

RIVERSIDE COMPLAINTS POLICY

02.11.16

(checked by SMT)

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Amended/adopted by Riverside FGB in 2011 from Moselle's standing policy.

1.0 Introduction

From September 2003 governing bodies of all maintained schools and nursery schools in England are required, under Section 29 of the Education Act 2002, to have in place a clear and well communicated procedure to deal with complaints.

Although complaints against schools are statistically rare, it is important to have procedures in place for those occasions when a student's education could be affected.

2.0 Acknowledgements

The following procedure for handling complaints is based on research by the 'Research and Information on State Education Trust (RISE)' body.

3.0 Why complaints matter

A well-established complaints system can provide valuable feedback, leading to benefits for a school and its community. It should demonstrate:

- that there is a free and continuous source of feedback from the school's community covering every aspect of the school;
- that the school takes complaints seriously and listens to its community;
- that the school is motivated to sustain its image and credibility;
- that early warning signs to identify any areas where things are not running smoothly are taken seriously.

4.0 Defining a complaint about a school

The scope of complaints in a school is far-reaching; it could be the actions of a student, a teacher, the curriculum, transport, safety, catering – any number of aspects of school life. A complaint can be defined as:

"Any expression of dissatisfaction about something which the school, its students or its governing body have, or have not done, or about its policies, and which requires a response."

However, not all of these areas of complaint are appropriate for schools to resolve themselves. For the following, there are statutory procedures to be followed:

- complaints about the curriculum;
- admissions and transfers arrangements and appeals;
- appeals against Statements of Special Educational Needs;
- appeals against exclusions, and;
- complaints about public examinations.

Often, parents do not know where statutory procedures apply and it is important that these are outlined, complete with relevant contact details, in a school's Complaints Policy documentation.

It is also imperative that all school staff and governors know these contact details, so that when a parent *does* complain about one of the above, they are quickly told who to approach. *Appendix A*, lists statutory procedures, complete with local contact details for information.

4.1 Discriminatory incidents

In order to comply with the statutory requirements laid down in the Race Relations (Amendment) Act 2000, all schools are required to produce a written Equalities Policy.

Should the school receive a complaint which is construed as a discriminatory incident, the procedures laid down in the Equalities Policy should be followed.

5.0 Roles and responsibilities at each stage of the process

Teachers, support staff and governors

The school's Complaints Policy is made available to all teachers, support staff and governors. If any such person has been contacted with a complaint, they must know who to refer it to.

All teachers and governors should also understand where statutory procedures apply, and local contacts for these. This will enable them to advise any complainants who to contact for further assistance.

Initially, teachers should normally deal with complaints. At this early stage, it is likely that thought, patience and consideration by staff will help diffuse the complaint. *Appendix B* highlights some important rules to remember when confronted with a complaint.

Headteachers

Headteachers are responsible for implementing the school's Complaints Policy.

Governing body

The school's governing body investigates a complaint if the complainant feels that the prescribed procedure in school has failed to provide a satisfactory outcome.

Local Authorities (LAs)

The LA will not usually become involved in a general complaint, unless the school's own procedure has been exhausted, and the complainant remains unsatisfied with their response.

Forwarding complaints from the LA to a school

When the LA receives a complaint about a school, which clearly has not been through the school's own procedure, it is the LA's responsibility to relay this complaint back to the school.

In the event that the LA receives a complaint by letter, this will be forwarded to the school with a cover note from the Director of Children's Services, as illustrated in *Appendices C and D*. If a complaint is received verbally, the details will be recorded in a form such as illustrated at *Appendix E*, and again, forwarded to the school.

It is vital that schools understand that the role of the LA in such circumstances is merely to *inform* the school of the complaint.

Beyond the LA

Beyond the LA, an unresolved complaint can be referred to the Secretary of State for Education, or the Local Government Ombudsman. The Secretary of State for Education will intervene in school matters in cases of extreme seriousness, and whilst the Ombudsman does not generally investigate internal school management matters, they will investigate complaints against an LA concerning maladministration of services.

Local MPs and Councillors

At any stage, complainants may contact their local councillor or local MP, who may in turn raise this with the LA on behalf of their constituent. This is an alternative avenue for complaints to enter the complaints system and these are subject to standard council procedures. In these circumstances, the LA will contact the relevant investigating body (according to stage) directly and ask them to investigate the complaint.

