# Complaints Policy

**This Complaints Policy has been approved and adopted by the Xavier Catholic Education Trust**
**To be reviewed in October 2027**

**Committee Responsible: Trust Board**

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## Xavier Catholic Education Trust Mission Statement

Our mission is to inspire, nurture and fulfil the calling of every person we encounter and the potential of every school we serve; growing together in faith, hope and love.

Everything we do in Catholic education is to ensure that every child we teach and every person we work with has the opportunity to realise their own calling and become the best version of themselves.

Our aim is to enable potential with the highest-quality provisions, to go out into the world and make our unique contribution for the greater good of all God's people here on Earth.

This is particularly important for the children, who are at the start of their journey to fulfil their calling and only get one chance at experiencing high-quality provision in school.

While the Trust recognises the need for a clear and structured complaints process, all formal complaints will be managed in a manner consistent with our Catholic ethos, seeking resolution and reconciliation for all involved.

In keeping with the Trust's values and ethos, all complaints will be approached in a spirit of respect, dignity, and reconciliation. While the Trust seeks to work collaboratively with families and stakeholders to resolve concerns wherever possible, it will not tolerate behaviour that undermines the wellbeing of pupils, staff, or governors. The Trust remains committed to acting fairly, compassionately, and in the best interests of its school communities at all times.

The Xavier Catholic Education Trust has developed this policy to enable parent/carers of pupils attending our schools, to raise a concern or complaint relating to the operation of its school or the Trust itself. The Trust is committed to resolving concerns in a manner consistent with the Department for Education and Ofsted guidance.

## If something has gone wrong

Your child's experience is very important to us. We want to ensure your child is happy at school. If you feel something has gone wrong, we want to work with you to resolve this.

## Who can make a complaint?

This policy only applies to parents or carers of children currently at one of our schools. If you are not a parent or carer, you can still get in touch, but we will consider your concerns outside of this policy.

## 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 reassurance is sought."*

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

All matters will start as a concern. It is in everyone's interest that concerns and complaints are resolved at the earliest possible stage. The Trust takes all concerns seriously and will make every effort to resolve matters as quickly as possible.

## How to raise a concern or make a complaint

In the first instance, a concern will be raised directly with the school. If the issue remains unresolved, you may choose to make a formal complaint. Please ensure that you have read this document in its entirety as it will guide you through the process and assist you.

If you are not satisfied following raising your concerns with the school, you can submit your complaint here:
Complaint Form

If you require assistance with completing the form, or have any queries, please contact us:
communication@xaviercet.org.uk

## Anonymous complaints

We will not normally investigate anonymous complaints. However, the Headteacher, member of the Xavier central team or a member of the Governance team, as appropriate, will determine whether the complaint warrants an investigation.

## AI-generated complaints

We understand that people may choose to use AI tools to edit their submission. We recommend against using AI tools

because they can store and republish personal data regarding you or your child. They can also create inaccurate information which can delay our ability to respond to you.

## Ensuring an effective process

If we find it difficult to identify your key concerns, we may suggest a meeting to help us focus on what matters most to you.

## Single submission rule

Only one complaint relating to the same issue or set of circumstances will be considered at any one time. Parallel complaints about the same problem will not be accepted. Objectives of the complaint must be made clear from the beginning. We may pause the timescales to allow us to clarify the complaint with you.
Once the complaint has been accepted, additional evidence will only be accepted in exceptional circumstances.

## Timescales for raising a complaint

Other than in exceptional circumstances, concerns or complaints should be raised within three months of the incident or matter giving rise to the concern. We will always try to keep to the timescales set out within this policy, but complex queries may take longer. We will let you know if this is the case throughout the process.
If we have not heard from you within 20 days of our reply, we will close your enquiry. You can ask us to re-open it if there are extenuating circumstances.

## Complaints received outside of term time

We will consider complaints made outside of term time to have been received on the first school day after the holiday period.

## Audio or video evidence

In line with DfE guidance, we do not normally accept electronic recordings as evidence when we are asked to consider a complaint. Unless exceptional circumstances apply, we will not accept, as evidence, recordings of conversations that were obtained covertly and without informed consent of all parties being recorded.

## Deviation from the procedure

There may be occasions when it is necessary or reasonable to deviate from the published complaints procedure. In these cases, you will be kept informed and reasons for the deviation given.

