PORG International School

Complaint Policy

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Introduction

PORG International School is committed to maintaining a positive, respectful, and collaborative relationship with pupils, parents, staff, and the wider school community. The school strives to provide a safe, supportive, and high-quality educational environment in which all children can thrive academically, socially, and emotionally.

The school recognises that concerns and complaints may occasionally arise and believes that these should be addressed openly, fairly, promptly, and transparently. An effective complaints procedure supports communication, strengthens trust between home and school, and contributes to continuous school improvement.

This policy outlines the procedures for raising and resolving concerns and complaints in accordance with British Schools Overseas (BSO) standards, international best practice principles, and PORG International School's internal governance procedures. The policy applies to the Early Years Foundation Stage (EYFS) and Primary School and reflects the school's commitment to safeguarding, accountability, pastoral care, and the welfare of every child.

PORG International School encourages concerns to be raised at the earliest possible stage so that issues may be resolved constructively and in partnership with families. The school is committed to ensuring that all complaints are managed consistently, objectively, confidentially, and with respect for all parties involved.

Purpose

PORG International School is committed to providing a safe, supportive, and high-quality educational environment for all pupils. The school recognises the importance of listening to concerns and resolving complaints fairly, promptly, and transparently. The school values open communication with families and encourage concerns to be raised at the earliest opportunity so that issues can be resolved constructively and in the best interests of children.

This policy establishes procedures for managing complaints in accordance with British Schools Overseas (BSO) standards, COBIS, and international best-practice principles for safeguarding, pastoral care, and school accountability, as well as PORG International School's internal regulations and governance procedures.

The school aims to resolve concerns at the earliest possible stage, promote positive relationships between school and families, ensure all complaints are handled consistently and objectively, safeguard the welfare of children throughout the process, encourage respectful communication and collaborative problem-solving, and use complaint outcomes to support school improvement and strengthen educational provision.

Aim

The aim of this policy is to provide a clear, fair, and transparent procedure for addressing concerns and complaints from parents, pupils, staff, or other members of the school community. PORG International School is committed to resolving issues promptly and effectively while maintaining positive relationships between the school and families.

The policy aims to ensure that concerns and complaints are handled consistently, respectfully, confidentially, and objectively. It encourages the early resolution of concerns through open communication and constructive partnership with families while safeguarding the welfare, well-being, and best interests of all children throughout the process.

This policy also aims to provide a structured framework for investigating and resolving complaints fairly, promote accountability and continuous school improvement, and ensure that the school's practices align with British Schools Overseas (BSO) standards and international best practice.

Scope

This policy applies to parents and carers, pupils, staff members, volunteers, contractors, and members of the public who may wish to raise a concern or complaint relating to PORG International School.

The policy covers complaints relating to educational provision, EYFS provision, teaching and learning, behaviour and pastoral care, safeguarding, SEND provision, school operations and administration, communication, staff conduct, and extra-curricular activities.

This policy does not replace existing school procedures relating to child protection allegations, staff disciplinary matters, whistleblowing, admissions, or data protection requests. Such matters will be managed in accordance with the relevant school policies and internal procedures.

Guiding Principles

PORG International School is committed to maintaining a positive, respectful, and child-centred approach to responding to concerns and complaints in both the Primary School and the Early Years Foundation Stage (EYFS). The school recognises the importance of strong partnerships with families and aims to resolve concerns openly, fairly, and promptly.

All complaints will be handled confidentially, proportionately, and with respect for everyone involved. Investigations will be conducted impartially and based on clear evidence, ensuring that all parties have the opportunity to be heard. The school will make every effort to resolve complaints within reasonable timescales and communicate outcomes clearly and professionally.

The welfare, safety, and best interests of children will remain paramount throughout the complaints process. In EYFS, particular attention will be given to safeguarding, well-being, emotional development, and effective communication with parents and carers. Complaints involving young children will be managed sensitively and, in a manner, appropriate to their age and developmental stage.

