

COMPLAINT POLICY FOR PARENTS

Policy Owner	SLT
Approved by	Ms Sapna Changrani (Head of School)
Review Date	July 2026
Next Review Due	July 2027
Circulation	All Staff, Students, Parents; School Website; KHDA Inspection File

1. OUR COMMITMENT TO YOU

At Dubai Scholars Private School, we welcome feedback, suggestions and concerns from parents and guardians. We believe that open communication is fundamental to the partnership between school and home, and that every concern raised is an opportunity to improve. Our school aims to meet its statutory obligations when responding to complaints from parents of students at the school, and others.

We are committed to:

- Treating every complaint with respect, fairness, and confidentiality
- Responding promptly and transparently at every stage
- Resolving concerns at the earliest and most appropriate level
- Acting in the best interests of the child at all times
- Ensuring that raising a complaint never has an adverse effect on a child
- Keeping a written record of all formal complaints and their outcomes, in line with KHDA requirements
- Being impartial and non-adversarial
- Facilitating a full and fair investigation by an independent person or panel, where necessary
- Making sure that any decisions we make are lawful, rational, reasonable, fair, and proportionate
- Keeping complainants informed of the progress of the complaints process
- Considering how the complaint can feed into school improvement and evaluation processes

We try to resolve concerns or complaints by informal means wherever possible. Where this is not possible, formal procedures will be followed.

We distinguish between:

Term	Meaning
Concern / Query	An informal worry or question that can usually be resolved quickly in conversation with the relevant teacher or coordinator
Formal Complaint	A written expression of dissatisfaction that has not been resolved informally, or where the parent prefers to pursue a formal process from the outset

i ANONYMOUS COMPLAINTS

Anonymous complaints cannot be formally investigated as we are unable to gather sufficient information or provide a response. However, any anonymous concern relating to child safety or safeguarding will always be reviewed by the Head of School and Designated Safeguarding Lead.

2. SCOPE OF THIS POLICY

This policy covers complaints from parents and guardians regarding any aspect of the school's provision, including:

- Academic matters (curriculum, assessment, teaching quality, homework)
- Pastoral and wellbeing matters (student welfare, behaviour management, bullying)
- Operational matters (fees, resources, uniform, facilities, transport)
- Communication from the school
- Staff conduct (see note below on safeguarding complaints)

⚠ SAFEGUARDING AND CHILD PROTECTION COMPLAINTS

Complaints involving child protection, abuse, or a student's immediate safety are not handled through this complaints procedure. These must be referred immediately to the school's Designated Safeguarding Lead (DSL) and are managed under the school's Child Protection & Safeguarding Policy.

This policy does not cover complaints procedures relating to:

Admissions; statutory assessments of special educational needs (SEN); safeguarding matters; suspension and permanent exclusion; whistle-blowing; staff grievances; staff discipline. Please see the school's separate policies for procedures relating to these types of complaint.

3. PRINCIPLES

- Complaints will be investigated impartially, objectively, and without bias
- All parties to a complaint will be heard and treated with dignity
- Confidentiality will be maintained as far as reasonably possible — information will only be shared with those directly involved in investigating or resolving the complaint
- In exceptional circumstances — for example, where a child's safety is at risk or the matter requires referral to the police or KHDA — relevant parties outside the school may need to be informed; the complainant will be advised before this happens
- Any disciplinary action taken in response to a complaint will be handled confidentially within the school; parents will be informed that appropriate action has been taken
- Raising a complaint will not affect the treatment of a parent's child in any way

Principles for Investigation and Timescales

When investigating a complaint, we will try to clarify what has happened, who was involved, and what the complainant feels would put things right.

The complainant must raise the complaint within 1 month of the incident (or of the last incident in a series of related incidents), with exceptions considered where there were valid reasons for delay.

Complaints made out of term time will be considered to have been received on the first school day after the holiday period. If at any point we cannot meet the timescales set out in this policy, we will set new time limits with the complainant and explain the delay.

