Guidance

B.1. The first seven chapters of Part B relate to the seven rules in Part A. Each of these seven chapters explains the rule it relates to and amplifies it with other relevant information.

B.2. Chapters from 8 onwards are on subjects which don't directly relate to a rule as such but are relevant to the work of Remap Panels.

Chapter 1

Responsibilities of Panel Officers

General

B.3. The primary responsibility of all Panel officers is to ensure that the Panel delivers to its clients an effective service in line with the aim and ethos of Remap.

B.4. This is the reason Remap exists. Partly this is achieved by sound organisation but it is also dependent upon good leadership from all the Panel Officers. Each Panel must appoint Officers as required by Part A Chapter 1.

B.5. One person may hold two of these positions if unavoidable (e.g. Secretary and Treasurer combined) but all three should not be filled by one person. In addition to these posts Panels may make any other appointments (for example a case coordinator or fund raiser) which they feel aid the efficient running of their Panel.

Chairman's responsibilities

B.6. The Chairman is a key figure on any Panel and responsible for leading the Panel. They are also responsible to the Trustees for ensuring the Panel operates effectively and in accordance with Part A of this manual and the Remap Articles of Association.

B.7. Panel chairmen are responsible for ensuring Remap fulfils its obligation to its clients. Experience has consistently shown that good Panels have good leadership by good chairmen. Conversely, weak Panels often have weak leadership by an unwilling chairman with no enthusiasm for the job and who took it only because no one else would.

B.8. Locally, the Chairman is also the public face of Remap and responsible for promoting Remap within their local communities and showing to the outside world that Remap is a well-organised charity with the structures needed to deliver its charitable objectives in a satisfactory manner. The Panel Chairman is responsible for establishing and maintaining community links so that potential clients are aware of the service Remap offers and potential volunteers know the opportunities available within Remap..

Succession Planning

B.9. Succession planning is about planning for the future of the Panel. In general it is not good for a Panel (or any organisation) to have the same leadership team for decades. A number of Panels in recent years have closed because the panel officers leading them lost, over a long period, the energy to lead them and no successors were found in time to keep the Panel going. With all Panel posts it is important that they be rotated periodically. Many members

have given loyal and sterling service for many years; succession planning is not about removing them but ensuring that there is a process to protect their legacy.

B.10. The Chairman must always be thinking about the future of the panel, not just the present. A part of effective leadership is to know when to hand over to someone else. In many cases change of officers only takes place when one becomes unable to continue in the post. This leads to the need to rush the recruitment process and often the person chosen is not the best choice but simply the least unwilling. The Chairman should always consider whether to look outside the Panel when looking for new officers. Chapter 3 has more information on recruiting Panel officers.

Secretary's responsibilities

- B.11. The Secretary is responsible for
- a. Taking and preserving accurate minutes at meetings
 - b. Maintaining records of clients taking into account data protection issues
 - c. Maintaining records of volunteers and ensuring Remap Head Office is notified of changes in membership within one month of the change.

Treasurer's responsibilities

B.12. The Treasurer is responsible for ensuring Panel finances are managed and operated in accordance with Chapter 2 of Part B of this manual.

Chapter 2

Financial management

Introduction

B.13. Charities are required to operate within a set of rules issued by the Charities Commission and known as the "Statement of Recommended Practice". The current version is SORP 2005³ (rather misleadingly as it was last updated in 2008). The instructions below are extracted from SORP and its associated documents.

Setting up of accounts

B.14. Panels must set up and maintain accounts in a way defined in this chapter and approved by Head Office.

Account name

B.15. All accounts opened by a local Remap Panel must include the Panel name and the word "Remap" e.g. "Airedale Remap" or "Remap Airedale".

Cheques

B.16. Panels must have 2 signatories for withdrawals from deposit accounts.

Current/Float Accounts

B.17. In addition to their investment or deposit accounts Panels may have a current or float account to pay small regular expenditure (such as member's expenses) and bills for materials. The amount held in his account should not usually exceed a figure which will be notified periodically to Panels by Head Office. Two signatories should normally be required for payments from the float or current account. However, it is recognised that in many cases this may not be practical. Where this is so Panels must obtain approval from Head Office for one signatory only to be permitted.

Management of finances

B.18. Panels must manage their finances in an orderly and transparent manner. Basic accounts must be kept. These must include records of money received and any expenditure. Any member of the Panel involved and Head Office are entitled to examine Panel accounts. Every Panel's financial year end should coincide with that of Head Office, i.e. 31st March.

³ <http://www.charity-commission.gov.uk/Library/guidance/sorp05textcolour.pdf>

B.19. As a charity Remap can only spend income on carrying out the objectives stated in its articles of association. Legitimate costs for Panels include the purchase of materials to make equipment; rental of storage/workshop space; purchase of domain names and hosting space; tools; specialist manufacturing aid (e.g. powder coating); publicity (print, advertising, Remap shirts, display boards etc); and the reimbursement of Panel members' reasonable expenses in travelling to clients, to Panel meetings⁴ and to regional or national Remap meetings. Money donated to Remap is given in the expectation that it will be used for our charitable purpose. It is therefore important that panels normally maintain no more than one year's operating surplus in their accounts.

Provision of information to head office

B.20. Panels must, when requested or when required by this manual, provide information to Head Office regarding Panel finances and donations.

B.21. Each year Panels are required to complete a financial return providing sufficient information to enable the charity's accounts to be prepared and to provide a full picture for the trustees of how Remap's money is being used. Additional requests by head office for information may be made when the need arises.

B.22. Donations of £1,000 or above must be notified to Head Office. Any special terms on which money is donated, for instance terms which specify how it is to be spent, must also be made known to Head Office. Money specifically earmarked by the donor for a particular purpose is classified as "restricted funding", and Trustees need to be aware of the restrictive terms to ensure they are adhered to and because accountability to donors is a matter of critical importance.

Management of surplus revenues

B.23. Each Panel administers a portion of Remap funds which is under its control. However, charity law dictates that all income belongs to Remap as a whole and responsibility for it rests ultimately with the Trustees. Surplus income must be invested only as defined in this Chapter.

B.24. Panels should attempt to maintain a flow of income that matches expenditure, bearing in mind that supporters usually expect their donation/s to be spent in the near future and not invested or saved for long periods. Charity principles and law require that money be spent on charitable objectives rather than simply accumulated and panels should manage their money so that they normally have no more than 12 months operating reserve.. Money over and above what is needed in the short term should be invested. For investments Panels may only use the Head Office deposit account administered by CCLA Investment Management Limited

⁴ It is not normal practice for Panels to pay for members travel to routine Panel meetings. However, there may be cases where a Panel wishes to do so for an individual Panel Member. This allows Panels to make such reimbursement if they feel it is appropriate.

(formerly known as the Church, Charity and Local Authority Fund Managers) or any other fund specifically agreed with the Remap Treasurer.

Chapter 3

Recruitment and Retention of Officers and Members

Introduction

B.25. The purpose of the recruitment process is to ensure any potential volunteer member is suitable to work for Remap and with our clients and also to ensure that Remap is suitable for the potential member. It is a two way process.

B.26. Broadly, recruitment can be divided into two distinct requirements. The first is that the volunteer must be legally able to work as a Remap member. The second is that they have the aptitude, character and enthusiasm to be an effective member. These two requirements are quite distinct.

Legal Clearance procedures

Individual Safeguarding Authority

B.27. The Independent Safeguarding Authority (ISA) is the body responsible for deciding who should be barred from working in certain forms of activity with children and vulnerable adults. If the ISA bars an individual neither Remap nor the Panel have any alternative but to end that person's membership immediately.

B.28. The ISA Vetting and Barring Scheme (VBS) is currently (Sept 2010) under review by the Government and the requirement for new volunteers to register has been suspended.

B.29. ISA checks will not replace the need for Panels to vet prospective volunteers for suitability nor will they replace the judgement of interviewers. Because someone is not barred by the ISA it does not mean they are necessarily suitable to help Remap. A suggested recruitment and induction scheme is contained later within this chapter.

Criminal Record Bureau Checks

B.30. Even though the V&B scheme is suspended CRB checks are not. A few local authorities and NHS Trusts require organisations working with them to have all volunteers subjected to Enhanced Criminal Record Bureau (ECRB) checks. The ECRB check differs from ISA registration in that the individuals complete police record (including spent convictions and possibly unsubstantiated accusations) is given in detail to the organisation requesting it. It is then up to the requesting individual to decide upon the suitability or otherwise of the potential member. CRB checks are not portable and a new one must usually be sought for each member even if they have been CRB checked in other areas of their life. Panel Chairmen should seek the advice of Head Office if they have any concerns about what is revealed on a CRB check. The security

of CRB check information is paramount and only the Chairman should know its content. CRB check documentation on any individual must be destroyed immediately that volunteer leaves Remap.

B.31. Panels must make their own decision whether or not to agree to CRB check members at the request of local authorities or refuse work which requires it. The Remap view is that CRB checks are unnecessary.

Recruitment and Retention

B.32. Remap relies entirely upon its members to fulfil its role in society. Each member is valuable and must be looked after to ensure Remap benefits from their skill.