6.0 The complaints procedure

The proposed example procedure for dealing with complaints about schools is based on five stages of increasing formality; the first three are based within a school, and it is hoped that most complaints are resolved within these. However, for those rare times when a complainant is not satisfied with the school's response, stages four and five involve external bodies.

The procedure is outlined on the following pages and summarised in *Diagram 1*. Following this are example letters to assist where correspondence could be particularly sensitive.

6.1 Stage One: Informal

Any member of staff or the Governing Body may be approached with a concern from a member of the school's community. For many concerns at this stage, it is unclear whether a question is being asked, an opinion expressed or a complaint made. However, following the checklist outlined below will ensure consistency and ensure that details are retained, should the complaint go to subsequent stages.

If the concern is about a *teacher*, the complainant must be directed to the Headteacher of the school concerned.

If the concern is about a *Headteacher*, the complainant must be directed to the Governing Body Chair. The Chair is encouraged to arrange for the services of the Senior School Improvement Advisers in these cases.

▪	In most cases the complainant should be directed to the class teacher who should try to resolve the issues. He/she could discuss the complainant's desired outcome. This often helps to diffuse anger and makes the complaints system more effective for both parties who can then work towards achieving the desired outcome.
▪	It is important that concerns can be raised at this time without any formality, and be expressed in any manner - verbally, by letter, by telephone, by e-mail or by fax. Translation services should also be made available to the school's community for this purpose. The Council has a translation service from which such a service can be purchased. Their contact details can be found in <i>Appendix F</i> .
▪	The complainant should be informed as soon as possible if their complaint is covered by statutory procedures and given contact details as on <i>Appendix A</i> .
▪	Attempts must be made to resolve any issues straight away or through discussion with appropriate teachers and/or support staff.
▪	Where an issue cannot be resolved immediately, the person receiving the complaint should make a clear note of the complainant's contact details and refer these to an appropriate teacher who can deal with the concern.

<ul style="list-style-type: none"> ▪ Staff should be encouraged to record full details of the complaint, including any action that has been taken. This provides crucial information as to the nature of concerns, a school's ability to resolve them and also provides a record, should the concern remain unresolved and continue to Stage Two. A model form for recording details of received complaints is attached at <i>Appendix E</i>.
<ul style="list-style-type: none"> ▪ The deadline for resolving concerns and giving feedback to all parties involved is ten school days.
<ul style="list-style-type: none"> ▪ The complainant should be advised that they have twenty days to take their complaint to Stage Two.

6.2 Stage Two: Headteacher's Investigation

This stage can be reached if the class teacher has been unable to resolve the problem, or if the complaint is about a teacher. At this stage the complaint should be properly recorded, either in the form of a letter or on the complaints recording form (*Appendix E*). Assistance should be provided to any person who may have difficulties recording their complaint in writing. Contact details for the Council's translation service can be found in *Appendix F*.

Reminder. If the complaint is about the headteacher, the complainant should be asked to contact the Governing Body Chair.

The following checklist will ensure transparency and consistency at this stage:

<ul style="list-style-type: none"> ▪ The Headteacher should copy the details of the complaint to any member of staff named in the complaint.
<ul style="list-style-type: none"> ▪ Upon receipt of complaint, the Headteacher should acknowledge the letter in writing/verbally (but recorded in a record of the complaint) within three days. This acknowledgement will give a brief explanation of the school's Complaints Policy and target date for a response.
<ul style="list-style-type: none"> ▪ It is important that all paperwork, telephone calls, meetings relating to the complaint are carefully recorded on a complaints form (<i>Appendix B</i>) and filed.
<ul style="list-style-type: none"> ▪ Depending on the nature of the complaint, the Headteacher may want to consider a mediation procedure. This could involve for example, a deputy head or other senior member of staff, or the school's Senior School Improvement Officer, who can help to try to resolve the complaint swiftly.
<ul style="list-style-type: none"> ▪ Once all the facts have been established, the Headteacher or Governing Body Chair (should the complaint be about the Headteacher), should produce a written response to the complainant and all parties involved. This letter should contain: <ul style="list-style-type: none"> • a full explanation of the decision and the reasons for it; • where appropriate, action the school will take to resolve the complaint; • advice on how to take the issue to Stage Three if the complainant remains unhappy; • advice that this should be done within twenty days of receipt of the response letter from the Headteacher.
<ul style="list-style-type: none"> ▪ The deadline for resolving concerns at this stage is fifteen school days.

