



Southfields Primary School

Complaints Policy

Approved by: Governing Body

Date:
24.01.21

Last reviewed on: Spring 2021

Next review due by: Spring 2022

Introduction

Inevitably there will be occasions when parents / carers / stakeholders are worried or concerned about issues arising from their child's experiences whilst in the care of Southfields Primary School. Many of these issues are more correctly identified as concerns rather than complaints. Southfields School is committed to taking such concerns seriously at the earliest stage and resolving them to the satisfaction of all parties as quickly as possible. However, on the rare occasions when a concern cannot be resolved, we have a formal complaints procedure which is outlined below.

Definition

The DfE guidance explains the difference between a concern and a complaint:

- A **concern** is defined as "an expression of worry or doubt over an issue considered to be important for which reassurances are sought". The school will resolve concerns through day-to-day communications as far as possible.
- A **complaint** is defined as "an expression of dissatisfaction however made about actions taken or a lack of action".

Any concern or complaint will be taken seriously, whether formally or informally, and the appropriate procedures shall be taken.

If any parents are unhappy with the education that their child is receiving, or have any concerns relating to the school, we encourage them to talk to the child's class teacher immediately.

We deal with all complaints in accordance with procedures laid down by the LA (See Appendix Table 1).

Aims

Our school aims to be fair, open and honest when dealing with any complaint. We give careful consideration to all complaints, and deal with them as swiftly as possible. We aim to resolve any complaint through dialogue and mutual understanding. In all cases we put the interests of the child above all else. We provide sufficient opportunity for any complaint to be fully discussed, and then resolved.

Complaints Process (See alongside Appendix 1)

Where the Complainant has a concern or query about any aspect of the school or their child's education or wellbeing, we invite them to raise this with their child's class teacher in the first instance. Ideally the class teacher will be able to address the Complainants' concerns immediately or can arrange a meeting with them to discuss the issue.

All concerns will be dealt with confidentially, although it may be necessary to take notes if the matter may need to be taken further or may arise again in the future.

If a complainant has difficulty discussing a concern with a particular member of staff, we will respect their views. In these cases, the Head teacher, will refer them to another staff member. Similarly, if the member of staff directly involved feels unable to deal with a concern, the Head teacher, will refer them to another staff member. The member of staff may be more senior but does not have to be. The ability to consider the concern objectively and impartially is more important.

We understand however, that there are occasions when people would like to raise their concerns formally. In this case, Southfields Primary School will attempt to resolve the issue internally, through the stages outlined within this complaints procedure.

Stage 1 - Informal Stage

Concerns may be raised with the school at any time and will often generate an immediate response, which will resolve the concern. The Complainant should start by sharing their concerns with the class teacher as this is usually the best and quickest way of resolving issues. In some cases, the concern raised may require investigation, or the class teacher may feel it more appropriate to refer the Complainant to a more senior or experienced member of staff who will try to resolve the concern informally. In this case the Complainant should receive an informal but considered response within 7 school days.

- It is recommended that the Complainant makes an appointment to speak to the class teacher as soon as possible as this will give both parties the opportunity to talk about the issue without being interrupted
- It is important to recognise that schools are busy organisations and may not be able to offer an appointment straight away
- The purpose of this meeting should be to establish the nature of the concern and to seek a resolution to the problem
- To prevent any later challenges or disagreements over what was said, it is good practice for the class teacher to make brief written notes of meetings and telephone calls and a copy of any written response should be added to the record. These notes are kept securely on the school's system.
- They may need to talk to others before they can respond. The Complainant should be given a timescale for a response; no more than 7 school days.

Most concerns will be satisfactorily dealt with in this way. However, if the Complainant is not happy with the informal approach then a formal complaint must be made to the Head teacher within 10 school days via the school office, giving the reasons for the continued concern.

This should be done in person, in writing. The issue will then be escalated to **Stage 2 - Formal Complaint made to the Head teacher.**

At this stage, the complainant will be asked what they think might resolve the issue - any acknowledgement that the school could have handled the situation better is not an admission of unlawful or negligent action.

