RAFFLES INTERNATIONAL SCHOOL

Concerns and Complaints Procedures

School Vision, Mission and Core Values

Our Vision

Providing world-class education

Our Mission

To empower students with a holistic, rigorous and international education for success in an ever-changing world

Core Values

Achievement | Collaboration | Innovation | Integrity | Respect | Responsibility

Adopted: August 2014
Last Revised/Amended: August 2026
Next review: August 2027

CEO/Board	**Principal**	
Head of Primary School	**Head of Secondary School**	**Other relevant staff**

PRINCIPLES

The Governing body and staff of RIS believe that the concerns of parents/guardians or third parties about the activities or actions of the school should be resolved swiftly and, if parents do have a complaint, they can expect it to be treated by the school in accordance with a set procedure.

This procedure distinguishes between a concern or difficulty that can be resolved informally or a formal complaint that requires further investigation.

Separate procedures apply if a Child Protection issue arises or if the Principal suspends a student. Should you have any concerns about the **safety** of your child, immediately notify the person you believe is best placed to take urgent action and confirm this in writing to the Head of School and Principal.

The vast majority of concerns raised are addressed swiftly by staff that work closely and regularly with the children. If parents have a concern that is not deemed to be 'Formal' in nature, they are encouraged to contact the child's Home Room Teacher in Primary or Form Tutor in Secondary. Year Leaders / Heads of Year, Pastoral Leaders, Deputy Heads and Heads of School are available for additional support as the need arises.

The procedures below outline the steps followed in the event of the school receiving a complaint.

A complaint is defined as - any issue of concern or difficulty raised by a complainant.

Stage One - Informal

Complainant contacts Home Room Teacher/ Form Tutor / Subject Teacher as appropriate.
If the complaint is not resolved to the satisfaction of the complainant, the complainant is requested to inform the Year Lead / Head of Year / Head of Department as appropriate.
If the complaint is not resolved to the satisfaction of the complainant, the complainant is requested to inform the Deputy Head of School.

Stage Two - Formal Complaint

Complainant is to put their complaint, in writing, to the Deputy Head of School and Head of School, cc'ing the School Principal.

Stage Three - Formal Complaint First Appeal to the Principal

If not resolved at Stage two, the complainant refers the complaint to the School Principal

Stage Four - Formal Complaint Second Appeal to the Board

If not resolved at stage three, the complainant requests for the Principal to refer the complaint to the Board

Stage Five – Final Appeal to the Complaint and Appeal Panel

Complainant or Principal refers the complaint to KHDA, the Appeal Panel convene and follow Appeal Panel procedures.

An appeal is defined as - the process by which a complaint has been heard, judged by the school and a decision made that does not provide a satisfactory outcome in the opinion of the complainant.

Stage One: Informal
It is hoped that most complaints and concerns will be resolved quickly and informally.

If parents/guardians have concerns they should normally speak to their child's Form Tutor/Class Teacher, Year Coordinator. A matter raised orally may not necessarily be acknowledged by the school in writing.

Written notification of a concern will be acknowledged in writing within two working days during term time and as soon as practicable in the holidays. In many cases, the matter will be resolved promptly by this means to the parents' satisfaction. It is expected that in almost all cases this will lead to an agreement or understanding being reached between the various parties.

If the complaint is not resolved to the satisfaction of the complainant, the complainant is requested to inform the Year Lead / Head of Year / Head of Department as appropriate.

If the complaint is still not resolved to the satisfaction of the complainant, the complainant is requested to inform the Deputy Head of School who will seek to resolve the matter to the satisfaction of all parties.

Where the first contact is directly with a Board member or the Principal, this will be initially treated as an informal complaint and will be referred to the Head of School for suitable action within the school.

Stage Two: Formal Complaint
Should the matter not be resolved within a reasonable time period or if the Class Teacher / Year Coordinator / Head of Department and the parent / guardian fails to reach a satisfactory resolution, the parents should promptly put their complaint, in writing, to the Deputy Head of School and Head of School, cc'ing the School Prinicpal.

The Head of School (or their Deputy) will investigate the complaint and respond to the parent in writing, stating clearly how the judgements were arrived at and made, based on the facts presented and further investigations.

The Head of School (or their relevant Deputy) will keep written records of all meetings and interviews held in relation to the complaint.

Stage Three: Formal Complaint First Appeal to the Principal
Should the matter not be resolved within a reasonable time period or in the event that the Deputy / Head of School and the parent fail to reach a satisfactory resolution then parents should promptly refer their complaint to the Principal, in writing.

The Principal will decide, after considering the written complaint, the appropriate course of action to take and will normally ask the relevant Head of School to investigate further.

The Heads of School will provide the Principal with all previous recorded documentation.

Once the Principal is satisfied that, as far as it is practicable, all the relevant facts have been established, a decision will be made and parents/guardians and any relevant third parties will be informed of this decision in writing, normally within 5 working days of the decision having been made.

Third parties (i.e. those who are not parents/guardians of pupils at the School) should write directly to the Principal about any concern or complaint.