PORG International School is committed to ensuring accessibility and equality throughout the complaint procedure. Reasonable adjustments will be made where necessary to support individuals with disabilities, language barriers, or additional needs.

The school values complaints as an opportunity for reflection, accountability, and continuous improvement, and will use outcomes to strengthen practice, communication, safeguarding, and the overall quality of provision across EYFS and Primary.

Definitions

Concern

A concern is an expression of worry, uncertainty, or doubt regarding an aspect of school life within the Primary School or Early Years Foundation Stage (EYFS). This may relate to teaching and learning, communication, behaviour, wellbeing, safeguarding, pastoral care, routines, supervision, or a child's educational or emotional development.

Concerns can usually be resolved informally through discussion, clarification, or early intervention with the appropriate member of staff, such as the class teacher, EYFS key person, phase leader, or pastoral lead. PORG International School encourages concerns to be raised at the earliest possible stage to support positive communication and timely resolution.

Complaint

A complaint is an expression of dissatisfaction regarding an action taken, a decision made, or a failure to act by the school, when the matter has not been resolved through informal discussion. A complaint requires formal investigation and a written response in accordance with the school's complaints procedure.

In Primary and EYFS, complaints may relate to educational provision, teaching and learning, safeguarding, behaviour management, pastoral care, communication with families, supervision, welfare, SEND provision, extra-curricular activities, or staff conduct.

Complaints involving EYFS pupils will be managed with particular consideration for safeguarding, welfare, emotional well-being, and the developmental needs of young children.

Informal Resolution Stage

PORG International School encourages concerns within the Primary School and Early Years Foundation Stage (EYFS) to be resolved informally whenever possible. The school believes that open communication and positive partnerships between home and school are essential in supporting children's well-being, development, and learning.

Parents and carers are encouraged to raise concerns initially with the member of staff most directly involved. This may include the class teacher, EYFS key person, phase leader, pastoral lead, or SENCo, where appropriate. In many cases, concerns can be resolved quickly through discussion, clarification, and collaborative problem-solving.

Staff will listen carefully and respectfully to all concerns raised, seek to clarify the issue, and work constructively towards an early and fair resolution. Brief records of discussions and actions taken may be kept where appropriate, particularly in cases involving safeguarding, wellbeing, or ongoing pastoral concerns.

The school aims to resolve informal concerns within five school days whenever reasonably possible. Where additional time is required, parents and carers will be informed accordingly.

Complaint Procedure

PORG International School is committed to resolving concerns and complaints fairly, promptly, and transparently. The school encourages concerns to be addressed at the earliest possible stage through open communication and constructive partnership with families.

Where concerns cannot be resolved informally, the following formal complaints procedure provides a clear and structured process for investigation, review, and appeal. The procedure applies to both the Primary School and Early Years Foundation Stage (EYFS) and reflects the school's commitment to safeguarding, accountability, confidentiality, and the welfare of all children.

Stage 1 – Formal Complaint to the Principal

If a concern relating to the Primary School or Early Years Foundation Stage (EYFS) cannot be resolved informally, parents or carers may submit a formal written complaint to the Principal. The complaint should include the complainant's name and contact details, a clear description of the concern or complaint, relevant dates and events, details of any actions already taken to resolve the matter informally, and the outcome being sought.

Upon receipt of the complaint, the school will acknowledge it within three school days. The acknowledgement will outline the next steps in the procedure and indicate the expected timescales for investigation and response.

The Principal, or a delegated investigator where appropriate, will conduct a fair and objective investigation into the complaint. This may involve establishing the facts, reviewing documentation and relevant evidence, interviewing staff or other individuals involved, and keeping written records of meetings, findings, and actions taken. Particular consideration will be given to safeguarding, welfare, and pastoral matters, especially in cases involving EYFS pupils or vulnerable children. All investigations will be carried out in accordance with BSO expectations for transparency, accountability, and child-centred practice.

