



Saughall All Saints CofE Primary School

Complaints Policy

Approved by the Governing Board Spring 2022

Next review Summer term 2023



Introduction

Saughall all Saints endeavours to provide the best possible education for all of its pupils in an open and transparent environment. We welcome any feedback that we receive from parents, pupils and third parties, and we accept that not all of this will be positive. Where concerns are raised the school intends for these to be dealt with:

- Fairly
- Openly
- Promptly
- Without Prejudice

In order to do so, the governing board of Saughall all Saints has approved the following procedure which explains what you should do if you wish to make a complaint about the school. All members of staff will be familiar with the procedure and will be able to assist you.

Complaints that fall outside of this procedure

Complaints relating to the following issues are covered by a separate/specific policy.

- Pupil admissions: please see the schools admissions policy.
- Pupil exclusions: please see the schools exclusion policy
- Staff grievance, capability or disciplinary these are covered by the schools HR policies.
- Where the complaint concerns a third party used by the school; please complain directly to the third party themselves.
- Subject Access Requests and Freedom of Information Requests – please see the schools Data Protection and Freedom of Information policy.

These policies are available on the school website or on request from the school.

1. WHO CAN MAKE A COMPLAINT?

The Complaints procedure is not limited to Parents or Carers of Children who are registered at the School. Any person, including members of the public, may make a complaint to the School about any provision of facilities or services that the School provides. The following complaints are dealt with under separate statutory procedures –

- Pupil - Admissions, Exclusions, SEND statutory assessments, National Curriculum, Safeguarding.
- Staff - Grievances, Conduct, Reorganisation Proposals.
- Third Party's using school facilities
- Whistle Blowing

Where a complaint is dealt with under one of the above separate procedures it may not be possible to share the outcomes e.g. Staff Disciplinary.

2. THE DIFFERENCE BETWEEN A CONCERN AND A COMPLAINT

A concern may be defined as '*an expression of worry or doubt over an issue considered to be important for which reassurances are sought*'.



A complaint may be defined as ‘an expression of dissatisfaction however made, about actions taken or a lack of action’.

It is in everyone’s interest that concerns and complaints are resolved at the earliest possible stage. Many issues can be resolved informally, without the need to use the formal stages of the Complaints Procedure. All Schools should take concerns seriously and should make every effort to resolve the matter as quickly as possible.

Where a Parent/Carer has difficulty discussing a concern with a particular member of Staff, the School should respect those views and arrange an alternative Staff member who will listen to the Parent/Carers. Similarly, if the member of Staff directly involved feels unable to deal with a concern. The School may wish to nominate a member of Staff as a Complaints Coordinator who would deal with any such requests. The ability to consider the concern objectively and impartially is more important.

3. ANONYMOUS COMPLAINTS

Anonymous Complaints will not normally be investigated, however, the Headteacher or Chair of Governors, if appropriate, will determine whether the complaint warrants an investigation.

4. TIMESCALES

The complaint must be raised within 3 months of the incident or, where a series of associated incidents have occurred, within 3 months of the last of these incidents. In exceptional circumstances those timescales can be extended.

Wherever possible the School will adhere to the timescales as stated in this Complaints Policy if this is not possible the delay and reason for the delay will be communicated to the complainant.

Where other bodies are investigating aspects of the complaint, for example the Police, Local Authority (LA) Safeguarding teams or Tribunals, this may impact on the Schools ability to adhere to the timescales within this procedure or result in the procedure being suspended until those public bodies have completed their investigations.

If a complainant commences legal action against the School in relation to their complaint, consideration will be given as to whether to suspend the Complaints procedure in relation to their complaint until those legal proceedings have concluded.

Complaints received outside of term time will be deemed to have been received on the first School day after the holiday period.

5. RESOLVING COMPLAINTS

At each stage in the procedure, the School wants to resolve the Complaint. If appropriate, the School will acknowledge that the complaint is upheld in whole or in part. In addition, the School may offer one or more of the following:

- an explanation

- an admission that the situation could have been handled differently or better
- an assurance that the School will try to ensure the event complained of will not recur
- an explanation of the steps that have been or will be taken to help ensure that it will not happen again and an indication of the timescales within which any changes will be made
- an undertaking to review School Policies in light of the complaint
- an apology.