6.3 Stage Three: The School Governing Body

It is rare for complaints to reach this stage; when they *do* it is important that the Governing Body is prepared.

When the Governing Body Chair receives a complaint, efforts should be made to resolve this informally. The Chair is encouraged to seek the advice of the LA, particularly the school's Senior School Improvement Officer. If however, this route is neither advisable or is unsuccessful, the Chair should convene a meeting of the Governing Body Complaints Panel, or secure the services of the governing body clerk or substitute to carry through the procedures. If a complaints panel has *not* to been established, the convenor should arrange for a panel of three or five governors to consider the complaint.

It is important that this process is independent and impartial. Therefore, any governor reviewing a complaint must be impartial and *not* have had any previous involvement, since this could result in a conflict of interest. The governing body may also wish to seek the advice of external bodies such as the LA, and in particular, the school's Senior School Improvement officer.

Although complaints at this stage are to be considered seriously, it is important to remember that many parents are unused to dealing with people in formal situations and it is recommended that a complaints panel keep proceedings as informal as possible.

Note: Any complaint about the Governing Body should be directed to the LA.

The following checklist will ensure transparency and consistency at this stage:

▪	The complainant should write to the Governing Body Chair. Assistance should be provided to those who have difficulty in recording their complaint in writing. Previous letters, associated papers, etc, should be included.
▪	If the complainant is unable to provide a written request, they must be able to approach the Chair via telephone, or face-to-face. In these circumstances, it is important that details are properly recorded by the Chair (e.g., on the form in <i>Appendix B</i>).
▪	The Chair should seek to acknowledge the complaint within three school days of receipt. The Chair must try to make a judgement about trying to resolve informally and should seek the advice of the LA in such circumstances.
▪	If it is neither advisable or an attempt at informal resolution is unsuccessful, The Chair should arrange for a meeting of the Governing Body Complaints Panel. Model letters to involved parties are attached at <i>Appendices G and H</i> .
▪	If moving to the formal stage, it is recommended that the services of a professional clerk be secured. The Chair may wish to delegate the arrangement of the Panel meeting to the clerk. This meeting will take place within fifteen school days of receipt of the complaint.
▪	The convenor of the complaints panel shall invite the other panel members, complainant, Headteacher and any relevant witnesses to the meeting, detailing how the meeting will be conducted and giving at least five days' notice.
▪	The Headteacher and Complainant will be expected to provide all previous paperwork concerning the issues raised in the complaint. All papers will be circulated in advance.
▪	The Complainant will be informed of their right to be accompanied by a friend/supporter/interpreter.
▪	The Headteacher should also be informed of their right to be accompanied by, for example, a member of their professional association.

<ul style="list-style-type: none"> ▪ The Headteacher and Complainant may also invite any other individual who is directly involved in the complaint to attend the meeting, as a witness. However, the involvement of additional staff is at the discretion of the Panel Chair.
<ul style="list-style-type: none"> ▪ It is the responsibility of the Panel Chair to ensure that the meeting is properly minuted.
<ul style="list-style-type: none"> ▪ The aim of the meeting should be to achieve reconciliation between the school and complainant. The complainant should be asked what redress they are seeking. An example agenda for a complaints panel meeting is attached at <i>Appendix I</i>. ▪ It must be recognised that sometimes it will be difficult to establish reconciliation. In such circumstances, the meeting can be used to establish facts, and make recommendations.
<ul style="list-style-type: none"> ▪ The panel will reply to the Complainant within fifteen school days after the meeting has taken place, stating: <ul style="list-style-type: none"> • whether the Panel upholds the complaint, in full or in part; • the redress that the Panel is recommending, if any; • the reasons for their decision; • how to move to Stage Four, in case the complainant remains unhappy. Stage Four requires that the Complainant must contact the LA within twenty days of receipt of the Complaint Panel's letter. <p>Example letters to involved parties is attached at <i>Appendix J</i>.</p>
<ul style="list-style-type: none"> ▪ A copy of the decision letter should be sent to the Complainant and the Headteacher.

6.4 Stage Four: Referral to Haringey Local Authority (LA)

Though the LA has a statutory obligation to deal with complaints against the curriculum, there will be rare times when there are other complaints about a school, which have exhausted the school's internal procedures and must be considered by the LA.