Recruitment

B.33. Recruitment has the purpose of attracting new recruits to Remap. Panels must have a process for attracting, assessing and training new recruits.

Qualifications for Joining Remap

B.34. The Remap membership is made up of a mixture of people from various backgrounds who share the common purpose of wanting to use their skill and experience to help our clients. The role of Remap means that most Panel members should have technical or craft skills, otherwise nothing will get made, but in addition to technical skills Panels need volunteers to help with fundraising, publicity, Panel management, accounts and administration. People for these latter tasks need appropriate skills in those tasks rather than engineering expertise.

B.35. Formal qualifications are not required to join Remap, an ability to solve problems is. Panels should not insist upon qualifications such as CEng from prospective volunteers. Many of Remap's projects are made by craftsmen not engineers and a successful Panel will include a mix of people skilled in woodwork, mechanical and electronic engineering skills and general DIY ability as well as Occupational Therapists and other medical professionals.

B.36. Volunteers should also not be automatically rejected simply because they cannot construct things (perhaps due to infirmity or lack of facilities) or because they cannot face clients (a significant number of people find the latter very difficult). In these cases although the volunteers may be of limited use attempts should be made to make use of what they can do. For example someone unable to construct items due to infirmity may still be a good problem solver and be willing to accompany other members to visit clients to assess problems and think of solutions. A skilled model maker who won't or can't visit clients can still make modules for other Panel members.

Attracting new recruits

TBD

Assessing New Recruits

B.37. For the protection of our clients and Remap's reputation it is essential that we only recruit people who are competent within their field and who are honest and trustworthy. The legal requirement for checking volunteers has been covered earlier in this chapter. For the purposes of assessing recruit suitability any legal check is to be considered only as a negative one – in other words if someone is barred by the ISA they cannot become a volunteer. If CRB checks are required (as some local authorities insist) then advice on how to interpret the information they may contain should be obtained from Head Office if necessary. As with ISA checks a CRB check is not of itself indication of suitability to become a Remap member.

B.38. The recruitment process is designed to make sure the volunteer is suitable for Remap and that Remap is suitable for the volunteer. It is a two-way process. There should be a structured talk between the recruit and whoever within the Panel is nominated as recruiter. This would usually be the Chairman but can be anyone nominated by the chairman. Panel geography may mean it is useful to have several Panel members able to act as recruit assessors.

B.39. As a minimum the following are to be part of a Panel's recruitment and induction process:

- a. A talk or interview between the potential volunteer and the Panel Chairman or other nominated Panel Member(s). This may be formal or informal but the Panel member is to make brief notes of it during or shortly after any meeting and keep them in Panel Records.
- b. The interviewer should be satisfied that the volunteer has the necessary enthusiasm, commitment, ability and experience to carry out tasks for Remap. During any recruitment discussion the assessor should have a list of questions to ask to discover the potential recruit's background and experience
- c. If they appear to be suitable they should be invited to attend the next Panel meeting and a Panel member (who may be the assessor) immediately appointed as their mentor and point of contact for any queries they may have.
- d. The volunteer should provide two personal references. Checking on these should ideally be done by phone - you are more likely to get a genuine reaction in a phone conversation than in a written reply - but may be done using the form in Part B or by any other means Panels decide. The returned copies of the references or notes of phone conversations must be retained by the Panel. In cases where prospective members are already well known to existing Panel Members who introduce them to Remap the Panel member who knows them may be accepted in place of both referees.

B.40. New volunteers should undergo an induction period (see Para B.42). This period is to assess the recruit's suitability and to improve retention of new recruits. Exceptionally, the

Panel Chairman may reduce, but not wholly remove, this probationary period if local circumstances make it impractical or unnecessary.

Retention

B.41. Recruiting a new member is only half the process of converting them into a Panel member. Initially they will be joining a team with members who have probably worked together for many years. They won't know names, faces or procedures and will be left out of conversations as the established members talk. Unless there is a proper process of induction for new members many will become disillusioned and leave after one or two meetings, usually without saying why.

Induction

B.42. A Panel must have a process for induction of new members. Before their first meeting⁵ new members should be given a list of Panel members' names and access to this manual. A Panel member should be appointed to be their mentor and before the Panel meeting should have had an informal meeting with the volunteer for a chat and an explanation of how the Group operates including sources of materials, how expenses work, who's who with knowledge and materials, how jobs come in and are processed.

B.43. At the first meeting there should be an explanation of the roles of the members present. Other Panel members should introduce themselves and the Panel should be told who will be the new member's mentor (usually a member living close to them to make for easy contact). Care should be taken at a first meeting with a new member present to describe the content and background of ongoing jobs more than might be normal so that they can keep up with and contribute to discussions.

B.44. It is critically important that at the first meeting the new member should become involved with Panel tasks immediately. Ideally their mentor or another Panel member should be able to take them on new or existing tasks to meet with clients and to see how jobs are completed. After a time largely determined by their mentor and the Chairman the new member should be given the lead role on a job with which a nominated engineer can help them. This does not have to be their mentor, and it is preferable by this time that it is another Panel member.

B.45. The induction period should normally last for 3 months or three jobs whichever is completed first.

⁵ Depending upon timing this of course may not be possible, in which case this information should be given at the first meeting.

Recruiting a new Chairman or other Panel Officer Directly⁶

B.46. Many Panels recruit all their Panel officers from within their own membership. However, this isn't necessarily the best thing to do. The practical skills required to be a good Panel member are not necessarily those required to be a good Chairman. In many cases members with the skills to be chairman have been exercising them in work for decades and would much prefer to get their hands dirty doing constructional work rather than Panel management and administration.

B.47. In some cases Chairmen recruited from within Panel membership tend to focus upon the daily detail of running the Panel itself at the expense of promoting Remap within the local community and planning for the future. In the worst case this leads to a gradual decline in jobs as local knowledge of Remaps role and existence diminishes. Inevitably this then leads to members leaving which combined with a lack of new recruits leads to a gradual extinction of the Panel.

B.48. Panels should therefore be open to recruiting Panel Officers from outside the Panel. However, all Panel officers must understand their Panel and be able to work harmoniously with its members. They should not therefore be recruited straight into post but must undergo a probationary period during which time they shadow Panel members on jobs as well as learning about running the Panel.

B.49. For a Chairman the suggested recruitment process should involve advertising the need locally using volunteer bureaux (who also have access to post opportunities to the www.do-it.org.uk website) and local papers/radio. Suitable recruits will probably have a background in technology related industry or possibly the health sector. Ex service personnel are also potentially good Panel officers. As with our members Panel officers must have the ability to analyse and solve problems. The ability to communicate effectively, form links with the local community and promote Remap within it is equally important as the ability to run the Panel itself.

B.50. When suitable volunteers are forthcoming they should be interviewed by one or two experienced Panel members. During this interview the Panel members should be aware of the duties of a Chairman as set out in Part B Sect xxx of this manual and in particular the need mentioned above to promote the Panel in the local community as well as run it effectively.

B.51. If the volunteer is suitable they should be asked to join the Panel for 3 months as "Chairman-elect". They should sit alongside the retiring Chairman (or temporary acting Chairman if the post is vacant) but not run the first one or two meetings they attend. A Panel member should be nominated as their mentor and they should be allocated to accompany several members undertaking active jobs so they meet clients and OTs.

⁶ This paragraph talks mainly about the Chairman but the procedures are similar for any Panel officer post.

B.52. After the first meeting(s) the volunteer should run subsequent meetings with the “old” Chairman alongside them. At the first meeting after the three month point the Panel should vote for accepting the new Chairman and they will from then on become the Panel Chairman.

Head Office Training Programme

B.53. Head Office will shortly be running a training programme for new Panel Chairmen and other Panel Officers. New recruits (whether from inside or outside a Panel) for Panel Officer posts should all visit Head Office and meet the CEO as part of their induction process and arrangements for this should be made directly with the CEO.

Formalising the appointment of the new Panel member

B.54. Panel officers must ensure that each new member, on joining the Panel is provided with access to the Remap Operations Manual, either on paper or electronically, and signs to say he or she has received it, read it and agrees to be bound by it. This form must be retained in Panel records.

B.55. A Panel officer submits member contact and other details to Head Office within one month. This can be done via the on-line web notification form or by post.

B.56. Any changes in membership details of existing members must also be notified to Head Office within one month of occurrence.

B.57. Provision of a copy of this operations manual and submission of contact details should be done when the individual first joins the Panel and should not wait for completion of any probationary period or confirmation that the volunteer is not barred by the since the latter process might be lengthy and is outside the Panel’s control.

B.58. Panels may wish prospective members to sit in on one or two Panel meetings as observers before committing to join Remap. This is encouraged and details of these individuals need not be provided until they ask to join the Panel.

Refusing membership

B.59. Panels, on behalf of the Trustees, must refuse membership to any individuals they feel are or would be unsuitable as members of Remap.

