



Priory Junior School

Complaints Procedure

2026/27

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1. Purpose, legal framework and principles

Priory Junior School is committed to providing a high-quality education and a positive experience for pupils, families and the wider community. We welcome feedback and take concerns and complaints seriously. Complaints can help us identify where something has gone wrong and where our systems, communication or practice can improve.

As a maintained school, the Governing Body must establish and publish procedures for dealing with complaints about the school and any community facilities or services it provides where no separate statutory procedure applies. This procedure has been prepared with regard to section 29 of the Education Act 2002 and Department for Education (DfE) guidance for maintained schools.

Our complaints process will be:

- simple to understand and use
- impartial, fair and non-adversarial
- accessible and responsive to reasonable adjustment needs
- capable of providing a full and fair investigation
- respectful of confidentiality while allowing necessary information sharing
- focused on the issues raised and on effective, proportionate redress
- used to support learning and school improvement

Decisions made under this procedure will be lawful, rational, reasonable, fair and proportionate. Anyone who has a conflict of interest or whose involvement could give rise to a reasonable appearance of bias will not take part in deciding the complaint.

2. Who can make a complaint?

This procedure is not limited to parents or carers of pupils registered at Priory Junior School. Any person, including a pupil, former pupil, parent or carer of a former pupil, volunteer or member of the public, may make a complaint about any provision of facilities or services that the school provides, unless the matter is subject to a separate statutory or other specific procedure.

A complaint may also be made by a third party acting on behalf of the complainant. We will normally require appropriate written consent before sharing information with a representative.

3. The difference between a concern and a complaint

A concern is an expression of worry or doubt about an issue considered important, for which reassurance or clarification is sought.

A complaint is an expression of dissatisfaction, however made, about actions taken or a lack of action.

It is in everyone's interests that concerns are resolved at the earliest possible stage. Many issues can be resolved informally without using the formal stages. However, if a person wishes to make a formal complaint, the school will not insist that they first use informal resolution.

4. How to raise a concern or make a complaint

A concern or complaint can be made in person, by telephone, in writing or by email using Appendix 1. It may also be made through a representative with appropriate consent. The school office can help a complainant put a verbal complaint into writing if needed.

Initial concerns should normally be raised with the class teacher or another appropriate member of staff. Concerns about a member of staff should be raised with the Headteacher. If the concern is about the Headteacher, the Chair of Governors should be contacted via the school office.

Formal complaints should be addressed as follows:

Complaint about	Address the formal complaint to
A member of school staff (other than the Headteacher)	The Headteacher, via the school office
The Headteacher	The Chair of Governors, via the school office
The Chair of Governors or an individual governor	The Governance Professional / Clerk to the Governing Body, via the school office
The Chair and Vice-Chair jointly, the majority of the Governing Body, or the whole Governing Body	The Governance Professional / Clerk to the Governing Body, via the school office; an independent process will be arranged
The Governance Professional / Clerk	The Chair of Governors, via the school office

All formal complaint correspondence should be marked "Private and Confidential - Complaint". Complainants should not approach individual governors about a live complaint because this may prevent those governors from being able to consider it impartially at a later stage.

School contact details: Priory Junior School, Priory Road, Gedling, Nottingham, NG4 3LE; telephone 0115 952 6100; email office@priory-jun.notts.sch.uk.

The written complaint, or a fair summary of it, will normally need to be shared with the person complained about so that they can respond. The school will consider any request not to share particular information, but it cannot guarantee confidentiality where disclosure is necessary for fairness, safeguarding, legal duties or a proper investigation.

5. Accessibility, representation and reasonable adjustments

Priory Junior School will comply with the Equality Act 2010 and will consider reasonable adjustments so that complainants can access and complete this procedure. Adjustments may include:

- accepting complaints by telephone or in person rather than requiring a form
- providing information in an alternative format
- support with writing or understanding correspondence
- interpretation or communication support
- holding a meeting in an accessible venue or by an appropriate remote method
- allowing a companion or representative where this supports fair participation

Children and young people who raise concerns or complaints will be treated with particular care. Their welfare is paramount, their views will be taken seriously and appropriate support will be offered to help them participate.