The following checklist will ensure transparency and consistency at this stage:

<ul style="list-style-type: none"> ▪ The complainant must refer their complaint, in writing to the Director of Education.
<ul style="list-style-type: none"> ▪ The Director will acknowledge receipt of the complaint, detailing who will be reviewing the matter, within ten school days.
<ul style="list-style-type: none"> ▪ The Director will copy the acknowledgement letter to the Headteacher and Governing Body Chair.
<ul style="list-style-type: none"> ▪ The Director of Education will appoint a review officer who has no connection with the complaint.
<ul style="list-style-type: none"> ▪ The Review Officer will contact the complainant and discuss their desired outcome and possibilities of redress. The officer must explain the limits of the LA's power to respond and explain processes and timescales.
<ul style="list-style-type: none"> ▪ The Review Officer will review actions to date by all parties, including communications with the school and governing body and formally record the findings.
<ul style="list-style-type: none"> ▪ The Review Officer will produce a report attempting to resolve the issues to the satisfaction of the complainant, outlining the following:

<ul style="list-style-type: none">• Recommendations for action;• reasons for these, where appropriate;• this must be sent to the complainant, the Headteacher and governors within thirty school days of receipt of the complaint.
▪ The Director of Education's covering letter to the report will include details of the next stage, should the complainant remain unsatisfied.
▪ Actions will be recorded throughout.

6.5 Stage Five: Beyond the LA

Beyond the LA, an unresolved complaint can be referred to the Secretary of State for Education, or the Local Government Ombudsman. The LA must supply contact details and likely procedures for these if the complainant wishes to pursue their complaint further.

Appendix A

Complaints covered by other statutory procedures

Complaints against the curriculum

Section 409 of the 1996 Education Act required all LAs to establish a procedure in maintained schools to deal with complaints from parents about the curriculum and religious worship. Parents may use the procedure if they feel that the LA or governing body is failing to:

- provide the National Curriculum in the school, or for a particular student;
- follow the law on charging for school activities;
- offer only approved qualifications or syllabuses;
- provide religious education and daily collective worship;
- provide the information that they have to provide;
- carry out any other statutory duty relating to the curriculum, or;
- act unreasonably in any of the above cases.

Arrangements for consideration of complaints against the curriculum are available from:

Haringey Council Services
48 Station Road
London, N22 7TY
Telephone: 020 8489 3839

Special Educational Needs (SEN)

If you require information around disputes about special education needs, advice can be sought from:

Head of Inclusion
Haringey Council Education Services
48 Station Road
London, N22 7TY
Tel: 020 8489 3848

Appeals against exclusions

Advice on how to appeal against exclusions is available from:

The Student and Family Mediation Officer
Haringey Professional Development Centre
Downhills Park Road
Tottenham, N17 6AR
Tel: 020 8489 5026

Advice can also be obtained from the Advisory Centre for Education's (ACE) helpline: 020 7704 9822 (weekdays, 2 – 5pm).

Complaints about public examinations

The appropriate examining board is responsible for complaints about grades but parents have the right to seek the support of the school if they wish to query a result.

Student protection issues

Should you be concerned about the welfare of any student, please contact the Education Service's designated Student Protection Officer on 020 8489 3150 who will advise you on the next steps.

Appendix B

How to listen to complaints

As soon as you realise that you are listening to a complaint, remember these points:

- 1. Don't pass the buck.** Try not to keep transferring an angry person from one place to another. Make sure you know the contact person for anything you cannot deal with yourself.
- 2. Don't be flippant.** First impressions count. You and the school may be judged on your immediate reaction.
- 3. Treat all complaints seriously.** However small or trivial it may seem to you, the complaint will be an important problem for anyone who takes the trouble to complain.
- 4. Treat every complaint individually.** Even if you have already received several similar complaints the same day, it is probably the person's first chance to have their say.
- 5. Be courteous and patient.** Be sympathetic and helpful, but do not blame other colleagues.
- 6. Say who you are.** If you are unknown to the person, introduce yourself.
- 7. Ask for their name and use it.** Anonymous complaints are acceptable only where there are special circumstances.
- 8. Take time to find out exactly what the problem is.** It is easy for someone to forget to tell you an important detail, particularly if they are upset or annoyed.
- 9. Don't take the complaint personally.** To an angry or upset person, YOU are the school, and the only one they can put their feelings to right now.
- 10. Stay cool and calm.** Do not argue with the person — be polite and try to find out exactly what the person thinks is going wrong, or has gone wrong.
- 11. Check you are being understood.** Make sure that the person understands what you are saying. Don't use jargon - it can cause confusion and annoyance to someone "not in the know".
- 12. Don't rush.** Take your time. Let people have their say, and let off steam if they need to. Listen carefully and sympathetically to their problems before replying and attempting to find a solution or offer a next step.
- 13. Next steps.** Always make it clear that they can take the complaint further if they are not happy. Let them know who they should contact at the next stage.