- If the complaint is about the head teacher, the Chair of Governors should be informed and will need to handle the complaint. The complainant can then be referred to the Chair of the Governing Board.
- If a complaint is made to a governor, the complainant should be referred to the appropriate person. The governor in question should not act alone on a complaint outside the adopted school procedure; if they do, they cannot be involved in the complaint is subject to a hearing at a later stage of the procedure.

Stage 2 - Formal Complaint made to the Head teacher

Stage 2 of the process should be completed within 3 weeks. Where the situation is recognised as complex, and it is deemed to be unable to be resolved within this timescale, the head teacher will contact the complainant to inform them of a revised target date. Formal complaints can be raised:

- By letter or email
- Over the phone
- In person
- By a third party acting on behalf of the complainant

The Head teacher will record the date the complaint is received and will acknowledge receipt of the complaint in writing (either by letter or email) within 5 school days.

An appointment with the head teacher should be made, as soon as reasonably practical, to avoid any possible worsening of the situation.

In certain circumstances, the school may need to refuse a request for a particular individual to attend any such meeting – for example, if there is a conflict of interest. If this is the case, the school will notify the complainant as soon as they are aware, so that the complainant can arrange alternative accompaniment.

The head teacher (or other person appointed by the head teacher for this purpose) will then conduct their own investigation. The written conclusion of this investigation should be sent to the complainant within 5 school days.

Where the head teacher or chair of the governing board has made reasonable attempts to accommodate the complainant with dates for a complaint meeting and they refuse or are unable to attend, the meeting will be convened in their absence and a conclusion will be reached in the interests of drawing the complaint to a close.

To prevent any later challenge or disagreement over what was said, brief notes of meetings and telephone calls are kept, and a copy of any written response is added to the record. These notes are kept securely on the school's system.

The Head teacher or investigator will consider the complaint and in doing so will:

- Establish what has happened so far, and who has been involved;
- Meet or contact the Complainant if they need further information;
- Clarify how the Complainant may feel things could be put right (if this has not been set out in their letter);
- Interview those involved in the matter and those complained of, allowing them to be accompanied if they wish;
- Conduct any interviews with an open mind;
- Keep notes of any interview for the record.

The Head teacher or investigator will keep in mind ways in which the complaint can be resolved. It may be enough to acknowledge that the complaint is valid in whole or in part. In addition, it may be appropriate to offer one or more of the following:

- an apology
- an explanation
- an admission that the situation could have been handled differently or better (please note this is not an admission of negligence)
- 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 policies and practice in light of the complaint

It may also be the case that the complaint may not have any substance and is therefore considered to be unfounded or unsubstantiated.

Once all facts are established, within a maximum of 3 weeks the Head teacher should contact the complainant in writing with an explanation of the decision.

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 Southfields Primary School will take to resolve the complaint. The complainant will be advised of any escalation options (for example, escalation to Stage 3) and provided with details of this process.

Complaints can be escalated by contacting the clerk to the governing board by letter or email.

The clerk will need the details of the complaint, as well as details from the complainant on how they feel the previous stage of the procedure has not addressed their complaint sufficiently, and what they feel would resolve the complaint.

The complainant will also be provided with copies of approved minutes, subject to any necessary redactions under the Data Protection Act 2018 and the GDPR.

Any further action the school plans to take to resolve the issue will be explained to the complainant in writing.

Stage 3 - Investigation by the Chair of Governors

The complainant should submit any complaint in respect of the head teacher's investigation in writing within 10 school days to the chair of governors.

The chair of governors will carry out an investigation and consider all available evidence.

The complainant and the head teacher should be informed of the outcome within 20 school days of the chair of governors receiving the complaint. The complainant will be advised of any escalation options (for example, escalation to stage four) and will be provided with details of this process. Disagreeing with the outcome at Stage Two **IS NOT** sufficient grounds for undertaking a review under this part of the procedure.

The complainant will also be provided with copies of minutes, subject to any necessary redactions under the Data Protection Act 2018 and the GDPR.

If the complainant is not satisfied with the way the process has been followed, considers the decision to be perverse, or believes that the chair has acted unreasonably, they may request that the governing board reviews the complaint (stage four).

