

# Complaints and Appeals Policy

**Date:** January 2026

**Next review due:** December 2026

This policy will be reviewed annually or earlier if legislation, guidance, or operational requirements change.

## Policy Statement

At Kanga Sports Ltd, we are committed to delivering high-quality, safe, and inclusive services across all provisions. We recognise that concerns may arise and welcome feedback as an opportunity to learn, improve, and maintain trust with learners/delegates, parents/carers, staff, and partners.

## Scope

This policy applies to all activities delivered under the Kanga Sports Ltd name, including extracurricular clubs, wraparound care, holiday clubs, centre-based activities, and training provision.

It applies to complaints or appeals made by:

- Learners/delegates attending Kanga Sports training, coaching, or provision
- Parents/carers (where relevant)
- Staff, contractors, and volunteers

- Partner schools, venues, or organisations
- Any third party where the complaint relates to Kanga Sports services

## Core Principles

Kanga Sports Ltd is committed to ensuring that:

- The process is clear and accessible
- Concerns are treated seriously and handled respectfully
- Complaints and appeals are investigated fairly and proportionately
- Confidentiality is maintained as far as possible
- Individuals are not disadvantaged for raising concerns in good faith
- Outcomes are explained clearly and used to improve practice

## Key Difference: Complaint vs Appeal

A complaint is an expression of dissatisfaction relating to:

- The standard of service or delivery
- The conduct or behaviour of staff or representatives
- A failure to follow policies, procedures, or agreed standards

An appeal is a request to review a decision made by Kanga Sports, such as:

- A decision affecting participation or access
- A behavioural outcome or sanction

- A learning/training outcome decision (where applicable)

## Stage 1: Informal Resolution

Where possible, Kanga Sports encourages concerns to be raised informally first, as many issues can be resolved quickly on the day.

Informal concerns may be raised:

- Directly with the session lead, coach, trainer, or team member or
- With a centre/settings manager (where applicable).

Informal concerns may be raised verbally or in writing.

If the issue cannot be resolved informally, or the matter is serious, the formal process below will apply.

## Stage 2: Formal Complaints Procedure

### How to Submit a Formal Complaint

A formal complaint should be made in writing and include:

- Full name and contact details of the complainant
- Date(s), location, and details of what happened
- Names of those involved (if known)
- Any supporting evidence (where available)
- The outcome sought (where appropriate)

Formal complaints should be directed to a **Director of Kanga Sports Ltd**, or where the complaint relates to a Director, to the Senior Manager on Duty and the Alternative Director.

### **Anonymous Complaints**

Kanga Sports may not be able to investigate anonymous complaints fully. However, any complaint that raises safeguarding concerns will be acted upon as far as reasonably possible.

## **Timescales and Communication**

Kanga Sports Ltd will aim to:

- Acknowledge a formal complaint within **2 working days**
- Provide an initial response within **7 working days**, where possible
- Conclude an investigation and provide an outcome within **28 days**

If a complaint is complex and requires additional time, the complainant will be informed and provided with an updated timeframe.

## **Investigation**

Formal complaints will be investigated by an appropriate senior member of staff or a Director who has not been directly involved in the matter.

An investigation may include:

- Reviewing records, registers, reports, or written communications

- Speaking to staff members and relevant witnesses
- Gathering written statements where appropriate
- Liaising with partner venues or schools where relevant.

Investigations will be conducted proportionately, fairly, and with confidentiality maintained as far as possible.

## Outcomes

Following investigation, Kanga Sports Ltd may:

- Uphold the complaint (in full or in part)
- Not uphold the complaint
- Identify actions to improve practice or prevent recurrence

Actions may include (where appropriate):

- Apologies and explanations of findings
- Staff support, training, or supervision
- Service adjustments or improved processes
- Referrals to HR or safeguarding procedures (where relevant)

All outcomes will be communicated in writing.

## Stage 3: Appeals Procedure

### When an Appeal Can Be Made

If a complainant or affected party disagrees with the outcome of a formal complaint or wishes to challenge a decision made by Kanga Sports, they may submit an appeal.

Appeals must be submitted within **14 calendar days** of the outcome/decision.

### How to Submit an Appeal

Appeals must be made in writing and clearly set out:

- What decision/outcome is being appealed
- The grounds for appeal (e.g., process was unfair, new information, outcome not proportionate)
- Any supporting evidence (where relevant)

Appeals will be reviewed by a Director or senior manager who was not involved in the original complaint or decision.

### Appeal Outcome

The outcome of the appeal will be confirmed in writing. This decision will be final.

## Safeguarding and Serious Complaints

Where a complaint involves:

- A child's welfare or safety
- Allegations of abuse or harmful behaviour
- Serious misconduct or potential criminal activity

The concern will be escalated immediately through Kanga Sports safeguarding procedures, including referral to the Designated Safeguarding Lead (DSL). Where required, Kanga Sports may refer concerns to external agencies such as the Police, Children's Services, and/or Ofsted.

## Confidentiality

Complaints and appeals will be managed confidentially and information shared only with those who need to know to investigate and respond appropriately. Full confidentiality cannot be guaranteed where safeguarding, legal, or regulatory obligations require escalation.

Kanga Sports Ltd may take action where a complaint is found to be malicious, deliberately misleading, or abusive in nature.

## Record Keeping

All complaints, appeals, investigation notes, and outcomes will be recorded and stored securely in line with data protection requirements. Records will be retained for an appropriate period in line with internal retention procedures.

## DEFINITIONS

**Company** Kanga Sports Ltd, including all employees, contractors, volunteers, apprentices, work experience placements, and authorised representatives acting on its behalf

**Learner / Delegate** Any individual attending or participating in a Kanga Sports session, course, programme, training, or activity.

**Parent / Carer** A person with parental responsibility for a child, including legal guardians

**Staff** All individuals working for or representing Kanga Sports Ltd, including employees, contractors, volunteers, apprentices, and work experience placements

**Complaint** An expression of dissatisfaction about Kanga Sports delivery, service, environment, or conduct

**Informal Complaint** A concern raised verbally or in writing with a member of staff or session lead, with the aim of resolving the issue quickly and amicably

**Formal Complaint** A complaint submitted in writing where informal resolution has not been possible or whether the matter is serious in nature

**Appeal** A request to review a decision or outcome made by Kanga Sports Ltd, usually following a formal complaint outcome or decision affecting a learner/delegate or staff member

**Complainant** The person raising the complaint or concern

**Respondent** The person or service area the complaint relates to

**Investigation** A fair and proportionate process of gathering information, reviewing evidence, and speaking to relevant parties in order to establish facts and reach an outcome



**Outcome** The decision reached following investigation of a complaint, including any actions identified to resolve the matter or improve practice

**Confidentiality** Handling information sensitively and sharing it only with those who need to know in order to manage the complaint appropriately, unless safeguarding or legal duties require further sharing

**Designated Safeguarding Lead (DSL)** The individual appointed by Kanga Sports Ltd with responsibility for managing safeguarding concerns and escalating matters to external agencies where required

**Working Day** Any weekday (Monday to Friday), excluding bank holidays