

## **1. GRIEVANCE POLICY – STAFF AND VOLUNTEERS**

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### **1.1. Dealing with Grievances Informally**

If you have a grievance or complaint to do with your work or the people you work with you should, wherever possible, start by talking it over with your manager. You may be able to agree a solution informally between you.

### **1.2. Formal Grievance**

If the matter is serious and/or you wish to raise the matter formally you should set out the grievance in writing to your manager. You should stick to the facts and avoid language that is insulting or abusive.

Where your grievance is against your manager and you feel unable to approach him or her you should talk to another manager.

### **1.3. Grievance Hearing**

Your manager will call you to a meeting, normally within five working days, to discuss your grievance. You have the right to be accompanied by a colleague or trade union representative at this meeting if you make a reasonable request.

After the meeting the manager will give you a decision in writing, normally within 24 hours. If it is necessary to gather further information before making a decision your manager will inform you of this and the likely timescale involved.

### **1.4. Appeal**

If you are unhappy with your manager's decision and you wish to appeal you should let your manager know.

You will be invited to an appeal meeting, normally within five working days, and your appeal will be heard by the Director. You have the right to be accompanied by a colleague or trade union representative at this meeting if you make a reasonable request.

After the meeting the Director will give you a decision, normally within 24 hours. The Director's decision is final.

### **1.5. Recording Complaints**

A log of complaints received will be maintained. A full written record of the progress and final outcomes of all complaints will be maintained.

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*A copy of the publication 'Discipline and Grievances at Work, an ACAS Guide' can be found here <http://www.acas.org.uk/media/pdf/b/l/Discipline-and-grievances-Acas-guide.pdf>*

## 2. GRIEVANCE POLICY - STUDENTS

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This policy and procedure is for the benefit of students and parents of students at KANGA. It will be relied upon in respect of **all complaints** by parents and students made against KANGA except in respect of **child protection allegations** where a separate policy and procedure applies.

KANGA expects that most complaints can be resolved informally through discussion with the relevant member of staff. If this is not possible, then discussion with a senior member of staff will ensure they use their best endeavours to resolve any complaints or concerns that are made informally on that basis or will pass the concern on to a senior member of staff where this is considered more appropriate.

### 2.1. GENERAL PRINCIPLES OF COMPLAINTS

#### 2.1.1. Dealing with Complaints – Initial Concerns

KANGA is clear about the difference between a concern and a complaint. Taking informal concerns seriously at the earliest stage will reduce the numbers that develop into formal complaints.

These key messages deal with complaints but the underlying principle is that concerns ought to be handled, if at all possible, without the need for formal procedures. The requirement to have a complaints procedure need not in any way undermine efforts to resolve the concern informally. In most cases the class teacher or the individual delivering the service in the case of extended school provision, will receive the first approach. It would be helpful if staff were able to resolve issues on the spot, including apologising where necessary.

#### 2.1.2. Dealing with Complaints – Formal Procedures

The formal procedures will need to be invoked when initial attempts to resolve the issue are unsuccessful and the person raising the concern remains dissatisfied and wishes to take the matter further.

#### 2.1.3. Framework of Principles

This policy will:

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

#### 2.1.4. Investigating Complaints

The person investigating the complaint will:

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

- keep notes of the interview.

### **2.1.5. Resolving Complaints:**

The key objective at each stage in the procedure will be to endeavour to resolve the complaint. This may be to acknowledge that the complaint is valid in whole or in part or to identify why it is not. In addition, it may be appropriate to offer one or more of the following:

- an apology;
- an explanation;
- an admission that the situation could have been handled differently or better;
- an assurance that the event complained of will not recur;
- an explanation of the steps that have been taken to ensure that it will not happen again;
- an undertaking to review KANGA policies in light of the complaint.

### **2.1.6. Unreasonable Complainants**

KANGA is committed to dealing with all complainants fairly and impartially and to providing a high quality service to those who complain. We will not normally limit the contact complainants have with the 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.

KANGA defines unreasonable complainants as 'those who, because of the frequency or nature of their contacts with KANGA, hinder our consideration of their or other people's complaints, or interfere with the ordinary running of KANGA'. Where a complainant's behaviour is causing a significant level of disruption, KANGA may implement a tailored communications strategy, such as restricting the individual to a single point of contact, a single means of communication e.g. email and/or a limiting the number of times they make contact.

