



**St Mary's CE Primary School**  
Felsham Road  
Putney

# **Formal Complaints Policy and Procedure**

*Vision: Delivering excellence, allowing all to flourish*  
*Mission: Creating a culture of wonder, guided by Christian faith*  
*Values: Endurance, Compassion, Thankfulness*

November 2019

## Introduction

It is not intended that the practice in this policy should replace the normal discussion on day to day problems and concerns which take place in the school as they arise. It is only where a complainant remains dissatisfied with the outcome of such discussions that the steps outlined in this policy may need to be taken.

Every complaint is a matter of concern and will be investigated with due urgency and thoroughness. We believe that a key sign of quality in our school is our willingness to listen to criticism and challenge from all stakeholders and our ability to respond positively to these in order to bring about continued improvement. Whenever a complaint is upheld, every effort will be made to rectify the issue and, if necessary, action will be taken to prevent a reoccurrence of the problem.

## What is a complaint?

From time to time parents will raise legitimate concerns about their child's education; they may be worried about an issue and seek reassurance, these are dealt with as a matter of routine, and are not generally regarded as 'complaints' in the formal sense. Occasionally a parental concern may become more serious and develop into a complaint and be a clear statement of dissatisfaction. This may relate to a variety of issues including:

- the way in which an initial concern is handled for example, the impression that it was not taken seriously
- the conduct or actions of pupils
- the action or lack of action of members of staff
- inappropriate discipline
- lack of information

Complaints are not always easy to define and some find it difficult to articulate those issues that concern them. It is important to keep in mind the distinction between concerns and complaints as described above, but also to ensure that the exact nature of the concern or complaint is understood by all parties.

Pupils too may wish to express a concern where they feel they have been treated unfairly. They should be encouraged to speak to an appropriate adult who should investigate the concern and seek to resolve the matter informally. Should the investigation raise serious issues these should be dealt with through the appropriate channels.

Visitors to the school may make verbal complaints or allegations. These should be investigated as with parental complaints and the complainant responded to, while maintaining confidentiality. Written complaints received by individual members of staff should be forwarded to the Head Teacher immediately.

## What is not covered?

Our complaints policy covers those aspects of school life for which there is no statutory or separate procedure. It does therefore not apply to complaints or appeals about:

- Statutory assessment of Special Educational Needs and Disabilities (SEND)
- Pupil admissions
- Pupil exclusions
- Staff discipline, grievance, capability or pay
- School reorganisation proposals
- Matters likely to require a Child Protection investigation
- Whistleblowing allegations e.g. of financial impropriety or criminal activity

### Child Protection

Any complaint that involves a potential child protection issue, local authority (LA) procedures will be followed and the appropriate officer at the LA will be contacted immediately and any additional investigation must wait until the LA procedure has been completed.

### Data protection, freedom of information and confidentiality

A school is a public body and Data Protection and Freedom of Information legislation and principles apply. For example:

- relevant school policies and procedures should be made available on request. Many schools publish key policies on their website which makes access easier;
- all parties must receive the same information, e.g. the pack of documents distributed to a Panel must also go to the complainant and the head teacher/school;
- everyone involved in a complaint should be aware that any information which they provide could be made available to the other parties;
- individuals are entitled to request access to their written or electronic personal records held by the school. This includes email exchanges;
- everyone involved must be assured that the complaint and its investigation will remain confidential within the confines of the procedures;
- records of the complaint must be kept according to the principles of the Data Protection Act (see the Information Commission Office's website).

### Equal opportunities

Complaints procedures and arrangements will allow for reasonable adjustments which ensure that no one is discriminated against because of their age, gender, race, ethnicity, sexual orientation, disability, pregnancy/maternity or religion/belief.

### Requests to record meetings

Complainants sometimes ask if they can record meetings on mobile phones or other devices. However, this poses a difficulty for how the recording is subsequently used or stored. We cannot guarantee secure storage or confidentiality to others involved in the proceedings. Instead notes should be taken of all meetings and copies, marked confidential should be sent to the participants as a record of what was said. Head teachers and governors will refuse any request to record proceedings.