Stage 4 - Complaint Appeal Panel (CAP)

Following receipt of a Stage 3 outcome, the complaint should be made in writing to the Clerk, via the school office within 10 school days requesting a Complaints Appeal Panel Meeting (CAP) – a meeting with members of the governing board’s complaints committee, which will be formed of three, impartial governors. This is the final stage of the complaints procedure.

- Where there are communication difficulties, the complaint may be made in person or via telephone.

To prevent any later challenge or disagreement over what was said, brief notes of meetings and telephone calls are kept, and a copy of any written response is added to the record. These notes are kept securely on the school’s system.

The Clerk to the Governing Board 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.

The acknowledgment will advise the Complainant that three members of the School’s Governing Board (which may include or comprise of Governors from schools with whom the school has a Joint Hearings Panel agreement in place) should hear the complaint within 20 school days of receipt of the **Stage 4 - Complaint Appeal Panel** request.

The Complaint Appeal Panel members 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.

If it is not possible to convene the meeting within 20 school days, the Clerk will provide an anticipated date and keep the complainant informed.

The letter will invite the Complainant to attend and explain that they have the right to submit any further documentation relevant to the complaint. The Complainant may bring a friend or someone else for support.

Generally, we do not encourage either party to bring legal representatives to the CAP meeting. However, there may be occasions when legal representation is appropriate.

Representatives from the media are not permitted to attend.

The Clerk will enclose a copy of this Complaint Procedure with the acknowledgement.

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 based on written submissions from both parties.

An experienced governor will convene a CAP comprising of:

- Three members of the governing board.

The independent Complaint Panel member will be the Chair of the Complaint Panel. If the whole governing board is aware of the substance of a complaint before the CAP has been completed, an independent panel should be arranged to hear the complaint.

If the complainant believes there is likely to be bias in the proceedings, they reserve the right to request an independent panel – complainants should provide evidence to support their request. Whilst the final decision regarding such a request rests with the governing board, it should be granted where the appearance of bias is enough to taint any decision reached.

Where an independent panel is arranged on an ad-hoc, informal basis, governors who are suitably skilled and who can demonstrate their independence will be sourced.

If the attendance of any pupil is required at the hearing, parental permission will be sought if they are under the age of 18.

A pupil has the right to be accompanied at a Complaints Appeal Panel Meeting and extra care will be taken to consider the vulnerability of children where they are present at a Complaints Appeal Panel.

Where appropriate, the clerk will ask for support from Governor Services at the LA.

At least 10 school days before the meeting, the Clerk should:

- confirm and notify all parties of the date, time and venue of the meeting, ensuring that, if the complainant is invited, the dates are convenient to all parties and that the venue and proceedings are accessible
- request copies of any further written material to be submitted to the committee at least 5 school days before the meeting.
- Any written material will be circulated to all parties at least 5 school days before the date of the meeting. The CAP will not normally accept, as evidence, recordings of conversations that were obtained covertly and without the informed consent of all parties being recorded.
- The CAP will also not review any new complaints at this stage or consider evidence unrelated to the initial complaint to be included. New complaints must be dealt with from **Formal Stage 2 - Formal Complaint made to the Head teacher**

Prior to the hearing, the chair of governors will have written to the complainant informing them of how the review will be conducted. The head teacher will also have a copy of this letter.

At the hearing, all participants will be given the opportunity to put their case across and discuss any issues.

The CAP will consider issues raised in the original complaint and any issues which have been highlighted during the complaints procedure.

The CAP 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. Prior knowledge and consent of all parties attending must be sought before meetings or conversations take place. Consent will be recorded in any minutes taken.

The Clerk will record the proceedings in the form of minutes. The typed minutes are a summary of the procedure followed and the discussions taking place at the meeting but will not include the deliberations of the panel. Notwithstanding this, full and comprehensive notes of the decision taken by the CAP should be taken. The minutes are the property of the governing board and the final approved version can be made available upon request, with release subject to the rules set out in the GDPR and the DPA 2018.