Whenever possible, the Director will discuss any concerns with the complainant informally before applying an 'unreasonable' marking. For serious incidents of aggression or violence, the concerns and actions taken will be put in writing immediately and the police informed. If a parent's behaviour is a cause for concern, the Director may ask the individual to leave the premises. In serious cases, the Director may notify them in writing that their implied licence to be on school premises has been revoked subject to review which will include any representations that the parent may wish to make. The outcome of this review will either result in the ban being lifted or continuing, with confirmation as to how long it will apply for if continuing.

Anyone wishing to complain about being barred can do so, by letter or email, to the Director. However, complaints about barring cannot be escalated once KANGA's own complaints procedure has been completed.

### **2.1.7. Our Promise to You**

- Your complaint will be dealt with honestly, politely and in confidence
- Your complaint will be looked into thoroughly and fairly
- We will keep you up-to-date with progress at each stage
- You will get an apology if we have made a mistake
- You will be told what we are going to do to put things right
- You will get a full and clear response to formal complaints.

## **2.2. THE STAGES OF THE COMPLAINTS PROCESS**

### **2.2.1. Stage 1 – Informal Resolution**

This process will enable informal local resolution of the concern with a staff member. This can be by telephone, in person or in writing. On some occasions the concern raised may require investigation, or discussion with others, in which case an informal but informed response will be issued to the complainant within 10 working days. This response may be an initial response to acknowledge receipt and outline what will happen next. For

example, to explain who will investigate and who will respond to the complaint. If no resolution is achieved at Stage 1, the complainant will be able to progress the complaint to Stage 2 within 10 working days.

### **2.2.2. Stage 2 – Formal Resolution**

If the complaint cannot be resolved on an informal basis (as set out above) then parents should put their complaint either verbally or in writing to a senior member of staff. Parents should also identify how they wish their complaint to be resolved (see Annex A).

The senior member of staff will undertake the investigation of the complaint unless they deem it appropriate for the complaint to be investigated on their behalf. The senior member of staff will decide, after considering the complaint, on the appropriate course of action to take.

In most cases, the senior member of staff will meet or speak with the parents concerned to discuss the matter and will reasonably endeavour to speak to or meet parents within 10 working days of the formal complaint being received. It is likely that for most complaints at this first formal stage, a resolution will be reached. The senior member of staff will keep a written record of all meetings and interviews held in relation to the complaint.

Once the senior member of staff is satisfied that, so far as is practicable, all of the relevant facts have been established, a decision will be made. Parents will be informed of this decision usually in writing, giving reasons for the decision, usually no later than 10 working days after speaking or meeting with the member of SLT to discuss the matter. The senior member of staff may also arrange to meet with parents to explain the decision. Where the complaint will take longer than 10 working days to resolve, the senior member of staff will write to the complainant explaining when they expect the complaint to be resolved.

### **2.2.3. Stage Three – Final Formal Resolution**

If the complaint cannot be resolved either at the informal or formal stage (Stage two) as set out above, then parents should put their complaint in writing to the Director. Parents should also identify the resolution they seek from the complaint.

The Director will undertake an investigation of the complaint unless he deems it appropriate for the complaint to be investigated on his behalf. The Director will decide, after considering the complaint, the appropriate course of action to take. The Director may need to meet or speak with the parents concerned to discuss the matter and if appropriate will use reasonable endeavours to speak to or meet parents within ten working days of the final formal complaint being received. It is likely that for most complaints reaching this second formal stage, a resolution will be reached.

The Director will keep a written record of all meetings and interviews held in relation to the complaint. Once the Director is satisfied that, so far as is practicable, all of the relevant facts have been established, a decision will be made. Parents will be informed of this decision usually in writing, giving reasons for the decision. The decision should normally be provided no later than ten working days from that date of receipt of the final formal complaint or after speaking or meeting with parents to discuss the matter if applicable. The Director may also arrange to meet with parents to explain the decision. On some occasions, more time may be needed to resolve a complaint and, on these occasions, the Director will write to the complainant explaining when he expects the complaint to be resolved.

## **2.3. RECORDING COMPLAINTS**

KANGA will maintain a log of complaints received. A full written record of the progress and final outcomes of all complaints will be maintained.

## **2.4. MONITORING AND REVIEW**

## KURDISH ASSOCIATION FOR NEW GENERATIONS/ABROAD

The Trustees will monitor the level and nature of complaints and review the outcomes on a regular basis to ensure the effectiveness of the procedure and make changes where necessary.

Complaints information shared with the whole Trustees will not name individuals. As well as addressing an individual's complaints, the process of listening to and resolving complaints will contribute to KANGA's improvements.

The monitoring and review of complaints by KANGA and its Trustees will be used as a tool to evaluate KANGA's performance.

The Complaints Policy is based on good practice guidance and statutory requirements.