

Parental Complaints Policy and Procedures



INVICTUS
INTERNATIONAL SCHOOL
BUKIT TIMAH

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Parental Complaints Policy & Procedure

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1 Purpose

- 1.1 The purpose of this policy is to set clear processes for the management of feedback and complaints. The objective of this feedback management system is to respond to feedback and complaints in a timely manner and to ensure that feedback contributes to the improvement of Invictus International School Bukit Timah’s environment, operations, and curriculum.

2 Scope and application

- 2.1 This policy applies to any expression of dissatisfaction however made about actions taken, or a lack of action, by the school where the parent seeks action by the School.
- 2.2 This policy applies to complaints from each of the following:
- 2.2.1 parents of current pupils;
 - 2.2.2 parents of former pupils if the complaint was initially raised when the pupil was registered at the School.
- 2.3 The school has separate grievance and whistleblowing policies and procedures for staff.

3 Responsibility statement and allocation of tasks

- 3.1 The Principal has overall responsibility for all matters which are the subject of this policy.
- 3.2 To ensure the efficient discharge of its responsibilities under this policy, the Proprietor has allocated the following tasks:

Task	Allocated to	When / frequency of review
Keeping the policy up to date and compliant with the law and best practice	SLT	As required, and at least termly
Monitoring the implementation of the policy	SLT	As required, and at least termly
Seeking input from interested groups (such as pupils, staff, Parents) to consider improvements to the School's processes under the policy	SLT	As required, and at least annually
Formal annual review	SLT	Annually

4 Publication and availability

- 4.1 This policy is published on the School website.
- 4.2 This policy is available in hard copy on request.

- 4.3 A copy of the policy is available for inspection from the School office during a working day.
- 4.4 This policy can be made available in large print or other accessible format if required.

