



Kings' School

Complaints Policy 2025

Policy name	Complaints Policy 2025	Owner / ADS
Hampshire model policy	Yes	
Approved by Headteacher/SLT:	ADS	December 2025
Approved by Committee	FGB	
To be reviewed / Next review date	Annually	December 2026

1. The Legal Requirement

Section 29 of the Education Act 2002 requires that:

- (1) The governing body of a maintained school shall –
 - (a) Establish procedures for dealing with all complaints relating to the school or to the provision of facilities or services under section 27, other than complaints failing to be dealt with in accordance with any procedures required to be established in relation to the school by virtue of a statutory provision other than this section, and
 - (b) Publicise the procedures so established.
- (2) In establishing or publicising procedures under subsection (1), the governing body shall have regard to any guidance given from time to time (in relation to England) by the Secretary of State.

2. Framework of Principles

2.1 The Aims of the Complaints Procedure:

- To encourage resolution of problems by informal means wherever possible;
- To be easily accessible and publicised;
- To be simple to understand and use;
- To be impartial;
- To be non-adversarial;

- To allow swift handling with established time-limits for action and keeping people informed of the progress;
- To ensure a full and fair investigation by an independent person where necessary;
- To respect peoples' desire for confidentiality;
- To address all the points at issue and provide an effective response and appropriate redress, where necessary;
- To provide information to the school's senior leadership team (SLT) so that services can be improved.

3. What Kings' School believes:

3.1 Kings' School fully recognises the vital importance of good relationships between staff, pupils and parents and strives to maintain these. In the light of this, every complaint is a matter of concern to the school and will be investigated with due urgency and thoroughness. Whenever a complaint is upheld, every effort will be made to rectify the issue and, if necessary, action will be taken to try to prevent a reoccurrence of the problem. The school will not investigate anonymous complaints or allegations, unless the assessed risk of a Child Protection issue indicates that it is necessary to do so. Confidentiality will, however, be respected and the identity of informants will be protected whenever necessary.

4. The importance of talking to the school as soon as possible

- 4.1 Parents are encouraged to make early contact with the school when a concern emerges rather than waiting until the issue becomes more serious or more complex. Issues are usually easier to deal with at an early stage and the complainant's worries are addressed before the matter can grow any further in seriousness.
- 4.2 In most cases the form tutor, subject teacher or other individuals, will receive the first approach. It is helpful to all concerned when staff are able to resolve issues on the spot. Experience shows that when a mistake has been made, a swift, courteous response, including apologising where necessary, often resolves the issue.

5. Who can make a complaint?

5.1 This complaints procedure is not limited to parents or carers of children that are registered at the school. Any person, including members of the public, may make a complaint to Kings' School about any provision of facilities or services that we provide. Unless complaints are dealt with under separate statutory procedures (such as appeals relating to exclusions or admissions), we will use this complaints procedure.

6. The difference between a concern and a complaint

- 6.1 A concern may be defined as '*an expression of worry or doubt over an issue considered to be important for which reassurances are sought*'.
- 6.2 A complaint may be defined as '*an expression of dissatisfaction however made, about actions taken or a lack of action*'.
- 6.3 It is in everyone's interest that concerns and complaints are resolved at the earliest possible stage. Many issues can be resolved informally, without the need to use the formal stages of the complaint's procedure. Kings' School takes concerns seriously and will make every effort to resolve the matter as quickly as possible.
- 6.4 If you have difficulty discussing a concern with a particular member of staff, we will respect your views. In these cases, the headteacher will refer you to another staff member. Similarly,

if the member of staff directly involved feels unable to deal with a concern, the headteacher will refer you 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.

- 6.5 We understand however, that there are occasions when people would like to raise their concerns formally. In this case, Kings' School will attempt to resolve the issue internally, through the stages outlined within this complaint's procedure.