## Refusal to Consider a Complaint

The Trust is committed to considering all complaints seriously and resolving them fairly and transparently. However, the Trust reserves the right to refuse to investigate a complaint, or to discontinue consideration of a complaint, where it is reasonable and proportionate to do so. Any decision to refuse or discontinue consideration of a complaint will be taken carefully and with due regard to the Trust's responsibilities to justice, fairness, and the common good.
This may include circumstances where the complaint falls outside the scope or timescales of this policy, where it has already been fully investigated and concluded under the Trust's complaints procedure, or where no new substantive information has been provided.
Complaints may also be declined where they are raised unreasonably late, relate to matters over which the Trust has no jurisdiction, or are more appropriately dealt with through statutory or alternative procedures, such as safeguarding processes, staff grievance or disciplinary procedures, admissions appeals, or exclusions.
Where the Trust decides that a complaint will not be progressed, you will be informed in writing of the decision and the reasons for it. Such decisions will be made in line with the principles of fairness, transparency, and proportionality, and will not prevent you from accessing any statutory escalation routes that may be available.

## Conduct expectations

All parties involved in a complaint are expected to:

- Be respectful
- Remain focused on the matters being complained about
- Refrain from personal attacks
- Limit the quantity of correspondence to ensure the issues raised can be addressed effectively

Throughout the complaint process we will only correspond in relation to the procedure as set out in this policy. Should these expectations not be adhered to it will be necessary to consider whether it is possible to continue with the complaint or if there is an alternative way to resolve the complaint.
Throughout the complaints process the aim is to resolve the issues. Therefore, legal representatives will not be included in meetings or correspondence. In exceptional circumstances, the investigator or panel chair may approve the involvement of a legal representative.

## Scope of this complaints procedure

This procedure covers all complaints about education and pastoral provision by Xavier Catholic Education Trust and their schools. Some key areas are covered by their own statutory procedures which we are unable to investigate. These are listed below.

| Exceptions | Who to contact |
|---|---|
| • Admissions to schools | Concerns about admissions should be handled through a separate process – either through the appeals process or via the local authority. Surrey County Council School Admissions Appeals Guide |
| • Matters likely to require a Child Protection Investigation | Complaints about child protection matters are handled under our child protection and safeguarding policy and in accordance with relevant statutory guidance.<br>If you have serious concerns, you may wish to contact the Local Authority Designated Officer (LADO) who has local responsibility for safeguarding or the Surrey Children's Single Point of Access (C-SPA) on 0300 470 9100. |
| • Exclusion of children from school | Further information about raising concerns about exclusion can be found at: Gov. Exclusions |
| • Whistleblowing | We have an internal whistleblowing procedure for all our employees, including temporary staff and contractors: Whistleblowing |
| • Staff grievances | Complaints from staff will be dealt with under the school's internal grievance procedures. |
| • Staff conduct | Complaints and allegations about staff will be dealt with under the school's internal disciplinary procedures, or management of allegations policy as appropriate.<br>You will not be informed of any disciplinary action taken against a staff member as a result of a complaint. However, you will be notified that the matter is being addressed. |
| • Complaints about services provided by other providers who may use school premises or facilities | Providers should have their own complaints procedure to deal with complaints about service. Please contact them directly. |
| • Xavier Teach SouthEast | The complaints policy for Xavier Teach SouthEast can be found here: Teach SouthEast Complaints |
| • DPO | Complaints of this nature will be considered under the DPO's complaints procedure: DPO Complaints |

## Pausing the complaint

The Trust reserves the right to pause a complaint if there are steps that can be taken to resolve the issues outside of the stages outlined in this process.

If you commence legal action, or any action with a regulatory body, against the Trust in relation to your complaint, we will consider whether to suspend the complaints procedure until those proceedings have concluded.

If other bodies are investigating aspects of the complaint, for example the police, local authority (LA) safeguarding teams or Tribunals, this may impact on our 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 this happens, we will inform you of a proposed new timescale.

## Resolving complaints

At each stage in the procedure, Xavier Catholic Education Trust wants to resolve the complaint. Where appropriate, we will acknowledge that the complaint is not upheld, upheld in whole or in part. In addition, we 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 we will try to ensure the circumstances complained about 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 procedures in light of the complaint
- an apology.