5 Definitions and interpretation

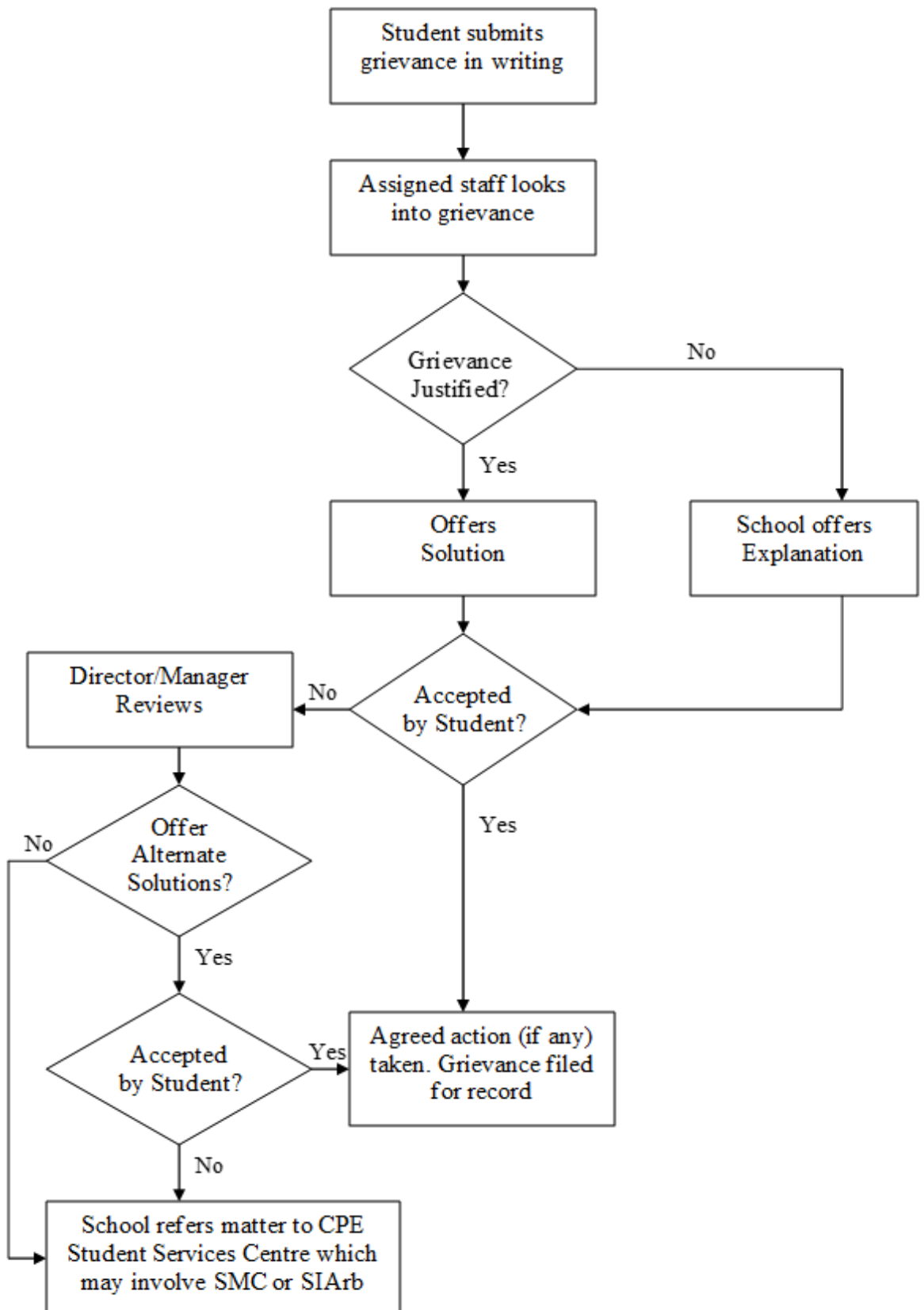
- 5.1 Where the following words or phrases are used in this policy:
 - 5.1.1 References to the **Principal** are references to the Principal of the Relevant School.
 - 5.1.2 References to **working days** mean Monday to Friday, when the School is open during term time. The dates of terms are published on the School's website. In the event that the application of this definition is likely to introduce excessive delays, due to intervening School holidays, the School's approach is to take sensible and reasonable steps so as to minimise any hardship or unfairness arising from such delays.
- 5.2 Timescales for each stage of the complaints procedure are set out below in the relevant paragraphs.
 - 5.2.1 It is expected that the management of every complaint will progress in a timely manner.
 - 5.2.2 The School aims to resolve all complaints efficiently and promptly and parents are encouraged to bring any matter causing concern to the School's attention as soon as possible.
 - 5.2.3 Where there are exceptional circumstances resulting in a delay to the timescales for a stage of the complaints procedure, the School will notify the parents and inform them of the new timescales as soon as possible.

6 Management of complaints

- 6.1 Invictus International School Bukit Timah accepts feedback / complaints in hard copy (e.g. letter or fax) or soft copy (e.g. email).
- 6.2 Upon receipt of the feedback / complaint, Principal will direct the relevant manager or staff to look into the matter.
- 6.3 The designated officer gives an acknowledgement or initial response to the complainant within 2 days. Investigates the complaint, and in consultation with the Principal, replies to the complainant and resolves the matter within 7 working days.
- 6.4 As appropriate, Principal discusses the feedback / complaint with the SLT to draw learning points.
- 6.5 The relevant manager then follows up with appropriate actions to improve operations.
- 6.6 On disputes, it is Invictus International School Bukit Timah's policy is to try to reach a fair and amicable solution (that is, a solution is found to address the grievance that is fair and acceptable to both parties, the student and Invictus International School Bukit Timah).

