



Best Futures School

Where Children Come First

Complaints Policy

Date updated – September 2025
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Introduction

Good relationships between schools and families are important in supporting pupils to succeed in developing their potential, in terms of their social and emotional well-being and meeting or exceeding their predicted outcomes in academic achievement.

One mechanism for building good relationships is to encourage feedback on the services that school provides. Feedback can help to improve and develop practices and services provided by school. Encouraging feedback is one way to show those who work in partnership with schools that their views are valued.

Occasionally feedback on difficulties and challenges that arise will be received and these will need to be addressed to ensure that the supportive partnership continues. In many cases issues can be resolved informally. However, where there is an issue that cannot be concluded informally a formal procedure is required that will attempt to resolve and reconcile all parties concerned.

What is a complaint?

A complaint can be defined as:

“Any expression of dissatisfaction, whether justified or not, which requires a response.”

Schools need to be clear about the difference between a concern (managed at the informal stage) and a complaint. Taking informal concerns seriously at the earliest stage will reduce the numbers that develop into formal complaints.

General principles

Section 29(1) of the Education Act 2002 states: *The governing body or in the case of Best Futures, the CIC are required to establish procedures for dealing with all complaints relating to the school or to the provision of facilities or services. This includes publicising those procedures and having regard to any guidance provided by the Secretary of State or the National Assembly for Wales when establishing or publicising these procedures. Additionally, they may require registered pupils to attend outside the school premises for curriculum purposes.*

This procedure for Best Futures is intended to apply to general complaints that are received by school. However, some complaints are subject to statutory procedures.

These complaints are:

- Delivery of the National Curriculum, religious education or collective worship
- Complaint by member of staff
- Capability issues - Dealt with by Senior Management in consultation of the CIC recruitment committee
- Pupil Exclusion – Dealt with by CIC Panel
- Admissions to school - Dealt with via Schools admissions team

- Child Protection - LA Child Protection procedures apply
- Special Education Needs - LA Procedures apply

In dealing with any complaints:

- Any procedure should aim to balance the rights and responsibilities of pupils, parents and school staff and to recognise that responsibilities rest with each of these.
- The procedure should be easily accessible and well publicised.
- It should be impartial and non-adversarial
- The procedure should have established time limits for action and keeping people informed.
- Confidentiality must be always maintained, although all parties will need to accept that some information may need to be shared if the complaint is to be fully investigated.
- A complaint is not part of any staff disciplinary process and staff who may be interviewed as part of the investigation must be treated fairly and have an opportunity to state their case. Staff should be offered support in dealing with any investigation into a complaint.
- Any member of staff who has had a complaint against them will have the opportunity to respond to the complaint during the investigation and will be able to see any response because of the investigation. Any disciplinary procedures that may arise from the investigation will be dealt with separately under the school's disciplinary procedure.
- A complaint about a member of the CIC should be referred to the Complaints Committee of the CIC.
- The complainant can have a representative with them for any meetings with the Executive Principal or when attending any of the panel meetings
- Where an independent person is required, we will be advised by the LA / or we will appoint an independent person

Resolving complaints

At each stage of the procedure schools should keep in mind ways in which a complaint can be resolved. It might be sufficient to acknowledge that the complaint is valid in whole or in part. In addition, it may be appropriate to offer one or more of the following:

- An apology
- An explanation
- An admission that the situation could have been handled differently or better (an admission that the school could have handled the situation better is not the same as an admission of negligence)
- An assurance that the event complained of will not recur

- An explanation of the steps that have been taken to ensure that it will not happen again
- An undertaking to review school policies considering the complaint.

Stage One - Informal Concerns and Complaints

1.1 Any parent/carer who has a concern/complaint should contact the appropriate member of staff who should clarify the nature of the concern/complaint and reassure them that the school wants to hear about it. This would usually be the teacher or may be the Executive Principal. If the member of staff cannot deal with the matter immediately, they should make a clear note of the date, name and contact details of the complainant and agree at convenient time to make contact.

1.2 The member of staff should record details of the concern/complaint and try to identify what action/outcome the parent/carer is looking for. (A sample recording form is in Annex A)

1.3.1 If no satisfactory solution has been found within 10 working days the complainant should be asked if they wish their concerns to be considered further. If that is the case and matter has previously been dealt with by a teacher then the next stage, Stage 2, should be dealt with by the Executive Principal. If the informal stage was dealt with by the Executive Principal, the Stage 2 contact should be the Chair of CIC.