6. WITHDRAWAL OF A COMPLAINT

At any point during the process a complainant may withdraw their complaint, they will be asked to confirm this in writing.

7. HOW TO RAISE A CONCERN OR MAKE A COMPLAINT

a. STAGE 0 – INFORMAL STAGE

A concern or complaint can be made in person, in writing or by telephone and can also be made by a third party acting on behalf of a complainant, as long as they have appropriate consent to do so.

In the first instance concerns should be raised with either the Class Teacher or Headteacher. If the issue remains unresolved, the next step is to make a formal complaint.

At no point during the process should complainants approach individual Governors to raise concerns or complaints. Governors have no power to act on an individual basis and it may also prevent them from considering complaints at Stage 2 of the procedure (prior knowledge). Where a direct approach is made to a Governor, he/she should refer the matter to the Headteacher.

For ease of use, a Complaint Form (Appendix A0 has been included in this Complaints Policy.

b. STAGE 1

The Headteacher/Chair will only consider the complaint as stated on the Complaint Form and will not review any new complaints at this stage or consider evidence unrelated to the initial complaint. Any further/additional complaints must be dealt with separately and referred back to the informal (Stage 0) of the Complaint procedure.

i. SCHOOL STAFF

Complaints against School Staff (except the Headteacher) should be made in the first instance, to the Headteacher via the School Office preferably on a completed Complaint Form and include details of the complaint, who has been contacted and possible outcomes to resolve the issue.

The Headteacher/Chair should arrange a face to face meeting to discuss the contents of the Complaint Form.



Note: The Headteacher may delegate the investigation to another member of the School's Senior Leadership Team but not the decision to be taken.

During the investigation, the Headteacher (or Investigator) will:

- if necessary, interview those involved in the matter and/or those complained of, allowing them to be accompanied if they wish
- keep a written record of any meetings/interviews in relation to their investigation.

At the conclusion of the investigation the Headteacher will provide a formal written response within 10 School days of the date of receipt of the complaint.

If the Headteacher is unable to meet this deadline, they will provide the complainant with an update and revised response date.

The response will detail any actions taken to investigate the complaint and provide a full explanation of the decision made and the reason(s) for it. Where appropriate, it will include details of actions Saughall all Saints CofE Primary will take to resolve the complaint.

The Headteacher will advise the complainant of how to escalate their complaint should they remain dissatisfied with the outcome of Stage 1.

ii. HEADTEACHER

Complaints that involve or are about the Headteacher should be addressed to the Clerk to the Governing Body via the School Office preferably on a completed Complaint Form and include details of the complaint, who has been contacted and possible outcomes to resolve the issue. The Chair of Governors will either investigate the complaint or delegate to a suitably skilled Governor.

The Chair (or skilled Governor) should arrange a face to face meeting to discuss the contents of the Complaint Form.

During the investigation, the Chair (or Investigator) will:

- if necessary, interview those involved in the matter and/or those complained of, allowing them to be accompanied if they wish
- keep a written record of any meetings/interviews in relation to their investigation.

At the conclusion of the investigation, the Chair will provide a formal written response within 10 School days of the date of receipt of the complaint.

If the Chair is unable to meet this deadline, they will provide the complainant with an update and revised response date.

The response will detail any actions taken to investigate the complaint and provide a full explanation of the decision made and the reason(s) for it. Where appropriate, it will include details of actions Saughall all Saints CofE Primary will take to resolve the complaint.

The Chair will advise the complainant of how to escalate their complaint should they remain dissatisfied with the outcome of Stage 1.

iii. MEMBERS OF THE GOVERNING BOARD (incl. CHAIR AND VICE CHAIR)

Complaints about the Chair of Governors, any individual Governor or the whole Governing body should be addressed to the Clerk to the Governing Body via the School Office preferably on a completed Complaint Form and include details of the complaint, who has been contacted and possible outcomes to resolve the issue.