- 6.7 The aggrieved party must submit the grievance in writing to Invictus International School Bukit Timah.
- 6.8 Principal will assign the relevant manager to establish the facts of the case. The designated manager gives an acknowledgement or initial response to the aggrieved party within 3 days. They complete the necessary investigation within 7 working days.
- 6.9 The manager will decide whether the complaint/grievance is justified, and if so, offer a solution to the parent.
- 6.10 If the parent accepts the solution, no further action will be pursued except to record and file the grievance and solution.
- 6.11 If the parent declines the solution, the grievance will be referred to the Principal who will review the case and offer a second solution. All these proceedings would be completed within 14 days and complainants are kept informed of the status.
- 6.12 If the parent still refuses to accept the second solution and before the maximum of 21 days, Invictus International School Bukit Timah will propose that the matter be resolved through the CPE Student Services Centre, using the Dispute Resolution Scheme of the Committee for Private Education, which is described on the CPE website. This dispute resolution scheme may, where appropriate, involve the Singapore Mediation Centre (SMC) or Singapore Institute of Arbitrators (SI Arb) as the mediation centres.
- 6.13 The Grievance Procedure which is included in the Student Handbook is shown in Figure 2.6.1 below.

Figure 2.6.1 Grievance Procedure



7 Record keeping and confidentiality

7.1 All records created in accordance with this policy are managed in accordance with the School's policies that apply to the retention and destruction of records.

7.2 The School keeps a written record of all formal complaints, including the following:

7.2.1 whether they were resolved at Stage 2 or Stage 3.

7.2.2 the action taken by the School as a result of the complaints (regardless of whether they are upheld).

7.3 In accordance with data protection principles, details of individual complaints will be kept only for as long as is considered to be reasonably necessary in the circumstances.

7.4 Correspondence, statements and records relating to individual complaints will be kept confidential except where access is requested by the local authorities or where disclosure is required in the course of an inspection or court order.

Appendix 1 Stage 1 - informal complaint

1 Informal resolution of a complaint

- 1.1 We expect that most complaints can be resolved informally. For example, dissatisfaction about some aspect of teaching or pastoral care should be able to be resolved by the relevant member of staff.

2 Who to contact

- 2.1 Where appropriate, complaints should initially be raised as follows:
- 2.1.1 **educational issues:** if the matter relates to the classroom, the curriculum or special educational needs, please speak or write initially to:
the Form Tutor, Head of Department or Deputy Principal
- 2.1.2 **pastoral care:** for complaints relating to matters outside the classroom, please speak or write to:
the form tutor, or the Deputy Principal
- 2.1.3 **staff issues:** for complaints relating to members of the teaching staff, please speak or write to:
The Principal.
- 2.1.4 **disciplinary matters:** a problem over any disciplinary action taken or a sanction imposed should be raised first of all with:
The Head of Department, Deputy Principal
- 2.1.5 **financial matters:** a query relating to fees or extras should be addressed in writing to the administrative executive or Deputy Principal.
- 2.2 Your complaint may be passed to a more senior member of staff if appropriate.
- 2.3 An informal complaint will be acknowledged by telephone, email or letter within three working days of receipt, indicating the action that is being taken and the likely timescales. Such action may include an investigation and / or a meeting with the parent.
- 2.4 Wherever appropriate, the School will ask the parent at an early stage what they think might resolve the issue.
- 2.5 The parent will receive a response to the complaint within 15 working days.
- 2.6 If the parent is dissatisfied with the response to the informal complaint or in the event that the complaint cannot be resolved by informal means, the parent may make a formal complaint under Stage 2 of this procedure as set out in Appendix 2.

3 Complaints about the Principal

- 3.1 The procedure for dealing with an informal complaint about the Principal of the Relevant School is set out below:

- 3.1.1 parents may choose to raise complaints directly with the Principal if they feel that the matter is capable of resolution informally. The complaint may be raised orally or in writing. If in writing, the School will not automatically treat the complaint as a formal (Stage 2) complaint and the Principal will endeavour to resolve the complaint informally under Stage 1;
 - 3.1.2 the Principal will acknowledge informal complaints within three working days and will seek to resolve the matter under this Stage 1 by means of direct conversation or a meeting with the parents, to be held within 15 working days of the initial complaint;
 - 3.1.3 if the parent is dissatisfied with the Principal's response to the informal complaint or in the event that the complaint cannot be resolved by informal means, the parent may make a formal complaint under Stage 2 of this procedure as set out in Appendix 2.
- 3.2 Alternatively, parents may choose to make their complaint about the Principal in writing in accordance with Stage 2 of this procedure as set out in Appendix 2.