6. Anonymous complaints, timescales and term-time arrangements

Anonymous complaints

The school will not normally investigate anonymous complaints because it may not be possible to establish the facts or provide an outcome. The Headteacher or Chair of Governors, as appropriate, will decide whether the seriousness or nature of the information means that an investigation or other action is required. Safeguarding information will always be acted on in accordance with the school's safeguarding procedures.

Timescales

A complaint should normally be raised within three months of the incident, or within three months of the most recent incident where there is a series of linked events. The school will consider complaints made outside this period where exceptional circumstances apply. We will not operate a blanket refusal to consider late complaints or late escalation requests.

In this procedure, a "school day" means a day when pupils are required to attend school. Where a deadline falls during a school holiday, the next relevant school day will be used unless the school agrees another arrangement.

Complaints received outside term time

Complaints received during school holidays will normally be treated as received on the first school day after the holiday period. Where a matter is urgent, including a safeguarding concern, appropriate action will not be delayed because the school is closed to pupils.

7. Duplicate complaints, complaint campaigns and social media

Duplicate complaints

After the school has completed this procedure, it may receive a complaint about the same subject from another person, for example a partner, spouse, grandparent or child. The school may explain that the matter has already been considered and the local process is complete. Any genuinely new aspect will be considered to the full extent of this procedure. The new complainant will be told how to contact the DfE if they remain dissatisfied with the school's handling of the original complaint.

Complaint campaigns

If the school receives a large volume of substantially identical complaints as part of a campaign, particularly from people unconnected with the school, the Headteacher or Chair of Governors (as appropriate) may use a proportionate alternative process. This may include a common response to complainants or publication of a single response on the school website. The response will explain any further route available to complainants.

Complaints raised on social media

The school will not investigate or debate a complaint through social media. We may contact an individual to signpost them to this procedure. Where posts contain personal information about pupils or staff, safeguarding information, defamatory content, threats or material that compromises an investigation, the school may take appropriate steps, which can include asking for material to be removed or seeking advice from relevant authorities. This does not remove a person's right to use this complaints procedure.

8. Mediation and facilitated discussions

Mediation or a facilitated discussion can be useful in resolving concerns or rebuilding relationships. Either the school or the complainant may suggest it. Participation is voluntary and all parties must agree.

If mediation takes place during a formal complaint, the formal timescale may be paused by agreement. Mediation will not be used as a substitute for the investigation required at a formal stage, and a complainant will not be prevented from progressing to the next formal stage simply because mediation has not taken place or has not resolved the matter.

9. Scope of this complaints procedure

This procedure covers complaints about services or facilities provided directly by Priory Junior School unless a separate statutory or specific process applies. The following matters are normally outside this procedure:

Matter	Appropriate route
School admissions and admission appeals	Priory Junior School is a community school and Nottinghamshire County Council is the admission authority. Admission matters should be raised through the relevant local authority admissions process. Complaints about the conduct of a maintained-school admission appeal are normally considered by the Local Government and Social Care Ombudsman.
Statutory SEND assessments / Education, Health and Care (EHC) processes	Raise the matter with Nottinghamshire County Council through its SEND/EHC procedures. Rights of appeal may lie with the SEND Tribunal depending on the decision.
School reorganisation proposals, including academy conversion	Raise the matter with the local authority or other body responsible for the proposal. Where appropriate, further concerns may be raised with the Department for Education.
Matters likely to require a child protection investigation	These are handled under the school Child Protection and Safeguarding Policy and relevant statutory/local safeguarding procedures. In an emergency call 999. Members of the public can contact Nottinghamshire Children's Social Care/MASH on 0300 500 80 80; professionals on 0300 500 80 90. Concerns about an adult who works or volunteers with children may require referral to the Local Authority Designated Officer (LADO).
Suspension or permanent exclusion	Use the statutory suspension/permanent exclusion review and appeal arrangements. A complaint about the application of the school Behaviour Policy can be considered under this complaints procedure where no separate statutory route applies.
Whistleblowing by employees, temporary staff or contractors	Use the school's Whistleblowing Procedure. The Secretary of State for Education is a prescribed person for qualifying disclosures relating to education.
Staff grievances	Use the school's internal grievance procedure.

Matter	Appropriate route
Staff conduct / disciplinary matters	The complaint may be considered under internal disciplinary procedures where appropriate. The complainant will be told that the matter is being addressed but will not normally be given confidential employment information or disciplinary outcomes.
Services provided by third parties using school premises	Use the external provider's own complaints procedure.
National Curriculum content	Raise concerns about the content of the National Curriculum with the Department for Education. Complaints about how the curriculum is delivered by the school can be considered under this procedure.
Freedom of Information and data protection rights	Use the school's relevant information-rights process and, where applicable, the Information Commissioner's Office route.