7. Complaints from pupils

- 7.1 Pupils who feel they have been unfairly treated in school are encouraged to speak to the appropriate member of staff, usually the Head of Year or a member of the SLT. He/she will investigate the complaint and will seek to resolve the matter informally between the pupil and the member of staff. Where the complaint or subsequent investigation raises issues of a disciplinary significance, the matter should be referred immediately to the Headteacher or his deputy.

8. How to raise a concern or make a complaint

- 8.1 A concern or complaint can be made in person, in writing, by email or by telephone. They may also be made by a third party acting on behalf on a complainant, as long as they have appropriate consent to do so.
- 8.2 Concerns should be raised with either the class teacher or headteacher. If the issue remains unresolved, the next step is to make a formal complaint.
- 8.3 Complainants should not approach individual governors to raise concerns or complaints. They have no power to act on an individual basis and it may also prevent them from considering complaints at Stage 3 of the procedure.
- 8.4 Complaints against school staff (except the headteacher) should be made in the first instance, to Dr James Adams (the headteacher) via the school office. Please mark them as Private and Confidential.
- 8.5 Complaints that involve or are about the headteacher should be addressed to The Chair of Governors, via the school office. Please mark them as Private and Confidential.
- 8.6 Complaints about the Chair of Governors, any individual governor or the whole governing body should be addressed to the Clerk to the Governing Body via the school office. Please mark them as Private and Confidential.
- 8.7 For ease of use, a template complaint form is included at the end of this procedure. If you require help in completing the form, please contact the school office. You can also ask third party organisations like the Citizens Advice to help you.
- 8.8 In accordance with equality law, we will consider making reasonable adjustments if required, to enable complainants to access and complete this complaints procedure. For instance, providing information in alternative formats, assisting complainants in raising a formal complaint or holding meetings in accessible locations.

9. Time scales for making the complaint

- 9.1 You must raise the complaint within three months of the incident or, where a series of associated incidents have occurred, within three months of the last of those incidents, irrespective of whether the incident or incidents forming the basis of the complaint occurred outside of term time. We will only consider complaints made outside of this time frame if exceptional circumstances apply, at the discretion of the head teacher.

10. Complaints received outside of term time

- 10.1 We will consider complaints made outside of term time to have been received on the first school day after the holiday period, and the relevant time scales for responses as set out below at paragraphs 15 to 17 below apply from that date.

11. Scope of this Complaints Procedure

- 11.1 This procedure covers all complaints about any provision of community facilities or services by Kings' School, other than complaints that are dealt with under other statutory procedures, including those listed below.

Exceptions	Who to contact
<ul style="list-style-type: none"> • Admissions to schools • Statutory assessments of Special Educational Needs • School re-organisation proposals 	<p>Concerns about admissions, statutory assessments of Special Educational Needs, or school re-organisation proposals should be raised with Hampshire LA.</p>
<ul style="list-style-type: none"> • Matters likely to require a Child Protection Investigation 	<p>Complaints about child protection matters are handled under our child protection and safeguarding policy and in accordance with relevant statutory guidance.</p> <p>If you have serious concerns, you may wish to contact the local authority designated officer (LADO) who has local responsibility for safeguarding or the Multi-Agency Safeguarding Hub (MASH).</p>
<ul style="list-style-type: none"> • Exclusion of children from school* 	<p>Further information about raising concerns about exclusion can be found at: www.gov.uk/school-discipline-exclusions/exclusions.</p> <p><i>*complaints about the application of the behaviour policy can be made through the school's complaints procedure.</i></p>
<ul style="list-style-type: none"> • Whistleblowing 	<p>We have an internal whistleblowing procedure for all our employees, including temporary staff and contractors.</p> <p>The Secretary of State for Education is the prescribed person for matters relating to education for whistleblowers in education who do not want to raise matters direct with their employer. Referrals can be made at: www.education.gov.uk/contactus.</p> <p>Volunteer staff who have concerns about our school should complain through the school's complaints procedure. You may also be able to complain direct to the LA or the Department for Education (see link above), depending on the substance of your complaint.</p>