A written response will normally be provided within twenty school days. Outcomes may include an explanation or clarification, an apology, corrective action, staff guidance or training, a review of procedures or policies, or mediation and restorative action where appropriate. If additional time is required to complete the investigation, the complainant will be informed in writing and updated on progress.

The complaint should include:

- The complainant's name and contact details;
- A clear description of the concern or complaint;
- Relevant dates and events;
- Details of actions already taken to resolve the matter informally;
- The outcome being sought.

Acknowledgement

Upon receipt of the complaint, the school will:

- Acknowledge the complaint within three school days;
- Outline the next steps in the procedure;
- Confirm the expected timescales for investigation and response.

Investigation

The Principal, or a delegated investigator where appropriate, will:

- Establish the facts of the case;
- Review relevant documentation and evidence;
- Interview staff or other individuals involved;
- Keep written records of meetings, findings, and actions taken;
- Ensure safeguarding, welfare, and pastoral considerations are fully addressed.

All investigations will be conducted fairly, objectively, and in accordance with BSO expectations for transparency, accountability, and child-centred practice.

Outcome

A written response will normally be provided within twenty school days. Outcomes may include:

- An explanation or clarification;
- An apology;
- Corrective or restorative action;
- Staff guidance or training;
- A review of procedures or policies;
- Mediation or pastoral support where appropriate.

Where additional time is required to complete the investigation, the complainant will be informed in writing and updated on progress.

Stage 2 – Appeal to the Proprietor

If the complainant remains dissatisfied with the outcome of Stage 1, they may submit a written appeal to the Proprietor within ten school days of receiving the decision. The appeal should explain why the complainant remains dissatisfied, identify any procedural concerns, and include any additional evidence relevant to the complaint.

The Proprietor will acknowledge receipt of the appeal within five school days and review the investigation, considering fairness, proportionality, and whether the procedures were appropriately followed. A written response will normally be provided within twenty school days.

The appeal should include:

- Reasons for dissatisfaction with the outcome;
- Any procedural concerns;
- Any new or additional evidence relevant to the complaint.

The Proprietor will:

- Acknowledge receipt of the appeal within five school days;
- Review the investigation and findings;
- Consider fairness, proportionality, and whether procedures were appropriately followed;
- Provide a written response within twenty school days

Stage 3 – Governing Body Complaints Panel

If the complaint remains unresolved following the Proprietor's review, the complainant may request a hearing before a Governing Body Complaints Panel. The panel will consist of three impartial individuals, including at least one person independent of the management of the complaint, and no panel member will have had prior involvement in the matter.

The hearing will normally take place within twenty working days. The complainant may attend the hearing, submit additional documentation, and be accompanied by a friend, interpreter, or supporter if required. During the hearing, the panel will consider all evidence fairly and respectfully, ensure that children's welfare remains central to discussions, and make reasonable adjustments where necessary to support participation.

Following the hearing, the panel may uphold the complaint fully or partially, dismiss the complaint, or recommend actions or improvements to school procedures or practice. The panel's written decision will be provided to the complainant, the

Principal, and the Proprietor. This decision concludes the school's internal complaints procedure.

Panel Composition

The panel will consist of:

- Three impartial individuals;
- At least one member independent of the management of the complaint;
- Individuals with no prior involvement in the matter.

Hearing Arrangements

The hearing will normally take place within twenty working days. The complainant may:

- Attend the hearing;
- Submit additional documentation;
- Be accompanied by a friend, interpreter, or supporter if required.

During the Hearing

The panel will:

- Consider all evidence fairly and respectfully;
- Ensure respectful and professional conduct throughout;
- Prioritise children's welfare and wellbeing;
- Make reasonable adjustments where necessary to support participation.

Panel Decision

Following the hearing, the panel may:

- Uphold the complaint fully or partially;
- Dismiss the complaint;
- Recommend actions or improvements to school procedures or practice.

The panel's written decision will be provided to:

- The complainant;
- The Principal;
- The Proprietor.

This decision concludes the school's internal complaints procedure.

