

Policy name	Complaints procedure and managing serial and unreasonable complaints policy
Person(s) responsible for updating the policy:	CEO
Date Approved:	May 2019
Date of Review:	Three years
Status:	Statutory

Tudor Park Education Trust oversees this policy but the local governing body of each academy or school within the Trust is responsible for the implementation of the policy.

The aims of the procedure are:

- to deal with concerns or complaints about an academy or the trust or any individual connected with it by following the correct procedure;
- to deal with concerns and complaints thoroughly and by being open, honest and fair when dealing with the complainant.

Part 1 of this policy outlines how parents/carers of registered pupils currently attending our schools within the trust can raise a concern or complaint. Concerns or complaints from persons who are not parents will be dealt with in accordance with Part 2 of this policy.

This procedure does not apply to concerns and complaints relating to the matters listed in Annex 1. All staff will be made aware of this complaints procedure and are expected to review this policy regularly in order that they are familiar with our process of dealing with complaints and can be of assistance when an issue is brought to their attention.

There are 4 annexes to this policy:

Annex 1	Matters excluded from the scope of this Policy
Annex 2	Complaints Form
Annex 3	Summary of Complaints Procedure
Annex 4	Roles and Responsibilities

## **Understanding this procedure**

In order to investigate your complaint as fully as possible, we have implemented a staged approach. We anticipate that almost all complaints that arise will be resolved at Stage 1 or Stage 2 below.

We expect our members of staff to be addressed in a respectful manner and for communication to remain calm at all times. The procedure under Part 3 will only be used on very rare occasions to deal with unreasonably persistent complainants or unreasonable complainant behaviour.

To enable a proper investigation, concerns or complaints should be brought to our attention as soon as possible. In general, any matter raised more than 3 months of the incident being complained of (or, where a series of associated incidents have occurred, within 3 months of the last of these incidents) will not be considered.

An anonymous concern or complaint will not be investigated under this procedure unless there are exceptional circumstances.

If it becomes necessary to alter the time limits and deadlines set out within this procedure, you will be advised accordingly and given an explanation as to why this has been the case and provided with revised timescales. If other bodies are investigating aspects of the complaint, for example the police, local authority safeguarding teams or tribunals/courts, this may impact on our ability to adhere to the timescales within this procedure or result in the procedure being suspended until those public bodies have completed their investigations.

In this procedure:

- 'school days' excludes weekends and academy holidays;
- 'parent' means a parent, carer or anyone with legal responsibility for a child.

## **Records of complaints**

A record will be kept of all written formal complaints, including at what stage they were resolved and action taken by us as a result of those complaints regardless of whether they were upheld.

Correspondence, statements and records relating to individual complaints will be kept confidential except where access is requested by the Secretary of State or where disclosure is required in the course of a school inspection or under other legal authority.

## **PART 1: Complaints Procedure for parents/carers**

### **Stage 1: Informal concerns**

- 1.1 Many enquiries and concerns can be dealt with satisfactorily by the child's class teacher or other members of staff without the need to resort to the formal procedure. We value informal meetings and discussions and encourage parents to approach staff with any concerns they may have, and aim to resolve all issues with open dialogue and mutual understanding.

- 1.2 It is always helpful if you can fully explain the nature of the concern and identify the outcome you are looking for. Where appropriate, you may be invited to an informal meeting with the member of staff most appropriate for dealing with that concern. The member of staff dealing with the concern will make sure that you are clear on what action (if any) has been agreed. This may be put in writing if appropriate.
- 1.3 If the matter is brought to the attention of the Principal of the relevant school, she/he may decide to deal with your concerns directly at this stage. In the vast majority of cases, the relevant school will be the school which your child attends.
- 1.4 If the concerns are about the Principal these should be referred directly to Tudor Park Education Trust CEO via our complaints co-ordinator – Penny Davies ([p.davies@tudorparkeducation.org](mailto:p.davies@tudorparkeducation.org)) T. 0208 8313007 under Stage 2. Complainants should not approach individual governors to raise concerns or complaints. They have no power to act on an individual basis and it may prevent them from considering complaints at later stages.
- 1.5 There is no suggested timescale for resolution at this stage given the importance of dialogue through informal discussion, although it would be expected that most issues will be resolved within 15 school days. Where no satisfactory solution has been found, you will be advised that if you wish your concerns to be considered further you should write to the Principal of the school under Stage 2.