<ul style="list-style-type: none"> • Staff grievances 	Complaints from staff will be dealt with under the school's internal grievance procedures.
<ul style="list-style-type: none"> • Staff conduct 	<p>Complaints about staff will be dealt with under the school's internal disciplinary procedures, if appropriate.</p> <p>Complainants will not be informed of any disciplinary action taken against a staff member as a result of a complaint. However, the complainant will be notified that the matter is being addressed.</p>
<ul style="list-style-type: none"> • 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 direct.
<ul style="list-style-type: none"> • National Curriculum - content 	Please contact the Department for Education at: www.education.gov.uk/contactus

11.2 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.

11.3 If a complainant commences legal action against Kings' School in relation to their complaint, we will consider whether to suspend the complaints procedure in relation to their complaint until those legal proceedings have concluded.

Further, the Headteacher may decide the complaint shall not proceed in accordance with this policy where the complaint is deemed 'unreasonable'. A complaint may be deemed 'unreasonable' for reasons including, but not necessarily limited to, the following:

- a. Where repeated attempts are made by a complainant to raise the same complaint after it has been considered at all three stages;
- b. Where there has been an unexplained delay between the incident in question and the making of the complaint;
- c. Where the complaint is demonstrably without foundation or merit;
- d. Where the complaint has been made in a way that includes aggressive, vexatious or abusive words or communications or seeks to apply undue pressure to a member(s) of staff involved in responding to the complaint;
- e. Where the complaint is not adequately particularised or articulated so that a proper response may then be provided.

12. The Stages of the Complaints Procedure

12.1 The procedures have three formal and well-defined stages. It will be made clear at each stage exactly who will be involved, what will happen, and how long it will take. There may, on occasion, be the need for some flexibility; for example, the possibility of further meetings between the complainant and the member of staff directly involved and further investigations may be required by the Headteacher after a meeting with the complainant.

Informal complaint:

- Informal concern raised with a member of staff;
- Stage One: complaint heard by staff member (not the subject of the complaint);

Formal complaint:

- Stage Two: complaint heard by the Headteacher;
- Stage Three: complaint heard by a Complaints Panel of the Governing Body.

12.2 At each stage, the school 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 further information is necessary);
- clarify what the complainant feels would put things right;
- 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.

13. Resolving complaints

13.1 At each stage in the procedure, Kings' School wants to resolve the complaint. If appropriate, we will acknowledge that the complaint is 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 event complained of will not recur
- an explanation of the steps that have been or will be taken to help ensure that it will not happen again and an indication of the timescales within which any changes will be made
- an undertaking to review school policies or procedures in light of the complaint
- an apology.

14. Withdrawal of a Complaint

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

15. Informal concerns

15.1 There are no specific timescales defined for this stage but all complaints should be managed as quickly and effectively as possible.

15.2 Stage 1 – Informal complaint

15.3 The member of school staff to whom the complaint is referred (not the subject of the complaint) will acknowledge receipt of the complaint within 3 working days and begin an investigation. A full response will be made after investigation within 10 working days of the date of acknowledgement of the complaint.

16. Stage 2 – Formal complaint

16.1 Formal complaints must be made to the headteacher (unless they are about the headteacher), via the school office. This should be done in person or in writing using the Complaint Form).

16.2 The headteacher 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. Within this response, the headteacher will seek to clarify the nature of the complaint, ask what remains unresolved and what outcome the complainant would like to see. The headteacher can consider whether a face-to-face meeting is the most appropriate way of doing this.

Note: The headteacher may delegate the investigation to another member of the school's senior leadership team but not the decision to be taken.

16.4 During the investigation, the headteacher (or investigator) will:

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

16.5 At the conclusion of their investigation, the headteacher will provide a formal written response within 10 school days of the date of receipt of the complaint.

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

16.7 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 Kings' School will take to resolve the complaint.

16.8 The headteacher will advise the complainant of how to escalate their complaint should they remain dissatisfied with the outcome of Stage 2.