## Managing complaints

### **Main principles**

- If an individual is being complained against, it should be remembered that s/he has equal rights with the person making the complaint.
- Complaints should be handled swiftly, with established time limits for each stage of the procedure.
- Confidentiality needs to be stressed at all times. The proceedings surrounding a complaint, as well as oral and written information, should be handled in confidence.
- There should be clear assurances that there will never be any victimisation of pupils as the result of a parental complaint.
- Meetings with complainants should be minuted if possible by a third party.
- Communication during the procedure is important, complainants should be kept informed of progress. It should be known that all the points raised have been addressed and appropriate redress achieved, but not what the redress was. When it is fitting to do so, complainants should be told of any positive changes in provision, which have resulted from discussion of their complaint. Good communication between the school and the complainant plays a key role in the good handling of a complaint.
- Governors should monitor complaints to ensure that the procedure is working effectively.
- There should be consistency of action by all handling complaints.

## Roles in complaints

### **Role of the Head Teacher**

The Head Teacher is responsible for the internal organisation and management of the school. S/he therefore has overall responsibility for considering complaints in the first instance, or, if appropriate, arranging for a designated member of staff to deal with them.

Where the Head Teacher chooses to arrange for other members of staff to consider complaints, there should be arrangements for the Head Teacher to be kept fully informed of the complaint and the way in which it is being addressed.

In determining which course of action to take over a response to a complaint, the Head Teacher may wish to consult the Chair of the governing body, the complaints officer at the LA or the Diocesan Board.

### **Role of the governing body**

The governing body is responsible for the overall conduct of the school and must ensure that a complaints procedure is in place and reviewed regularly. The Head Teacher would normally inform the Chair of the governing body of complaints received. However, if it has been decided that the Chair will form part of any committee to hear disciplinary or capability procedures, they must remain untainted.

If a governor is approached directly by a parent (or other complainant), the parent should be referred to the appropriate person in accordance with the complaints procedure. Governors must not get involved at this stage. Only in circumstances where the head is the subject of the complaint would the Chair of the governing body undertake the initial investigation. Should the Chair of Governors be the subject of the complaint, then the Vice Chair of the governing body would undertake the initial investigation. If the Chair of the governing body receives a formal written complaint, s/he would normally first discuss the matter with the Head Teacher and follow the appropriate procedures.

### **Role of the complaints panel**

When necessary, the Chair of Governors will appoint a complaints committee of three governors to consider any stage 3 formal written complaints.

Parental complaints seldom reach the formal stage involving a committee of governors, nonetheless, it is important that governors do not become prejudiced by taking part in discussion of a complaint, either during a meeting of the governing body or with an individual. Such discussion would make a governor unable to serve on a complaints committee.

After a complaint has been dealt with it may be appropriate for the Head Teacher or Chair of the governing body to make a brief report to the governing body, without mentioning names. Details should not be divulged to the full governing body as to do so would violate confidentiality.

### **Role of the local authority**

The LA has statutory responsibilities. In relation to complaints it should:

- provide guidance and advice to schools on good practice;
- provide procedures for schools for parental complaints against the curriculum and matters relating to it;
- provide advice to complainants on how to complain.

### **Role of the Diocesan Board**

The Diocesan Board acts in an advisory capacity to Head Teachers and governing bodies, it does not have any general power to investigate complaints in either voluntary aided or foundation schools.

### **Anonymous complaints**

Anonymous complaints should be considered as they may relate to something serious. The handling of such complaints should be left to the Head Teacher's or chair's discretion to decide whether the gravity of an anonymous complaint justifies investigation. If the Head Teacher, or chair of governors, believes there could be any substance to the complaint, s/he should investigate the matter and record the results of the investigation on file.

### **Vexatious complaints**

There may be occasions when a complainant remains dissatisfied despite all stages of the procedure being followed. Should a complainant try to re-open a complaint on the same issues the chair of governors should write informing

them that the procedure has been exhausted and that the matter is now closed.

### **Complaints against members of staff**

It is important that all members of staff understand the school's procedure. If members of staff are complained against, they will be kept fully informed of the content of the complaint. Members of staff should always be given an opportunity to explain their actions and be advised that they may have a friend or union representative present during any part of the process. The member of staff should provide a written statement in response to the complaint.

Complaints about the Head Teacher should be made or sent to the Chair of the governing body, who will investigate the matter personally or name an alternative governor.

Complaints about the Chair of the governing body should be made to the Vice Chair of the governing body, who will investigate the matter personally or name an alternative governor.

Where a complaint has taken on a personal aspect and is unresolved before a governors' hearing, then the governors panel will hear each side's evidence separately.

