
Communication For All
Complaints Policy and
Procedure

Created: November 2025

Next Review: November 2026

Communication For All Complaints policy and procedures

1. General Principles of complaints

Dealing with Complaints – Initial concerns

Taking informal concerns seriously at the earliest stage will reduce the numbers that develop into formal complaints. In most cases the Communication for All team will be the first approach; it would be helpful if staff were able to resolve issues on the spot, including apologising where necessary. This may be enough to not begin a formal procedure.

Dealing with Complaints – Formal procedure

The formal procedures will need to be invoked when initial attempts to resolve the issue are unsuccessful and the person raising the concern remains dissatisfied and wishes to take the matter further. This should then be referred to the Headteacher who will identify either the Service Lead or a member of the school leadership team to manage the complaint.

Framework of Principles

The effective Complaints Procedure will:

- encourage resolution of problems by informal means wherever possible;
- be easily accessible and publicised;
- be simple to understand and use;
- be impartial;
- allow swift handling with established protocols;
- be non-adversarial;
- time-limits for action and keeping people informed of the progress;
- ensure a full and fair investigation by an independent person where necessary;
- respect people's desire for confidentiality;
- address all the points at issue and provide an effective response and appropriate redress, where necessary;
- provide information to the school's senior leadership team so that services can be improved.

Investigating Complaints

At each stage, the person investigating the complaint makes sure that they:

- establish what has happened so far, and who has been involved;
- clarify the nature of the complaint and what remains unresolved;
- meet with the complainant or contact them (if unsure or further information is necessary);
- clarify what the complainant feels would put things right;
- interview those involved in the matter and/or those complained of, allowing them to be accompanied if they wish;
- conduct the interview with an open mind and be prepared to persist in the questioning;
- keep notes of the interview.

Resolving Complaints

At each stage in the procedure 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 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 in light of the complaint.

It would be useful if complainants were encouraged to state what actions they feel might resolve the problem at any stage. An admission that the service could have handled the situation better is not the same as an admission of negligence.

An effective procedure will identify areas of agreement between the parties. It is also of equal importance to clarify any misunderstandings that might have occurred as this can create a positive atmosphere in which to discuss any outstanding issues.

Persistent or Vexatious Complaints

If properly followed, a good complaints procedure will limit the number of complaints that become protracted. However, there will be occasions when, despite all stages of the procedures having been followed, the complainant remains dissatisfied. If the complainant tries to reopen the same issue, the chair of the Governing Body of Fairfield's School are able to inform them in writing that the procedure has been exhausted and that the matter is now closed.

Time-Limits

Complaints need to be considered, and resolved, as quickly and efficiently as possible. An effective complaints procedure will have realistic time limits for each action within each stage. However, where further investigations are necessary, new time limits can be set and the complainant sent details of the new deadline and an explanation for the delay.

2. Overview of Complaints Procedure

At any stage the process may be resolved and therefore next stages not put into action.

Complaints will be handled in the following stages:

- **Stage one:** Complaint heard by a member of the communication for all team (though not the subject of the complaint);
- **Stage two:** Complaint heard by 'the complaints line manager (Business manager, Deputy Head, Assistant Head or Headteacher);
- **Stage three:** Complaint heard by Chair of Governors;
- **Stage four:** Complaint heard by Governing Body's complaints appeal panel.

On occasion there may be need for some flexibility; for example the possibility of further meetings between the complainant and the member of staff directly involved and further investigation or the involvement of an external agency to provide an independent appeal or review.

If the matter is still unresolved the complainant may wish to seek advice from the LA Commissioning Team who hold overall responsibility for the Communication for All contract.

3. Managing and Recording Complaints

Recording complaints

A complaint can be made in person, telephone or in writing. At the end of the meeting or telephone call the member of staff must make a note of the conversation and keep a copy of written responses together. The

records and a log of all complaints and actions is to be kept up to date by the service lead. If it is a complaint in relation to, or by a member of staff, the records will be kept in individual confidential files.