Where another body is investigating the same or related issues, for example the police, local authority safeguarding teams or a tribunal, the school may need to adjust or suspend parts of this procedure. Any decision to do so will be explained to the complainant and kept under review.

If legal proceedings are commenced against the school in relation to the complaint, the school will consider whether the complaints process should be suspended until those proceedings have concluded.

10. Withdrawal and resolving complaints

Withdrawal

A complainant may withdraw their complaint at any stage. We will normally ask for confirmation in writing and will confirm that the complaints process is closed. If the complaint has raised a safeguarding concern, serious misconduct concern or other matter on which the school has an independent duty to act, withdrawal of the complaint will not prevent the school from taking necessary action.

Resolving complaints

At every stage the school will seek a constructive resolution. Where appropriate, the school may:

- provide an explanation or clarification
- acknowledge that something could have been handled differently or better
- uphold the complaint in whole or in part
- apologise
- explain action that has been or will be taken and the timescale for change
- give an assurance about steps intended to reduce the likelihood of recurrence
- review a policy, procedure or practice
- identify learning for staff, leaders or governors

An acknowledgement that a situation could have been handled better is not, by itself, an admission of unlawful or negligent action.

11. Informal resolution

Many concerns can be resolved quickly through discussion. The first point of contact will usually be the child's class teacher or another appropriate member of staff. Concerns about a member of staff should be raised with the Headteacher; concerns about the Headteacher should be raised with the Chair of Governors.

The person handling the concern will clarify the issue and the outcome being sought, consider relevant information and try to agree a way forward. A brief note of the concern and any agreed action may be kept. We will normally update the complainant within 10 school days, or sooner where possible.

If the concern is not resolved, or if the complainant wishes to make a formal complaint at any point, they may proceed to Stage 1.

12. Stage 1 - formal complaint

A formal complaint can be made in person, by telephone, in writing or by email. The complaint should state, as clearly as possible:

- what happened or what the school failed to do
- the relevant dates and people involved, where known
- what has already been done to try to resolve the matter
- what remains unresolved
- what outcome or remedy the complainant is seeking

The complaint form at Appendix 1 can be used but is not compulsory.

Stage 1 route

Formal complaints about staff (other than the Headteacher) will normally be decided by the Headteacher. Complaints about the Headteacher will normally be decided by a suitably skilled and impartial governor, usually the Chair of Governors. Complaints about the Chair or an individual governor will be arranged by the Governance Professional / Clerk and decided by a suitably skilled, impartial governor or independent person.

Where a complaint concerns the Chair and Vice-Chair jointly, the majority of the Governing Body or the whole Governing Body, the Governance Professional / Clerk will arrange an independent Stage 1 investigation and an independent Stage 2 panel. Advice may be sought from the local authority or another suitable source to identify independent people.

Acknowledgement and investigation

The school will record the date the complaint is received and acknowledge it in writing within 5 school days. The acknowledgement will identify the person who will decide the complaint and, where different, the person conducting the investigation.

The investigator will provide a comprehensive, open and fair consideration of the complaint. They may:

- clarify the complaint and the outcome sought
- review records and other relevant information
- interview the complainant and those involved
- speak with witnesses where relevant
- keep written records of meetings and interviews
- seek advice where necessary while preserving impartiality

People interviewed may be accompanied by a suitable companion. A child will normally be spoken with in a way that reflects their age, understanding and welfare. A parent/carers or trusted adult will usually be present unless this would be inappropriate or cause unreasonable delay in a serious or urgent matter.

The school will not normally accept covert recordings as evidence where informed consent was not obtained. Recording may be agreed in advance, including as a reasonable adjustment.

Stage 1 outcome

A written response will normally be provided within 20 school days of receipt of the formal complaint. If this is not possible, the complainant will be told why and given a revised response date.