### **Timescales**

Timescales for dealing with individual complaints will differ according to the complexity of the issue concerned. The timescales provided in this policy are only for guidance, they are not a statutory requirement. An acknowledgement should not take longer than three school days. The Chair of the governing body, together with the Chair of the Complaints Committee, have the power to vary the timescales when they consider it appropriate to do so.

Any investigations need to be carried out as close to the day of an incident as possible. It is difficult to carry out a reliable investigation of an incident or problem if more than a few days have elapsed. Parents should be urged to raise any concerns as soon as possible. Any complaint which is raised more than three months after the event will not be considered except in exceptional circumstances.

### **Complaint form**

The school has a simple complaint form to be used by parents wishing to make a complaint (see Appendix A). Although, parents can also lodge complaints verbally, and by letter and email if they prefer.

### **Monitoring complaints**

The school will monitor and keep a record of:

- the numbers of complaints and their categories;
- whether the complaints were dealt with within agreed time limits;
- the stages at which complaints were ended satisfactorily;

## Stages in the complaints procedure

### **General guidance**

It is normal for each stage in the complaints procedure to be completed before moving to the next stage. In very exceptional circumstances the Head Teacher, usually in consultation with the Chair of the governing body, may decide to omit a stage.

The Head Teacher, or member of staff investigating a complaint, should always be aware of the fact that a concern or complaint may escalate into a larger issue and be referred to the Complaints Committee of the governing body. It is therefore essential that clear, concise written notes of discussions and incidents are made and kept for every stage of the procedure.

The complaints procedure is formed of three stages:

Stage 1 – Informal

Stage 2 – Formal – written complaint to head teacher or chair of governing body, if the complaint is about the head teacher

Stage 3 – Formal - written complaint to the chair of governing body

Stage 4 – Formal – complaint heard by governors complaint panel

### **Stage 1 - Informal Stage**

Most parents' concerns can be resolved by the class teacher or other designated member of staff by:

- responding to the parent courteously;
- handling the complaint seriously;
- taking action quickly.

It is essential to give time to complainants and to be patient, so that they can feel they have been heard properly. It is important that parents are reassured that there are established procedures and, if appropriate, that their case will be impartially investigated.

Sometimes parents might like to complain but do not do so because they fear that this would be held against them or their child. Parents should be reassured, through this policy and by individual members of staff that this will not happen.

When a parent is making an initial complaint there is usually no need to ask for the complaint to be put in writing. To insist on this could result in a genuine complaint not being resolved due to fear or lack of confidence on the part of the parent.

Those dealing with complaints should consider whether or not to invite to the informal discussion any staff member named as involved in the matter. Hostile confrontation and entrenched defensive positions will not aid resolution of the problem.

In the case of an oral complaint to the Head Teacher, an assurance should be given that the matter will be investigated and a response given within a certain time, normally seven school days. At the end of the discussion it

should be clear to the complainant what action, if any, will be taken, the timescale within which it will take place and how s/he will be notified of any outcome. Every effort should be made to resolve the matter to the satisfaction of the parent.

If it becomes clear that the parent is not happy with the response to their complaint, or the member of staff or Head Teacher would like the protection of the formal procedure, the parent should be advised that the complaint should be put in writing and a complaint form may be used (Appendix A). If a parent is reluctant to put their concerns in writing, they may need assistance, especially if English is not their first language.

*Governing bodies will need to decide on an acceptable timescale for the complainant to request a stage 2 or stage 3 for their complaint.*

### **Stage 2 - Formal**

If a written complaint is received by the Head Teacher, it should be acknowledged within three school days and the complainant told that the matter will be investigated and a response given within a certain time, normally ten school days. It is advisable for the Head Teacher and staff to keep notes of any discussions held with parents who are expressing concerns or bringing a complaint. It is advisable to have a separate note taker present at the meeting. Where the Head Teacher, or designated member of staff, undertakes an investigation, it is most important that clear written statements are taken and that every statement is signed and dated.

### **Stage 3 - Formal**

If the Chair of the governing body receives a written complaint from a parent s/he should consult with the Head Teacher before taking any action. It is important to ensure that the informal stages of the procedure have all been exhausted. If this is not the case, the Chair would normally advise the complainant to follow the procedures described for the informal stage above.

The Chair should try to acknowledge the written complaint within three school days **of receipt**, stating that the matter is being investigated and that s/he hopes to be able to make a further response within ten school days.