B.60. The Panel Chairman must inform the applicant in writing of the reasons for the refusal within twenty-one days of the decision and advise the applicant that they may appeal to the Trustees if they wish. If the refusal of membership arises because the prospective member is refused registration by the ISA then they should be told that. In such a case there is no appeal to the Trustees as the Trustees have no authority to override the ISA.

B.61. Brief notes of interviews and any other discussions concerning the application and the reasons for rejection should be retained in confidential Panel records.

Membership of Remap: who's in and who's out

B.62. Panels are sometimes unsure whether people who help them in their work are members or not. It is important that responsibility for work is correctly controlled and that Panels have a clear picture of who is and is not a member of Remap.

B.63. OTs are in a unique position as they can be both Remap Panel members and referrers of jobs to Remap. Their situation is considered separately later in this chapter.

B.64. Deciding who is and is not a member is not always as straightforward as it might appear at first sight. For instance, if an engineer/craftsman does jobs very occasionally, or is on a list as someone who can be asked to help but never comes to Panel meetings, does he count as a member of not?

B.65. Whether or not they are members is important from the point of view of orderly Panel management, maintenance of the chain of responsibility and not least from the insurance point of view. Panels should never be in the position that they do not know who is and who is not a Panel member.

Other reasons for identifying members.

B.66. Knowing who is and is not a member of Remap is important for Remap to be able to keep members informed and up to date with changes which may affect the work they do, to ensure any required checks and supervision are carried out at Panel level and to ensure that people working under our name for our clients are bound by our standards and procedures.

Who can be a member

B.67. Members of Remap are individuals who Panels⁷ have decided are competent and capable of working for Remap. What i “competent and capable” means is a matter of judgement and will depend upon the role the individual will be carrying out. Probably the most important requirement is that every member is willing and able to assess the limits of their own capabilities and never works beyond them.

B.68. Membership of Remap is not confined to engineers and technicians. Anyone volunteering for Remap including OTs and those engaged in fundraising, administration, publicity and other ancillary duties are also members of Remap.

B.69. One fundamental aspect of membership is that when the member is dealing with clients they are acting in Remap's name with Remap's authority. Remap has responsibility to its clients for the design, construction and quality of items supplied by our volunteers to our

⁷ or Head Office for volunteers working directly for Head Office)

clients and it is important that this chain of responsibility from Remap to the client is always clear and unbroken.

Recording membership

B.70. Panels must record who is a member of their Panel and inform Head Office of changes in membership.

Occasional workers and sub contractors

B.71. Panels may have links with individuals and companies who do not take part in routine Panel activities but who are prepared to assist on an ad-hoc basis. To ensure an unbroken chain of responsibility it is essential that these people are correctly treated and recorded as members of Remap where appropriate.

Occasional workers

B.72. Occasional workers are those (usually with quite specialist skills) who do not participate in routine Remap activities or cases but who will give occasional help if required. If the help involves direct client contact these people are **always** to be considered as working members of Remap. They must agree to abide by Remap rules and procedures and must be recorded as members no matter how infrequent their involvement. There is nothing wrong with making them members to cover the period of a job and then relinquishing membership when complete if the Panel prefers to do this.

B.73. If the help involves no contact with the client but the production of parts or even complete solutions for issue to the client by another Panel member the person doing the work can either be made a member of Remap as above or treated as a sub-contractor. In the latter case the responsibility for inspecting the quality of work and assessing fitness for purpose falls upon the Panel.

Sub contractors

B.74. This covers both paid and free services and applies when work is done for Remap by external companies or individuals but where there is no direct relationship between the company or individual doing the work and our client.

Paid Work

B.75. At times Remap Panels may commission companies or individuals to make components or items for them on a commercial basis if no capability to do so exists within the Panel. For example a local foundry may cast items or a powder coating specialist finish items. In such cases where payment is made a contract exists between the sub-contractor and Remap, not the sub contractor and the client. The sub-contractor is not working as a Remap member but in the normal course of their trade. Responsibility to Remap for the quality of their work lies with them as it does with any other commercial contract they undertake. Remap remains responsible to the client for the delivered item.

Unpaid Work

B.76. Companies and individuals may from time to time agree to assist Remap for no reward. In such cases the item is passed to the Panel who have responsibility for inspection and determining its suitability for the task. As no contractual relationship can exist when no payment is made final responsibility for the item always lies with the Panel.

Occupational therapists (or other health professionals)

B.77. Occupational Therapists involved with Panels may do so in one of three ways. Firstly they can attend purely as members of a local authority or trust as part of their work duties. Secondly they may attend in their work capacity but may also work in their off duty as members of a Panel, thirdly they may attend purely as Panel members with no formal link to their job.

How their responsibilities lie in each of these three situations is covered in Chapter 8.

Remap chain of responsibility

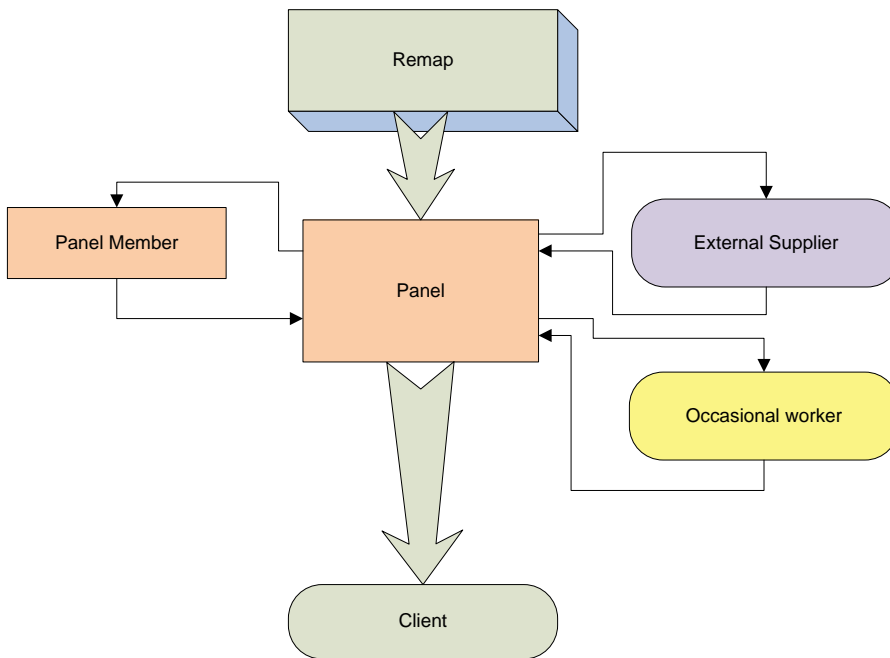


Table 4 - Chain of Responsibility

Chapter 4

Risk management and risk assessment

What is Risk?

B.78. Risk is the probability that a situation will produce harm under specified conditions. Risk is a combination of two factors:

B.79. The probability that an adverse event will occur

B.80. The consequences of the adverse event should it occur.

B.81. Remap owes a duty of care to its clients and as part of that duty an assessment of the safety of any solution must be carried out. This need not be a lengthy or bureaucratic process and indeed will be something any competent engineer or technician would do instinctively for any job.

Risk Management

B.82. Risk management is the process which starts with risk assessment and then goes on to identify, evaluate, select, and implement actions to reduce risk and maximise benefit to your client.

B.83. Although Panels should be wary of the plethora of poor quality opinions from many so-called specialists and consultants, the Health and Safety Executive generally give sound advice. Their view on risk management is :-

“We believe that risk management should be about practical steps to protect people from real harm and suffering - not bureaucratic back covering. If you believe some of the stories you hear, health and safety is all about stopping any activity that might possibly lead to harm. This is not our vision of sensible health and safety - we want to save lives, not stop them. Our approach is to seek a balance between the unachievable aim of absolute safety and the kind of poor management of risk that damages lives and the economy.” (Health and Safety Executive “Sensible Risk Management”)

B.84. Within Remap the main purpose of risk management is to ensure that no one who uses or handles devices constructed by members suffers any **avoidable** injury, damage or loss by normal use. Such injuries include, but are not limited to, cuts and abrasions, pinched fingers, electric shock, bruises when wheeled devices run out of control or similar damage when devices topple over or allow a client’s body or limbs to drop.

B.85. Risk management is NOT a process of risk elimination at all cost but an informed and balanced assessment of risk, consequence and reward. Many of our clients have disabilities

which already, in their daily lives, put them at a greater risk of harm than many others. A device which makes their life better, happier or safer should not be rejected simply because a level of irreducible risk remains.

B.86. Remap's risk management process is built upon the skill of its members and a process of peer review within Panels when necessary.

Risk Assessment

B.87. Risk assessment is the process of estimating the potential impact upon clients and others of a process or piece of equipment. Risk assessment is intended to provide information to everyone concerned so that the best possible decisions are made. It is not about trying to achieve zero risk irrespective of consequences but of balancing risk and reward.

B.88. A risk assessment, appropriate to the circumstances, must be carried out for every job Panel members undertake as part of the risk management process.