The CAP should allow for:

- ✓ The complainant to be present and accompanied at the hearing if they wish.
- ✓ The complainant to explain their complaint and the head teacher to explain the reasons for their decision.
- ✓ The complainant to question the head teacher, and vice versa, about the complaint.
- ✓ Any evidence, including witnesses who have been prior approved by the chair of the CAP, to be questioned.
- ✓ Members of the CAP to question both the complainant and the head teacher.
- ✓ Final statements to be made by both parties involved.

The CAP will consider the complaint and all the evidence presented, they 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 CAP 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.

The Chair of the CAP will provide the complainant and Southfields Primary School with a written response explaining the panel's findings and recommendations within 5 school days. This letter will also explain whether there are any further rights of appeal and to whom they need to be addressed.

Where relevant, the person complained about will receive an approved summary of the panel's findings and recommendations. They will also receive a copy of the minutes, subject to any necessary redactions under the Data Protection Act 2018 and the GDPR.

If it is not possible to meet this timeline then the Clerk of the Panel will contact both parties to discuss a mutually convenient date.

Final stage - Appeal

If a complaint has completed the school's process and the complainant remains dissatisfied, they have the right to refer their complaint to the Secretary of State using the [online form](#) or in writing to:

Ministerial and Public Communications Division
Department for Education
Piccadilly Gate
Store Street
Manchester
M1 2WD

The Secretary of State has a duty to consider all complaints raised but will only intervene where the governing board has acted unlawfully or unreasonably and where it is expedient or practical to do so. In this case, the word "unreasonably" is used in accordance with its legal definition, meaning acting in a way that no reasonable school or governing board could act in the circumstances.

Anonymous complaints

Southfields Primary School will not normally investigate anonymous complaints. However, the Head teacher or Chair of Governors, if appropriate, will determine whether the complaint warrants an investigation.

Duplicate complaints

There may be some cases where at the end of the complaints procedure Southfields Primary School receives a duplicate complaint on the same subject from a complainant's spouse, partner, grandparent or child. The 'new' complaint will be assessed to establish whether there are new aspects to it that may not have been previously considered, or if there is any new information to consider. Any new elements of a complaint will be investigated and dealt with in line with the complaints procedure. If Southfields Primary School are satisfied that there are no new aspects, the new complainant will be advised to contact the DfE if they are dissatisfied with the handling of the original complaint.

Unreasonable and / or persistent complaints

Most complaints raised will be valid, and therefore Southfields Primary School will follow the procedure outlined to deal with them. However, a complaint may become unreasonable if the person:

- ❖ Has made the same complaint before, and it is already been resolved by following the school's complaints procedure;
- ❖ Makes a complaint that is obsessive, persistent, harassing, prolific, defamatory or repetitive;
- ❖ Knowingly provides false information;
- ❖ Insists on pursuing a complaint that is unfounded, or out of scope of the complaints procedure;
- ❖ Pursues a valid complaint, but in an unreasonable manner, e.g. refuses to articulate the complaint, refuses to co-operate with the complaints procedure, or insists that the complaint is dealt with in ways that are incompatible with this procedure and the time frames it sets out;
- ❖ Changes the basis of the complaint as the investigation goes on;
- ❖ Makes a complaint designed to cause disruption, annoyance or excessive demands on school times; or
- ❖ Seeks unrealistic outcomes, or a solution that lacks any serious purpose or value.

Steps Southfields Primary School will take:

Southfields Primary School will take every reasonable step to address the complainant's concerns and give a clear statement of our position and their options. We will follow our complaints procedure wherever possible.

If the complainant continues to contact the school in a disruptive way, we may put communication strategies in place. We may:

- ❖ Give the complainant a single point of contact via an email address;
- ❖ Limit the number of times the complainant can make contact, such as a fixed number per term;
- ❖ Ask the complainant to engage a third party on their behalf, such as Citizens Advice; or
- ❖ Put any other strategy in place as needed.

Complainants hold the right to refer their complaint to their local MP. This would not make the individual a 'serial' or 'persistent' complainant.

The school will not deny any individual access to information that they have a right to under the Education (Pupil Information) (England) Regulations 2005.

Stopping responding

Southfields Primary School may stop responding to the complainant when all these factors are met:

- ❖ We believe we have taken all reasonable steps to help address their concerns;
- ❖ We have provided a clear statement of our position and their options; and
- ❖ The complainant contacts us repeatedly, and we believe their intention is to cause disruption or inconvenience.