Assuming that all steps in the previous stage have been followed, the Chair would normally undertake an investigation of the matters raised in the complaint.

Investigation process:

- there should be a clear understanding of the complaint, clarification should be sought if necessary;
- interviews should be held as soon as possible after the incident to minimise the possibility of evidence becoming tainted;
- strict attention should be paid to confidentiality;
- separate discussions should be held with all parties involved, and with any witnesses;
- careful written notes be made of all discussions;



- the complainant's desired outcome and any possibilities of redress discussed;
- written statements should be obtained where appropriate, and be signed and dated;
- if pupils are to be interviewed reference should be made to 'Pupils As Witnesses' above;
- efforts should be made to resolve the complaint, if possible to the satisfaction of the complainant;
- complainant and member of staff should be given an opportunity to provide documentation and identify potential witnesses.

After completing the investigation, the Chair of the governing body will prepare a written summary of his/her findings to the complainant saying the investigation has been completed and includes some of the following points:

- all appropriate steps (list the steps) have already been taken and s/he considers no further action is necessary;
- as a result of the investigation the following arrangements have been made ..... which it is hoped the complainant will find satisfactory;
- the following recommendations will be made to the governing body .....
- if the complainant is not happy with this response, s/he may write to the Clerk to the governing body at the school address within ten school days of receipt of the response, requesting that the complaint be considered by the Complaints Committee of the governing body.

### **Stage 3: Formal**

If the Complaints Committee of the governing body is to consider the complaint, the Clerk to the governing body should acknowledge receipt of the complaint in writing within five school days and set up the meeting within twenty school days giving at least ten school days' notice of the meeting to: the members of the committee, complainant, Head Teacher and the Chair of the governing body and the LA's complaints officer, sending them the following:

- a) an invitation to attend the meeting including details of date, time, place of meeting; (see Appendix F)
- b) a request for copies of any written papers which people may wish to be considered to be sent to her/him by (Date) so that they can be distributed to members of the Complaints Committee and the other parties;
- c) a request for the names of any witnesses who may be called;
- d) a statement saying that the claimant may wish to be accompanied by a friend and asking for the name of any such friend;
- e) where appropriate, an enquiry as to whether or not it would be helpful for an interpreter to be available;
- f) an enquiry as to whether or not access should be provided for the disabled;
- g) a summary of the procedure to be followed at the meeting.

### Requests for alternative dates

The clerk should liaise with the complainant, panel and school over convenient dates and times before finalising the arrangements. Once a date is fixed any request for an alteration should be for exceptional reasons and referred to the chair of the Panel to consider whether it is reasonable and can be accommodated. If there are further changes the complainant should be given a final date and advised that if s/he cannot attend, the meeting will go ahead in their absence.

The hearing by the Complaints Committee should be held in private and be as informal as possible. The Chair of the governing body and the Head Teacher may be present. The Clerk to the governing body, or another person appointed by the Chair of the governing body, should be present throughout the hearing and after the parties have withdrawn, in order to take notes. A model procedure for the meeting is in Annex D.

The decision and recommendations of the Complaints Committee are sent as soon as possible to all parties. The committee's decision is final.

### Further rights of appeal

Parents may, if they believe the Governors' complaints panel has acted unreasonably, or that the governors have not followed their own procedures in considering the complaint, make a complaint to the Department for Education using an on-line complaints form.

Parents may also complain to Ofsted, but Ofsted will not normally investigate complaints concerning individual pupils, but where there are any child protection concerns they may pass these to social services, or the police and this may trigger an inspection.

### Links with other School Policies and Practices

This policy links with and should be read in conjunction with a number of other school policies, practices and action plans including:

- Anti-Bullying Policy
- Behaviour Policy and Practice
- Keeping Children Safe in Education – September 2019
- SEND Report
- Inclusion Policy
- The School's Equality Information and Objectives
- Home/School Agreement

### Consultation and Participation

Parent and Pupil Surveys are conducted regularly in which parents and pupils have an opportunity to give their views on various aspects of the school's performance.

### Monitoring and Review

We will review this policy once every two years as well as responding to trends that suggest the need for review.