Complaints from Pupils and Children

PORG International School recognises the importance of listening to the voices of children and pupils and ensuring that they feel safe, respected, and supported when raising concerns. The school encourages children to express worries or concerns confidently and knows that all concerns will be taken seriously and handled sensitively.

EYFS

In the Early Years Foundation Stage (EYFS), the school recognises that young children may not always be able to communicate concerns verbally or formally. Staff will therefore remain attentive to children's behaviour, emotional well-being, body language, and interactions as part of their safeguarding and pastoral responsibilities.

Children in EYFS may share concerns with:

- Their EYFS Class teacher;
- Teaching assistant;
- Pastoral lead;
- Designated Safeguarding Lead (DSL), where appropriate.

Adults working with EYFS children will ensure that communication is age-appropriate, supportive, reassuring, and developmentally suitable. Children will be given time, encouragement, and appropriate opportunities to express their feelings in a safe environment.

Where a complaint or concern involves an EYFS child directly, the school will ensure that safeguarding, emotional well-being, and the best interests of the child remain central throughout the process. Parents or carers will normally be involved unless safeguarding considerations require otherwise.

Primary School

Primary pupils are encouraged to raise concerns safely, respectfully, and confidently. The school promotes an open environment where pupils feel listened to and supported by trusted adults within the school community.
Primary pupils may speak with:

- Their class teacher;
- Pastoral lead;
- SENCO, where appropriate;
- Designated Safeguarding Lead (DSL).
- Principal

The school will take additional care where:

- A pupil attends a meeting or hearing relating to a complaint;
- The pupil is the complainant;
- SEND, emotional well-being, or language needs are identified.

Staff will ensure that pupils understand the process in an age-appropriate manner and that they are supported throughout. The welfare, dignity, and best interests of the child will remain central at all stages of the complaint procedure.

Accessibility and Equality

PORG International School is committed to ensuring that the complaints procedure is accessible, inclusive, and fair for all members of the school community within both the Early Years Foundation Stage (EYFS) and Primary School. The school recognises that some children, parents, carers, or other complainants may require additional support in order to participate fully and confidently in the complaints process.

The school will make reasonable adjustments where necessary to ensure equal access to the procedure. This may include providing translation or interpretation support, alternative communication methods, additional pastoral or meeting support, and flexible arrangements for individuals with disabilities, SEND, language barriers, or additional needs.

In EYFS, consideration will be given to the developmental age and communication needs of young children. Staff will use age-appropriate language, visual support, reassurance, and sensitive communication strategies to help children feel safe, understood, and supported. Parents or carers will normally be involved in discussions and decision-making relating to concerns or complaints involving EYFS children, unless safeguarding considerations require otherwise.

The school will ensure that environments, meetings, and communication remain child-centred, supportive, and appropriate to the emotional and developmental needs of young children.

In the Primary School, pupils will be supported to express their views, concerns, or feelings in a safe and respectful manner. Staff will ensure that pupils understand the complaints process in a way that is appropriate to their age, level of understanding, language ability, and individual needs.

Additional support will be provided where SEND, emotional well-being needs, disabilities, or language barriers are identified. The school will ensure that all pupils and families are treated fairly, respectfully, and without discrimination throughout the complaints process.

Across both EYFS and Primary, all complaints will be managed fairly, sensitively, and confidentially, ensuring equal access to the complaint procedure for all members of the school community.

Record Keeping

PORG International School will maintain a confidential record of all formal complaints relating to both the Early Years Foundation Stage (EYFS) and Primary School. The purpose of record keeping is to ensure transparency, consistency, safeguarding oversight, and appropriate follow-up throughout the complaints process.

The complaints register will include:

- The date the complaint was received;
- The nature and summary of the complaint;
- Actions taken during the investigation;
- Outcomes and decisions reached;
- Relevant correspondence, meeting notes, and documentation.

All records will be stored securely and managed in accordance with the school's confidentiality, safeguarding, and data protection procedures. Access to complaint records will be limited to authorised members of staff and individuals directly involved in the investigation or resolution process.