Governing body review

The Governing Body will monitor the level and nature of complaints and review the outcomes to ensure the procedure is effective and make changes where necessary. Complaints information (from stage 2 and above) is shared with the whole Governing Body regularly in the Headteacher's report but will not name individuals. The Chair of Governors will be made aware of any complaints on-going from stage 2 and above but without any specific detail to keep it anonymous pending the need for a governing body panel.

As well as addressing an individual's complaint, the process of listening to and resolving complaints will contribute to service improvement. Listening to complaints can help identify underlying issues to be addressed. The monitoring and review of complaints by the service and the Governing Body can be a useful tool in evaluating the service's performance.

Publicising the procedure

There is a legal requirement for the complaints procedure to be publicised. This is done through the Communication for All section of the Fairfield's School Website.

4. Informal Stage

Stage one: Complaint heard by member of staff

It is in everyone's interest that complaints are resolved at the earliest possible stage. The experience of the first contact between complainant and the service can be crucial in determining whether the complaint will escalate.

A member of the Communication for All Team should find out if a concern needs to be actioned as a complaint. If this is not resolved at stage one it should be taken to the Headteacher, by completing a complaints form.

The service will respect the views of a complainant who indicates that he/she would have difficulty discussing a complaint with a particular member of staff. Where the complaint concerns the head teacher, the complainant should be referred to the chair of governors.

Similarly, if the member of staff directly involved feels too compromised to deal with a complaint, they may consider referring the complainant to a member of the school leadership team. The ability to consider the complaint objectively and impartially is crucial.

Where the first approach is made to a governor, the next step would be to refer the complainant to the appropriate person and advise them about the procedure. Governors should follow the complaints procedure and should not act unilaterally on an individual complaint outside the formal procedure. It is important not to be involved at the early stages in case they are needed to sit on a panel at a later stage of the procedure.

Stage two: Complaint heard by a member of the school leadership team or Communication for All Service Lead

At this point, the complainant may be dissatisfied with the way the complaint was handled at stage one as well as pursuing their initial complaint. The Headteacher may delegate the task of collating the information to another staff member but not the decision on the action to be taken.

The Complainant will be contacted with an acknowledgement within 48 hours from receipt of the correspondence, they will be told that the school will make an investigation within 10 working days (this

does not include school holidays), after this time a letter or electronic communication will be sent to say the investigation has been completed and the matter has been resolved detailing the actions taken. However, if they are still unhappy they can now make a formal complaint in writing to the Chair of Governors.

5. Formal Stage

Stage three: Complaint heard by Chair of governors

This is a stage before the Full Governing Body are involved, and provides an opportunity for a well-informed but independent person to resolve the complaint. If this stage is required the complainant will be contacted with an acknowledgement within 5 working days from receipt of the correspondence, they will be told that the Governing Body will make an investigation within 15 working days, after this time a formal letter will be sent to say the investigation has been completed and the matter has been resolved, detailing clear actions. If they are still unhappy they can request a meeting with the Governing Body panel.

Stage four: Complaint heard by Governing Bodies Complaints Appeal Panel

The complainant needs to write to the Chair of Governing Body Complaints Appeal Panel giving details of the complaint. The Chair, or a nominated Governor, will convene a Governing Body complaints panel and arrange a meeting with the complainant within 15 working days from receipt of the letter.

Individual complaints would not be heard by the whole Governing Body at any stage, as this could compromise the impartiality of any panel set up for a disciplinary hearing against a member of staff following a serious complaint.

The Governing Body may nominate a number of members with delegated powers to hear complaints at that stage, and set out its terms of reference. These can include:

- drawing up its procedures;
- hearing individual appeals;
- making recommendations on policy as a result of complaints.

The procedure adopted by the panel for hearing appeals would normally be part of the school's complaints procedure. The panel can be drawn from the nominated members and will consist of three five people. The panel may choose their own chair.

The Panel will then write to the complainant within 5 working days with their decision.

The Remit of the Complaints Appeal Panel

The panel can:

- 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 school's systems or procedures to ensure that problems of a similar nature do not recur.