Where we stop responding, we will inform the individual that we intend to do so. We will also explain that we will still consider any new complaints they make.

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 our school site.

Complaint campaigns

Occasionally, a school may become the focus of a complaint campaign and receive large volumes of complaints. For the purpose of this policy, a complaint campaign is defined as a complaint from three or more separate individuals (whether or not connected with the school) which are all based on the same subject.

Depending on the subject in question, Southfields Primary School may deviate from the procedure set out in this policy and would follow DfE recommendations.

Where Southfields Primary School becomes the subject of a complaint campaign from complainants who are **not** connected with the school, a standard, single response will be published on the school's website.

If Southfields Primary School receives a large number of complaints about the same subject from complainants who **are** connected to the school, e.g. parents, each complainant will receive an individual response.

If complainants remain dissatisfied with the school's response, they will be directed to the DfE.

Barring from school premises

School premises are private property and therefore any individual can be barred from entering the premises.

If an individual's behaviour is cause for concern, the head teacher can ask the individual to leave the premises.

The head teacher will document accurate details and notify the parties involved in writing, explaining that their implied licence for access to the premises has been temporarily revoked and the reasons why, subject to any representations that the individual may wish to make.

Note: *Legal Services may be contacted regarding this and if this is this case they will write to the parents on the school's behalf.*

The individual involved will be given the opportunity to formally express their views regarding the decision to bar them.

This decision to bar will be reviewed by the chair of governors or a committee of governors, considering any discussions following the incident.

If the decision is made to continue the bar, the individual will be contacted in writing, informing them of how long the bar will be in place, they will also be informed of when the decision will be reviewed.

Anyone wishing to make a complaint regarding a barring order can do so in writing, including email, to the head teacher or chair of governors.

Once the school's complaints procedure is completed, the only remaining avenue of appeal is through the Courts.

Social Media

For complaints to be resolved as quickly and fairly as possible, Southfields Primary School requests that complainants do not discuss complaints publicly via social media including, but not limited to, Facebook, WhatsApp and Twitter. Complaints will be dealt with

confidentially for those involved, and Southfields Primary School expect complainants to also observe confidentiality.

Safeguarding

Wherever a complaint indicates that a child's wellbeing or safety is at risk, Southfields Primary School is under a duty to report this immediately to the Local Authority. Any action taken will be in accordance with the school's safeguarding policy which can be found on the school's website.

Withdrawal of a Complaint

If a complainant wants to withdraw their complaint, we will ask them to confirm this in writing.

Record keeping and Confidentiality

Southfields Primary School will record the progress of all complaints, including information about actions taken at all stages, the stage at which the complaint was resolved, and the final outcome. The records will also include copies of letters and emails, and notes relating to meetings and telephone calls.

The records will be treated as confidential and held securely on the school's system and will be viewed only by those investigating the complaint or on the CAP.

This is except where the Secretary of State (or someone acting on their behalf) or the complainant requests access to records of a complaint through data protection or other legislation, or where the material must be made available during a school inspection.

Records of complaints will be kept securely, only for as long as necessary and in line with data protection law, our privacy notices and records management procedures in accordance with GDPR regulations 2018

The details of the complaint, including the names of individuals involved, will not be shared with the whole governing board, in case a Complaint Appeal Panel needs to be convened at a later point.

Referring complaints on completion of the school's procedure

If the complainant is unsatisfied with the outcome of the school's complaints procedure, they can refer their complaint to the School Complaints Unit (SCU), which investigates complaints relating to maintain schools on behalf of the Secretary of State.

The SCU will not re-investigate the matter of the complaint. It will look at whether the school's complaints policy and any other relevant statutory policies that the school holds were adhered to. The SCU also looks at whether the school's statutory policies adhere to education legislation. It may direct the school to re-investigate the complaint where it is clear the school has acted unlawfully or unreasonably.

Transferring data

Southfields Primary School will hold records of complaints separate to pupil records while a complaint is ongoing, so that access to these records can be maintained in circumstances in which the pupil (and therefore their educational record) transfers to a new school.