Name/s and job title of reviewer	Date of review	Date of governor approval	Suggested date for review
Miss Cheryl Payne – Head Teacher	March 2019	March 2019	March 2020
Miss Cheryl Payne – Head Teacher	November 2019	November 2019	March 2021

**Annex A**

**St. Mary's CE Primary School  
Complaints Form**

When we receive a complaint, we aim to acknowledge its receipt within 2 school days and send a full or interim response within 7 school days.

Name of complainant:

Address:

Postcode:

Telephone (day):

Telephone (evening):

What is your concern and how has it affected you?

Are you attaching any paperwork? If so, please list this below:

Have you discussed this matter with a member of staff before filling in this form? If so, who did you speak to and what was the response?

What would you like to happen as a result of making this complaint?

Signature: \_\_\_\_\_ date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

## **Annex B**

### **St. Mary's CE Primary School** **Expressing a Concern; Notes for Parents**

#### **If you have a concern**

We would like you to tell us about it so that we can talk with you and see how best to resolve your concern. We welcome suggestions for improving our work in the school. Whatever your concern, please know that we shall treat it as being strictly confidential.

Be assured that no matter what you wish to share with us, our support and respect for you and your child in the school will not be affected in any way. Please do not delay telling us of your concern. It is difficult for us to investigate properly an incident or problem which is more than a day or two old.

After hearing your concern we shall act as quickly as we can. Please allow time for any action we may take to be effective.

#### **What to do first**

Please contact your child's class teacher (or other appropriate member of staff) and arrange a time when you can discuss your concern. It may be possible for you to see the teacher straight away but usually it is better to make an appointment so that you can sit and talk things through.

#### **What to do next**

If you are still unhappy, ask for an appointment with the Head Teacher. If you wish to do so, it is helpful if you can give a brief outline of your concern when you make the appointment. After your discussion with the Head Teacher you may have to wait a short time while investigations are carried out.

Every effort will be made to resolve the situation as quickly as possible and the Head Teacher will send you a written response.

#### **If you are still unhappy**

The problem will normally be solved by this stage. However, if you are still not satisfied you may wish to write to the Chair of the governing body.

The Chair of the governing body will probably discuss the matter with the Head Teacher and may arrange for a further investigation. S/he will then write to you to say what s/he has decided to do in response to your complaint

#### **Further action**

Finally, if the complaint has still not been resolved you may ask for your complaint to be heard by the Complaints Committee of the governing body. The Complaints Committee would listen to you, to the Head Teacher and others involved and come to a decision.

## **Annex C**

### **St. Mary's CE Primary School Procedural advice for conducting interviews with complainants**

In conducting interviews with complainants, the Head Teacher should:

Have regard to confidentiality at all times. The need to treat conversations and correspondence as confidential is of paramount importance. From the outset all parties to a complaint should be made aware of this advice.

Listen attentively and sympathetically to complainants, allowing them to explain their concern/s in their own way. After they have finished, it may be necessary to try to identify the issue(s) by asking questions and summarising what has been said. It is helpful to ascertain what is the complainant's desired outcome and possibilities of redress. Head Teachers may wish to ensure that the meeting is minuted by a third party, so that there is a clear record of the meeting.

At the end of the interview decide if it is possible to:

- a) make an immediate response to the concern/s; or
- b) delay a response. It is often necessary to say to complainants that their concerns will be carefully considered and when all the facts and circumstances have been ascertained, they will receive a response normally within five school days.

Avoid passing judgement or coming to conclusions before having spoken to any third parties and having considered all the aspects of the complaint.

If the complaint is against a third party, ensure that they have an opportunity to explain the situation as they see it, but not necessarily in the presence of the complainant.

Examine the general context and constraints of the situation and consider if there are any precedents.

When all the facts and circumstances relating to the matter have been ascertained make careful notes summarising your investigation. You should then decide how to respond to the complainant.

The complainant should be clearly informed of the school's response to the complaint/s and of the next stage in the procedure, should s/he wish to proceed further.

## **Annex D**

### **St. Mary's CE Primary School Outline of the procedure for a Complaints Committee meeting**

The Chair:

- welcomes those present and introduces each person by name;
- stresses that the meeting is strictly confidential to those present;
- outlines the procedure to be followed;
- asks all attending the committee, including witnesses, to remain available for approximately half an hour after they withdraw from the hearing, in case the committee needs to clarify a point.

Following this:

- The complainant is invited to present their case and explain their desired outcome and any possibilities of redress.
- The Head Teacher may question both the complainant and any witnesses.
- The Head Teacher is invited to explain the school's actions.
- The complainant may question the Head Teacher and any witnesses.
- Both parties are invited to sum up.