## **Stage 2: Formal Written Complaints**

- 2.1 If your concerns are not resolved under Stage 1 or you wish your concerns to be dealt with immediately as a formal complaint, you should put your complaint in writing and send this to the Principal of the relevant school, which in the vast majority of cases will be the school which your child attends.
- 2.2 Your written complaint should include details which might assist the investigation, such as the nature of the complaint, details of how the matter has been dealt with so far, the names of potential witnesses, dates and times of events and copies of all relevant documents. It is very important that you include a clear statement of the actions that you would like us to take to resolve your complaint. You may wish to use the Complaint Form provided in Annex 2. If you require help in completing the form, please contact the school reception and they will ask a Pastoral Mentor or Learning Coach to assist you. You can also ask third party organisations like the Citizens Advice to help you.
- 2.3 Your complaint will normally be acknowledged in writing within 5 school days of receipt. The acknowledgement will give a brief explanation of the school's complaints procedure and a target date for providing a response to the complaint. This will normally be within 15 school days of receipt.
- 2.4 If appropriate, the Principal, or someone appointed by them, may invite you to a meeting to clarify your complaints and to explore possible resolutions. If you accept that invitation, you may

be accompanied by one other person, such as a friend, relative, advocate or interpreter, to assist you. Where possible, this meeting will take place within 10 school days of receipt of the written complaint.

- 2.5 If necessary, witnesses will be interviewed and statements taken from those involved. If the complaint centres on a pupil, the pupil should also be interviewed. Pupils should normally be interviewed with their parent present, but if this would seriously delay the investigation of a serious or urgent complaint or if the pupil has specifically said that s/he would prefer that their parents were not involved, another member of staff with whom the pupil feels comfortable should be present. If a member of staff is complained against, they must have the opportunity to present their case.
- 2.6 Once all the relevant facts have been established as far as possible, you will be provided with a written response to the complaint, including a full explanation of the decision and the reasons for it. This will include what action will be taken to resolve the complaint (if any). You will be advised that if you are dissatisfied with the outcome of the complaint, you may request that your complaint be heard by the Complaints Committee.

**What if the complaint is about the Principal or they have already considered your complaint under Stage 1?**

If the complaint is about the Principal, or if they have been closely involved at Stage 1, your complaint should be sent to the CEO of the Trust via the Complaints Co-ordinator who will arrange for Stage 2 procedures to be carried out.

**What if the complaint is about a member of the Local Governing Board (LGB)?**

You should contact the Clerk of the Local Governing Board (LGB) at the schools address who will arrange for a governor of the academy to investigate the concerns in accordance with Stage 2.

If the complaint is about the Clerk of the LGB or the LGB as a whole, you should send your complaint to the Complaints Co-ordinator who will arrange for a Director to carry out all the Stage 2 procedures.

**What if the complaint is about the CEO of Tudor Park?**

If the complaint is about the CEO of the trust, or if they have been closely involved at Stage 1, your complaint should be sent to the |Complaints Co-ordinator who will arrange for a Director to carry out all the Stage 2 procedures.

What if the complaint is about a Director?

You should contact the Company Secretary who will arrange for another Director to investigate the concerns in accordance with Stage 2.