Appendix C

Letter to school if complaint received by LA hasn't gone through a school's own procedure

[Name 1][Name 2]

[Address 1]

[Address 2]

London

[Post code]

Director of Education Services

48 Station Road

London

N22 7TY

[Date]

Dear [Name of Headteacher, or Governing Body Chair, as appropriate]

Please find attached a complaint received in this office by [letter / fax / telephone / email] on [date]. I understand from the complainant that [name of school] has not yet had an opportunity to respond to this issue and since it is clearly in everybody's interests if this type of difficulty can be resolved at school level, I am forwarding it to you.

I would like to emphasise that we have not taken up this matter, but merely informed the complainant by letter, that their issue has been re-directed to you; a copy of which is attached here.

I would appreciate it if you could keep me informed of the outcome of your investigation into this complaint, for our records and we would be pleased to offer our assistance in this matter, should you require it.

Yours sincerely

[Name]

Director of Education Services

Encl. Letter to [name of complainant]

cc [Name of complainant]

Appendix D

Letter to complainant if complaint received by LA hasn't gone through a school's own procedure

[Name 1][Name 2] Director of Education Services
[Address 1] 48 Station Road
[Address 2] London
London N22 7TY
[Post code]

[Date]

Dear [Name]

Thank you for your letter dated [date], received in this office on [date].

I understand that [name of school] has not yet had an opportunity to respond to your complaint. Since it is in everybody's interests if this type of difficulty can be resolved at school level, your complaint has been forwarded to the school's Headteacher, [Headteacher's name].

I have requested that [Headteacher's name] keep me informed with the progress of your complaint and I hope very much hope that a successful resolution can be found.

Yours sincerely

[Name]
Director of Education Services

c.c. [Name of Headteacher], [School]
[Chair of Governors], [School]

Appendix E

Complaints recording form

School	
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Details of complainant

Date		Staff name	
Complainant's name		Relationship to student	
Student's name		Date of birth	
Complainant's address			
Complainant's phone no. / email			

Nature of complaint (please 'X' and describe)

About school		About Headteacher (<i>Action: refer complaint to the governing body</i>)	
About a teacher		About support staff	
About governing body (<i>Action: refer complaint to the LA</i>)		About SEN, admissions, exclusions, public examinations, etc (<i>Action: refer complainant to correct procedure</i>)	
Another matter			
Description:			

Action taken and advice given (please 'X' and describe)

Complaints Leaflet offered	
Complaints Policy followed	
Additional Information	

Summarise outcome here

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Appendix F

Useful organisations and their contact details

Local addresses:

Advice from the LA

Communication and Complaints Officer
Haringey Council Education Services
48 Station Road
London, N22 7TY
Tel: 020 8489 3279

Citizens' Advice Bureaux

Turnpike Lane Citizens Advice Bureau
14a, Willoughby Rd
London N8 0JJ
Tel: 020 8352 0202

Tottenham Citizens Advice Bureau
Tottenham Town Hall
Town Hall Approach Rd
London N15 4RY
Tel: 020 8376 3700

Haringey Citizens Advice Bureau
7, Hatherley Gardens
London N8 9JH
Tel: 020 8374 3704

Translation Services

Haringey Council's Translation Service provides interpreters, translations, braille translations and sign language services:

Haringey Council's Translation Service
Chief Executive's Service
High Road
London, N22 8LE
Telephone: 020 8489 2922

National Addresses:

Local Government Ombudsman

The Local Government Ombudsman
21 Queen Anne's Gate
London, SW1H 9BU
Telephone: 020 7915 3210

London Diocesan Board for Schools (Church of England)

Diocesan House
36 Causton Street
London, SW1P 4AU
Telephone: 020 7932 1100

Catholic Education Service

39 Eccleston Square
London, SW1V 1BX
Telephone: 020 7828 7604

The Advisory Centre for Education

1B Aberdeen Studios
22 Highbury Grove
London, N5 2EA
Telephone: 0808 800 5793 (general advice, weekdays 2-5pm)
020 7704 9822 (exclusion help line, weekdays 2-5pm)

The Secretary of State for Education and Skills

Department for Education and Skills
Sanctuary Buildings
Great Smith Street
London, SW1P 3BT

Appendix G

Convening a complaints panel

[Name 1][Name 2]

[Address 1]

[Address 2]

London

[Post code]

[Date]

Dear [Name]

Thank you for your letter dated [date], received by me on [date].