After the complainant, Chair of the governing body and Head Teacher have withdrawn, the Committee decides on its recommendations, including any redress measures.

The decision and recommendations of the Complaints Committee are sent within two school days to all parties. The Committee's decision is final.

**Annex F**  
**MODEL LETTERS**

**1 Acknowledgement letter (sent within 2 school days)**

Dear

Thank you for your letter of DATE. The School has a policy to deal with parental concerns as quickly as possible. I will investigate the matters you raise and contact you again by (DATE) to let you know the outcome.

Thank you for bringing this matter to my attention.

Yours sincerely,

Head Teacher



## **2 Notification of decision regarding general parental complaint CONFIDENTIAL**

Dear

Further to your letter of (date) and our subsequent meeting, I have given careful consideration to your concerns and considered all the available relevant evidence.

We agreed at our meeting that your concerns related to the following:  
*(Outline the complaint)*

Following my investigation I have concluded that .....

*Include as appropriate:*

*There is insufficient evidence to reach a conclusion and I cannot therefore uphold your complaint. If you are able to provide additional evidence, I will reconsider this decision.*

*Or*

*Your complaint is not substantiated by the evidence in that (include reasons for this conclusion).*

*Or*

*Your complaint was substantiated in part/full (include reasons for this conclusion). The School will review its practices/procedures in relation to... with the intention of avoiding any recurrence. Parents will be informed in due course of the policy changes.*

*Or*

*In order to address fully the matters investigated, the school has initiated appropriate internal procedures. Due to the nature of these procedures, their outcome must remain strictly confidential. I am confident however that the circumstance which gave rise to your complaint should not recur.*

I hope that you now feel that your concerns have been addressed by the school and that we can work together in the future to ensure that no other issues reach this level of concern. However, should you feel dissatisfied with this response you may proceed to the next stage of the complaints procedure *(outline the process for this)*.

Should you wish to pursue this as I have outlined please write to... by ... (date).

Yours sincerely

Head Teacher or Chair of Governing Body

### **3 Letter to parent re formal hearing of the Complaints Committee**

**CONFIDENTIAL**

Dear

Thank you for your letter of (date) indicating your wish to make a formal complaint to the Governors' Complaints Committee. I have been instructed to convene a meeting of the Committee in order to hear your complaint. The Committee will consist of three governors who have had no prior involvement in the complaint.

I write to invite you to a meeting of the Complaints Committee, which will be held at... (time) on... (date) at... (location). You are welcome to be accompanied by a friend and/or, if necessary, an interpreter. I would be grateful if you could confirm whether you intend to attend the meeting and bring a friend, and whether we should be aware of any issues regarding access for the disabled.

I enclose copies of the paperwork relating to your complaint. If there is any additional written information in support of your complaint, please send this to me by (date) (seven days before the meeting) so that I may circulate this to the Committee and the Head Teacher. Please note that the Committee will be discussing the issues raised in the attached papers and any further information you submit by the deadline. It will not be possible for you to raise any new issues at the meeting.

I enclose an explanatory sheet summarising the procedure at the meeting. The Committee will consider carefully both your views and those of the school and will make every effort to find a mutually acceptable solution to the situation which has led to your complaint.

Yours sincerely  
Clerk to the Governors

#### **4 Outcome of hearing of the Complaints Committee**

**CONFIDENTIAL**

Dear

Thank you for meeting with me and my fellow governors on the Complaints Committee on (date) to discuss your complaint. I am grateful to you for the time and effort you put into presenting your complaint.

I am writing to let you know (or confirm, if outcome announced at end of hearing) the outcome of our consideration of your complaint.

*Include here a brief summary of the nature of the complaint and the conclusions reached by the Committee, including particulars of any evidence that was pertinent to reaching a conclusion. It is important that due weight is given to both the complainant's evidence and that of the school. Outcomes will vary, see letter two for possible options).*

I and my fellow Committee members hope that you will feel your complaint has been fairly heard and that all the issues you raised have been investigated appropriately. The Governors Committee is the last stage in the School's complaints procedure and the Governors consider that this matter is now closed. (*The wording of this final paragraph will largely depend on the outcome and the wording may need to change appropriately).*

Yours sincerely  
Chair of Complaints Committee  
Cc Head Teacher  
Chair of Governors