

Complaints



**Browne
Jacobson**

How we can help

We provide practical guidance and resources to handle parental complaints efficiently.

School and trust leaders face increasing volumes of complex parental complaints. When Ofsted, local authorities or, the Department for Education or ESFA become involved, this diverts more leadership time from strategic priorities and affects staff wellbeing.

Increasingly, AI-generated complaints are adding to the overhead, often being lengthy and legal in nature, creating barriers to resolution while consuming valuable leadership time.

We provide schools and trusts with expertise and tools to handle complaints effectively from the outset, reducing escalation and protecting leadership time.

Managing unacceptable parental behaviour

We've also seen increased reports of unacceptable behaviour from parents towards school staff.

While communication and support should be attempted first, failing to address unreasonable behaviour sets unclear boundaries and fails to protect staff. We provide support and resources to manage unreasonable parent behaviour effectively.

1,200+
schools use our
support packs
to manage
complaints and
parent behaviour.

Expert legal advice

We'll help you **save time and resource** by helping you get it right from the outset.

Complex school complaints

We're frequently asked to advise and help successfully resolve complex school complaints, including those involving:

- **Allegations of bullying**, particularly complex cases involving multiple perpetrators or incidents outside school.
- **Discrimination issues** under the Equality Act 2010, including uniform policies and behaviour policy application to children with SEN.
- **Complaints about staff** that may invoke both complaints and disciplinary procedures.

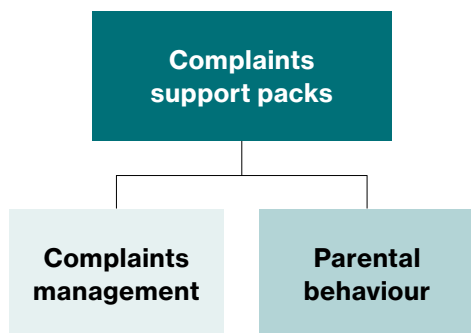
Complaints involving safeguarding/ data protection risks, often involving complex family law considerations, including court orders.

Parental behaviour

We're also frequently asked to support schools to manage unacceptable parental behaviour, such as:

- **Aggressive or threatening conduct**, resulting in site bans.
- **Harassment and persistent contact**, including excessive and lengthy correspondence, often over a considerable period of time.
- **Scatter gunning and inappropriate escalation**, including simultaneously contacting multiple members of staff or other agencies (Ofsted, DfE and LA) about the same issues.
- **Behaviour affecting safeguarding or operations**, such as covert recording of staff and inappropriate use of social media.

Our approach is practical, not theoretical.



Our support packs provide a cost-effective selection of tools and resources to provide a one-stop solution and are used by thousands of schools. These resources are designed by our expert team to equip you with the essential documents and tools you need to meet the latest DfE requirements, ensuring compliance, consistency and a best practice approach.

Complaints management

Support pack

Our model complaints procedure meets legal requirements, whilst the template letters will help ensure you're adhering to the complaints procedure to help avoid challenge down the line.

Format/length



One-off
download.

105

Pages of quality
content.

Who's it for?

School and trust leaders, governance professionals, and those responsible for managing complaints.

Why?

We've put together this best practice guidance for school complaints procedures pack to enable schools and trusts to handle complaints as efficiently as possible, whilst ensuring that meritorious complaints are given the appropriate time and attention.

Outcomes

Our complaints pack will give you confidence that the policy and letters you use are comprehensive, up to date, legally compliant and reflect best practice.

“This is great reference material to refresh minds on procedures.”

Cornwall Education Learning Trust (CELT)

What's covered?

Template letters, policies, checklists and FAQs along with training, clerking and representation information.

Click here for details:
[brownejacobson.com
/complaints-support-pack](https://brownejacobson.com/complaints-support-pack)

Parental behaviour

Support pack

Manage unacceptable behaviour from parents of pupils with this comprehensive pack of resources. Includes a template code of conduct, editable letters, comms plans, guidance and support for staff.

Format/length



One-off
download.

86

Pages of quality
content.

Who's it for?

School and trust leaders, governance professionals, and those managing parent relationships.

Why?

Along with a rise in the number of complaints schools are receiving from parents, schools also report an increase in unacceptable behaviour from parents towards school staff.

Outcomes

Our template documents will ensure a consistent approach in the measures that are put in place to tackle unacceptable parent behaviour.

What's covered?

Legal guidance notes, operational guides and template letters.

“The pack is excellent and very useful for schools and trusts.”

Thrive CE Academy Trust

Click here for details:
[brownejacobson.com
/parental-behaviour-support-pack](https://brownejacobson.com/parental-behaviour-support-pack)



Managing parental complaints

CPD programme

Our complaints management continuous professional development (CPD) programme provides school and trust leaders with the skills, knowledge and confidence needed to effectively manage complaints in schools.

Format/length

5-months

Online programme.

8x

Two-hour learning sessions.

3x

One-hour Q&A sessions.

Who's it for?

School and trust leaders responsible for managing and investigating complaints.

“I highly commend this course to anyone charged with the responsibility of complaints management in schools.”

Highlands Schools

Click here for details:
[brownejacobson.com
/complaints-cpd](https://brownejacobson.com/complaints-cpd)

Why?

With parental complaints growing in scale and complexity, school leaders and their teams are struggling with the burden and reputational risk.

Outcomes

- **Gain skills:** Including de-escalation and conflict resolution.
- **Improve communication:** Enhance stakeholder relations.
- **Mitigate risk:** Stay compliant, avoid escalation.

What's covered?

Equip yourself with the skills, knowledge and confidence to effectively manage parental complaints.

What's included

Developing process and relationships.

De-escalation and communication.

Effectively managing the informal stage.

Outcomes and learning.

And more.

**We understand
the challenges
you face.**

Course leads: Victoria Hatton and Vicky Wilson

Staff profiles

“Victoria Hatton has ably supported us and we are very much looking forward to working more closely with her.”

Legal 500, 2026

Victoria is a Partner and has been practising education law since 2010. Her areas of expertise include academy projects, governance and student related matters.

Victoria heads up our education team in Exeter, ranked #1 in the South West by the Legal 500 2026.



Victoria Hatton
Partner

+44 (0)330 045 2808
victoria.hatton
@brownejacobson.com



“It feels from an end user perspective that there is a very joined up approach and that colleagues work collaboratively together.”

Legal 500, 2026

Vicky Wilson is a Senior Associate in our education team and has provided legal advice to schools for over ten years. Vicky is an independent schools and safeguarding specialist.

She regularly advises on complex safeguarding matters, parental complaints, family law issues that relate to the sector and data protection.



Vicky Wilson
Senior Associate

+44 (0)330 045 2901
victoria.wilson@brownejacobson.com

For more information, please contact us:

+44 (0)370 270 6000

education@brownejacobson.com

[brownejacobson.com](https://www.brownejacobson.com)