16.9 If the complaint is about the headteacher, or a member of the governing body (including the Chair or Vice-Chair), a suitably skilled governor will be appointed to complete all the actions at Stage 2.

16.10 Complaints about the headteacher or member of the governing body must be made to the Clerk, via the school office.

16.11 If the complaint is:

- jointly about the Chair and Vice Chair or
- the entire governing body or
- the majority of the governing body

16.12 Stage 2 will be considered by an independent investigator appointed by the governing body. At the conclusion of their investigation, the independent investigator will provide a formal written response.

17. Stage 3 – Formal complaint (Governors)

17.1 If the complainant is dissatisfied with the outcome at Stage 2 and wishes to take the matter further, they can escalate the complaint to Stage 3 – a meeting with members of the

governing body's complaints committee, which will be formed of the first three, impartial, governors available. This is the final stage of the complaint's procedure.

- 17.2 A request to escalate to Stage 3 must be made in writing to the Clerk, via the school office, within 5 school days of receipt of the Stage 2 response. The complainant must specify in writing the matters about which they are dissatisfied.
 - 17.3 The Clerk will record the date the complaint is received and acknowledge receipt of the complaint in writing (either by letter or email) within 5 school days.
 - 17.4 Requests received outside of this time frame will only be considered if exceptional circumstances apply.
 - 17.5 The Clerk will write to the complainant to inform them of the date of the meeting. They will aim to convene a meeting within 10 school days of receipt of the Stage 3 request. If this is not possible, the Clerk will provide an anticipated date and keep the complainant informed.
 - 17.6 If the complainant rejects the offer of three proposed dates, without good reason, the Clerk will decide when to hold the meeting. It will then proceed in the complainant's absence on the basis of written submissions from both parties.
 - 17.7 The complaints committee will consist of at least three governors with no prior involvement or knowledge of the complaint. Prior to the meeting, they will decide amongst themselves who will act as the Chair of the Complaints Committee. If there are fewer than three governors from Kings' School available, the Clerk will source any additional, independent governors through another local school or through their LA's Governor Services team, in order to make up the committee. Alternatively, an entirely independent committee may be convened to hear the complaint at Stage 3.
 - 17.8 The committee will decide whether to deal with the complaint by inviting parties to a meeting or through written representations, but in making their decision they will be sensitive to the complainant's needs.
 - 17.9 If the complainant is invited to attend the meeting, they may bring someone along to provide support. This can be a relative or friend. Generally, we do not allow either party to bring legal representatives to the committee meeting.
 - 17.10 On some occasions, for instance, if a school employee is called as a witness in a complaint meeting, they may wish to be supported by union representation.
- Note: Complaints about staff conduct will not generally be handled under this complaint's procedure. Complainants will be advised that any staff conduct complaints will be considered under staff disciplinary procedures, if appropriate, but outcomes will not be shared with them.*
- 17.11 Representatives from the media are not permitted to attend.
 - 17.12 At least 5 school days before the meeting, the Clerk will:
 - confirm and notify the complainant of the date, time and venue of the meeting, ensuring that, if the complainant is invited, the dates are convenient to all parties 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.
 - 17.13 Any written material will be circulated to all parties at least 5 school days before the date of the meeting. The committee will not normally accept, as evidence, recordings of conversations that were obtained covertly and without the informed consent of all parties being recorded.

- 17.14 The committee 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 Stage 1 or 2 of the procedure.
- 17.15 The meeting will be held in private. Electronic recordings of meetings or conversations are not normally permitted unless a complainant's own disability or special needs require it. 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.
- 17.16 The committee will consider the complaint and all the evidence presented. The committee can:
- uphold the complaint in whole or in part
 - dismiss the complaint in whole or in part
- 17.17 If the complaint is upheld in whole or in part, the committee will:
- decide on the appropriate action to be taken to resolve the complaint
 - where appropriate, recommend changes to the school's systems or procedures to prevent similar issues in the future.
- 17.18 The Chair of the Committee will provide the complainant and Kings' School with a full explanation of their decision and the reason(s) for it, in writing, within 10 school days.
- 17.19 The letter to the complainant will include details of how to contact the Department for Education if they are dissatisfied with the way their complaint has been handled by Kings' School.
- 17.20 If the complaint is:
- jointly about the Chair and Vice Chair or
 - the entire governing body or
 - the majority of the governing body

Stage 3 will be heard by a committee of independent governors.