In addition, mediation can provide a helpful mechanism for discussion when a complaint is raised and can help to rebuild the relationship between parties once all of the investigative stages of the complaints procedure have been completed.

## Withdrawal of a complaint

If you wish to withdraw your complaint, we will ask you to confirm this in writing.
Should you fail to engage in the complaints process, the Trust will consider whether the complaint should be ceased and withdrawn.
Should you fail to engage in the process, after 10 school days of no communication, it will be considered that the complaint has been withdrawn and the complaint will be closed.

## Stages of the complaints process

Once you have completed the Complaint Form the following steps will take place.
Note: In all cases, timescales refer to school days; excluding weekends, school holidays and INSET days.

## Summary of timeline

| | |
|---|---|
| **Triage**<br>*5 school days* | • Your complaint is assessed in line with our policy<br>• You will be invited to a clarification meeting, where appropriate<br>• You will receive a response within 5 school days, excluding school holidays and INSET days |
| **Stage 1**<br>*20 school days* | • Formal investigation by Headteacher/designated member of SLT or by Xavier Leadership<br>• If you feel that issues have not been fully addressed, progress to Stage 2 |
| **Stage 2**<br>*20 school days* | • Formal review by a Xavier Governance Officer or Xavier Leader (Governor or Trust Director)<br>• If you feel that issues have not been fully addressed, progress to Stage 3 |
| **Stage 3**<br>*40 school days* | • Xavier Catholic Education Trust Panel Hearing<br>• This is the final stage of the school's complaints procedure<br>• Where dissatisfied with outcomes, contact Department for Education |

## Clarification Meeting

Once we have received your complaint we will invite you to a clarification meeting. This is an opportunity for us to understand the details of your complaint and to understand what you feel is necessary to rectify the complaint.

## Stage 1 – Formal Investigation

**Acknowledgement and Initial Review**

- The Trust will acknowledge receipt of the complaint form within 5 school days.
- The complaint will be reviewed to:
    - Clarify the scope of your complaint.
    - Identify any unresolved issues.
    - Understand the outcome you seek.
- A meeting may be arranged if this is the most appropriate way to clarify matters.
- The investigation will normally be carried out by the Headteacher but may be delegated to a suitable member of the school or Xavier Catholic Education Trust team as appropriate.

**Investigation Activities**

The investigator may:

- Interview you, witnesses, and any person complained about.
- Allow interviewees to be accompanied if they wish.
- Review supporting documentation.
- Consider witness statements.
- Review relevant policies and whether these were followed correctly.

**Outcome**

- A formal written response will be provided within 20 school days of receiving the complaint.
- If this timescale cannot be met, you will be updated and given a revised response date.
- The response will:
    - Explain the investigation undertaken.
    - Outline findings and reasons for decision to uphold or not uphold elements of the complaint
    - Detail any actions to resolve the complaint where appropriate.
    - Explain how you can progress to Stage 2 if dissatisfied.
- If the complaint is upheld, remedial action will continue, but the complaint itself will be considered resolved.

## Stage 2 – Trust Review

**Request for Review**

If you believe Stage 1 has not fully addressed your concerns, you may request a review by the Trust. The Trust will appoint a suitable Governor or Trust Leader to carry out this review. Where a complaint has been upheld at Stage 1, you are encouraged to allow a reasonable period for any agreed actions to be implemented before requesting a Stage 2 review.

Only issues agreed in scope at Stage 1 will be considered at this stage. No new information or issues can be introduced.

**Reviewer**

- The review will be undertaken by an appropriate Trust leader or Governor.
- The reviewer will have had no prior involvement in the complaint.

**Review Process**

The reviewer may consider any or all the following:

- The Stage 1 investigation and outcome.
- Your request to escalate to Stage 2.
- Statements from anyone complained about, where relevant.
- Previous correspondence.
- Supporting documents.
- Witness interviews and statements.
- Relevant policies and procedural compliance.

**Possible Outcomes**

The reviewer may:

- **Uphold** the complaint and direct actions to resolve it.
- **Partially uphold** the complaint and recommend actions accordingly.
- **Not uphold** the complaint and advise you of Stage 3 escalation process.

**Outcome Timescale**

- A written decision will be issued within 20 school days of receipt.
- The response will:
    - Explain findings and reasons.
    - Confirm any agreed actions.
    - Provide information about how to escalate your complaint to Stage 3 if you remain dissatisfied.