In EYFS, records will be maintained with particular sensitivity to safeguarding, welfare, pastoral care, and the developmental needs of young children. Where concerns involve EYFS pupils, the school will ensure that records are accurate, confidential, and appropriately monitored. EYFS complaint records will be retained for a minimum of three years in line with school procedures and inspection expectations.

The school may review complaint records periodically to identify patterns, improve communication, strengthen safeguarding and pastoral practice, and support continuous school improvement across EYFS and Primary provision.

Confidentiality

PORG International School is committed to handling all concerns and complaints relating to the Early Years Foundation Stage (EYFS) and Primary School with sensitivity, professionalism, and confidentiality. The school recognises the importance of protecting the privacy, dignity, and well-being of children, families, and staff throughout the complaints process.

Information relating to a complaint will only be shared with individuals who are directly involved in the investigation, management, or resolution of the matter.

Confidential information may also be disclosed where safeguarding responsibilities require appropriate action or where disclosure is required as part of the school's legal or regulatory obligations.

Particular care will be taken in cases involving EYFS pupils to ensure that safeguarding, welfare, emotional well-being, and the developmental needs of young children remain central throughout the process.

All records, correspondence, and discussions relating to complaints will be managed securely and respectfully. Staff members, parents, carers, governors, and any other individuals involved in the procedure are expected to maintain confidentiality and avoid discussing complaints outside the formal process.

The school will ensure that complaints are handled discreetly and fairly while balancing confidentiality with the need to investigate concerns thoroughly and safeguard all members of the school community.

Unreasonable or Persistent Complaints

PORG International School is committed to handling all concerns and complaints relating to the Early Years Foundation Stage (EYFS) and Primary School fairly, respectfully, and professionally. The school values open communication and aims to work collaboratively with families to resolve concerns in a constructive and child-centred manner.

At the same time, the school has a responsibility to protect the well-being, safety, and professional integrity of staff and to ensure that the complaints process is used appropriately and fairly. Staff are not expected to tolerate behaviour that is abusive, threatening, discriminatory, intimidating, or excessively disruptive.

A complaint or complainant may be considered unreasonable or persistent where an individual:

- Refuses to engage with the complaints procedure while continuing to demand a resolution;
- Makes excessive, repetitive, or unreasonable demands on school time or resources;
- Repeatedly raises the same issue after the complaints process has been concluded;
- Uses abusive, offensive, discriminatory, or threatening language or behaviour;

- Publishes malicious, misleading, or knowingly false information about the school or individuals within the school community;
- Harasses or intimidates staff members;
- Refuses to accept findings that have been reached through a fair and properly conducted investigation;
- Pursues unrealistic or disproportionate outcomes;
- Communicates excessively via repeated emails, phone calls, meetings, or messages, hindering effective handling of the complaint.

The school will always consider the circumstances surrounding a complaint carefully and sensitively, particularly where concerns relate to safeguarding, SEND, wellbeing, or pupils within EYFS. The school recognises that parents or carers may feel emotional or distressed when concerns involve their child, and staff will seek to manage communication professionally, calmly, and respectfully.

Where behaviour becomes unreasonable or persistent, PORG International School may take proportionate action to protect staff and ensure the effective operation of the complaints procedure. This may include:

- Limiting methods of communication;
- Implementing a communication plan;
- Restricting communication to one designated member of staff;
- Limiting the frequency of responses where excessive contact occurs;
- Ending correspondence where all stages of the complaints procedure have been exhausted;
- Seeking external advice, support, or legal guidance where necessary.

All actions taken by the school will be fair, proportionate, documented, and in line with safeguarding, confidentiality, and pastoral responsibilities. Throughout the process, the welfare and best interests of children in EYFS and Primary will remain the school's highest priority.

Accessibility

PORG International School is committed to ensuring that the complaints procedure is accessible, inclusive, and supportive for all members of the school community across both the Early Years Foundation Stage (EYFS) and Primary School.