The Stage 1 response will explain:

- the issues considered
- the investigation undertaken
- the findings and reasons for the decision
- whether each element is upheld, partially upheld or not upheld
- any action the school will take, where appropriate
- how to request Stage 2 if the complainant remains dissatisfied

13. Stage 2 - Governing Body Complaints Panel

Stage 2 is the final stage of the school's complaints procedure. It is an appeal/review stage conducted by an impartial panel which will consider the complaint and the evidence afresh; it is not limited to checking whether Stage 1 followed the correct process.

Requesting Stage 2

A complainant who is dissatisfied with the Stage 1 outcome should request Stage 2 within 10 school days of receiving the Stage 1 response. The request should explain why the complainant remains dissatisfied and the outcome sought. Requests outside this timescale will be considered where exceptional circumstances apply.

The Governance Professional / Clerk or complaints administrator will acknowledge the Stage 2 request within 5 school days.

Panel membership and independence

The panel will normally comprise three suitably skilled, impartial governors or associate members who have had no prior involvement in the complaint. If the school cannot form an impartial panel from its own Governing Body, independent governors or associate members may be sourced from another school, an academy or with support from local authority governor services. A wholly independent panel may be used where necessary.

No panel member may take part where there is a conflict of interest or a reasonable appearance of bias. A complainant may request an independent panel if they believe bias is likely, but should provide evidence supporting that concern. The school will decide the request fairly and explain its decision.

Arranging the panel

The school will aim to convene the Stage 2 panel within 20 school days of receiving the request. If that is not possible, the complainant will be given a revised timescale and kept informed.

The panel will normally meet with the complainant and school representatives, but may decide to consider written representations if this is fair and appropriate. If reasonable attempts to agree a meeting date are unsuccessful, the panel may proceed in a party's absence or on the papers in order to bring the complaint to a conclusion.

The complainant may bring a companion, such as a friend or relative. Legal representation is not normally necessary because the panel is not a legal proceeding, although it may be appropriate in exceptional circumstances. Media representatives will not be permitted to attend.

Papers, witnesses and evidence

The parties will be given a clear deadline for submitting relevant documents and identifying any witnesses or companions. The administrator will circulate the papers securely and at the same time to all parties, normally at least 5 school days before the meeting.

Stage 2 will normally consider the original complaint and evidence relevant to it. New and unrelated complaints should begin at Stage 1. The Panel Chair may permit new evidence relevant to the existing complaint where fairness requires it, giving all parties a reasonable opportunity to consider and respond.

The panel meeting

The meeting will be held in private and conducted in a non-adversarial way. The Panel Chair will explain the process, ensure each party has a fair opportunity to present their case and seek clarification, and ensure the panel remains focused on the complaint. The welfare of any child involved will remain paramount.

Electronic recording is not normally permitted unless agreed in advance, including where required as a reasonable adjustment. Covert recordings will not normally be accepted as evidence.

Panel decision

The panel may:

- uphold the complaint in whole or in part
- not uphold the complaint in whole or in part

- decide on appropriate action to resolve an upheld complaint
- recommend changes to school systems, policies or procedures to prevent similar issues arising

The decision and reasons will be sent to the complainant in writing within 5 school days of the panel meeting, or the complainant will be told if a longer period is needed. The letter will explain that the school's complaints procedure is complete and how to contact the Department for Education if the complainant believes the school has not handled the complaint correctly.

The panel meeting will be minuted. Once approved, a copy of the minutes will be made available to the complainant and relevant school parties, subject to necessary redactions to protect personal information, confidentiality, safeguarding and the rights of third parties.

14. Final step - Department for Education

Once Stage 2 is complete, a complainant who believes Priory Junior School did not handle the complaint in accordance with its published procedure, or acted unlawfully or unreasonably in the exercise of education-related duties, can ask the Department for Education (DfE) to consider the school's handling of the complaint.

The DfE will not normally reinvestigate the substance of the complaint or simply substitute its judgement for that of the school. Its role is principally to consider whether the school followed relevant education law and its published procedure and whether it acted reasonably.

DfE online complaints service: [Complain about a school to the Department for Education](#)

DfE helpline: 0370 000 2288

Postal address for evidence after submitting a school complaint: Ministerial and Public Communication Division, Department for Education, Piccadilly Gate, Store Street, Manchester, M1 2WD.

DfE may consider a complaint before the school process is complete in exceptional circumstances, including where a child is at risk of harm, a child is missing education, the complainant is being prevented from progressing through the school's published procedure, or there is evidence that the school is acting or proposing to act unlawfully or unreasonably.