## Stage 3 – Panel Hearing

**Purpose**

Stage 3 is the final stage of the Trust's complaints procedure and consists of a formal hearing before a panel. This is an independent panel hearing which will consider whether the complaint was handled fairly, reasonably and in accordance with the Trust's complaints procedure, based on the information available during the investigation process.

**Panel Composition**

- Minimum of three panel members.
- Members must have had no previous involvement in the complaint.
- At least one member must be independent of the management and running of the school.
- Any concerns regarding the impartiality of a panel member should be raised with the Clerk as soon as possible and will be considered by the Trust.

**Escalation Timeline**

- Requests must be submitted within 10 school days of receiving the Stage 2 response. Details of how to escalate will be provided in your Stage 2 response letter.
- Late requests will only be accepted in exceptional circumstances.

**Acknowledgement and Scheduling**

- The Trust will acknowledge receipt within 5 school days.
- A hearing should normally be convened within 40 school days.
- If you decline three reasonable hearing dates without good reason, the panel may proceed based on written submissions alone.

**Pre-Hearing Arrangements**

**At least 15 school days before the hearing:**

The Trust will:

- Confirm the date, time, and venue.

- Ensure accessibility arrangements are in place.
- Request any further written evidence.

**Submission of Evidence**

- Additional documentation must be submitted at least 10 school days before the hearing.
- Evidence received later will only be accepted in exceptional circumstances, and with panel's approval.
- Papers will be circulated at least 5 school days before the hearing by the clerk.

**Evidence Restrictions**

- Recordings will not be accepted.
- Only evidence in relation to the initial complaint will be considered at the panel hearing.

**Attendance at the Hearing**

The Trust may invite:

- The complaint panel.
- You.
- The Stage 1 investigator.
- The Stage 2 reviewer.
- Relevant witnesses.

**Representation**

You may be accompanied by:

- A supportive companion.
- An interpreter.
- An advocate.

An advocate or supportive companion may be any person of your choosing whom you trust. However, it is recommended that this individual is not a member of the school community. If you wish to be accompanied by an advocate or supportive companion, you must notify us at least 10 days prior to the panel hearing.

However:

- Advocates may present on your behalf. Where an advocate presents the case on your behalf, questions from the panel will be directed through the advocate.
- Supportive companions cannot address the panel directly. Therefore, you address the panel.
- Legal representation is not normally permitted except in exceptional circumstances with prior approval from the panel chair.

**Attendance of Children**

Under normal circumstances pupils will not be invited to attend. If the panel believe pupils need to attend:

- Parental consent will be obtained for those under 18.
- The child's welfare is paramount.

**Media**

- Media representatives are not permitted.

**Hearing Process**

**Principles**

The hearing aims to:

- Establish facts and consider evidence fairly.
- Resolve the complaint where possible.
- Rebuild relationships.

**Scope**

The panel will consider and review:

- The original complaint.
- Whether matters raised at earlier stages have been fully addressed.

The panel will not consider:

- New complaints not previously raised through Stages 1 and 2.

**Confidentiality**

- Hearings are private and confidential.
- Recording is not normally allowed. Exceptions may be made where a recording is required as a reasonable adjustment for accessibility purposes or where the Trust requires a recording to support accurate minute-taking. Any such arrangement must be agreed in advance of the hearing. Recordings will be managed by the Clerk, used only for the purpose for which they were created, retained securely in accordance with the Trust's records management procedures, and deleted when no longer required.

**Format**

1. You, or your advocate, present your case.
2. Panel and school ask questions.
3. School presents its case.
4. Panel and you ask questions.
5. Both parties summarise.
6. Parties withdraw.
7. Panel deliberates in private.

**Panel Decisions**

The panel will decide on the balance of probabilities and may:

- Uphold the complaint in whole or part.
- Dismiss the complaint in whole or part.
- Determine that all or part of the complaint is outside its remit.

**Where a Complaint is Upheld**

The panel may:

- Direct actions to resolve the complaint.
- Recommend improvements to systems, procedures, or practices.
- Advise you how to contact the Department for Education if they believe the Trust acted unlawfully or unreasonably.

**Outcome Timescale**

- Written findings and reasons will be issued within 10 school days of the hearing.
- Minutes of the hearing will be provided on request.
- All relevant parties, including the Headteacher, will receive the outcome.