Concerns or complaints may be raised in a variety of ways, including:

- In writing;
- By email;
- By telephone;
- In person, through a meeting with an appropriate member of staff.

The school recognises that some parents, carers, pupils, or other individuals may require additional support to access the complaints procedure effectively. Reasonable adjustments will therefore be made where necessary for individuals with disabilities, language barriers, communication difficulties, SEND, or additional learning needs.

In EYFS, staff will ensure that communication with children and families is developmentally appropriate, supportive, and sensitive to the emotional and welfare needs of young children. Where concerns involve EYFS pupils, parents or carers will normally be supported throughout the process to ensure clear communication and understanding.

The school will make every effort to ensure that all concerns and complaints can be raised safely, respectfully, and without disadvantage, ensuring equal access to the complaints process for all members of the school community.

Monitoring and Review

PORG International School is committed to regularly reviewing the effectiveness of the complaints procedure across both the Early Years Foundation Stage (EYFS) and Primary School to ensure that concerns and complaints are managed fairly, consistently, and in accordance with BSO standards and international best practice.

The school will monitor complaints annually to identify patterns, recurring themes, safeguarding considerations, communication issues, or areas requiring improvement within educational provision, pastoral care, wellbeing, or school procedures. Findings from complaints reviews will be used to support continuous school improvement, strengthen safeguarding and pastoral practice, and improve communication and relationships with families.

Particular consideration will be given to complaints relating to EYFS to ensure that the welfare, developmental needs, safeguarding, and well-being of young children continue to be appropriately supported and monitored.

This policy will be reviewed annually to ensure that procedures remain effective, accessible, and aligned with current BSO expectations, safeguarding responsibilities, and international school best practice. Any significant updates arising from inspections, internal reviews, or changes to school procedures will be incorporated where necessary.

The Governing Body and school leadership will oversee the implementation, monitoring, and effectiveness of this policy and will ensure that complaints are managed appropriately, professionally, and in the best interests of all children and members of the school community.

Publication

The PORG International School Complaints Policy is available to all members of the school community, including teaching and non-teaching staff, parents, pupils, volunteers, and relevant school personnel through the school information system and internal communication platforms. Hard copies of the policy are also available upon request from the Principal's office.

The school is committed to ensuring that the policy remains accessible, transparent, and clearly understood across both EYFS and Primary provision, supporting effective communication, accountability, and positive partnership with families.