Information that Southfields Primary School retains relating to a complaint will be stored securely and in line with the school's Records Management procedures in accordance with GDPR regulations 2018.

Availability and Publishing our policy

A copy of this policy will be published on the school website in accordance with the School Information (England) Regulations 2008.

Reviewing and Monitoring Arrangements

The Governing Board will monitor the effectiveness of the complaints procedure in ensuring that complaints are handled properly. The Governing Board will track the number and nature of complaints, and review underlying issues as stated above.

The Governing Board will review any underlying issues raised by complaints with the Head teacher, where appropriate and respecting confidentiality, to determine whether there are any improvements that the school can make to its procedures or practices to help prevent similar events in the future.

The complaints procedure will be reviewed every 2 years, considering the latest guidance issued by the DfE.

Responsibility for reviewing the procedure belongs to the head teacher.

Information gathered through reviewing the complaints procedure will be used to continuously improve and develop the process. The monitoring and reviewing of complaints will be used to help evaluate the school's performance.

Links with other policies

Policies dealing with other forms of complaints include:

- ❖ Child protection and safeguarding policy and procedures
- ❖ Admissions policy
- ❖ Exclusions policy
- ❖ Staff grievance procedures
- ❖ Staff disciplinary procedures
- ❖ SEN policy and information report
- ❖ Privacy notices
- ❖ Data Protection Policy

APPENDICES

Appendix 1 - Complaints Process from Start to Finish

| Concern or Complaint Received | |
|--|--|
| Stage 1 - INFORMAL STAGE | |
| SCHOOL ACTION | |
| Informal discussion with the class teacher or other relevant member of staff, usually resulting in the resolution of the issue. If the complaint is about the Head teacher - proceed to Stage 2* | Within 7 school days, the complainant is informed of the action to be taken to resolve the issue. If they are not satisfied with the outcome a copy of the school's complaint procedure will be given together with information on how to proceed to Stage 2. If the Head teacher has addressed the complaint at this stage, then the matter should progress to Stage 3. |
| FORMAL STAGE | |
| Stage 2 - COMPLAINT HEARD BY HEAD TEACHER | |
| The complaint is submitted to the Head teacher | Within 5 school days the Head teacher will acknowledge receipt of the complaint and after investigation will provide a full written response to the complainant within 15 school days. If the complaint is not resolved at the stage, information us given on how to progress the complaint to Stage 3. |

Stage 2* - COMPLAINT HEARD BY CHAIR OF GOVERNORS
(if the complaint is about the Head teacher)

| | |
|---|---|
| A written complaint is sent to the Chair of Governors | The Chair of Governors acknowledges receipt and provides a full written response within 15 school days. If the complaint is not resolved at the stage, information is given on how to progress the complaint to Stage 4. |
|---|---|

Stage 3 - INVESTIGATION BY THE CHAIR OF GOVERNORS

| | |
|---|--|
| Complainant writes to the Chair of Governors within 10 school days of receiving the response confirming they remain dissatisfied and requesting further investigation of their complaint. | The Chair acknowledges receipt and provides a full written response within 20 school days. If the complaint is not resolved at the stage, information is given on how to progress the complaint to Stage 4. |
|---|--|

Stage 4 - COMPLAINTS APPEAL PANEL (CAP)

| | |
|--|--|
| Complainant writes to the Clerk of the Governing Board within 10 school days of receiving the response, requesting an appeal to be heard by a Complaints Appeal Panel. | The Clerk will acknowledge receipt of the complaint within 3 school days and will arrange for a CAP to meet within 20 school days. Once the CAP meeting has taken place, the Clerk will inform the Complainant of the outcome within 5 school days. |
|--|--|

Final Stage - APPEAL

| | |
|--|---|
| If the Complainant remains dissatisfied with the outcome, they have the right to refer their complaint to the Secretary of State | The Secretary of State may intervene if a Governing Board has acted unlawfully or unreasonably. |
|--|---|

NB: Every effort will be made to meet the timescales stated but if it is not possible to meet them at **any** stage of the process the complainant will be contacted with an explanation and a revised date.