Stage Two - Formal consideration by the Executive Principal or Chair of CIC

2.1 It should be the aim of all concerned to reach an agreed solution to the problem at this stage for the good of the child, parents/carer and the school.

2.2 Stage 2 complaints should be made in writing (Annex B). The complaint should be acknowledged within 3 working days of receipt. The written acknowledgement should give a brief explanation of the school's General Complaints Procedure and a target date for providing a response to the complaint. This will normally be within 10 working days. If this proves impossible, a letter will be sent explaining the reason for the delay and giving a revised target date. Where the complaint at Stage 2 is against the Executive Principal the investigation should be conducted by a single CIC Board Member (usually the Chair of CIC).

2.3 The Executive Principal (or Chair of CIC) should provide an opportunity for the complainant to meet him/her to provide any further information relevant to the complaint. Depending on the reason for the complaint, statements from witnesses may be required. The Executive Principal (or Chair of CIC) should keep written records of meetings, telephone conversations and other documentation.

2.4 If the complaint centres on a pupil, the pupil may also be interviewed. It is good practice that when pupils are interviewed in a formal situation, the children's parents

are to be present. If this is not possible then a member of staff who is known and trusted by the pupil should be invited to attend.

2.5 When all the relevant facts have been established, the Executive Principal should produce a written response to the complainant. The written response should include a full explanation of the decision and the reasons for it. Where appropriate, this should include any action the school will take to resolve the complaint. The complainant should be advised that if s/he wishes to take the matter further, s/he should notify the Chair of the CIC Body within 10 working days of receiving the outcome letter. If the complaint is not resolved at this level, the complainant will be given the option to move to Stage 3.

Before progressing the complaint to Stage Three, it would normally be expected that the complainant has:

- sought to resolve the concern through approaches to the school as described in Stages One and Two
- allowed reasonable time (normally no more than four school weeks) for investigation of the concern
- accepted any reasonable offer by the school to discuss the result of the investigation
- taken part in any process of mediation offered by the school
- made the initial complaint within two months of the incident occurring

Stage Three - Referral to the Complaints Committee of the CIC Board

3.1.1 Complaints rarely reach this stage, but the CIC should be prepared to deal with them when necessary. At this stage schools would normally seek advice from the Local Authority

3.1.2 Members of the CIC board complaints panel assigned to hear the complaint must have no prior involvement or previous knowledge of the matter.

A designated member of the CIC board holds specific responsibility for overseeing complaints. This ensures that the complaint is handled independently and impartially, preventing any potential bias during the complaints process. For this reason, it is essential that the complaint is not discussed outside of the Complaints Panel.

An independent person (from the running of the school) for the panel should be appointed and should one not be available, an independent person for the panel will be appointed, sourced through the Local Authority.

3.1.3 As this may be the last chance for a solution or compromise to be reached, every effort should be made to reach agreement through reconciliation or mediation.

3.1.4 All Complaint Panels should be received in writing.

3.1.5 It is important that the Complaints Panel views the complaint as being against the school rather than an individual staff member whose actions may have led to the original complaint.

3.1.6 It is important that the panel recognises that the complainant may need support and are encouraged to bring along someone to support them.

3.1.7 All minutes from complaints panel meetings and findings are securely stored in a locked cupboard within the school office. These records are accessible to inspectors or in response to subject access requests, including correspondence, statements and records relating to individual complaints.

These records will be stored in line with the school's Retention of Records policy.

Stage Three Procedure

Option One - Investigation by the Complaints Committee

Upon receipt of a written request by the complainant for the complaint to proceed to Stage Three, the procedures outlined below should be followed:

3.2.1 The Chair of the CIC or the CIC Clerk should write to the complainant to acknowledge receipt of the written request within three days. The acknowledgement should inform the complainant that the CIC Body's Complaints Committee would set up a Complaints Panel, who would hear the complaint within 20 working days.

3.2.2 The Clerk to the CIC should convene a meeting of a Complaints Panel within the agreed timescale. The panel should consist of at least 3 CIC members who have not previously been involved in dealing with the complaint. The Executive Principal should not be a member of the panel. The clerk should be responsible for making all the arrangements for the meeting, including the time and place. The complainant, Executive Principal, any relevant witnesses and members of the Complaints Panel should be informed at least 5 working days in advance of the date, time and place of the meeting. The notification to the complainant should also inform him/her of the right to be accompanied to the meeting by a friend/advocate/interpreter. The letter should also explain how the meeting would be conducted.