B.89. Risk assessment is the first stage of risk management, a careful examination of what, in your work with a client, could cause harm to them or others, and the consequent weighing up of whether you have taken enough precautions or should do more to prevent harm. Risk assessment is part of the risk management process. It is intended to provide information to everyone concerned so that the best possible decisions are made. It is not about trying to achieve zero risk irrespective of consequences. Nor is it about "risk listing", the production of long lists of possible problems with no indication of how likely they are to occur. It is an assessment of the balance of risk against reward. Some examples of risk assessment in Remap activities are given later.

B.90. Panel members are expected to use their own collective and individual common sense and experience when assessing risks. The range of tasks and clients makes it impossible to produce a detailed checklist and we rely upon the skill, knowledge and experience of our volunteers.

B.91. Bear in mind that most of the people we help will not necessarily have the same strength, manual dexterity or range of movements as those who do not suffer from any disability. Most will be suffering from possibly more than one problem (e.g. many elderly people will be suffering from low levels of strength or arthritis, in addition to any other more serious problems).

Documentation of risk assessment

B.92. Members must record that a risk assessment has been carried out. This may be by a statement on job sheets, a note in Panel meeting minutes or any other form Panels prefer.

B.93. It is the responsibility of the individual Panel member concerned to decide what level of risk assessment is appropriate for each case.

Risk Assessment – Simple Projects

B.94. Risk assessment of simple projects does not require reams of paper but should as a minimum record that a risk assessment was made, by whom and when. Some Panels do this by including it on their job sheet.

Risk Assessment – Complex/Risky Projects

B.95. For more complex tasks or ones where the potential for harm may be significant (such as some involving some mobility aids), a more formal and documented risk assessment may be appropriate and may involve other Panel members commenting upon the solution.

B.96. Such complex projects, or ones where the Panel member undertaking them believes a fuller risk assessment is necessary, should have a risk assessment sheet completed and be kept in Panel records with the job sheet.

B.97. The starting point is identifying and quantifying the risks associated with the project and client – both must always be considered together. The attached risk sheet can be used as an aid to doing this.

B.98. Once risks have been identified they must be quantified. The matrix below allows you to determine the overall level of risk considering the probability and severity:-

			Probability of Occurrence			
			Frequent	Likely	Seldom	Rarely
			A	B	C	D
Severity of Effect	Critical	1	High	High	Medium	Low
	Moderate	2	High	Medium	Low	Low
	Negligible	3	Medium	Low	Low	Low

Table 5 - Risk Matrix

B.99. Within the matrix, probability and severity classifications mean :-

Probability	Meaning
Frequent	Likely to occur more than once per year
Likely	Less than one occurrence per year, more than one every 5 years
Seldom	Less than one occurrence every 5 years, more than one every 10 years
Rarely	Less than one occurrence every 10 years

Severity	Meaning
Critical	Resulting in a severe safety implication (fatality or major injury)
Moderate	Resulting in serious injury (eg broken limb)
Negligible	Minor safety implications

Table 6 –Matrix Definitions

B.100. Projects which fall into the high and medium risk categories should obviously be considered carefully but the fact a project might have high risk is not by itself a reason not to do it. To give some examples :-

- a. A young soldier injured in action has lost his legs and the use of one arm. He wants a racing dinghy adapted so he can use it alone. The risk of injury (severity of effect) is critical and the probability of it occurring is likely. As long as the risks are explained and he is capable of understanding them and making his own judgement the project should be completed. The client has made an informed and rational decision that his enjoyment and freedom is worth the high risk involved.
- b. A young mother suffers from sudden attacks of epilepsy and wants a breakaway brake fitted to a pushchair so that if she falls the wheelchair brakes will automatically be applied. The engineer considering the job realises that whatever system is fitted the pram will move a short distance before stopping and could hit a curb and fall over. The severity of effect is moderate and it is likely it will occur. As long as the risks are explained and the mother is capable of understanding them and making her own judgement the project should be completed. The client has made an informed rational decision that she wants to take her child out with her. Moreover, the risk with the brake fitted whilst still significant, is considerably less than that of using the pram without it (in which case it could travel a considerable distance, build up momentum and be at much greater risk).
- c. A young mother with very poor balance wants a carrier fitted to a lightweight pushchair so her new baby can be carried in a crib at chest height above her 2 year old in the wheelchair. The engineer involved assesses that the combined weight and height will make the pushchair very unstable and the mother's balance is so poor she frequently stumbles and pulls the pushchair over. The potential severity is critical and the probability of occurrence is frequent. The job should be refused because the risk outweighs the benefit. Alternatives should be found such as a more stable wheelchair or different carrying arrangements.

Project Risk Management

B.101. To ensure risk is properly managed Panels should consider and manage:-

Capability

B.102. Ensure cases undertaken are within the capabilities of Panel members, In most cases it will be up to the member taking on the task to self assess their own capability to do the job. However, if Panels allocate tasks to members centrally the person allocating task should bear in mind individuals capabilities when allocating jobs. Panel members are encouraged to ask fellow members for advice and guidance whenever they feel it is required. Periodic Panel meetings are useful venues to ask others opinions of problems or solutions.

Help

B.103. If, at any stage of a project, a member feels that risks lie outside their own competence (e.g. regarding stability, lifting loads, or the use of electricity) then the member must seek and must be encouraged to seek, guidance from:-

- a. The Panel Chairman who will seek the requisite level of expertise from within the Panel
- b. A Panel member with the required skills.

If the necessary competence cannot be found from within the Panel then a decision should be made as to whether to seek outside assistance from other Panels or to abandon the project.

Failures

B.104. Consider the consequences and likelihood of unplanned events at the design, construction, and delivery phase of each job. In particular consider failure modes – what can break and what might be the consequences if it does.

Common Sense

B.105. Remap's strength is the training and wide experience of its members. As with all aspects of engineering and construction there is no substitute for intelligence and experience. Panel members are expected to use their own collective and individual common sense and experience when assessing risks. The range of tasks and clients make it impossible to produce a detailed checklist for every eventuality and we rely upon the skill, knowledge and experience of our volunteers.

B.106. That skill, knowledge and experience is not just of an individual but of the Panel and ultimately Remap as a whole. Individuals with concerns over a project should approach other Panel members and if necessary other Panels. There is an on-line message system for requesting technical assistance from other Panels which is managed by Head Office.

Client

B.107. Many of the people we help have impaired strength, manual dexterity or range of movements compared with the general population. Most will be suffering from possibly more than one problem (e.g. many elderly people will be suffering from low levels of strength or arthritis in addition to any other more serious problems). The condition and capability of the client and possibly others in the household should be considered as part of the risk assessment. Although our aids are made for one person Panels need to be aware that others in a household may use them. This is especially true of seating modifications where the prime user may be quite light but other household members and visitors may be much heavier and may sit in the modified seat.

Training & Documentation - user familiarity with devices

B.108. There is no point in providing clients with devices they cannot use because they can't work out how to use them or which they cannot use safely because they have no instructions.

B.109. Members, for each project should:-

B.110. Ensure the client, OT and carer (as appropriate) are provided with sufficient information and/or instruction to enable them to use the device as intended.

B.111. Remind clients that the device is intended only for that client's use.

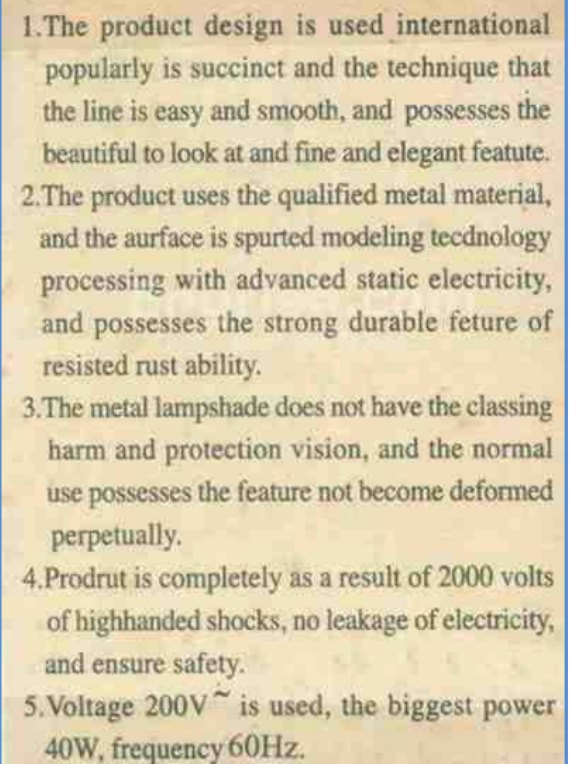
B.112. Check that the client can operate and control the device in the manner intended. Where necessary written operating and maintenance procedures should be supplied and training provided.

Maintenance

B.113. In some cases equipment may require regular checks. The client must be made aware of this and the maintenance dates or periods written on the instructions.

B.114. As a general rule the need for periodic maintenance by the Panel should be avoided as it is difficult to carry out reliably especially if the client moves. Where it is unavoidable the Panel should record the need themselves and take reasonable steps to proactively carry out the task. They should not rely solely upon the client's memory.

B.115. The purpose of all of this is quite simply to make sure the client is given a solution which will help them rather than harm them.