- 17.22 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 Kings' School will take to resolve the complaint.
- 17.23 The response will also advise the complainant of how to escalate their complaint should they remain dissatisfied.

18. Next Steps

- 18.1 If the complainant believes the school did not handle their complaint in accordance with the published complaints procedure or they acted unlawfully or unreasonably in the exercise of their duties under education law, they can contact the Department for Education after they have completed Stage 2.
- 18.2 The Department for Education will not normally reinvestigate the substance of complaints or overturn any decisions made by Kings' School. They will consider whether Kings' School has adhered to education legislation and any statutory policies connected with the complaint.
- 18.3 The complainant can refer their complaint to the Department for Education online at: www.education.gov.uk/contactus, by telephone on: 0370 000 2288 or by writing to:

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

Complaint Form

Please complete and return to Dr James Adams who will acknowledge receipt and explain what action will be taken.

Your name:
Pupil's name (if relevant):
Your relationship to the pupil (if relevant):
Address:
Postcode:
Day time telephone number:
Evening telephone number:
Please give details of your complaint, including whether you have spoken to anybody at the school about it.

What actions do you feel might resolve the problem at this stage?

Are you attaching any paperwork? If so, please give details.

Signature:

Date:

Official use

Date acknowledgement sent:

By who:

Complaint referred to:

Date:

19. Roles and Responsibilities

19.1 Complainant

- 19.2 The complainant will receive a more effective response to the complaint if they:
- 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 their complaint on social media and respect confidentiality.

20. Investigator

- 20.1 The investigator's role is to establish the facts relevant to the complaint by:

Providing a comprehensive, open, transparent and fair consideration of the complaint through:

- sensitive and thorough interviewing of the complainant to establish what has happened and who has been involved
- interviewing staff and children/young people and other people relevant to the complaint
- consideration of records and other relevant information
- analysing information

Liaising with the complainant and the complaints co-ordinator as appropriate to clarify what the complainant feels would put things right.

- 20.2 The investigator should:

- conduct interviews with an open mind and be prepared to persist in the questioning
- keep notes of interviews or arrange for an independent note taker to record minutes of the meeting
- ensure that any papers produced during the investigation are kept securely pending any appeal
- be mindful of the timescales to respond
- prepare a comprehensive report for the headteacher or complaints committee that sets out the facts, identifies solutions and recommends courses of action to resolve problems.

- 20.3 The headteacher or complaints committee will then determine whether to uphold or dismiss the complaint and communicate that decision to the complainant, providing the appropriate escalation details.

21. Complaints Co-ordinator (this could be the headteacher / designated complaints governor or other staff member providing administrative support)

- 21.1 The complaints co-ordinator should:

- ensure that the complainant is fully updated at each stage of the procedure
- liaise with staff members, headteacher, Chair of Governors, Clerk and LAs (if appropriate) to ensure the smooth running of the complaint's procedure
- be aware of issues regarding:

- sharing third party information
- additional support. This may be needed by complainants when making a complaint including interpretation support or where the complainant is a child or young person
- keep records

22. Clerk to the Governing Body

22.1 The Clerk is the contact point for the complainant and the committee and should:

- ensure that all people involved in the complaint procedure are aware of their legal rights and duties, including any under legislation relating to school complaints, education law, the Equality Act 2010, the Freedom of Information Act 2000, the Data Protection Act (DPA) 2018 and the General Data Protection Regulations (GDPR)
- set the date, time and venue of the meeting, ensuring that the dates are convenient to all parties (if they are invited to attend) and that the venue and proceedings are accessible
- collate any written material relevant to the complaint (for example; stage 1 paperwork, school and complainant submissions) and send it to the parties in advance of the meeting within an agreed timescale
- record the proceedings
- circulate the minutes of the meeting
- notify all parties of the committee's decision.