3.2.3 The Executive Principal should be invited to attend the Complaints Panel meeting and to prepare a written report for the Panel in response to the complaint. Any relevant documents, including the Executive Principal's report, and any documentation supplied by the complainant should be received by all concerned, including the complainant, at least 5 days prior to the meeting. The committee should elect a Chair for the meeting. The CIC bodies should have regard to the need for ethnic, gender or other mix of members as appropriate. The meeting should be appropriately minuted.

3.2.4 The aim of the meeting should be to resolve the complaint and achieve reconciliation between the school and the complainant. The Panel should try to ensure that the meeting is not too formal or intimidating for those involved. All should be told the names of everyone present and have the procedure explained to them at the beginning of the meeting.

3.2.5 The meeting should allow

The complainant

- to explain his/her complaint/s and the Executive Principal
- to allow the complainant to bring along someone to support them should they wish, (To be there to explain process or for moral support and guidance)
- to explain the school's response.
- The complainant to question the Executive Principal and/or other members of staff about the school's response, and the Executive Principal to question the

- complainant about the complaint.
- Panel members to have an opportunity to question the complainant,
- the Executive Principal and any witnesses, as appropriate.
- Final statements by both the Executive Principal and the complainant.

(Procedure for Complaint Hearing Appendix C)

3.2.6 The Chair of the Panel should explain to the complainant and the Executive Principal that the Panel will now consider its decision, and that a written decision will be sent to both parties within 7 working days. The complainant, Executive Principal and other members of staff and witnesses should leave the meeting.

3.2.6i The Panel should then consider the complaint, and all the evidence presented and:

a) must reach a majority decision on the complaint.

b) decide upon the appropriate action to be taken to resolve the complaint; The complainant may allow a friend, relative or advocate to speak on their behalf

c) where appropriate, recommend changes to the school's systems or procedures to ensure that problems of a similar nature do not happen again. Recommendations should be reported to the CIC Board at an appropriate time.

d) where appropriate to do so, recommend any further action.

3.2.7 The Clerk to the CIC should send the complainant, the Executive Principal and Chair of the CIC a written statement outlining the decision of the committee within 7 working days of the meeting.

3.2.8 Copies of all correspondence should be kept on file in the CIC records. These records should be kept securely in the school office, separately from pupil's personal records.

Option Two - Investigation by the LA on behalf of the CIC Board

3.3.1 There may be occasions when the CIC Board of a school will ask (or be advised to ask) the Local Authority to investigate a complaint on their behalf. This may particularly apply if the complaint involves a vulnerable child. For the purposes of this document a vulnerable child is one who is at risk of not achieving their predicted outcomes. The Local Authority has no powers or jurisdiction to act independently of the CIC Body.

3.3.2 The Local Authority will carry out the investigation on a repayment basis on behalf of the CIC Board. The investigation may be carried out by a Local Authority Officer or an external independent Complaint Investigator. A Local Authority investigating officer will be appointed by the Head of Standards or an external investigating officer would be appointed, in partnership with the Children's Services Complaints Co-ordinator.

3.3.3 The investigation will be carried out within an agreed timescale (normally 25 working days). The aim of the investigation should be to establish all the facts with the goal that the complaint be resolved, and reconciliation achieved between the school and the complainant.

3.3.4 The complainant and the Executive Principal will be given an opportunity to make representations to the investigating officer. It will not be possible to introduce new evidence at this stage of the proceedings. The Local Authority will provide an opportunity for all of those involved to provide information relevant to the complaint. Depending on the reason for the complaint, statements from witnesses may be required.

3.3.5 The Local Authority will prepare a written report to the Complaints Panel of the CIC Board on the outcome of the investigation. The report will either uphold the complaint or find no substantive evidence to support the complaint.

There is no appeal mechanism to the Local Authority on the findings of the investigation.

3.3.6i Copies of the report would also be made available to both the Executive Principal and the complainant at least 5 days prior to the meeting of the Complaints Panel of the CIC Body to which they should be invited to attend. The Complaint Panel will be convened in the same way as it would be if it was investigating the complaint, to consider the report.

3.3.7 The Complaints Panel should be informed at least 5 working days in advance of the date, time and place of the meeting and should also receive the report in this time scale. The meeting should be appropriately minuted.