1. The product design is used international popularly is succinct and the technique that the line is easy and smooth, and possesses the beautiful to look at and fine and elegant feature.
2. The product uses the qualified metal material, and the surface is spurted modeling tecdnology processing with advanced static electricity, and possesses the strong durable feture of resisted rust ability.
3. The metal lampshade does not have the classing harm and protection vision, and the normal use possesses the feature not become deformed perpetually.
4. Prodrut is completely as a result of 2000 volts of highhanded shocks, no leakage of electricity, and ensure safety.
5. Voltage 200V ~ is used, the biggest power 40W, frequency 60Hz.

Figure 1 Table Lamp instructions – how not to write a user guide.

Other potentially significant risk areas

Exercise aids to help regain functional ability

B.116. Panels must take care when asked by clients for exercise aids to help regain lost functional ability and/or ones which will encourage a permanent change to their posture. These types of items might be medically unsuitable because they can cause long-term damage. Examples of these items might be: hand and limb exercisers and back/neck/leg rests for clients who have little mobility. In such cases (and in any case of doubt) an OT or other appropriate health professional should be involved and asked to assist in assessing solutions.

Electric shock

B.117. Take care with cables and equipment to make sure cables are secure, connections are sound and that fingers cannot be inserted. Where possible use battery powered equipment or power supplies incorporated into wall plugs (as supplied with mobile phones and many small appliances) so that trailing leads are at extra low voltage.

Trips and falls

B.118. These are potentially one of the greatest risk areas for Remap as they occur so frequently and as many of our clients have impaired balance. We have many jobs asking for adaptations to equipment or furniture to make them useable for the client. It is important that members consider the potential for trips and falls and ensure that adequate stability exists or handholds are provided.

B.119. Where seats (chairs or sofas) are to be raised the strength of the seat itself must be assessed as sometimes extending the legs can cause an intolerable shear load on the original fixings if the user of the seat sits on it in such a way as to cause a significant sideways force (common when they fall backwards into the chair rather than sit onto it). This can cause the extended legs to collapse.

B.120. Where completion of a project requires extra handholds to be fitted by others (for example a local authority fitting standard hand grips) the project should not usually be installed before the handholds are in place.

Assessment of Potential Failure Modes

B.121. Those from an aerospace or defence background will be familiar with the discipline of FMECA (Failure Modes Effects and Criticality Analysis). Fundamentally this involves assessing what could possibly go wrong with a piece of equipment and determining what the effect of the failure would be. In most Remap situations this involves assessing whether, in case of damage, a potentially harmful situation would arise. Examples of this would be a lightweight frame constructed with wood screws; if the frame was broken, which is likely given its light construction, the screws would be exposed and pose an injury risk. Adhesive might be considered instead. Another example would be a device for a child where small parts might be capable of being pulled off and swallowed.

B.122. The importance of considering all the options is increasing. Product safety legislation is making day to day articles much safer and people no longer expect to be hurt by anything. There is therefore a general and decreasing lack of awareness of risk in everyday articles in the general population and consequently a greater risk of injury by Remap items unless failure is considered in their design.

Blood Chits, Disclaimers or Waivers of Responsibility

B.123. Clients must NEVER be asked to sign documents purporting to relieve Remap of responsibility for injury to any person as a result of any work it does or device it makes. Firstly such disclaimers are completely worthless and give us no legal protection whatsoever and secondly they make it seem we are not willing to take responsibility for our work. It is quite acceptable, and often good practice, to give a client a written explanation of risk and consequences but such a document must never try to exclude Remaps responsibility for the quality of the work it produces. Where such explanations are used they must be written in plain language with no use of pseudo legal expressions.

B.124. It is acceptable to point out to a client that a modification or attempt at modification may damage a piece of equipment or negate an equipment warranty. In such cases the client might be given a letter of explanation if a Panel feels it is appropriate and asked to agree if the job should go ahead. It should rarely be necessary to seek their signature to acknowledge such a warning but would usually be sufficient to make a note on the job sheet that a warning had been provided (including date) and that the client had accepted the possible consequences and attach a copy of any warning notice to the job sheet.

Assessing and managing risk to volunteers

B.125. Remap does not carry insurance for personal injury of volunteers or to cover loss or damage to their equipment or facilities. It does not (and cannot) assess the multitude of different home workshops, specialist equipment or other facilities volunteers may use. It is the responsibility of any volunteer to self-assess and control risk in their own working environment.

B.126. Panels must however ensure that if equipment is loaned to members for Remap work, either from a central Panel store or between Panels/members, that appropriate instruction or explanation is given so that the recipient can use the equipment safely.

B.127. This does not mean that a safety briefing has to be given when loaning a screwdriver between members – but it would if the item was potentially dangerous and unfamiliar to the recipient.

Insurance

B.128. Remap carries £5m worth of insurance cover for damage to property belonging to or injury caused to third parties as a result of negligence by Remap members in the course of their work for Remap.

B.129. Remap does not carry insurance for injury or loss to members caused by their own negligence or the negligence of third parties

Chapter 5

Data protection and security of information

Safeguarding client information

B.130. The security of information which can identify clients or details about them is vital. Our clients trust us and we must not betray that trust by carelessness.

B.131. In particular the storage of client data on members' computers presents particular risks as compromise may occur due to theft or technical failures and viruses. As the individual circumstances and methods of holding client data members use will vary so much it is neither possible nor desirable to lay down fixed procedures for safeguarding information but members holding client data must ensure they have adequate safeguards in place to protect client information from becoming available to those not entitled to see it. However, the following are suggested precautions to be taken:-

- a. Computer hard drives which hold client information must not leave Remap control. If a machine with a hard drive containing Remap client or member data fails the hard drive should usually be removed before the machine is sent for repair unless the repairer is known to be trustworthy. Commercial computer repair facilities in high street chains should never be entrusted with any possibility of access to client data.
- b. If a machine which has held Remap data is being replaced or scrapped any hard drive must be physically destroyed or, before machine decommissioning, a suitable secure erase utility such as CC Cleaner⁸ used.

B.132. CD or DVD discs holding client data can safely be destroyed by placing them in a microwave oven for about 2-5 seconds. They produce some impressive blue sparks and a small amount of smoke and are rendered unreadable.

Members Holding Client Data

B.133. Members holding client information, whether on paper or electronically, must destroy all such information or pass it to the Panel chairman before they leave their Panel.

B.134. Client information must never be used for non-Remap purposes.

Safeguarding member information

B.135. In the same way as client data needs to be protected those who hold member data should ensure it is also adequately protected and not used for non Remap purposes.

⁸ <http://www.ccleaner.com/>

Domain registrations

B.136. Panels who register Internet domains and/or have their own web sites including the word Remap in the domain name must register Remap as the domain owner. This rule is intended to cover the situation (which has occurred in the past) where a site administrator is unable to control the site. In the past case this meant an old site with out of date contact details could not be removed or altered for several years as no one had admin access and the name owner could not be found.

B.137. Where Panels purchase domain names including Remap in the name (for example remap-internet.org.uk) then the domain registration must show the registrant as either Remap or the name of the Panel concerned and the individual or organisation managing the site as the administrative contact. Doing this means access to the administrative control Panel remains with the administrator (no one else at Remap can gain casual access) but that in extremis in the event of the administrative contact becoming unavailable Remap can approach Nominet (for *.uk registrations) or the appropriate Registrar for .com/.org registrations to have DNS data altered and sites re-routed to Remap control.

B.138. Those Panels who have already registered such domain names are requested to alter the domain ownership (but not administrative contact) to Remap.

B.139. To prevent loss of access if one individual becomes unavailable Panels who register Internet domains and/or have their own web sites including the word Remap in the Uniform Resource Locator (URL) are also to ensure that more than one person has administrative access to the site. This can be done by ensuring another Panel member has access to the admin Panel login details or by lodging a sealed envelope with the administrative details with Head Office. The envelope would only be opened and the admin access used if the primary administrator was incapable of doing so.

Transfer of Access

B.140. Before web site administrators leave Panels they should pass access details and passwords for the site to the Panel Chairman or another Panel member and amend the registration administrative contact with their domain registrar. If the site is hosted on the departing administrator's personal web space it must be removed and transferred either to another member or preferably to hosted space in the Panel name.

Chapter 6

Retention and safeguarding of documents

Retaining documents for a sufficient period

B.141. Panels must establish adequate procedures for ensuring that documents are retained for no less than the length of time defined in Part A Chapter 6.

Safeguarding of documents

B.142. Documents must be safeguarded and handed over to a Panel officer or Head Office when Panel members leave or Panels wind up.

B.143. Panel Officers and members leaving Remap are to hand over passwords, client or financial documents and any Remap domain registrations in their names to their replacement, the Panel Chairman or Head Office before departure.

B.144. In the event of a Panel closing or amalgamating with another Panel documents are either to be passed to Head Office or handed to an Officer of the new Panel before the Panel closes.