4. HOW TO RAISE A COMPLAINT

Most concerns can be resolved informally and quickly. We encourage you to contact the relevant teacher or coordinator first. If that does not resolve your concern, or if you prefer to raise a formal complaint, please follow the staged procedure below.

Formal complaints must be submitted in writing (email is accepted). Please include:

- Your name and relationship to the student
- Your child's name, year group, class and GR code
- A clear description of your concern and the outcome you are seeking
- Any relevant dates, supporting information, or previous correspondence

Stage	Response Timescale
Stage 1 (Teacher / Coordinator)	Acknowledgement within 2 working days; resolution or update within 7 working days.
Stage 2 (Phase Head)	Acknowledgement within 2 working days; resolution within 10 working days.
Stage 3 (Head of School)	Acknowledgement within 2 working days; written outcome within 15 working days.
Stage 4 (KHDA)	As directed by KHDA.



Complex complaints

Where a complaint is complex and requires additional time, the lead investigator will inform the complainant in writing with a realistic and agreed timeline before the standard deadline expires.

5. ACADEMIC & PASTORAL COMPLAINTS — STAGED PROCEDURE

Academic and pastoral concerns include matters relating to teaching, curriculum, assessment, student progress, behaviour management, bullying, and student wellbeing.

1

Stage 1 — Class Teacher or Year-Level Coordinator

First point of contact for academic and pastoral concerns

Contact the class teacher directly. Copy the relevant year-level coordinator (listed below) on your email.

Role	Name	Email
Foundation Stage 1 Coordinators	Ms. Geneive Mendes	gmendes@dubaischolars.com
Foundation Stage 2 Coordinator	Ms. Karen David	kdavid@dubaischolars.com
Deputy Phase Head — Years 1,2	Ms. Natasha Mascarenhas	nmascarenhas@dubaischolars.com
Deputy Phase Head — Years 3–6	Ms. Blossom Fernandes	bfernandes@dubaischolars.com
Deputy Phase Head — Years 7–10	Mr. Francis Barboza	fbarboza@dubaischolars.com
Deputy Phase Head — Years 11–13	Mr. Edberg Soans	esoans@dubaischolars.com

 Response time

Acknowledgement within 2 working days; resolution or update within 7 working days.

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Stage 2 — Phase Head

If not resolved at Stage 1

If you are not satisfied with the Stage 1 response, escalate your complaint in writing to the relevant Phase Head.

Role	Name	Email
Head of Foundation Stage	Ms. Pooja Jaitley	pjaitley@dubaischolars.com
Head of Primary (Years 1–6)	Ms. Kimberley Fernandes	kfernandes@dubaischolars.com
Head of Secondary (Years 7–11)	Ms. Joretta Borges	jborges@dubaischolars.com
Head of Sixth Form (Years 12–13)	Ms. Lydia Dias	ldias@dubaischolars.com

 Response time

Acknowledgement within 2 working days; written outcome within 10 working days.

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Stage 3 — Head of School

Final school-level resolution

If the complaint remains unresolved after Stage 2, you may escalate in writing to the Head of School. This is the final stage of the school's internal complaints process for academic and pastoral matters. The Head of School will conduct a review of the complaint and provide a written outcome.

Role	Name	Email
Head of School	Ms. Sapna Changrani	principalsoffice@dubaischolars.com

 Response time

Acknowledgement within 2 working days; written outcome within 15 working days.

6. OPERATIONAL COMPLAINTS — STAGED PROCEDURE

Operational concerns include matters relating to fees, resources (books/uniform), facilities, and transport.

1 Stage 1 — Relevant Department Manager

First point of contact for operational concerns

Direct your concern to the relevant department manager listed below.