3.3.8 At the meeting the Panel should consider the complaint and the report presented by the LA. As no further evidence can be presented at this stage the Head and Complainant are there as observers and for verification purposes only.

3.3.9 The Chair of the Panel should explain to the complainant and the Executive Principal that the Panel will now consider its decision, and that a written decision will be sent to both parties within 7 working days. The Complainant and Executive Principal should then be asked to leave. The process should continue as per the Complaint Panel procedure - 3.2.6i, in that the Panel:

- a) reach a majority decision on the complaint.
- b) decide upon the appropriate action to be taken to resolve the complaint.
- c) where appropriate, recommend changes to the school's systems or procedures to ensure that problems of a similar nature do not happen again. Recommendations should be reported to the CIC Body at an appropriate time.
- d) where appropriate to do so, recommend any further action.

3.3.10 The Clerk to the CIC Body should send the complainant, the Executive Principal and Chair of the CIC a written statement outlining the decision of the committee within 7 working days of the meeting.

3.3.11 Copies of all correspondence should be kept on file in the CIC records. These records should be kept separately from pupil's personal records.

These records will be stored in line with the school's Retention of Records Policy

Further Action

Stage Four - LA Review

The Complainant has no further right of appeal except where they consider that the process followed by the CIC' Complaints Committee had been unfair.

If that is the case the complainant can approach the Local Authority to conduct a review to ensure that reasonable procedures have been followed (as set out in this policy), that the complainant has been treated fairly and that there has been no breach of statutory regulations.

There is no further or wider appeal to the Local Education Authority who have no powers to intervene further in the disposal of general complaints.

Stage Five – Secretary of State

The complainant may approach the Secretary of State for Children, Schools and Families on the grounds that a CIC body has acted or is proposing to act unreasonably, or that the CIC body or LA has failed to discharge its duties under legislation. Complaints of this nature rarely succeed, however, providing that all procedures have been followed correctly. Where complaints are made the Secretary of State may contact the CIC body or the LA for more information.

Unreasonably persistent complainants

The great majority of people with complaints or concerns about the school behave reasonably in pursuing their complaint.

This means that they:

- treat all school staff with courtesy and respect.
- respect the needs of pupils and staff within the school.
- avoid the use of violence (including threats of violence) towards people and property.
- recognise the time constraints under which members of staff work and allow the school a reasonable time to respond to a complaint.
- recognise that resolving a specific problem can sometimes take some time.
- follow the school's complaints procedures.

However, a small number of complainants may be deemed “unreasonably persistent complainants”. This means that, in complaining about issues, either formally or informally, they behave unreasonably, for example by:

- actions which are obsessive, persistent, harassing, prolific,
- repetitious; and/or
- prolific correspondence or excessive e-mail or telephone contact
- about a concern or complaint; and/or
- an insistence upon pursuing unmeritorious complaints and/or
- unrealistic or unreasonable outcomes; and/or
- an insistence upon pursuing meritorious complaints in an
- unreasonable manner.

5.3 A model procedure for identifying and responding to such complainants is attached as Appendix D.

Parent Support

Free and independent advice for Parents as available through the Advisory Centre for Education (ACE). ACE is a National Charity which aims to provide the information, support and high-quality advice that parents need to help their children at school, particularly where there are problems.

The telephone number for ACE is 08088005793

The web address is: www.ace-ed.org.uk

APPENDIX A

INITIAL SCHOOL RECORD OF COMPLAINT

School	Best Futures School The Stables Aylesby DN37 7AW	
Name of Complainant		
Childs Name		
Date of Contact with School		
Nature of Complaint:		
Actions Taken:		
Signature		Date

Appendix B

Complainant Form

Please complete and return to the Executive Principal who will acknowledge receipt and explain what action will be taken.

Your name:

Pupil's name:

Your relationship to the pupil:

Address:

Postcode:

Day time telephone number:

Evening telephone number:

Please give details of your complaint.