Chapter 7

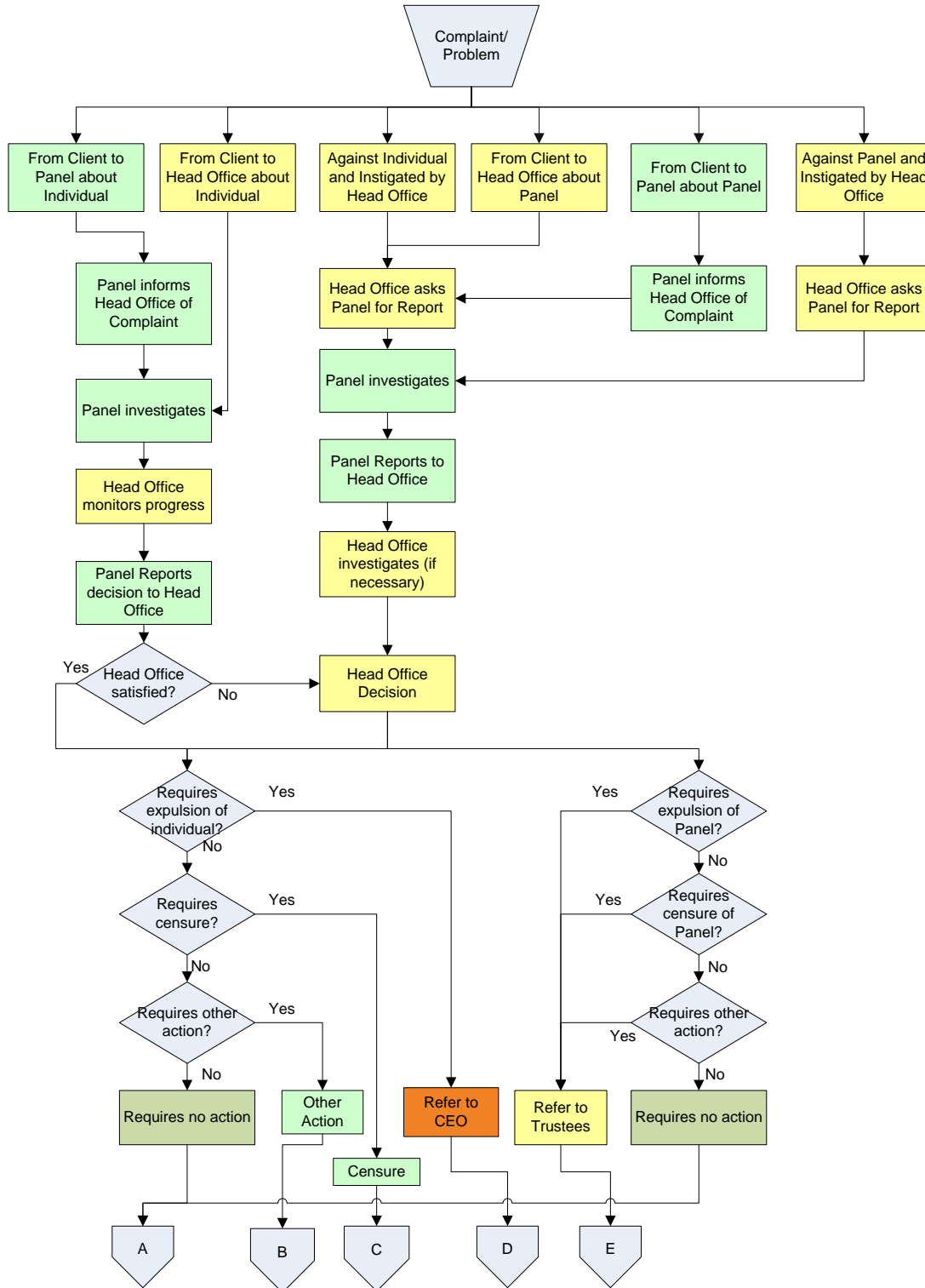
Complaint and Disciplinary Procedures

B.145. Remap is required to have a formal complaint and disciplinary procedure and this is outlined in the flow chart below. Complaints must always be treated with urgency and dealt with quickly. Where necessary they should be reported to Head Office without delay. **Reporting a complaint does not mean it will be taken out of your hands but does allow Head Office to offer advice and be prepared should it become necessary for them to become formally involved.**

B.146. The complaint procedure allows for fair treatment of anyone making a complaint and anyone complained against. Any member of Remap complained against is expected to agree to follow this procedure and a failure to do so would usually lead to the removal of their membership of Remap.

B.147. In this procedure “censure” means any action short of expulsion. “Other Action” refers to any action which does not involve censure such as additional training or guidance. In some situations both censure and other action may be appropriate.

Complaint and Disciplinary Procedures



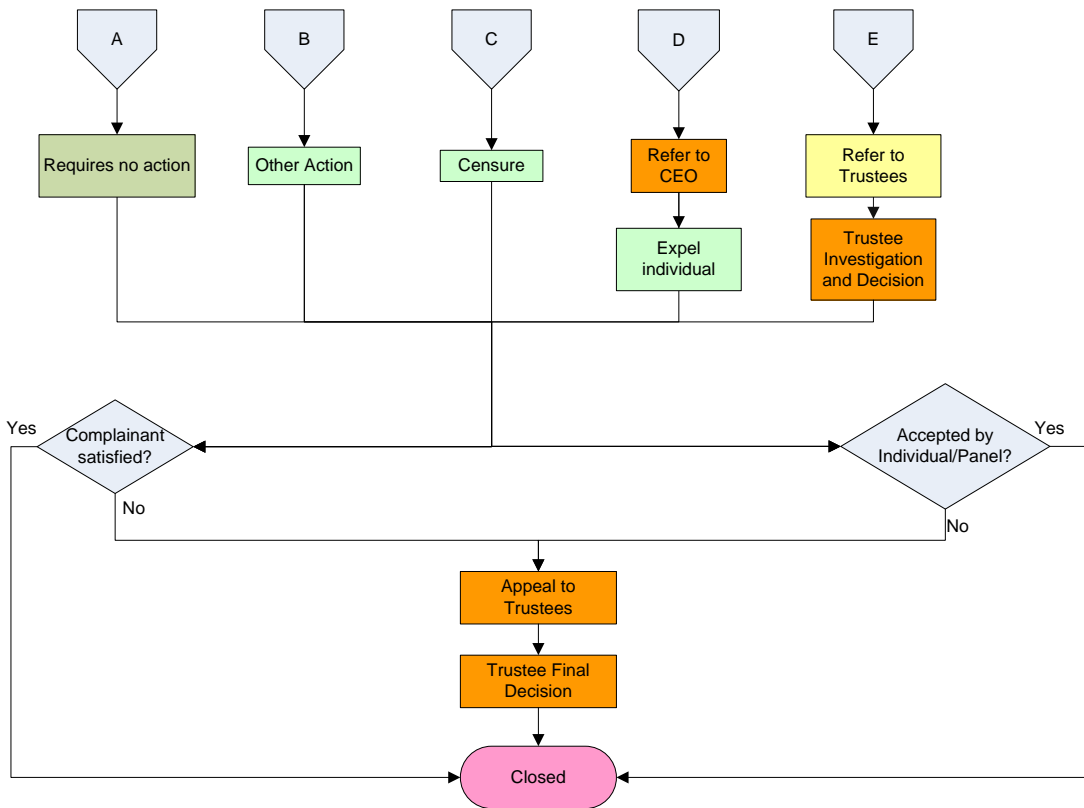


Figure 2 - Complaints Procedure

Managing complaints well

B.148. Remap has attracted few complaints in the past so most Panels are not familiar with how best to deal with them if they are received.

B.149. The formal flow chart appears above. This section amplifies the procedures and offers guidance on dealing with complaints.

B.150. People who complain rarely do so lightly. Something has upset them enough to prompt them to put the effort into making a complaint. Complaints must therefore always be treated seriously and dealt with quickly and fairly. In most cases good communications, explanation and (if appropriate) apology will be enough to satisfy the complainant that they are being listened to and something is going to be done to prevent recurrence. A key fact to remember when handling any complaint is that no matter how unimportant it may seem to you it is not trivial to the person who is complaining and we owe it to them to take what they are complaining about seriously, whatever it is.

How to really annoy someone who complains

B.151. Complaints get out of control when complainants feel they are not being treated fairly or taken seriously.

B.152. Some effective ways of helping turn a minor incident into a major disaster are :-

- Say “Unless you submit this in writing on the right form I can’t treat it as a complaint”
- Say “Once you have complained I can’t talk to you because of the insurance company”
- Refuse to acknowledge we are at fault even when it is patently obvious we have made a mistake.
- Say you will call back but never do.
- Say “What are you complaining about. It didn’t cost you anything”.

It doesn’t take much effort to turn a small incident into a large one; however when you do, it then takes vastly more time and effort to recover the situation.

Dealing with complaints

Do not make things worse than they already are

B.153. The first rule when dealing with complaints is not to make things worse than they already might be. If the point of initial contact is by phone the complainant has all the facts and you probably have few or none. The complainant may also be angry or upset so the first action should be to try to calm things down. Listen to what they have to say but do not contradict them (even if you have already been given a different version of events). Be polite and neutral, not argumentative. End the conversation by saying you are concerned, you will find out what has happened and that you will be back in touch with them by a specified date and time.