The process will be as per b. above with the exception of –

Complaint against the Chair – the complaint would be investigated by the Vice Chair or an appropriately skilled Governor.

Complaint jointly about the Chair and Vice Chair, the entire Governing body or the majority of the Governing body will be considered by an Independent Investigator appointed by the Governing body. At the conclusion of their investigation, the Independent Investigator will provide a formal written response.

If the complainant is dissatisfied with the outcome at Stage 1 and wishes to take the matter further, they can escalate the complaint to Stage 2.

c. STAGE 2

The Complaints Committee will only consider the complaint as stated on the Complaint Form and will not review any new complaints at this stage or consider evidence unrelated to the initial complaint. Any further/additional complaints must be dealt with separately and referred back to the informal (Stage 0) of the Complaint procedure.

i. School Staff, Headteacher, any member of the Governing Board (incl. Chair and Vice Chair)

Stage 2 is the final stage of the Schools Complaints procedure.

A request to escalate to Stage 2 must be made to the Clerk to the Governing body via the School office, within 5 School days of receipt of the Stage 1 response.

The Clerk will record the date the complaint is received and acknowledge receipt of the complaint in writing (either by letter or email) within 3 School days.

Requests received outside of this time frame will only be considered if exceptional circumstances apply.

A complaint which has been escalated to Stage 2 will be considered at the Governing Body's Complaints Committee, the composition of which will be 3 impartial (no prior knowledge) Governors. The exception would be –

- a. where the complainant has requested a committee of independent Governors or
- b. members of the Governing body have prior knowledge and it is not possible to appoint **3** impartial Governors.



The Clerk will write to the complainant to inform them of the date of the meeting. They will aim to convene a meeting within 21 School days of receipt of the Stage 2 request. If this is not possible, the Clerk will provide an anticipated date and keep the complainant informed.

If the complainant rejects the offer of three proposed dates, without good reason, the Clerk will decide when to hold the meeting. It will then proceed in the complainant's absence on the basis of written submissions from both parties.

The Complaints Committee will consist of at least 3 Governors with no prior involvement or knowledge of the complaint. Prior to the meeting, they will decide amongst themselves who will act as the Chair of the Complaints Committee. If there are fewer than 3 Governors available from the Schools Governing body, the Clerk will source additional Independent Governors through another local School or through their LA's Governor Services team, in order to make up the Committee. Alternatively, an entirely Independent Committee may be convened to hear the complaint at Stage 2.

The Committee will decide whether to deal with the complaint by inviting parties to a meeting or through written representations, but in making their decision they will be sensitive to the complainant's needs and should ensure all parties are in agreement.

If the complainant is invited to attend the meeting, they may bring someone along to provide support, this can be a relative or friend. Generally, either party should not be encouraged to bring legal representatives to the Committee meeting. However, there may be occasions when legal representation is appropriate, e.g if a member of Staff is called as a witness in a Complaint meeting, they may wish to be supported by union and/or legal representation.

Note: Complaints about Staff conduct will not generally be handled under the Complaints procedure. Complainants will be advised that any Staff conduct complaints will be considered under Staff Disciplinary procedures, if appropriate, but outcomes will not be shared with them.

Representatives from the media are not permitted to attend.

At least 15 School days before the meeting, the Clerk will:

- confirm and notify the complainant of the date, time and venue of the meeting, ensuring that, if the complainant is invited, the dates are convenient to all parties (subject to the 3 date option) and that the venue and proceedings are accessible. The meeting may be held remotely subject to the agreement of all parties.
- request copies of any further written material to be submitted to the Committee at least 10 School days before the meeting.

Any written material will be circulated to all parties at least 7 School days before the date of the meeting. The Committee will not normally accept, as evidence, recordings of conversations that were obtained covertly and without the informed consent of all parties being recorded.

The meeting will be held in private. Electronic recordings of meetings or conversations are not normally permitted unless a complainant's own disability or special needs require it and only with the consent of all parties. The parties consent will be recorded in any minutes taken.

The agenda and schedule of the meeting can be found at Appendix c, (Face to Face Meetings) and Appendix D (Virtual Meetings).