If the complaint is about the Complaints Co-ordinator or Company Secretary, your complaint should be sent to the Chair of the Directors at c/o Tudor Park Education Trust, Browells Lane Feltham TW13 7EF and marked as confidential

If your complaint is about the Board of Directors as a whole, you should send your complaint to the Company Secretary who will arrange for the matter to be independently investigated. Contact details for the Company Secretary c/o Tudor Park Education Trust, Browells Lane Feltham TW13 7EF and marked as confidential email [r.wilson@tudorparkeducatio.org](mailto:r.wilson@tudorparkeducatio.org)

### **Stage 3: Referral to the Complaints Committee**

- 3.1 If you are dissatisfied with the decision under Stage 2, you may request that a Complaints Committee be convened to consider your complaint. The committee will not review any new complaints at this stage or consider evidence unrelated to the initial complaint. New complaints must be dealt with from Stage 1 of the procedure.
- 3.2 To request a hearing before the Complaints Committee, you should write to the company secretary c/o Tudor Park Education Trust, Browells Lane Feltham TW13 7EF marked as confidential or email [r.wilson@tudorparkeducatio.org](mailto:r.wilson@tudorparkeducatio.org), within 10 school days of receiving notice of the outcome of Stage 2.

Requests received outside of this time frame will only be considered if exceptional circumstances apply. You should ensure that you provide copies of all relevant documents and state all the grounds for your complaint and the outcome that you are looking for.

- 3.3 Your written request will be acknowledged within 5 school days of receipt.
- 3.4 The Company Secretary will arrange for a Complaints Committee to be convened, made up of at least three members, including:
  - two Directors (in the case of TPET MAT complaints) or two governors of the academy (in the case of complaints to a school) as appropriate with no prior involvement in the matter
  - one person who is independent of the management and running of the academy trust.
- 3.5 The Committee shall appoint one of these members to be the Chair of the Committee.
- 3.6 Every effort will be made to enable the hearing to take place within 20 school days of the receipt of your request. As soon as reasonably practicable and in any event at least 5 school days before the hearing, you will be sent written notification of the date, time and place of the hearing, together with brief details of the committee members who will be present. Fair consideration will be given to any bona fide objection to a particular member of the committee. You will also be informed of the name of the person who will be presenting the case on behalf of the academy (referred to in this policy as the 'academy representative'). This may be the person who is the subject of the complaint, the person who undertook the investigation at Stage 2 or another person with sufficient knowledge of the matter.

- 3.7 If, despite best efforts, it is not possible to find a mutually convenient date and time for a hearing within a reasonable timeframe, the Company Secretary may determine that the hearing proceeds on the basis of written submissions from both parties.
- 3.8 You have the right to be accompanied to the hearing by a friend, relative, advocate or interpreter. You should notify the Company Secretary in advance if you intend to bring anyone to the hearing.
- 3.9 A copy of the complaint and any other documents provided by you in support of your complaint, or by the academy representative in defence of the complaint, will be provided to the Complaints Committee as soon as practicable upon receipt. Copies of these documents shall also be provided to you or academy representative (as applicable) at least 3 school days before the hearing. The Complaints Committee reserves the right not to consider any documentation presented by either party less than 3 school days prior to the hearing. The Complaints Committee is under no obligation to hear oral evidence from witnesses but may do so and/or may take written statements into account. The committee will not normally accept recordings of conversations that were obtained covertly and without the informed consent of all parties being recorded.
- 3.10 The hearing will be conducted in such a way as to ensure that each party has the opportunity to address the Complaints Committee. The procedure to be followed during the hearing will be set out to the parties by letter in advance of the hearing. The Company Secretary will ensure that sufficient notes are taken to record an accurate reflection of the points considered and any decisions taken or actions agreed. Electronic recordings of the hearing will not normally be permitted and, in any event, would require the consent of all those present.
- 3.11 Unless otherwise stated, the procedure for an appeal is as follows:
- the parent and academy representative will enter the hearing together;
  - the Chair of the Committee will introduce the committee members and outline the process;
  - the parent will explain the complaint;
  - the academy representative and committee members will question the parent;
  - the academy representative will explain the academy/trust's actions;
  - the parent and the committee members will question the academy representative;
  - the parent will sum up their complaint;
  - the academy representative will sum up the academy/trust's actions;
  - the Chair of the Committee will explain that both parties will hear from the committee within 5 school days;
  - both parties will leave together while the committee decides;
  - the Company Secretary will stay to assist the committee with its decision making.