B.154. If the complaint is by letter or e-mail then acknowledge receipt, say you are concerned and will reply more fully when you have investigated. Give a date by which you will reply. This should normally be within no more than a week.

The perils of email

B.155. E-mail is a fast reliable way of communication which has been responsible for more anguish, misunderstandings and bad temper than letters ever have been.

B.156. First and foremost, e-mail lacks cues like facial expression and tone of voice. That makes it difficult for recipients to decode meaning well. Second, the prospect of instantaneous communication creates an urgency that pressures people to think and write quickly, which can lead to carelessness.

Finally, the inability to develop personal rapport over e-mail makes relationships fragile in the face of conflict.

B.157. With a letter not only the words but the pen, ink and the quality and type of paper convey meaning. A handwritten or even printed letter well laid out on good quality paper set the tone for the message. E-mail can't do that. To make matters worse how exactly it will display can vary from recipient to recipient depending upon their e-mail client and its settings.

B.158. As far as possible you should avoid the use of e-mail in replying to clients who have complaints other than to acknowledge receipt of their initial e-mail and to promise a reply. Use telephone, meetings and letters in preference. If you must use e-mail, write it and save it overnight. Read it again in the morning and preferably seek another review by someone else before sending it.

Inform Head Office

B.159. In general you should inform Head Office about a complaint sooner rather than later even if you are in the early stages of dealing with it locally and don't envisage the need for Head Office to be actively involved. Firstly you might get some useful advice if you do; secondly people often escalate complaints before you have a chance to deal with them. If they phone Head Office a reply of "Yes- I'm aware of your complaint and we are investigating it" is a lot more reassuring to the complainant than one of "I'm sorry I have no idea what you are talking about – give me the details and I'll look into it".

Call back

B.160. Most of you at some time will have contacted some form of "customer relations" department and have been told "we will call you back". No call ever comes. If you promise to call someone back – do so, and do it at the time you said you would. Even if the call is only to say you need more time to investigate **always** call back if you have promised to do so.

Chapter 8

Roles and responsibilities for Remap cases involving occupational therapists or other health professionals.

B.161. Occupational Therapists are both users of Remap services on behalf of their clients and often also volunteers on Remap Panels in their spare time. Some will also represent their employer at Remap Panel meetings.

B.162. It is important that they and the Panel are always clear about the capacity in which they are working and this document sets out to clarify their roles and responsibilities.

B.163. Fundamentally, ownership of any project remains with Remap from start to end as is explained below.

Project Start

B.164. A Remap project can originate from a number of sources. In general these are:-

Referrer	Description	Project Sponsor	Customer
Self Referral by Client	A client approaches a Panel directly for a solution to a problem.	Client	Client
Request from Health Professional.	A Health Professional approaches the Panel for assistance.	Health Professional	Client
Request from relative or friend	A friend or relative of the client approaches the Panel directly.	Client, friend or relative as most appropriate.	Client

Table 7 - Task Origins

Medical Devices Regulations

B.165. The Medical Devices Regulations brought into UK law the EU Medical Devices Directive. This covers medical devices “placed on the market” by commercial companies. As Remap does

not charge for any device it gives to clients it does not place them on the market and is therefore exempt from the medical devices regulations⁹.

B.166. However, Remap members are mostly not medical experts. Panels should use common sense and seek the advice of a medical professional wherever they feel it would be helpful and especially where any device involves aiding the client's posture or is to be used for exercise. This may be a registered medical practitioner (Doctor), or alternatively by another person qualified by virtue of their professional qualification¹⁰. The latter group includes Occupational Therapists¹¹¹².

B.167. For this manual it is assumed that the device manufacture will comprise one or more prototype stages followed by final manufacture for delivery. In many cases for simple devices, there will of course be no separate prototype stage but simply design and manufacture perhaps followed by a bit of final adjustment.

Design and Prototype

B.168. If a prototype is produced the project sponsor (the client or person acting for the client) and Remap member will usually work together trying and commenting upon solutions until one is found which satisfies the need and is practical to construct. During this stage of the project an OT may or may not be involved (most usually not). However, this is the point in a project where the risk assessment will start. Risk assessment is covered in more detail in Part B Chapter 4 and its purpose is to protect the client, not to produce bumph.

Project Construction and Delivery

B.169. The manufacture of a device will usually be carried out by a Remap volunteer but on occasion may involve external companies or individuals assisting in supplying specialist facilities or help. In such cases the company or individual involved is always acting for Remap, not as a supplier to the client. The responsibility for inspecting any material produced by external agencies to ensure they conform to the requirement lies with the Remap Panel.

B.170. The final solution to any problem will be a combination of the efforts of the client, possibly a health professional and the Remap member. However, even though an OT may accept the device for the client the final responsibility for the construction, delivery and explanation of the device always lies with Remap. It is the responsibility of the Remap Panel to ensure the device fits the need, that the client can use it safely and that the client has been supplied with adequate

⁹ This interpretation differs from advice Remap members have previously been given and results from a change in the underlying EU Directive and discussions with the MHRA in 2010.

¹⁰ The assistance would normally be a definition of the requirement.

¹¹ An OT who is a Panel member after retirement and has allowed their registration to lapse is still a suitable professional, it is up to the individual to self assess their capability.

¹² It does not include practitioners of complementary and alternative medicine such as Osteopaths, Chiropractors, Nutritionalists, Homeopaths and Crystal Diviners no matter what qualification or expertise they may claim.

training and documentation¹³. This “ownership” of the project by Remap is important as in some cases, such as a request for help by a hospital based OT although the OT might ask for a device and even be involved in early stages of discussion about it they will usually not be involved with delivery and not be in a position to “accept” it for the client. In such a case it is the responsibility of Remap to ensure the device is in all respects satisfactory and if in doubt to ask for the assistance of a community OT.

B.171. To protect our clients it is essential that Remap owns any project from beginning to end. We always have ultimate responsibility for the delivered solution. Remap’s responsibility in this respect is analogous to that of the supplier (not manufacturer) of a commercial device. For a commercial transaction the contract is between the seller and buyer and the seller has responsibility for the quality and suitability for purpose of the device they supply. Remap has the final responsibility for the quality and suitability for purpose of any device we supply no matter that an OT who commissioned it has accepted it for use. In assessing suitability we are of course entitled to rely upon the judgement of the commissioning OT, but the final responsibility is still and is always, ours.

Occupational therapists who are Panel members

B.172. Some OTs are both Panel Members and employed by local authorities/health Trusts. It is important in these cases to differentiate between their roles as a Panel Member and as an employee. Most importantly, they can never act in both roles at the same time together. They are either acting as a Panel Member or an employee. These means they must on occasion “swap hats” quite frequently. For example an OT who is a Panel member and a local authority employee has a client they think Remap can help, their role and responsibility at various stages is described in the table below:-

Event	Acts as	Notes
See client and assess need	Professionally qualified LA employee	Covered by employers’ professional indemnity insurance
Decide Remap can supply solution	Professionally qualified LA employee	Covered by employers’ professional indemnity insurance

¹³ “Adequate” may be little or nothing or quite comprehensive. The judgement about what is needed is left to the Panel as each case will be different. For example for a simple device and a client with his wife as primary carer there may be need for written instructions for a device. For the same device with a client using commercial and frequently changing carers a simple set of instructions may be needed.

Discuss <u>need</u> with Panel Members	Professionally qualified LA employee	Covered by employers' professional indemnity insurance
Help think of <u>solutions</u> as a Panel Member	Remap Panel Member	Covered by Remap Insurance
Help make solution	Remap Panel Member	Covered by Remap Insurance
Evaluates and accepts finished device on behalf of or together with client	Professionally qualified LA employee	Covered by employers' professional indemnity insurance
Responsibility for quality of device	Remap Panel Member	Covered by Remap Insurance

Table 8 - Roles and Responsibilities

B.173. This clear division of responsibility is necessary to ensure that the separate responsibilities of Remap and that of the health professional do not get confused. OTs can act as Panel Members **OR** employed OTs but **never both** at the same time. They can change from one to the other in a moment however.

B.174. This flexibility can be used by OTs to their advantage. Some employers prohibit OTs from making anything in the course of their employment. For example a Panel member who is an OT working with children wanted some paintbrush handles altered to fit the needs of children with different hand deformities. As an employed OT she was not permitted to make these but was allowed to ask Remap to do so. As a Remap Panel member she could then make the brushes she wanted and hand them to herself (as an OT) for the children to use.

Asking advice from manufacturers

B.175. On occasion Panels may seek advice from manufacturers concerning modifications they may wish to make to equipment made by them. In general, manufacturers are happy to discuss such problems but will rarely, if ever, give formal approval of a modification. The reason for this is a combination of factors which include a commercial decision not to increase their exposure to risk, the fact that any modification will take place outside the control of their quality assurance procedures and the relatively high cost to them of formally endorsing a modification. Panels should therefore generally avoid asking manufacturers to approve or endorse modifications other than informally.