Stage Four: Formal Complaint Second Appeal to a Board member

Should the matter not be resolved within a reasonable time period or in the event that the Principal and the parent/guardian fail to reach a satisfactory resolution, the Principal or parents/guardians should promptly refer their complaint to the Innoventures CEO in writing.

The Innoventures CEO will decide, after considering the written complaint, the appropriate course of action to take and will normally ask the Principal to ensure further investigation takes place.

The Principal will provide the CEO with all previous recorded documentation.

Once the CEO is satisfied that, as far as it is practicable, all of the relevant facts have been established, a decision will be made and parents/guardians and third parties will be informed of this decision in writing, normally within 5 working days of the decision having been made.

Third parties (i.e. those who are not parents of students at the School) should write directly to the Principal with any concern or complaint.

Stage Five: KHDA School Resolutions Team

If parents/third parties are dissatisfied with the decision made they should write to the school board within 7 days of the date they have been notified of the decision, so that the matter can be referred to the KHDA Resolution Department for consideration.

Parents/third parties should ensure that a copy of all relevant documents and their full contact details accompany their letter, which should also state the outcome desired and all the grounds of the complaint. The Complaint and Appeal Panel (KHDA Resolution Department) will only be convened if Stages One to Four of this procedure have been followed, or Stage Three and Four for complaints from Third parties (i.e. those who are not parents of students at the School).

The Clerk to the Governors (KHDA Liaison Officer) shall acknowledge the complaint and schedule a hearing to take place as soon as reasonably practicable but the panel will not normally sit during half terms or school holidays. The composition of the panel will be determined by KHDA. The hearing will be chaired by a member of the KHDA Resolutions team and will be conducted in an informal manner. KHDA liaison officer will be asked to take a handwritten minute of the proceedings.

The parents/third party will be sent written notification of the date, time and place of the hearing together with brief details of the panel members. Parents/guardians will be asked to attend the hearing and may be accompanied by one other person; this may be a relative or friend. Legal representation is not normally considered appropriate.

If parents wish to bring a legally qualified person to act in their professional capacity, the parents should provide the school with at least 7 days' notice.

After consideration of all matters discussed at the hearing, the panel will reach a decision (unless there is an agreed position) and may make recommendations, which it shall complete within 14 working days of the appeal hearing. The KHDA liaison officer will write to the parents/ third party, informing them of the decision and the reasons for it. The panel's findings and recommendations, if any, will be sent in writing to the parents/third party, the Principal, the Innoventures CEO and, where relevant, the people involved in the complaint.

Parents can be assured that all concerns and complaints will be treated seriously and confidentially. Correspondence, statements and records will be kept confidential.

Complaining about the actions of the Principal

Informal Stage:

Any complainant is usually expected to arrange to speak directly with the Principal. Many concerns can be resolved by simple clarification or the provision of information. If the matter is not resolved, if both parties agree, then a third party may be invited to act as a mediator at a further meeting.

A refusal, unreasonably, to attempt an informal resolution may result in the procedure being terminated forthwith.

Formal Stage

If the complaint is not resolved at the informal stage the complainant must put the complaint in writing and pass it to the CEO, Innoventures Education.

The written complaint should include all details that might assist the investigation. The complainant will be invited to meet with the CEO, Innoventures Education to present oral evidence or to clarify the complaint. The CEO, Innoventures Education will collect such other evidence as is deemed necessary. This may include the interviewing of witnesses and others. The Principal will then be invited to meet with the CEO, Innoventures Education separately, to present any written or oral evidence in response.

When the investigation has been concluded the Principal and the complainant will be informed in writing of the outcome. Details of individual action taken in respect of a member of staff will not be given. The complainant will be told that consideration of their complaint by the CEO, Innoventures Education is now concluded.

If the complainant is not satisfied with the manner in which the process has been followed, then a request for a review can be made to the Board of Directors, in writing, within 10 days of notice and including a statement specifying any perceived failures.

When it has been concluded, the complainant and member of staff will be informed in writing of the outcome.

The outcome will be one of the following:
o There is insufficient evidence to reach a conclusion, so that the complaint cannot be upheld.
o The concern is not substantiated by the evidence.
o The concern was substantiated in part or in full. Details will then be given of any action the school may be taking in response to the complaint. Details of individual actions taken in respect of a member of staff or other student/parent will not be given.
o The matter has been fully investigated and appropriate procedures are being followed, which are strictly confidential.

Guidelines for staff
The office will not expect staff to leave lessons to answer telephone enquiries regarding complaints from parents. However, staff should respond to telephone messages and emails as in concurrence with the whole school policy on 'Communication with Parents', i.e. within 24 hours. Most minor issues can be resolved quickly but in the case of complaints concerning our policy or other members of staff, advice should be sought from Head of School or the Principal. Copies of all correspondence should be sent to the Head of School (or Deputy) and appropriate records kept.

Any member of staff who receives a 'Formal' complaint from a parent or student (or third party i.e. those who are not parents of students at the School) should record the complaint, the date received and any response that has been given.

Policy Review
This policy is to be reviewed by Principal and CEO every two years, though any deficiencies or areas of development will be remedied without delay.

This policy is to be read in conjunction with:
1. Safeguarding Policy
2. Anti-Bullying Policy
3. Wellbeing Policies

Reviewed 2026
RIS