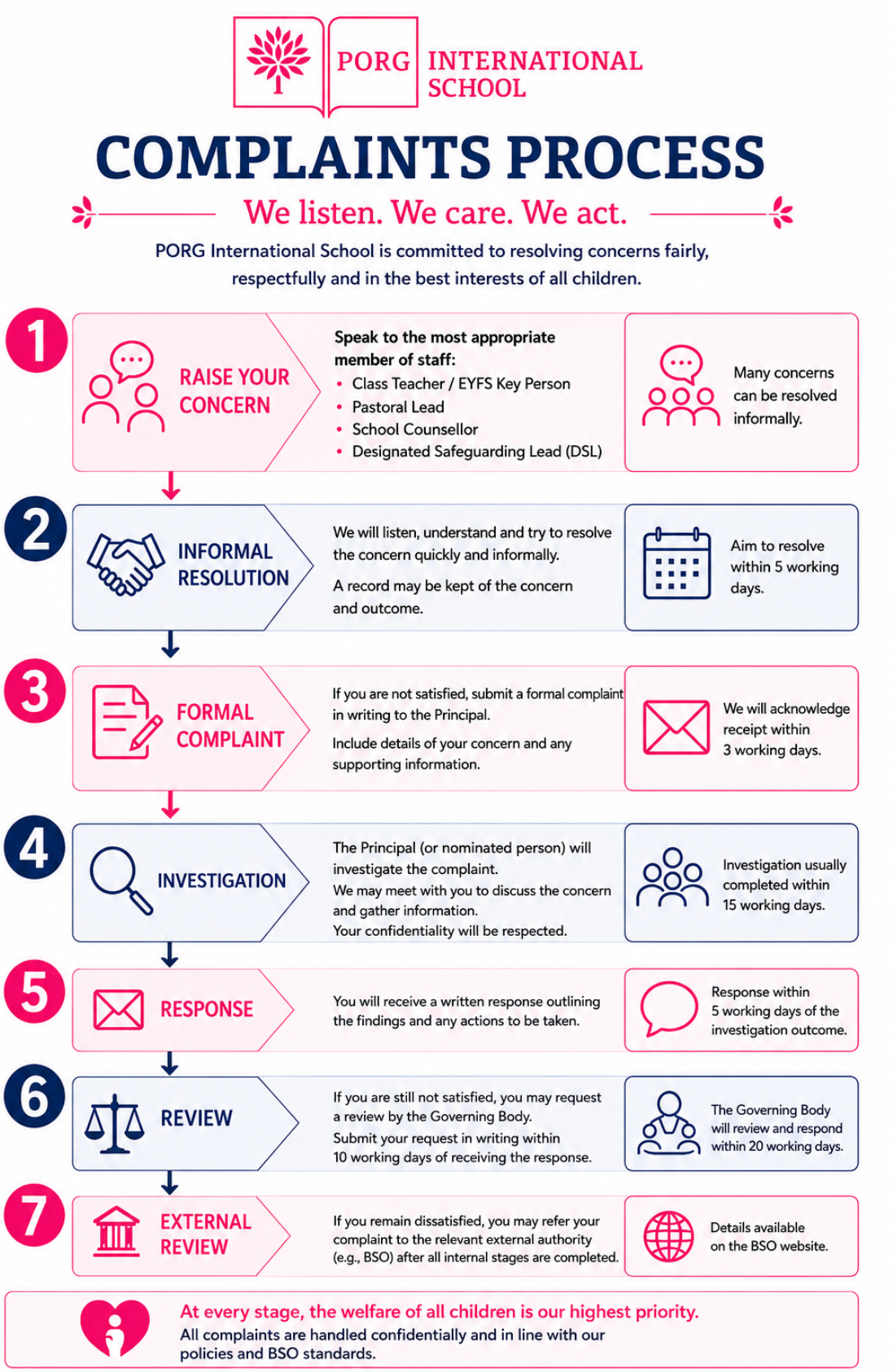
Related Policies

This Complaints Policy should be read in conjunction with the following PORG International School policies and procedures:

- Safeguarding and Child Protection Policy
- Behaviour Policy
- EYFS Policy
- SEND Policy
- Anti-Bullying Policy
- Staff Code of Conduct
- Whistleblowing Policy
- Attendance Policy
- Equality and Inclusion Policy
- Health and Safety Policy
- Online Safety Policy
- Data Protection and Confidentiality Policy
- Pastoral Care Policy
- Admissions Policy
- Supervision Policy
- Educational Visits Policy

These policies support the school's commitment to safeguarding, wellbeing, pastoral care, equality, and effective communication across both EYFS and Primary provision.

Complaints procedure flowchart



CONCERN / COMPLAINT RECORD

For parents and legal guardians • EYFS and Primary

Please complete the relevant sections and provide factual details. If you need assistance completing this form, please contact the school. Concerns can usually be raised with your child's class teacher first. A formal complaint should be submitted in writing to the Head of School in accordance with the Complaints Policy.

A. DETAILS OF CONCERN / COMPLAINT (TO BE COMPLETED BY PARENT)

Name of parent / legal guardian:	**Date concern / complaint submitted:**
Child's name:	**Class / Year group:**
Email address / telephone:	**Preferred contact method:**

Type: ☐ Informal concern ☐ Formal written complaint

Nature of the concern / complaint (what happened, when and where, who was involved?):	
Informal steps already taken (person contacted, dates and outcome, if applicable):	
Evidence or documents supplied (attach copies if appropriate):	
What outcome or resolution would you like the school to consider?	
Parent / guardian signature:	**Date:**