**What action, if any, have you already taken to try and resolve your complaint.
(Who did you speak to and what was the response)?**

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:

Appendix C

A Model Procedure for the Conduct of a Complaint Hearing at Stage Three

1. The Clerk for the meeting should invite everybody into the room, introduce them and explain the role of each person.
2. The Chair should explain to all present that the purpose of the meeting is to review the complaint, resolve any differences and achieve a reconciliation between the school and the complainant.
3. The chair should then outline the proposed procedure for the meeting. S/he should listen to any concerns about the procedure but has the final decision about the arrangements:
 - a) The complainant will outline the complaint and may call witnesses.
 - b) The Executive Principal will be given the opportunity to seek clarification from the complainant and/or witnesses.
 - c) The Panel may seek clarification from the complainant and/or witnesses.
 - d) The Executive Principal will be given the opportunity to respond and call witnesses.
 - e) The complainant will be given the opportunity to seek clarification from the head teacher and/or witnesses.
 - f) The Panel will seek clarification from the complainant and/or witnesses.
 - g) The complainant will be given the opportunity to sum up.
 - h) The Executive Principal will be given the opportunity to sum up.
 - i) Both parties will then leave the room to allow the committee to deliberate. Any LA representative may remain to offer technical and/or procedural advice.
4. The committee will then arrive at its decision. This will cover:
 - a) Findings on the complaint.
 - b) Appropriate action to be taken by the school.
 - c) Any recommended changes to the school's systems or procedures.
5. The decision will be notified to all parties, in writing, within 7 school days.

Appendix D

Procedure for Dealing with Unreasonably Persistent Complainants

Introduction

The great majority of people with complaints or concerns about the school behave reasonably in pursuing their complaint. This means that they:

- treat all school staff with courtesy and respect.
- respect the needs of pupils and staff within the school.
- avoid the use of violence (including threats of violence) towards people and property.
- recognise the time constraints under which members of staff work and allow the school a reasonable time to respond to a complaint.
- recognise that resolving a specific problem can sometimes take some time.
- follow the school's complaints procedures.

However, this appendix to the Model Complaints Procedure for Schools deals with complainants that are unreasonably persistent.

Definitions

For the purposes of this appendix, an “**unreasonably persistent complainant**” is defined as follows:

An unreasonably persistent complainant is a person who complains about issues, either formally or informally, or frequently raises issues that he/she considers to be within the remit of the school and whose behaviour is unreasonable. Such behaviour may be characterised by:

- actions which are obsessive, persistent, harassing, prolific, repetitious; and/or
- prolific correspondence or excessive e-mail or telephone contact about a
- concern or complaint; and/or
- an insistence upon pursuing unmeritorious complaints and/or unrealistic or unreasonable outcomes; and/or
- an insistence upon pursuing meritorious complaints in an unreasonable manner.

For the purposes of this appendix, “**harassment**” is defined as follows:

Harassment is the unreasonable pursuit of the actions listed above in (3) in such a way that they:

- appear to be targeted over a significant period of time on one or more members of school staff; and/or
- cause ongoing distress to individual member(s) of school staff; and/or
- have a significant adverse effect on the whole/parts of the school community; and/or
- are pursued aggressively.

Deciding whether a complainant should be deemed an unreasonably persistent complainant

Only the Executive Principal, with the agreement of the Chair of the CIC, may deem a complainant an unreasonably persistent complainant. The Executive Principal will ensure that there is sufficient evidence available to justify the decision. He/she will consult the Authority’s Legal Services to confirm that the evidence is sufficient.

Action to be taken where a complainant is deemed an “unreasonably persistent complainant”

The Executive Principal will write to the complainant to explain the decision and the way that future complaints will be dealt with. Any restrictions imposed will be appropriate and proportionate.

Some, or all of the following actions may be taken, depending on the circumstances of the case:

- insisting that no member of staff should meet the complainant on his/her own.
- restricting telephone calls from the complainant to specified days and times.
- requiring that all future contacts with the school are in writing, except in emergencies; this includes contacts with members of the CIC body, who should only be contacted at the school address.
- merely acknowledging correspondence from the complainant that raises issues that have already been dealt with.
- after consulting the Authority’s Legal Services, banning the complainant from the school premises where the complainant’s behaviour constitutes a nuisance or disturbance, with any appointments with staff to be agreed in writing via the Executive Principal.

However, all correspondence from the complainant will be considered and any new and substantive issues will be addressed, and a reply sent to the complainant.

New complaints from people who have been deemed unreasonably persistent complainants will be treated on their merits.

Executive Principal	Dawn Best	Signature	<i>Dawn Best</i>	Date:	17/06/2025
CIC Board	Steve Davies	Signature	SJ Davies	Date:	24/07/2025
CIC Board	Rose Best	Signature	<i>Rose Best</i>	Date:	17/06/2025
CIC Board	Kittie Spilman	Signature	<i>K Spilman</i>	Date:	17/06/2025