Chapter 9

Clients

General

B.176. TBD

Chapter 10

Remap Processes and Administration

Panel Constitutions

B.177. There is no requirement for Panels to have a local constitution . Following the incorporation of Remap they have little meaning. However, some Panels already have constitutions and may wish to use them as a means of incorporating local rules into the Panel procedures. In some cases local authorities or corporate donors may want to see a copy of a Panel “constitution” document. Panels who wish to have a local constitution may use the draft Panel constitution below as it is, or make additions required by local conditions. A local constitution must not contradict the contents of this manual.

Form of Constitution for a Remap Local Branch

Title

This Panel shall be called (either “Remap {location}” or “{location} Remap”, where {location} shall be the geographical location of the Panel or an indicator of its function.) (For example “Remap Gloucester” or “Remap Internet”)

Objects

The Objects of the Panel shall be as those for Remap and set out in Remap’s Articles of Association. The Panel shall operate within the following geographic area [insert broad description¹⁴] and may in addition assist other Remap Panels.

Operation

The Panel and its members shall operate at all times in accordance with Part A of the Remap Operations Manual (The Rules).

Rights of Members

All members of the Panel may vote at Panel Meetings on the basis of one vote per member except that the Chairman also has a casting vote.

Members of the Panel are also individual members of Remap. Members of the Panel whose

¹⁴ The area within which the Panel operates should be defined quite broadly to allow for flexibility – so “South Hertfordshire” rather than “The area defined by the River Gade to the west , the towns of Stevenage and Luton to the north.etc.”

names have been notified to Head Office shall be entitled to attend and speak at Remap National General Meetings, but not to vote at them unless they are the Panel Representative. Members of the Panel are entitled to the benefit of any insurances or other facilities negotiated by Remap on behalf of its individual members, on the basis that such benefit is regarded as essential to the pursuit of Remap's Objects and will not therefore constitute a personal benefit to any of the charity's members.

Panel Representation at Remap General Meetings

The Panels are the voting membership of Remap. Each Panel will appoint a representative to vote on its behalf at meetings or other occasions where Panel votes are required. The Panel will choose its Representative by any means it wishes. The Representative should be an individual member of Remap. The name of the representative shall be notified to Head Office not later than the start of any meeting or procedure where voting may be required.

If no explicit Representative is notified the Panel Chairman is the Panel Representative.

Dissolution

If for any reason the Panel is dissolved all unspent funds shall be returned to Remap's Head Office, and any non-financial assets disposed of in accordance with the requirements of the trustees of Remap.

Officers

The Panel shall elect the Officers required by Part A Section 1 at its first meeting or at the first meeting following the completion of its annual accounting period.

Chapter 11

Remap General Meeting Procedures

B.178. This section explains the procedures for Remap General Meetings (eg the Annual General Meeting). The Chief Executive is the Secretary for all Remap General Meetings.

Procedures for Voting

B.179. The voting members of Remap are the Panels and they are represented at General Meetings by their Panel Representative. Panels are entitled to use postal and proxy votes at any Remap General Meeting for any agenda item. The Secretary will list postal votes for and against each agenda item before the start of the meeting and make the list available to the Chairman.

B.180. At general meetings voting will normally be by show of hands of those Representatives present plus a tally of postal votes. If the outcome of such a vote (including any proxy votes and postal votes already held) is indecisive the Chairman of the meeting must call for a card vote. If a card vote is called for the vote will be taken by counting voting cards at the meeting, proxy votes and postal votes.

B.181. Any Panel Representative present and entitled to vote may call for a card vote on any measure listed on the agenda for the meeting.

Voting Cards

B.182. The Trustees of Remap shall ensure that voting cards are issued to Remap Panels before each General Meeting in good time for them to be returned before the deadline for the meeting. This may be done electronically. The voting card may be used to identify the Authorised Representative of the Panel when voting at the meeting.

B.183. In addition the voting card may be used if a Panel is unable to have a representative in attendance to record a postal vote. To be used as a postal vote it must be completed, signed and lodged with the Meeting Secretary at Remap Head Office at least 24 hours prior to the meeting. Votes from Panels submitted other than on the voting card will still be counted as long as the Secretary is satisfied they are genuine.

B.184. Holders of Proxy votes (often the Chairman of the General Meeting but Panels may appoint any other holder if they so wish) should, at the start of the meeting, hold the voting card for each proxy but need not do so as long as they are satisfied the voting direction they have been given is genuine.

B.185. "Postal" votes include those sent by electronic means in which case a signature is not required, however the trustees may require that voting cards returned by electronic means have appropriate authentication.

Quorum

B.186. Only Authorised Representatives of Panels actually present or participating by telephone or other electronic means at a General Meeting shall be counted towards the quorum for that meeting. The Quorum for a General Meetings is defined in the Remap Articles of Association

Appointment of Authorised Representatives

B.187. A Panel may nominate any Remap member as its Authorised Representative to vote on its behalf at a General Meeting. The person so nominated must be an individual member of Remap but need not be a member of the nominating Panel. A Panel may instruct its Authorised Representative on the viewpoints to be put forward in discussion, and on the voting preferences to be followed, in whatever way it considers appropriate. If they are prepared to do so one person (so long as they are an individual member of Remap) may be the Authorised Representative of more than one Panel.

Decisions by Post

B.188. It may occasionally be appropriate to have the voting membership of Remap decide upon an issue without holding a General Meeting where members attend in person. This could be appropriate for example if an urgent but non-contentious change became necessary which would not warrant the expense and time of a General Meeting. In such a case the Trustees of Remap may order a postal vote in order to decide upon a subject without calling a formal meeting.

B.189. The Authorised Representative of each Panel that wishes to participate in the voting shall sign a copy of the resolution indicating whether the Panel's vote is in favour or against (or if they wish to, to abstain). Panels which choose not to return a signed copy (or an electronic equivalent) shall be treated as having abstained from the vote.

B.190. The rules governing notice of the procedure and the majority necessary to carry any resolution shall be applied as though the resolution had been put at a General Meeting. The quorum required for such a vote to be accepted will be the same as at a General Meeting with the number of votes cast treated as being the equivalent of the number of members present. Currently the quorum is 15% of Panels so 15% or more of Panels must vote for such a vote to be valid.

B.191. The results of voting shall be sent to all Panels and to the Trustees.

Approval of the Records of General Meetings

B.192. The formal record of each General Meeting shall be put to the next following Annual General Meeting for approval. This procedure shall not delay the implementation of any decisions made at a General Meeting.

Voting By Post or by Proxy

B.193. Panels unable to appoint a representative to attend a general meeting may vote by post or by proxy. "Post" includes electronic means.

B.194. **Proxy Vote** – A Proxy vote is a direction given to an official at the meeting to record a specific vote. The person holding the Proxy (usually the Chairman) must cast the Panels vote as the Panel has directed. If Panels wish someone other than the Chairman to act as their Proxy they must notify the Secretary of the meeting beforehand.

B.195. **Postal Vote** – A postal vote is a vote sent by post or electronic means. It must be received by the meeting Secretary at Head Office at least 24 hours prior to the meeting.

B.196. Because Remap's voting membership is the Panel represented by an individual there is little practical difference between the proxy and postal vote at Remap meetings. The major difference between a proxy vote and a Panel's Representative is that the Representative must take notice of a Panel's wishes but is free to vote as they decide after listening to any discussions. A Proxy vote must be cast as the Panel directs.

Chapter 11

Fundraising

B.197. Although Remap provides its services free of charge to the recipient it needs money to survive and operate. That money comes from a variety of sources and fundraising is an integral part of Head Office and Panel functions

We do not charge

B.198. Remap will never charge clients or commissioners (such as local authorities) for the products it supplies. There are two reasons for this :-

- a. Firstly, our Articles of Association require us to supply solutions free of charge.
- b. Secondly, we must be careful never to establish a contractual relationship (one where money is paid for products or services) between the commissioner or end user and Remap. If we do our products are required to comply with Statutory Instrument 2005/1803: The General Product Safety Regulations 2005 including requirements for record keeping, marking, documentation, formal testing and certification¹⁵. They may also be subject to the more onerous requirements of the Medical Devices Regulations as we will be placing them on the market.

We can ask some commissioners to cover direct costs

B.199. Although Remap will never charge for its products Panels may ask local authorities, health services and other commercial or governmental organisations to cover the direct cost of materials and expenses involved in projects. This cost may include the price of materials and Panel members direct expenses (such a mileage) plus an administrative fee of up to 25% of the direct costs to cover general consumable materials such as adhesives, general fasteners, drill bits, surface finishing etc which are too small to invoice individually. If such reimbursement is required it should be agreed in advance.

¹⁵ "In cases where products are given away free those supplies will generally be subject to the Regulations where the act of supply is part of a commercial activity. However voluntary organisations that exist solely to provide goods free of charge to the needy are probably not engaging in a commercial activity and are not therefore subject to the Regulations" Dti guidance notes to the General Product Safety Regulations 2005 dated Aug 2005

<http://www.berr.gov.uk/files/file22713.pdf>

B.200. Costs should never be sought directly from clients. Clients may be made aware of the cost of products supplied and invited to make a donation but should never be put in a position where they feel required to do so.

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