The Company Secretary and/or Complaints Committee reserves the right to modify the above procedure at their sole discretion, for example requiring the parent and the academy

representative to present their complaint/actions separately to the Committee in the absence of the other party.

3.12 After the hearing, the Complaints Committee will consider their decision and inform you and the academy representative of their decision in writing within 5 school days. The letter will set out the decision of the committee together with the reasons underpinning that decision. The committee can (by a majority if necessary):

- dismiss the complaint in whole or in part;
- uphold the complaint in whole or in part;
- decide on the appropriate action to be taken to resolve the complaint;
- recommend changes to the academy or trust systems or procedures to ensure that problems of a similar nature do not happen again.

#### **Stage 4: Referral of complaint to Education and Skills Funding Agency (ESFA)**

If you are dissatisfied with the decision of the Complaints Committee, you are entitled to refer your complaint to the Education and Skills Funding Agency (ESFA). The ESFA cannot change an academy's decision about a complaint but can investigate whether the complaint was handled properly and in accordance with education legislation and any statutory policies connected with the complaint.

At the time of writing this procedure, the ESFA procedure and the ESFA academy complaints form are available at: <https://www.gov.uk/complain-about-school>

#### **PART 2: Concerns or Complaints from persons other than parents/carers of current registered pupils**

Part 1 of this complaints policy applies solely to complaints made by parents or carers of current registered pupils of academies within the trust. The trust wishes to work closely with other members of the local community and will deal with concerns and complaints as follows:

1. A concern regarding an academy or its operations may be made to any member of staff. That member of staff will attempt to resolve the matter immediately or may, if appropriate, refer the matter to their line manager or member of the senior leadership team (SLT) who is best placed to deal with the concern. It is expected that most concerns will be responded to orally or in writing within 5 school days. If a longer period is required, you will be kept informed of the progress of the investigation.
2. Where a concern is not resolved at stage 1, or you wish your concerns to be dealt with immediately as a formal complaint, you should put your complaint in writing and send this to the Principal of the relevant academy to investigate. The Principal may delegate the task of investigation and/or responding to the complaint to a member of SLT or may escalate the complaint straight to stage 3. A formal response to the complaint will usually be provided within

10 school days of receipt of the letter of complaint although if a longer period is required to respond, you will be kept updated.

3. If you are not satisfied with the response at stage 2, you may request a review by writing to the Clerk of the LGB at the academy's address. You should write to the Clerk within 10 school days of receipt of the letter at stage 2. Requests received outside of this time frame will only be considered if exceptional circumstances apply. The Clerk will arrange for a governor to consider the complaint alone or may convene a complaints committee on the same terms as set out in Part 1 of this complaints policy. The decision at this stage will usually be sent to you within 20 school days of receipt of the request for a review. The decision at stage 3 exhausts the academy's complaints procedure.

Concerns or complaints regarding the Principal or the trust as a whole should be referred direct to the Company Secretary at Tudor Park education Trust, Browell's Lane Feltham, TW13 7EF, who will arrange for the stages above to be considered by an appropriate person.

### **PART 3: Unreasonably persistent complainants and unreasonable complainant behaviour**

There are rare circumstances where we will deviate from the Complaints Procedure set out in Part 1. These include, but are not necessarily limited to:

- where the complainant's behaviour or language towards staff, members of the Local Governing Board (LGB) or Directors is abusive, offensive, discriminatory or threatening;
- where the complainant's behaviour is hindering our consideration of complaints and/or the proper running of the academy because of the frequency or nature of the complainant's contact, such as, if the complainant:
  - refuses to articulate their complaint or specify the grounds of a complaint or the outcomes sought by raising the complaint, despite offers of assistance
  - refuses to co-operate with the complaints investigation process
  - refuses to accept that certain issues are not within the scope of the complaints procedure
  - insists on the complaint being dealt with in ways which are incompatible with the complaints procedure or with good practice
  - introduces trivial or irrelevant information which they expect to be taken into account and commented on
  - raises large numbers of detailed but unimportant questions, and insists they are fully answered, often immediately and to their own timescales
  - makes unjustified complaints about staff who are trying to deal with the issues, and seeks to have them replaced
  - changes the basis of the complaint as the investigation proceeds
  - seeks an unrealistic outcome, such as the inappropriate dismissal of staff

- makes excessive demands on school time by frequent, lengthy and complicated contact with staff regarding the complaint in person, in writing, by email and by telephone while the complaint is being dealt with
- knowingly provides falsified information
- publishes unacceptable information on social media or other public forums
- where the complainant's complaint is clearly frivolous, vexatious and/or has patently insufficient grounds. The Office of the Independent Adjudicator defines the characteristics of a 'frivolous' or 'vexatious' complaint as:
  - complaints which are obsessive, persistent, harassing, prolific, repetitious
  - insistence upon pursuing unmeritorious complaints and/or unrealistic outcomes beyond all reason
  - insistence upon pursuing meritorious complaints in an unreasonable manner
  - complaints which are designed to cause disruption or annoyance
  - demands for redress that lack any serious purpose or value
- where the complainant's complaint is the same, similar to or based on the same facts of a complaint which has already been considered in full.

In these circumstances, we may:

- inform the complainant that their behaviour is unacceptable or unreasonably persistent and ask them to change it;
- restrict the complainant's access to the academy e.g. requesting contact in a particular form (for example, letters only), requiring contact to take place with a named person only, restricting telephone calls to specified days and times or banning the complainant from the academy's premises. This will be reviewed after six months;
- conduct the Complaints Committee on the papers only i.e. not hold a hearing;
- refuse to consider the complaint and refer the complainant directly to Stage 4.

In all cases we will write to tell the complainant why we believe his or her behaviour is unacceptable or unreasonably persistent, what action we are taking and the duration of that action.

We may take the decision not to respond to any further correspondence where:

- we have taken every reasonable step to address the complainant's concerns
- the complainant has been given a clear statement of our position and their options and
- the complainant contacts us repeatedly, making substantially the same points each time.

The case for ceasing further correspondence is stronger where:

- letters, emails, or telephone calls are often or always abusive or aggressive or make insulting personal comments about or threats towards staff

- we have reason to believe the complainant is contacting us with the intention of causing disruption or inconvenience.

Where the behaviour is so extreme that it threatens the immediate safety and welfare of staff, members of the LAB or Directors, we will consider other options, for example reporting the matter to the police or taking legal action. In such cases, we may not give the complainant prior warning of that action.

#### **PART 4: Complaint campaigns**

For the purposes of this policy, a complaint campaign is defined as a complaint from three or more separate individuals (whether or not connected with an academy or the trust) which are all based on the same subject.

Depending on the subject in question, we may deviate from the procedure set out in this policy and instead:

- send a template response to all complainants and/or
- publish a single response on the academy/trust's website (as applicable)

## Annex 1

### Matters excluded from scope of this policy Excluded Matters

### Signposting

Admissions

The process for challenging admissions decisions is set out in our admissions policy in accordance with relevant statutory guidance

Child protection matters

Complaints about child protection matters are handled under our child protection and safeguarding policy and in accordance with relevant statutory guidance. If you have serious concerns, you may wish to contact the local authority designated officer (LADO) who has local responsibility for safeguarding or the Multi-Agency Safeguarding Hub (MASH)

Exclusions

The process for challenging exclusions decisions is set out in the DfE's statutory guidance and information can be found at <https://www.gov.uk/school-discipline-exclusions/exclusions>

National Curriculum content

Please contact the Department for Education at [www.education.gov.uk/contactus](http://www.education.gov.uk/contactus)