23. Committee Chair

23.1 The committee's chair, who is nominated in advance of the complaint meeting, should ensure that:

- both parties are asked (via the Clerk) to provide any additional information relating to the complaint by a specified date in advance of the meeting
- the meeting is conducted in an informal manner, is not adversarial, and that, if all parties are invited to attend, everyone is treated with respect and courtesy
- complainants who may not be used to speaking at such a meeting are put at ease. This is particularly important if the complainant is a child/young person
- the remit of the committee is explained to the complainant
- written material is seen by everyone in attendance, provided it does not breach confidentiality or any individual's rights to privacy under the DPA 2018 or GDPR.
- If a new issue arises it would be useful to give everyone the opportunity to consider and comment upon it; this may require a short adjournment of the meeting
- both the complainant and the school are given the opportunity to make their case and seek clarity, either through written submissions ahead of the meeting or verbally in the meeting itself
- the issues are addressed
- key findings of fact are made
- the committee is open-minded and acts independently
- no member of the committee has an external interest in the outcome of the proceedings or any involvement in an earlier stage of the procedure
- the meeting is minuted
- they liaise with the Clerk (and complaints co-ordinator, if the school has one).

24. Committee Member

24.1 Committee members should be aware that:

- the meeting must be independent and impartial, and should be seen to be so

- No governor may sit on the committee if they have had a prior involvement in the complaint or in the circumstances surrounding it.
- the aim of the meeting should be to resolve the complaint and achieve reconciliation between the school and the complainant
- We recognise that the complainant might not be satisfied with the outcome if the meeting does not find in their favour. It may only be possible to establish the facts and make recommendations.
- many complainants will feel nervous and inhibited in a formal setting
- Parents/carers often feel emotional when discussing an issue that affects their child.
- extra care needs to be taken when the complainant is a child/young person and present during all or part of the meeting

24.2 Careful consideration of the atmosphere and proceedings should ensure that the child/young person does not feel intimidated.

24.3 The committee should respect the views of the child/young person and give them equal consideration to those of adults.

24.4 If the child/young person is the complainant, the committee should ask in advance if any support is needed to help them present their complaint. Where the child/young person's parent is the complainant, the committee should give the parent the opportunity to say which parts of the meeting, if any, the child/young person needs to attend.

24.5 However, the parent should be advised that agreement might not always be possible if the parent wishes the child/young person to attend a part of the meeting that the committee considers is not in the child/young person's best interests.

- the welfare of the child/young person is paramount.

Complaints Procedure – Simple Summary

<ul style="list-style-type: none">• Informal concerns may be raised with individual members of staff Contact Us Kings School (kings-hants.com)
<ul style="list-style-type: none">• Stage One. Formal complaints about members of staff, or issues, should be made to a more senior member of staff, typically the Line Manager For exceptions, see the school's Complaints Policy. Policies Kings School (kings-hants.com)
<ul style="list-style-type: none">• Stage Two. If unresolved, complaints are heard by the Headteacher/Chair of Governors, depending on context. Please use the Complaint Form in the Complaints Policy. Submit a Complaint
<ul style="list-style-type: none">• Stage Three. If still unresolved, complaints will be heard by a Complaints Panel of the Governing Body. Please use the Complaint Form in the Complaints Policy.• Policies Kings School (kings-hants.com)
<ul style="list-style-type: none">• The School will always aim to respond to complaints within the timeframes outlined in the Complaints Policy.
<ul style="list-style-type: none">• At each stage, the school will want to resolve complaints. If appropriate, we will acknowledge that a complaint is upheld in whole or in part. We may also offer one or more of a series of responses as outlined in section 13 of the Complaints Policy.