There are several points which any Governor sitting on a complaints panel needs to remember:

- A. It is important that the appeal hearing is independent and impartial and that it is seen to be so. No governor may sit on the panel if they have had a prior involvement in the complaint or in the circumstances surrounding it. In deciding the make-up of the panel, governors need to try and ensure that it is a cross-section of the categories of governor and sensitive to the issues of race, gender and religious affiliation.
- B. The aim of the hearing, which needs to be held in private, will always be to resolve the complaint and achieve reconciliation between the school and the complainant. However, it has to be recognised the

complainant might not be satisfied with the outcome if the hearing does not find in their favour. It may only be possible to establish the facts and make recommendations which will satisfy the complainant that his or her complaint has been taken seriously.

- C. An effective panel will acknowledge that many complainants feel nervous and inhibited in a formal setting. Parents often feel emotional when discussing an issue that affects their child. The panel chair will ensure that the proceedings are as welcoming as possible. The layout of the room will set the tone and care is needed to ensure the setting is informal and not adversarial.
- D. Extra care needs to be taken when the complainant is a child. Careful consideration of the atmosphere and proceedings will ensure that the child does not feel intimidated. The panel needs to be aware of the views of the child and give them equal consideration to those of adults. Where the child's parent is the complainant, it would be helpful to give the parent the opportunity to say which parts of the hearing, if any, the child needs to attend.
- E. The governors sitting on the panel need to be aware of the complaints procedure.

Roles and Responsibilities

The Role of the Clerk

The Department strongly recommends that any panel or group of Governors considering complaints be clerked. The clerk would be the contact point for the complainant and be required to:

- set the date, time and venue of the hearing, ensuring that the dates are convenient to all parties and that the venue and proceedings are accessible;
- collate any written material and send it to the parties in advance of the hearing;
- meet and welcome the parties as they arrive at the hearing;
- record the proceedings;
- notify all parties of the panel's decision.

The Role of the Chair of the Governing Body or the Nominated Governor

The nominated governor role:

- check that the correct procedure has been followed;
- if a hearing is appropriate, notify the clerk to arrange the panel;

The Role of the Chair of the Panel

The Chair of the Panel has a key role, ensuring that:

- the remit of the panel is explained to the parties and each party has the opportunity of putting their case without undue interruption;
- the issues are addressed;
- key findings of fact are made;
- parents and others who may not be used to speaking at such a hearing are put at ease;
- the hearing is conducted in an informal manner with each party treating the other with respect and courtesy;
- the panel is open minded and acting independently;
- no member of the panel has a vested interest in the outcome of the proceedings or any involvement in an earlier stage of the procedure;
- each side is given the opportunity to state their case and ask questions;
- written material is seen by all parties. If a new issue arises it would be useful to give all parties the opportunity to consider and comment on it.

Notification of the Panel's Decision

The chair of the panel needs to ensure that the complainant is notified of the panel's decision, in writing, with the panel's response; within 5 working days. The letter needs to explain if there are any further rights of appeal and, if so, to whom they need to be addressed.

Checklist for a Panel Hearing

The panel needs to take the following points into account:

- ✓ The hearing is as informal as possible.
- ✓ Witnesses are only required to attend for the part of the hearing in which they give their evidence.
- ✓ After introductions, the complainant is invited to explain their complaint, and be followed by their witnesses.
- ✓ The Headteacher may question both the complainant and the witnesses after each has spoken.
- ✓ The Headteacher is then invited to explain the school's actions and be followed by the service's witnesses.
- ✓ The complainant may question both the Headteacher and the witnesses after each has spoken.
- ✓ The panel may ask questions at any point.
- ✓ The complainant is then invited to sum up their complaint.
- ✓ The Headteacher is then invited to sum up the service actions and response to the complaint.
- ✓ Both parties leave together while the panel decides on the issues.
- ✓ The chair explains that both parties will hear decision within 5 working days.

Alternative Approach Stage3/4: A formal complaint is made to West Northants Council

West Northamptonshire Council commission Fairfield's School in delivering the County AAC service. If the complainant is dissatisfied with the response of the service/school at Stage 1 and/or 2 they can make a formal complaint to the council using this link

<https://www.westnorthants.gov.uk/contact-or-visit-us/comments-compliments-and-complaints>