Ofsted may also consider complaints about matters affecting the school as a whole, such as the quality of education or pupils' wellbeing and safety. Ofsted does not resolve individual disputes or overturn a school's complaint decision.

15. Records, confidentiality and information handling

The school will keep an appropriate record of the progress of a complaint, decisions made, actions taken and the final outcome. Brief notes will normally be made of relevant telephone calls and meetings, and copies of written responses will be retained with the complaint record.

Complaint records will be stored securely and, while a complaint is ongoing, will normally be kept separately from the pupil's educational record unless information properly forms part of that record for another reason. Records will be retained in accordance with the school's retention schedule and the principles of the UK GDPR and Data Protection Act 2018.

Information will be shared only where necessary for the fair handling of the complaint, safeguarding, legal duties or other legitimate purposes. The school will take care when sharing third-party information and will redact information where required.

The Governing Body as a whole should not be given detailed information about a live complaint before Stage 2, because this could prevent governors from serving impartially on a panel. An exception may apply where the whole Governing Body is itself the subject of the complaint.

16. Managing serial, persistent and unreasonable complaint contact

Priory Junior School is committed to dealing with complaints fairly and impartially and will not restrict contact simply because a complainant is persistent, raises difficult issues or exercises a right to refer a matter to an MP or the DfE.

A complaint will not normally be treated as serial or persistent before the complainant has been allowed to complete this procedure, unless the published criteria below clearly apply. Any "serial" or "persistent" designation will relate to the subject matter or pattern of contact, not to the person as a label. New complaints will be considered on their own merits.

Contact may be considered unreasonable where, for example, its frequency or nature hinders the fair and timely handling of the complaint. Examples include:

- repeatedly raising substantially the same points after the procedure has been completed and a clear final response given
- refusing to identify the complaint, the grounds for it or the outcome sought despite offers of help
- refusing to cooperate with the published process or insisting on a process incompatible with it
- changing the basis of the complaint repeatedly as the investigation proceeds without good reason
- making excessive and disproportionate demands on staff time through frequent, lengthy or repetitive contact
- using abusive, offensive, discriminatory or threatening language or behaviour
- making threats or personal attacks against staff, governors, pupils or others involved
- knowingly providing falsified information or repeatedly publishing confidential or harmful information in a way that obstructs the process
- seeking outcomes that the school has no lawful power to provide

Before restricting contact, the Headteacher or Chair of Governors, as appropriate, will normally discuss the concern with the complainant and explain what needs to change. Where unreasonable contact continues, the school may set a communication plan, for example by identifying one point of contact, specifying an agreed method of communication or limiting the frequency of contact. Any restrictions will be proportionate, confirmed in writing and reviewed, normally within six months.

The school will only stop responding to repeated contact on the same issue where it has taken every reasonable step to address the concerns, provided a clear statement of its position and the available options, and the person continues to make substantially the same points. The school will not stop responding merely because a person is difficult to deal with or asks complex questions.

Serious aggression, violence, threats or harassment may be reported to the police. Where necessary, the school may also take lawful steps to control access to the premises. Any such action will be separate from and will not automatically extinguish a person's right to make a new complaint through an appropriate route.

17. Learning from complaints and review

The Headteacher and Governing Body will use learning from complaints to improve school systems, communication, policies and practice. Trends and themes may be reviewed in an anonymised form so that governors can provide strategic oversight without compromising the independence of any live complaint panel.

This procedure will be reviewed whenever there is a significant change in legislation, DfE guidance or the school's legal status, and otherwise no later than the date shown on the cover. The school will publish the current procedure on its website and remove superseded versions from current policy collections while retaining records in accordance with its retention arrangements.

Guidance and legal references

[Education Act 2002, section 29](#)

[DfE: School complaints procedures - guidance for maintained schools](#)

[DfE: Best practice guidance for school complaints procedures 2020](#)

[DfE: Maintained schools governance guide](#)

[DfE: Complain about a school](#)

[Nottinghamshire County Council: Safeguarding children / MASH](#)

[Nottinghamshire Safeguarding Children Partnership: LADO / contact](#)

Appendix 1 - Complaint form

You should use this form to make a formal complaint. You do not have to use the form if another accessible method is more suitable. Please return it to the school office for the attention of the Headteacher, Chair of Governors or Governance Professional / Clerk, as applicable, marked "Private and Confidential - Complaint".