Appendix 2 Stage 2 - formal complaint in writing

1 How to make a formal complaint

- 1.1 Complaints will usually only progress to Stage 2 after first being considered at the informal stage and only then if the parent indicates that they wish to escalate a matter to the formal stage.
- 1.2 The formal complaint in writing must be made on the Complaints Form of the School which can be requested from the Principal's office. The Complaints Form should be returned in an envelope addressed to the Deputy Principal School and should include:
 - 1.2.1 a copy of all relevant documents and full contact details; and
 - 1.2.2 details of all the grounds of the complaint and the outcome desired.
- 1.3 The complaint will be acknowledged by telephone, email or letter within three working days, indicating the action that is being taken and the likely timescales.

2 Investigation

- 2.1 The subject matter of the complaint will be investigated in the most appropriate manner, which may include some or all of the following steps:
 - 2.1.1 delegation of the investigation to a senior member of staff;
 - 2.1.2 request for additional information from the parent, including what they think might resolve the issue (if not already requested under Stage 1); and
 - 2.1.3 request for a conversation and / or a meeting with the parent personally and / or others with relevant knowledge of the circumstances;
 - 2.1.4 The Chair of Advisory Board will be made aware of all stage 2 formal complaints.
- 2.2 Written records will be kept of all meetings and interviews held in relation to the complaint. Where the investigation has been delegated to a senior member of staff, he / she will prepare a report on the investigation which will be considered by the Principal. Personal data may be redacted and names anonymised or cyphered in line with data protection principles.

3 Decision

- 3.1 The Principal will notify the parent by email or letter of his / her Stage 2 decision and the reasons for it within 28 working days from the receipt of the formal complaint in writing.
- 3.2 If the parent is dissatisfied with the Stage 2 response to the complaint, the parent can request that the complaint be referred to a Complaints Panel under Stage 3 using the procedure set out in Appendix 3.

4 Complaints about the Principal

- 4.1 The procedure for dealing with a formal complaint in writing about the Principal of the School is set out below:

- 4.1.1 A formal complaint in writing about the Principal of the School should be directed to the Board of Directors of SEGSH or Ang Pow Chew. The formal complaint should include a copy of all relevant documents and full contact details and details of all the grounds of the complaint and the outcome desired. The mailing address is: CES Centre, c/o Ang Pow Chew, 171 Chin Swee Road, Singapore 169877
- 4.1.2 The Board of Directors of SEGSH (through Ang Pow Chew will acknowledge the formal complaint by telephone, email or letter within three working days of receipt and indicate the action that is being taken and the likely timescale. Such action may include an investigation and/or a meeting with the parent. The parent will receive a response to the complaint within 28 working days.
- 4.1.3 If the parent is dissatisfied with the response to the formal complaint, the parent can request that the complaint be referred to a Complaints Panel under Stage 3 using the procedure set out in Appendix 3.

Appendix 3 Stage 3 - Complaints Panel

5 Complaints Panel hearing

- 5.1 If a parent is dissatisfied with the Stage 2 response to the formal complaint, the parent can request a Complaints Panel hearing.
- 5.2 A Complaints Panel Hearing (**Hearing**) is a Hearing to consider those elements of the Stage 2 response to the parent's formal complaint with which the parent remains dissatisfied. The Complaints Panel (Panel) is not obliged to consider any new complaints which have not been previously raised.