Area	Name	Email
Resources (Books / Uniform)	Mr. Chandra Muniyandi	resourcemanager@dubaischolars.com
Fees / Accounts	Mr. Denny Anand	accounts@dubaischolars.com
Transport / Facilities	Mr. Varghese Kuriakose	transportation@dubaischolars.com

 Response time

Acknowledgement within 2 working days; resolution or update within 7 working days.

2 Stage 2 — Operations Manager

If not resolved at Stage 1

Role	Name	Email
Operations Manager	Mr. Richard Lloyd	operations@dubaischolars.com

 Response time

Acknowledgement within 2 working days; written outcome within 10 working days.

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Stage 3 — Head of School

Final school-level resolution

Role	Name	Email
Head of School	Ms. Sapna Changrani	principalsoffice@dubaischolars.com



Response time

Acknowledgement within 2 working days; written outcome within 15 working days.

7. FORMAL STAGE AND REVIEW PANEL

The school offers a formal review panel as a final internal stage where a complaint remains unresolved after the applicable Stage 3:

- The complainant may request an independent review panel, seeking guidance from the regulator to help ensure the process is fair.
- The complainant is given reasonable notice of the panel date and may present written or oral submissions and call witnesses.
- The panel prepares its findings and recommendations and informs those involved in writing within 10 school days.
- The panel may uphold the complaint in whole or in part, or dismiss it, and may recommend changes to school systems or procedures.

8. REFERRING COMPLAINTS ON COMPLETION OF THE SCHOOL'S PROCEDURE

If the complaint remains unresolved after the school's internal process, it may be referred to KHDA (Stage 4), as directed by KHDA's own complaints-referral guidance.

9. STUDENT VOICE

Students may raise concerns directly with the school Counsellor at any time. The school is committed to ensuring that every student knows who they can turn to and feels safe doing so. Student concerns relating to wellbeing or safety will be referred to the relevant staff member and, where appropriate, to the Designated Safeguarding Lead.

10. UNREASONABLE OR PERSISTENT COMPLAINTS

The school is committed to investigating all complaints fairly. However, a complaint may become unreasonable if the person:

- Has made the same complaint before, and it has already been resolved by following the school's complaints procedure.
- Makes a complaint that is obsessive, persistent, harassing, prolific, defamatory, or repetitive.
- Uses abusive, threatening, or offensive language, or contacts staff through personal channels (personal mobile numbers or social media) rather than official school channels.
- Seeks unrealistic outcomes, or a solution that lacks any serious purpose or value.

Where a complainant continues to contact the school in a disruptive way, we may put communication strategies in place (a single point of contact, a limit on contact frequency, or requiring a third party to act on their behalf), or, in rare cases, cease responding once all reasonable steps have been taken — while still considering any genuinely new complaints raised. Where the Head of School writes to a complainant to explain that the matter is considered closed and sets out restrictions on future communication, this decision will be reviewed by the Board of Governors on request.

11. RECORD KEEPING AND MONITORING

- The school maintains a written log of all formal complaints, including the nature of the complaint, the stage reached, actions taken, and the outcome.
- The complaints log is reviewed by the Head of School termly to identify any patterns or systemic issues.
- Anonymised complaint data is reported to the Board of Governors annually.
- The complaints log is made available to KHDA inspectors on request.
- Records are retained for a minimum of seven years.

12. LINKS WITH OTHER POLICIES

Policies dealing with other forms of complaints include: Child Protection and Safeguarding Policy; Admissions Policy; Behaviour (Restorative) Policy; Staff Grievance Procedures; Staff Disciplinary Procedures.

13. POLICY REVIEW

- This policy is reviewed annually, or sooner if required, to reflect operational needs, changes in legislation, or updated guidance from the KHDA
- Parents and students will be consulted as part of the annual review where appropriate
- The current version of this policy is available on the school website and from the school office on request

14. POLICY REVIEW

 **This policy will be reviewed annually, or sooner if required, to reflect operational needs, changes in legislation, or updated guidance from the KHDA**