School re-organisation proposals

Where concerns are not adequately addressed by the trust complaints can be raised direct with the Department for Education

Complaints about services provided by other providers who may use academy premises or facilities

Providers should have their own complaints procedure to deal with complaints about service. Please contact them direct

Staff grievances

Complaints from staff will be dealt with under the academy's internal grievance procedures

Staff conduct

Complaints about staff will be dealt with under the academy's internal disciplinary procedures, if appropriate

Complainants will not be informed of any disciplinary action taken against a staff member as

a result of a complaint. However, the complainant will be notified that the matter is being addressed

Statutory assessments of Special Educational Needs (SEN)

Concerns about statutory assessments of special educational needs should be raised direct with the local authority

Whistleblowing

We have an internal whistleblowing procedure for all our employees, including temporary staff and contractors. The Secretary of State for Education is the prescribed person for whistleblowers in education who do not want to raise matters direct with their employer. Referrals can be made at: [www.education.gov.uk/contactus](http://www.education.gov.uk/contactus). Volunteer staff who have concerns should complain through the academy's complaints procedure. You may also be able to complain direct to the Department for Education (see link above), depending on the substance of the complaint

**Annex 2 Complaint Form**

Please complete and return to Penny Davies (complaints co-coordinator for the Trust) who will acknowledge receipt and explain what action will be taken.

Your name:
Pupil's name (if relevant):
Your relationship to the pupil (if relevant):
Address:
Postcode:
Day time telephone number:
Evening telephone number:
Please give details of your complaint, including whether you have spoken to anybody at the school about it.

What actions do you feel might resolve the problem at this stage?

Are you attaching any paperwork? If so, please give details.

Signature:

Date:

Official use

Date acknowledgement sent:

By who:

Complaint referred to:

Date:

**Annex 3 Summary of Complaints Procedure (Part 1)**

<b>Stage 1:</b> <b>Informal concerns</b>	Parent brings complaint to attention of member of staff
	Issue to be resolved within 15 school days
	Where no satisfactory solution has been found, parent to be advised that they should proceed to Stage 2
<b>Stage 2:</b> <b>Formal Written Complaint</b>	Parent to put complaint in writing using Complaint Form
	Complaint to be acknowledged within 5 school days
	(Optional) Meeting with parents within 10 school days
	Response to the complaint sent within 15 school days
<b>Stage 3:</b> <b>Referral to Complaints Committee</b>	Parent to request hearing within 10 school days of receiving notice of the outcome of Stage 2
	Request to be acknowledged within 5 school days
	Hearing to take place within 20 school days of receipt of request
	Notification of date, time and place of the hearing and details of the committee members present sent at least 5 school days before the hearing
	Academy representative and parents to submit evidence in support of their case to Clerk at least 3 school days before the hearing
	Complaints Committee decision sent not more than 5 school days after the hearing

## **Annex 4 Roles and Responsibilities**

### **Complainant**

The complainant will receive a more effective response to the complaint if they:

- explain the complaint in full as early as possible
- co-operate with the school in seeking a solution to the complaint
- respond promptly to requests for information or meetings or in agreeing the details of the complaint
- ask for assistance as needed
- treat all those involved in the complaint with respect
- refrain from publicising the details of their complaint on social media and respect confidentiality.

### **Investigator**

The investigator's role is to establish the facts relevant to the complaint by:

- providing a comprehensive, open, transparent and fair consideration of the complaint through:
  - sensitive and thorough interviewing of the complainant to establish what has happened and who has been involved
  - interviewing staff and children/young people and other people relevant to the complaint
  - consideration of records and other relevant information
  - analysing information
- liaising with the complainant and the complaints co-ordinator as appropriate to clarify what the complainant feels would put things right.

The investigator should:

- conduct interviews with an open mind and be prepared to persist in the questioning
- keep notes of interviews or arrange for an independent note taker to record minutes of the meeting
- ensure that any papers produced during the investigation are kept securely pending any appeal
- be mindful of the timescales to respond
- Prepare a comprehensive report for the principal or complaints committee that sets out the facts, identifies solutions and recommends courses of action to resolve problems.