**Record Keeping**

- Complaint records will be stored securely and confidentially.
- Records will be retained in accordance with:
    - Data Protection Act 2018.
    - UK GDPR.
    - Information and Records Management Society guidance.
- Records may be inspected by the Secretary of State or school inspectors where legally appropriate.

## Roles and Responsibilities

### You

You will receive a more effective response to your complaint if you:

- explain the complaint in full as early as possible
- co-operate 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 your complaint, including on social media, and respect confidentiality.

### Investigator

The investigator's role is to provide a comprehensive, open, transparent and fair consideration of the complaint through:

- sensitive and thorough discussion with you to establish your perspective and desired outcomes
- interviewing staff and other people relevant to the complaint
- consideration of records and other relevant information
- analysing information
- liaising with you and the governance lead as appropriate to clarify what you feel would put things right.

### Reviewer:

The reviewer's role is to consider whether the Stage 1 and Stage 2 investigations were conducted fairly, proportionately and in accordance with the Trust's procedures and policies, and whether the conclusions reached were reasonable in light of the evidence available.

### Clerk to Stage 3 Panel Hearing

The Clerk is the contact point for you and the Panel and should:

- ensure that all people involved in the complaint are aware of their legal rights and duties, including under any

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 and send it to the parties in advance of the meeting. Written material will be sent to the clerk 10 days prior to the hearing, and circulated to all parties 5 days prior to the hearing.
- record the proceedings, if necessary and agreed by all parties.
- circulate the minutes of the meeting.
- notify all parties of the Panel's decision.

**Panel Chair**

The Panel's chair, who is nominated in advance of the complaint meeting, will ensure that the meeting is conducted in line with the complaints procedure and best practice principles.

**Panel Members**

Panel members should be aware that:

- The meeting must be independent and impartial, and should be seen to be so
- No governor / director may sit on the Panel if they have had a prior involvement in the complaint orin the circumstances surrounding it
- They should read all documentation and understand the aims and purpose of the meeting.

## Variation to Complaint Arrangements

The Trust will endeavour to comply with the guidance set out above. However, if it is necessary in the interest of fairness and impartiality, the Trust may deviate from the above. The list below is not exhaustive:

**Complaints About the Headteacher**

- Will be conducted by an appropriately skilled Xavier Leader.

**Complaints About Governors**

- Will be conducted by an appropriately skilled Xavier Leader.

**Complaints About the CEO or Directors**

- Will be investigated by the Chair of the Trust Board.

**Complaints About the Chair of the Trust Board**

- Will be investigated by the Vice-Chair.

## When expectations are not met

### Procedure for managing serial, unreasonable, vexatious or persistent complaints

The Trust is committed to handling complaints with respect, courtesy, and an openness to dialogue, recognising the importance of positive relationships between families, schools, and the wider Trust community.

In a small number of cases, however, a complaint may become unreasonable, vexatious, or persistent in nature. This may occur where you repeatedly raise the same or substantially similar issues after the complaints procedure has been completed, refuses to accept reasoned outcomes, makes excessive or disproportionate demands on staff time, or engages in behaviour that is abusive, intimidating, or inappropriate.

In such circumstances, the Trust has a responsibility to balance your rights with its duty of care to pupils, staff, governors, and directors, and to ensure that resources are used effectively in the best interests of children's education and wellbeing. The Trust reserves the right to refuse complaints that are deemed to be unreasonable, vexatious, or persistent.

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.

### Unreasonable Behaviour

The Trust defines unreasonable behaviour as that which hinders our consideration of complaints because of the frequency or nature of your contact with the school, for example:

- harassment or intimidation of staff
- abusive or inflammatory language
- refusal to engage in required meetings
- attempts to bypass the staged process

- multiple complaints about the same issue
- repeated re-submission of issues; including parallel or duplicated complaints
- excessive volume of contact or excessive demands on school or the Trust's time by frequent, lengthy and complicated contact with staff regarding the complaint
- unrealistic expectations or outcomes
- persistent refusal to accept findings
- attempts to challenge outcomes outside of formal stages
- use of platforms, such as social media or group messages, to apply pressure
- refusal to articulate the complaint or specify the grounds of a complaint or the outcomes sought by raising the complaint
- refusal to co-operate with the complaint's investigation process
- refusal to accept that certain issues are not within the scope of the complaint's procedure
- insistence on the complaint being dealt with in ways which are incompatible with the complaint's 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
- use of threats to intimidate
- knowingly provides falsified information

Where any of the above applies, the Trust will discuss any concerns with you informally before determining that you may be acting "unreasonably".