Your name
Pupil's name (if relevant)
Your relationship to the pupil (if relevant)
Address and postcode
Telephone number
Email address
Please give details of your complaint. Include relevant dates, people involved and whether you have already spoken to anyone at the school.
What remains unresolved?
What outcome or action do you feel might resolve the complaint?
Are you attaching any documents? If so, please list them.
Do you need any reasonable adjustments or communication support to take part in the complaints process?
Signature (if completing on paper)
Date

For school use

Date received	
Date acknowledgement sent	
Complaint referred to / stage / action	

Appendix 2 - Roles and responsibilities

Complainant

- explain the complaint as clearly and fully as possible at the earliest opportunity
- cooperate with the school in seeking a resolution
- respond promptly to reasonable requests for information or meetings
- identify the outcome they are seeking
- ask for help or reasonable adjustments where needed
- treat those involved with respect and preserve appropriate confidentiality while the complaint is being considered

Investigator

- establish the facts relevant to the complaint in an open, thorough and fair way
- interview relevant people sensitively and with an open mind
- review records and other relevant evidence
- keep appropriate notes and protect complaint papers
- liaise with the complainant and decision-maker as appropriate
- prepare a clear factual report where the investigator is not also the decision-maker

Complaints administrator / co-ordinator

- keep the complainant informed about the process and timescales
- liaise with the Headteacher, governors, Governance Professional / Clerk and others as needed
- support accessible communication and reasonable adjustments
- manage secure complaint records and correspondence
- ensure deadlines and meeting arrangements are communicated clearly

Governance Professional / Clerk to the panel

- provide procedural and governance advice while remaining impartial
- arrange the panel date, time and venue and ensure accessibility
- collate and circulate relevant papers securely and within the stated timescale
- record proceedings and prepare accurate minutes
- support the Panel Chair and notify parties of the panel decision
- manage redactions and information-sharing in line with data protection and confidentiality requirements

Panel Chair

- ensure the meeting is fair, respectful, non-adversarial and focused on the complaint
- explain the remit of the panel and the procedure to all parties
- ensure both sides can make their case and respond to relevant evidence
- manage witnesses, new evidence and any adjournment fairly
- ensure findings of fact and reasons for the decision are clear
- work with the Governance Professional / Clerk to finalise the decision and minutes

Panel members

- act independently and impartially and declare any conflict of interest
- consider the complaint and evidence afresh
- listen respectfully to both the complainant and the school
- give appropriate weight to the views and welfare of any child involved
- reach a reasoned decision and identify proportionate remedies or recommendations where appropriate

Appendix 3 - Complaints procedure at a glance

Concern raised	Check whether the matter is within this procedure. Try informal resolution where appropriate, but do not prevent a formal complaint.
Informal resolution	Normally led by the class teacher or appropriate staff member. Update the complainant within 10 school days where enquiries are needed.
Stage 1 - formal complaint	Acknowledge within 5 school days. Investigate fairly. Provide the formal written outcome normally within 20 school days.
Stage 2 - Governing Body Complaints Panel	Request normally within 10 school days of Stage 1 outcome. Acknowledge within 5 school days. Aim to convene within 20 school days.
Stage 2 decision	Provide the written decision and reasons normally within 5 school days of the panel meeting. Local school procedure is complete.
DfE	If dissatisfied with the school's handling after Stage 2, the complainant may contact the Department for Education.

Appendix 4 - Who manages school complaints?

Complaint relates to	Informal (where appropriate)	Stage 1 - formal	Stage 2 - final school stage
Pupil, parent/carer issue or staff action (other than Headteacher)	Appropriate staff member	Headteacher (with investigation delegated where appropriate)	Impartial panel of 3 governors / associate members
Headteacher	Chair of Governors may seek informal resolution if appropriate	Chair or another suitably skilled impartial governor	Impartial panel of 3 governors / associate members with no prior involvement
Individual governor / Chair of Governors	Governor Code of Conduct route may apply to conduct concerns	Suitably skilled impartial governor or independent person arranged by the Governance Professional / Clerk	Impartial panel, using external governors / associate members if necessary
Chair and Vice-Chair jointly, majority or whole Governing Body	Informal stage may be inappropriate	Independent investigator arranged through the Governance Professional / Clerk	Independent panel of governors / associate members