6 How to request a Hearing

- 6.1 A request for a Hearing must be put in writing to the Advisory Board and mailed to CES Centre, c/o Christina Pang, 171 Chin Swee Road, Singapore 169877 and will usually only be considered if the procedure at Stage 2 has been completed. It is expected that the complaints procedure will progress in a timely manner and parents should make the request within seven working days of the decision complained of.
- 6.2 The written request should include:
 - 6.2.1 a copy of all relevant documents and full contact details;
 - 6.2.2 details of all the grounds of the complaint and the outcome desired;
 - 6.2.3 a list of the documents which the parents believe to be in the School's possession and wish the complaints panel to consider; and
 - 6.2.4 whether the parent proposes to be accompanied to the hearing by someone who is legally qualified (see paragraph 7.5 below).
- 6.3 The Advisory Board will acknowledge the request for a Hearing in writing within three working days of receipt.
- 6.4 Every effort will be made to enable the Hearing to take place within 15 working days of receipt of the request.
- 6.5 Parents may withdraw their request for a Hearing at any point up to and including the intended date of the Hearing.

7 Planning the Hearing

- 7.1 The Advisory Board will send written notification to each party of the date, time and place of the Hearing at least ten working days before the date of the Hearing.
- 7.2 Copies of any documents (additional to those specified in 2.2.1 and 2.2.3) that the parent wishes the complaints panel to consider should be sent to the Clerk to the Governors to be received at least seven working days prior to the Hearing.
- 7.3 The selected member of the Advisory Board will circulate a copy of the bundle of documents to be considered by the complaints panel to all parties at least three working days prior to the Hearing.

- 7.4 The parent may be accompanied at the Hearing, for example by a relative or friend. The Hearing is an internal proceeding, not legal proceedings, and legal representation is unnecessary.
- 7.5 As set out in 6.2.4 above, the parent is required to notify the Advisory Board if he / she wishes to be accompanied by someone who is legally qualified in his / her initial request for a Hearing. The parent should note that the Panel will wish to speak to him / her directly. The legally qualified person will not be permitted to act as an advocate or to address the Panel unless invited to do so by the Chair of the Panel.
- 7.6 A person will be appointed to take a minute of the Hearing.

8 Composition of the Complaints Panel

- 8.1 The Panel (members of SEGSH) will comprise at least three individuals who have no detailed prior knowledge of the circumstances of the complaint, including at least one panel member who is independent of the management and running of the School.
- 8.2 The parent may ask the Advisory Board to inform them who has been appointed to sit on the Panel ahead of the Hearing. Fair consideration will be given to any reasonable objection to a particular member of the Panel.
- 8.3 The Panel members will appoint one of themselves to be the Chair of the Panel throughout the proceedings.

9 Role of the Complaints Panel

- 9.1 The role of the Panel is to establish the facts surrounding the complaints that have been made by considering:
 - 9.1.1 the documents provided by both parties; and
 - 9.1.2 any representations made by the partiesand to reach a decision, on the balance of probabilities, as to whether or not to uphold each complaint.

10 The Hearing

- 10.1 The Hearing should proceed notwithstanding that the parent may decide not to attend. In these circumstances, the Panel should consider the parent's complaint in his / her absence and make findings on the substance of the complaint.
- 10.2 During the Hearing, the parties shall have the opportunity to ask questions and make comments in an appropriate manner. The Hearing is not a legal proceeding and the Panel shall be under no obligation to hear oral evidence from witnesses but may do so and / or may take written statements into account at its discretion.
- 10.3 All statements made at the Hearing will be unsworn. The parties will be entitled to write their own notes for reference purposes.
- 10.4 All those present during the Hearing are expected to show courtesy, restraint and good manners or, after due warning, the Hearing may be adjourned or terminated at the discretion of the Chair of the Panel. Any person who is dissatisfied with any

aspect of the way the Hearing is conducted must say so before the proceedings go any further and his / her comment will be minuted.

- 10.5 The Chair of the Panel may, at his / her discretion, adjourn the Hearing if he / she considers it appropriate to do so. This may include an adjournment for the parties to take legal advice on a specific issue arising.
- 10.6 A Hearing before the Panel is a private proceeding. No notes or other records or oral statements about any matter discussed in or arising from the proceeding shall be made available directly or indirectly to the press or other media.
- 10.7 When the Chair of the Panel is satisfied that sufficient consideration has been given to the documentation provided and any representations made by the parties, he / she will conclude the Hearing.