If the behaviour continues, the Trust will consider whether any of the following actions are appropriate:

- a formal warning including:
    - nature of the concern
    - required changes
    - consequences
- communication restrictions
- procedural controls, such as rejecting duplicate complaints and enforcing word limits
- termination of the complaint process

If you excessively contact Xavier Catholic Education Trust,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 Xavier Catholic Education Trust schools.

## Procedure for managing complaint campaigns

In the rare event that the school receives a large volume of complaints all based on the same subject we will either send a template response to all complainants or publisha single response on the school's website.

## Next Steps

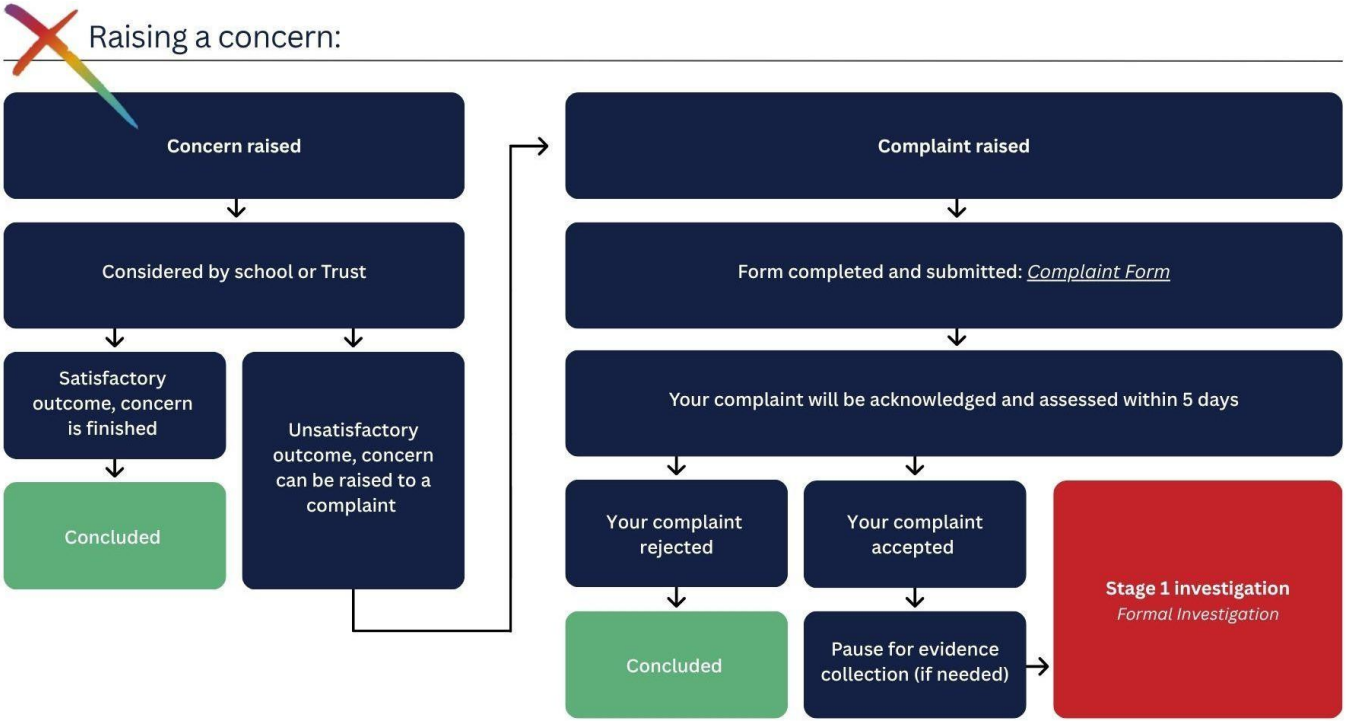
If you believe the school or Trust did not handle your complaint in accordance with the published complaints procedure or they acted unlawfully or unreasonably in the exercise of their duties under education law, you can contact the DfE after they have completed Stage 3. The DfE will not normally reinvestigate the substance of complaints or overturn any decisions made by Xavier Catholic Education Trust. They will consider whether the school or Trust has adhered to education legislation and any statutory policies connected with the complaint and whether they have followed Part 7 of the Education (Independent School Standards) Regulations 2014.