I understand that you are unsatisfied with the response from [name of headteacher] and you would now like the Governing Body to consider your complaint.

As the convenor of the Governing Body Complaints Panel, I shall arrange a meeting of yourself, [name of headteacher], and [three or five] governors from the school who have no connection to your complaint.

I shall arrange for the meeting to take place within the next fifteen school days and shall notify you of arrangements in the next few days. Please contact me as soon as possible if there are any dates within the next fifteen school days when you cannot attend.

You are welcome to bring a friend or support with you, as well as any witnesses who may support your case, though please let me know in advance.

Please also send me any papers to support your case. A copy of papers received by all parties will be distributed prior to the meeting. Should you require any translation service either for these papers or at the meeting, please let me know as soon as possible so that I can arrange this.

I can be contacted by telephone on [arrangements for contacting the convenor, which could be via the school to be added here].

Yours sincerely

[Name of Chair of Governors/Convenor of panel meeting]

[Position]

c.c. [Name of Headteacher], [School]

[Name of any other involved party], [Position]

[Director of Education]

Appendix H

Letter from convenor of complaints panel confirming date of panel meeting

[Name 1][Name 2]
[Address 1]
[Address 2]
London
[Post code]

[Date]

Dear [Name]

Further to my correspondence to you dated [date], I am writing to confirm that a meeting to consider your complaint has been arranged for [time] on [day] [date]. This will be held at [location], directions for which are enclosed. Please ask for me when you arrive at reception.

An agenda for the meeting is attached. Should you have any queries, please do not hesitate to contact me on [arrangements for contacting Chair to be added here].

Yours sincerely

[Name of Chair of Governors/Convenor of panel meeting]
[Position]

c.c. [Name of Headteacher], [School]
[Name of any other involved party], [Position]
[Director of Education]

[Name 1][Name 2]
Chair (or other)
[Name of school] governing body
[Address 1]
[Address 2]
London, [Post code]

Appendix I

Agenda for a complaints panel meeting

- Note:
- all attendees to receive all paperwork prior to the meeting;
 - convenor to ensure that venue has enough space for a hearing room, and separate waiting rooms for witnesses from all involved parties;
 - convenor to ensure that arrangements for refreshments have been made since panel meetings can be lengthy;
 - convenor to ensure that any interpreters required, are present.

Agenda

- 1 Chair to introduce all attendees and explain their roles and responsibilities.
- 2 Complainant to present their case.
- 3 Witnesses to be called to support the Complainant's case.
(called to the room to give evidence and be questioned, and then to Leave).
- 4 Questions to complainant from Panel and Headteacher.
- 5 School to present their case.
- 6 Witnesses to be called to support the School's case.
(called to the room to give evidence and be questioned, and then to Leave)
- 7 Questions to School from Panel and Complainant.
- 8 Summary statement from School.
- 9 Summary statement from Complainant.
- 10 Exit of all present except Panel Members and Clerk.
- 11 Decision.

Appendix J

Decision letter to complainant, after panel meeting

[Name 1][Name 2]
[Address 1]
[Address 2]
London
[Post code]

[Date]

Dear [Name]

Further to our recent meeting to consider your complaint, the panel of governors has come to the following conclusion.

In light of the evidence produced, we conclude that *[state whether the complaint is upheld or not]*. The reasons for this decision are:

- *[State*
- *Reasons*
- *In bullet point]*

Furthermore, we recommend that *[no further action is taken / the following action is taken...]*.

I hope you feel that this is a satisfactory resolution. Should you remain unsatisfied, you should contact the Director of Education Services by *[date of this letter, plus twenty days]*. Please write to the Director at:

The Director for Education Services
Haringey Council
48 Station Road
London, N22 7TY

Yours sincerely

[Name of Chair of Governors/Convenor of panel meeting]
[Position]

c.c. *[Name of Headteacher], [School]*
[Name of any other involved party], [Position]
[Director of Education]