The Committee will consider the complaint and all the evidence presented. The Committee can:

- uphold the complaint in whole or in part
- dismiss the complaint in whole or in part.

If the complaint is upheld in whole or in part, the Committee will:

- decide on the appropriate action to be taken to resolve the complaint
- where appropriate, recommend changes to the School's systems or procedures to prevent similar issues in the future.

Note: in exceptional circumstances and in relation to more complex cases the Panel may choose to adjourn the meeting to further deliberate, request additional information or commission an Independent Investigation.

The Chair of the Committee, through the Clerk, will provide the complainant and the School with a full explanation of their decision and the reason(s) for it, in writing, within 5 School days.

The letter to the complainant will include details of how to contact the Department for Education if the complainant believes the School did not handle their complaint in accordance with the published Complaints procedure or they acted unlawfully or unreasonably in the exercise of their duties under education law, they can contact the Department for Education after they have completed Stage 2.

The Department for Education will not normally reinvestigate the substance of complaints or overturn any decisions made by the School. They will consider whether the School has adhered to education legislation and any statutory policies connected with the complaint.

The complainant can refer their complaint to the Department for Education online at: www.education.gov.uk/contactus, by telephone on: 0370 000 2288 or by writing to:

Department for Education
Piccadilly Gate
Store Street
Manchester
M1 2WD.



8. MANAGING SERIAL AND UNREASONABLE COMPLAINTS

Saughall all Saints CofE Primary is committed to dealing with all complaints fairly and impartially, and to providing a high quality service to those who complain. We will not normally limit the contact complainants have with our School. However, we do not expect our Staff to tolerate unacceptable behaviour and will take action to protect Staff from that behaviour, including that which is abusive, offensive or threatening.

Saughall all Saints defines unreasonable behaviour as that which hinders our consideration of complaints because of the frequency or nature of the complainant's contact with the School, 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 complaint's 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
- repeatedly makes the same complaint (despite previous investigations or responses concluding that the complaint is groundless or has been addressed)
- refuses to accept the findings of the investigation into that complaint where the School's Complaint procedure has been fully and properly implemented and completed including referral to the Department for Education
- seeks an unrealistic outcome
- 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
- uses threats to intimidate
- uses abusive, offensive or discriminatory language or violence
- knowingly provides falsified information
- publishes unacceptable information on social media or other public forums.

Complainants should try to limit their communication with the School that relates to their complaint, while the complaint is being progressed. It is not helpful if repeated correspondence is sent (either by letter, phone, email or text), as this could delay the outcome being reached.

Whenever possible, the Headteacher or Chair of Governors will discuss any concerns with the complainant informally before applying an '*unreasonable*' marking.

If the behaviour continues, the Headteacher will write to the complainant explaining that their behaviour is unreasonable and ask them to change it. For complainants who excessively contact Saughall all Saints CofE Primary causing a significant level of disruption, we may specify methods of communication and limit the number of contacts in a communication plan. This will be reviewed after six months.

In response to any serious incident of aggression or violence, we will immediately inform the Police and communicate our actions in writing. This may include barring an individual from Saughall all Saints CofE Primary.

9. ROLES AND RESPONSIBILITIES

a. Complainant

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

- explain the complaint in full as early as possible
- cooperate 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.

b. Investigator (Headteacher/Chair/Governor)

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 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 headteacher or complaints committee that sets out the facts, identifies solutions and recommends courses of action to resolve problems.

The Headteacher 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.

c. 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.

d. Committee Chair

The Committee's Chair, who is nominated in advance of the meeting, should ensure that:

- the Committee only considers the complaint as detailed on the Complaint Form.
- 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.

e. 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 it is recognised 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.