You can refer your complaint to the DfE online at: Complain to DfE or by writing to:
Ministerial and Public Communication Division
Department for Education
Piccadilly Gate
Store Street
Manchester

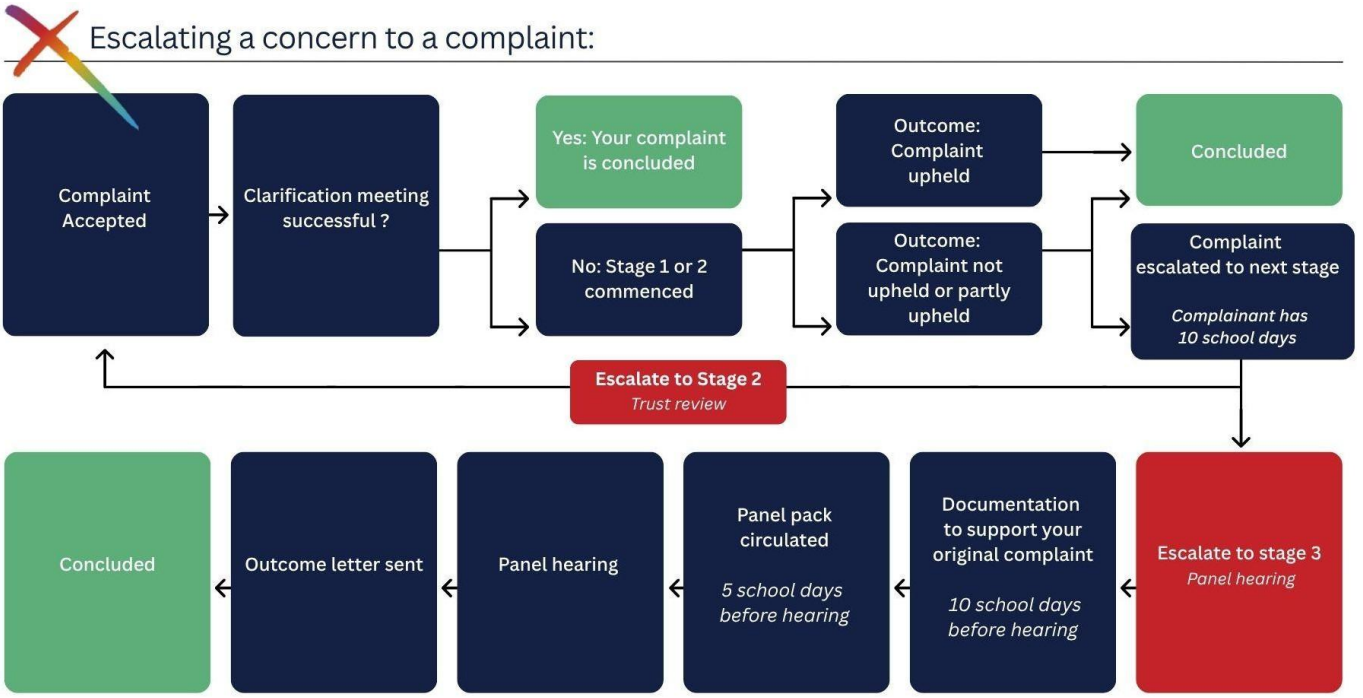
**Policy Document Control**

| Version | Date | Approved by | Summary of Changes |
|---|---|---|---|
| 1.0 | Sept 2018 | Trust Board | Initial adoption of Trust Complaints Policy |
| 2.0 | Sept 2020 | Trust Board | Updated to reflect revised DfE complaints guidance |
| 3.0 | Sept 2023 | Trust Board | Clarified complaint stages and panel arrangements |
| 4.0 | Sept 2025 | Trust Board | Timescale and safeguarding amendments |
| 5.0 | Sept 2026 | Trust Board | Formatting clean-up; refusal criteria; unreasonable complaints; CES ethos alignment; time scales update; re-write sections to align with guidance |

## Appendix 1: How to Raise a Concern



## Appendix 2: How to Escalate Your Complaint



## Appendix 3: Parent Guide to School Complaints

Please follow this link for a useful guide for parents: Parent Guide to complaints