The principal or complaints committee will then determine whether to uphold or dismiss the complaint and communicate that decision to the complainant, providing the appropriate escalation details.

### **Complaints Co-ordinator**

The complaints co-ordinator should:

- ensure that the complainant is fully updated at each stage of the procedure
- liaise with staff members, principal, Chair of Governors, Clerk and LAs (if appropriate) to ensure the smooth running of the complaints procedure
- be aware of issues regarding:
  - sharing third party information
  - additional support. This may be needed by complainants when making a complaint including

interpretation support or where the complainant is a child or young person

- keep records.

### **Clerk to the Governing Body**

The Clerk is the contact point for the complainant and the committee and should:

- ensure that all people involved in the complaint procedure are aware of their legal rights and duties, including any under legislation relating to school complaints, education law, the Equality Act 2010, the Freedom of Information Act 2000, the Data Protection Act (DPA) 2018 and the General Data Protection Regulations (GDPR)
- set the date, time and venue of the meeting, ensuring that the dates are convenient to all parties (if they are invited to attend) and that the venue and proceedings are accessible
- collate any written material relevant to the complaint (for example; stage 1 paperwork, school and complainant submissions) and send it to the parties in advance of the meeting within an agreed timescale
- record the proceedings
- circulate the minutes of the meeting
- notify all parties of the committee's decision.

### **Committee Chair**

The committee's chair, who is nominated in advance of the complaint meeting, should ensure that:

- both parties are asked (via the Clerk) to provide any additional information relating to the complaint by a specified date in advance of the meeting
- the meeting is conducted in an informal manner, is not adversarial, and that, if all parties are invited to attend, everyone is treated with respect and courtesy
- complainants who may not be used to speaking at such a meeting are put at ease. This is particularly important if the complainant is a child/young person
- the remit of the committee is explained to the complainant
- written material is seen by everyone in attendance, provided it does not breach confidentiality or any individual's rights to privacy under the DPA 2018 or GDPR.

If a new issue arises it would be useful to give everyone the opportunity to consider and comment upon it; this may require a short adjournment of the meeting

- both the complainant and the school are given the opportunity to make their case and seek clarity, either through written submissions ahead of the meeting or verbally in the meeting itself
- the issues are addressed
- key findings of fact are made
- the committee is open-minded and acts independently
- no member of the committee has an external interest in the outcome of the proceedings or any involvement in an earlier stage of the procedure
- the meeting is minuted
- they liaise with the Clerk (and complaints co-ordinator, if the school has one).

### **Committee Member**

Committee members should be aware that:

- the meeting must be independent and impartial, and should be seen to be so

No governor may sit on the committee if they have had a prior involvement in the complaint or in the circumstances surrounding it.

- the aim of the meeting should be to resolve the complaint and achieve reconciliation between the school and the complainant  
We recognise that the complainant might not be satisfied with the outcome if the meeting does not find in their favour. It may only be possible to establish the facts and make recommendations.
- many complainants will feel nervous and inhibited in a formal setting  
Parents/carers often feel emotional when discussing an issue that affects their child.
- extra care needs to be taken when the complainant is a child/young person and present during all or part of the meeting
- Careful consideration of the atmosphere and proceedings should ensure that the child/young person does not feel intimidated.
- The committee should respect the views of the child/young person and give them equal consideration to those of adults.
- If the child/young person is the complainant, the committee should ask in advance if any support is needed to help them present their complaint. Where the child/young person's parent is the complainant, the committee should give the parent the opportunity to say which parts of the meeting, if any, the child/young person needs to attend.
- However, the parent should be advised that agreement might not always be possible if the parent wishes the child/young person to attend a part of the meeting that the committee considers is not in the child/young person's best interests.
- The welfare of the child/young person is paramount.