APPENDIX A

Complaint Form

Please complete and return to Headteacher or Clerk to the Governing body 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

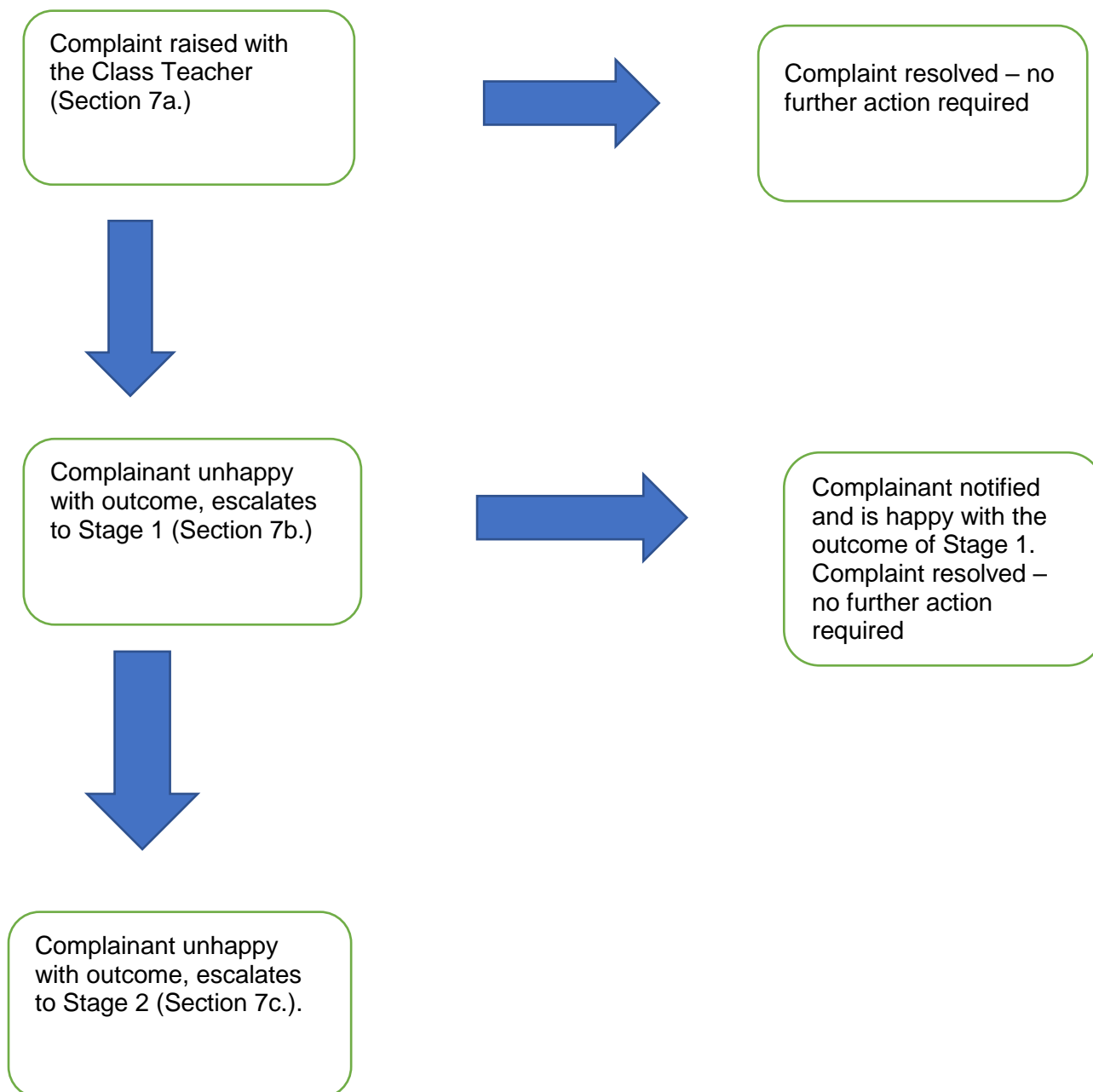
Date acknowledgement sent:

By whom:

Complaint referred to:

Date:

APPENDIX B – FLOWCHART





APPENDIX C, Agenda & Schedule Template, Face to Face Meeting

SAUGHALL ALL SAINTS CofE PRIMARY SCHOOL

MEETING OF THE COMPLAINTS COMMITTEE TO BE HELD ON THE **DATE AND TIME**

PANEL MEMBERS (3 Governors) – Chair, Panel Member, Panel Member

PARENTS

HEADTEACHER

IN ATTENDANCE - CLERK

AGENDA CONFIDENTIAL – NOT FOR PUBLICATION

1. 12.45 – 1.00pm, Chairs Welcome, Introductions, Schedule for the Meeting –

- a) The Complaints Committee will only consider matters which relate to the complaint as stated on the Complaint Forms dated the **DATE OF THE COMPLAINT FORM**.
- b) During the course of the meeting if any of the parties request a 'comfort break' the meeting will be adjourned, and no further discussions will take place until such time as all parties are able to re-join.
- c) During the course of the meeting all parties will be given the opportunity to speak without interruption.
- d) Questions will be taken once the individual has completed their response.
- e) Parties may choose to be accompanied/supported however those individuals would not be involved in the proceedings.
- f) The decision of the Complaints Committee will be conveyed in writing to all parties within 5 School working days of reaching their decision.

2. 1.00 – 1.30pm, Parent's submission followed by questions from the Headteacher and/or Committee Members.

3. 1.30 – 2.00pm, Headteacher's response followed by questions from the Parent and/or Committee Members.

4. 2.00 – 2.30pm

- a. Opportunity for summary by the Parent.
- b. Opportunity for summary by the Headteacher.

5. 2.30pm Summing up by the Chair.

Parents and Headteacher leave the meeting.

The Committee will then consider the submissions from all the parties in accordance with the Schools Complaint Policy and will then –

- a. Dismiss the Complaint in whole or part,
- b. Uphold the Complaint in whole or part.

The Committee may also –

- a. Decide on appropriate action to be taken to resolve the Complaint,
- b. Recommend changes to the School's systems or procedures to ensure that problems of a similar nature do not recur.



APPENDIX D, Agenda & Schedule Template, Virtual Meeting

SAUGHALL ALL SAINTS CofE PRIMARY SCHOOL

MEETING OF THE COMPLAINTS COMMITTEE TO BE HELD ON THE **DATE AND TIME**

VIRTUAL MEETING

PANEL MEMBERS (3 Governors), Chair, Panel Member, Panel Member

PARENTS

HEADTEACHER

IN ATTENDANCE - CLERK

AGENDA CONFIDENTIAL – NOT FOR PUBLICATION

1. 12.45 – 1.00pm, Chairs Welcome, Introductions, Schedule for the Meeting
 - a) All parties to confirm they will be in a secure and private place for the duration of the virtual meeting. If anyone during the meeting has problems with connectivity or sound etc they should raise their hand and the Clerk will bring this to the attention of the Chair.
 - b) The Complaints Committee will only consider matters which relate to the complaint as stated on the Complaint Forms dated the **DATE OF THE COMPLAINT FORM**.
 - c) As the meeting will be held remotely if anyone present drops out e.g loses signal the meeting will be adjourned and no further discussions will take place until such time as all parties are able to re-join.
 - d) During the course of the meeting all parties will be given the opportunity to speak without interruption, all other parties are expected to remain on 'mute' except where they are providing their response or asking a question.
 - e) Questions will be taken once the individual has completed their response.
 - f) Parties may choose to be accompanied/supported however those individuals would not be involved in the proceedings.
 - g) The decision of the Complaints Committee will be conveyed in writing to all parties within 5 School working days of reaching their decision.
2. 1.00pm – 1.30pm, Parent's submission followed by questions from the Headteacher and/or Committee Members.
3. 1.30 – 2.00pm, Headteacher's response followed by questions from the Parent and/or Committee Members.
4. 2.00 – 2.30pm
 - a. Opportunity for summary by the Parent.
 - b. Opportunity for summary by the Headteacher.
5. 2.30pm Summing up by the Chair.
Parents and Headteacher leave the meeting.

The Committee will then consider the submissions from all the parties in accordance with the Schools Complaint Policy and will then –

- a. Dismiss the Complaint in whole or part,
- b. Uphold the Complaint in whole or part.



The Committee may also –

- a. Decide on appropriate action to be taken to resolve the Complaint,
- b. Recommend changes to the School's systems or procedures to ensure that problems of a similar nature do not recur.