11 Decision

- 11.1 The Panel will make findings about each complaint on the balance of probabilities and may make recommendations to the School.
- 11.2 It is not within the powers of the Panel to make any financial award, nor to impose sanctions on staff, pupils or parents, although the complaints panel may make recommendations.
- 11.3 The Panel's findings and any recommendations will be provided in writing to the parents and, where relevant, the person complained about, within seven working days of the Hearing. The Panel's findings and any recommendations will also be available for inspection on the School premises by the Principal.
- 11.4 The completion of Stage 3 represents the conclusion of the School's complaints procedure.

Appendix 4 Unreasonable complaints

We are committed to dealing with all complaints fairly and impartially, and to providing a high quality service to those who complain. We will not normally limit the contact complainants have with us. However, we do not expect our staff to tolerate unacceptable behaviour and will take action to protect staff from that behaviour, including that which is abusive, offensive or threatening.

Unreasonable complaints are taken seriously by the School as they put a strain on valuable resources and hinder the progress of proper investigations. The School may judge that a complaint is unreasonable by assessing a number of factors, including those that are outlined below.

12 A complaint may be regarded as unreasonable when the person making the complaint:

- 12.1 refuses to articulate their complaint or specify the grounds of a complaint or the outcomes sought by raising the complaint, despite offers of assistance;
- 12.2 refuses to co-operate with the complaints investigation process while still wishing their complaint to be resolved;
- 12.3 refuses to accept that certain issues are not within the scope of a complaints procedure;
- 12.4 insists on the complaint being dealt with in ways which are incompatible with the adopted complaints procedure or with good practice;
- 12.5 introduces trivial or irrelevant information which the complainant expects to be taken into account and commented on, or raises large numbers of detailed but unimportant questions, and insists they are fully answered, often immediately and to their own timescales;
- 12.6 makes unjustified complaints about staff who are trying to deal with the issues, and seeks to have them replaced;
- 12.7 changes the basis of the complaint as the investigation proceeds;
- 12.8 repeatedly makes the same complaint (despite previous investigations or responses concluding that the complaint is groundless or has been addressed);
- 12.9 refuses to accept the findings of the investigation into that complaint where our complaint procedure has been fully and properly implemented and completed;
- 12.10 seeks an unrealistic outcome;
- 12.11 makes excessive demands on school time by frequent, lengthy, complicated and stressful contact with staff regarding the complaint in person, in writing, by email and by telephone while the complaint is being dealt with.

13 A complaint may also be considered unreasonable if the person making the complaint does so either face-to-face, by telephone or in writing or electronically:

- 13.1 maliciously;
- 13.2 aggressively;

- 13.3 using threats, intimidation or violence;
- 13.4 using abusive, offensive or discriminatory language;
- 13.5 knowing it to be false;
- 13.6 using falsified information;
- 13.7 publishing unacceptable information in a variety of media such as in social media websites and newspapers.

14 A complaint may also be considered unreasonable if it is manifestly unjustified, inappropriate, or an improper use of formal procedure.

In assessing this, the School shall have regard to all the circumstances of the case and the nature of the complaint itself rather than the nature of the complainant. In assessing all of the circumstances of the case the School will consider a range of factors including:

- 14.1 whether a complaint has reasonable foundation;
- 14.2 the history and context of the complaint (and any evidence where relevant);
- 14.3 whether the time and cost of investigating the complaint is proportionate to the issue(s) complained of;
- 14.4 whether an investigation of the complaint is likely to cause a disproportionate or unjustified level of disruption, irritation or distress;
- 14.5 unexplained delay in raising a complaint or issue;
- 14.6 if the purpose of the complaint is to obtain an outcome which is unavailable via the complaints procedure, such as a claim for compensation, damages or a refund of fees paid;
- 14.7 any evidence of a complaint being brought for an improper purpose.

Whenever possible, the Principal will discuss any concerns with the complainant informally before dismissing a complaint as unreasonable. The Principal will normally only do so after consultation with SEGSH.

It is open to a complainant to request that a Panel be convened to determine the single issue of whether the School's dismissal of the complainant's original complaint(s) was justified.