



Kampala Community
International School

Complaints Policy

Review of Policy

This policy will be reviewed annually.

Last Review: February 2026

Policy Owner: Director of Education

Signed off by Director: *D. Isharaza*

Date: 22nd February 2026

Rationale

KCIS is committed to maintaining strong, positive relationships with parents and the wider community. Most issues raised are concerns rather than complaints and can be resolved quickly when addressed early and informally.

KCIS requests that all concerns are raised through official school channels and not via personal messaging platforms (e.g., WhatsApp), informal social media, or staff personal phone numbers. Concerns raised through unofficial channels may result in delay and cannot be treated as part of the formal complaints procedure.

The purpose of the Complaints Policy is to ensure concerns are handled promptly, fairly and sensitively, with clear communication at every stage.

This policy applies only to current parents, unless the complaint relates to matters that occurred while their child was enrolled. It does not apply to staff grievances.

Concerns must be raised within 30 days of the incident, unless the matter involves safeguarding or there is a justifiable reason for delay.

The complaints process cannot be used to request staff disciplinary action, performance management outcomes or staffing changes. These matters follow internal HR and safeguarding procedures.

Safeguarding Statement

Any concern relating to the safety or wellbeing of a child will be immediately redirected to the Safeguarding Team and handled under the KCIS Safeguarding & Child Protection Policy, not this Complaints Policy.

Overview of Stages

- Stage 1 – Informal: Class Teacher → Head of School
- Stage 2 – Formal: Director of Education
- Stage 3 – Panel Review: Board of Directors

If parents wish a concern to be treated as a formal complaint, this must be submitted in writing.

Minor Concerns

Parents are encouraged to raise concerns promptly with their child's Class Teacher. Most concerns—such as minor behaviour incidents, missing items, or day-to-day misunderstandings—are resolved informally and quickly.

Parents should not raise concerns with staff during teaching time, supervision, duties, pick-up/drop-off, or public events. An appointment should be made via the school office or through official communication channels.

An informal response will normally be provided within one to two school days.

Stage 1 – Informal (Class Teacher → Head of School)

Step 1: Class Teacher

The concern is dealt with first by the Class Teacher. A response or resolution will be provided within a reasonable timeframe, normally within three school days.

If unresolved:

The matter moves to the Head of School upon parent request or teacher referral.

Step 2: Head of School

The Head of School will acknowledge receipt of the concern within two school days and provide a response or plan of action within ten school days.

Stage 2 – Formal (Director of Education)

If the concern remains unresolved, parents must submit a formal complaint in writing to the Director of Education.

On receipt:

- The Director will acknowledge the complaint within two school days.
- An investigation will be conducted.
- A meeting may be arranged if needed.
- A formal written response will be issued within seven school days of receiving the complaint.

Complaints regarding staff professionalism must be directed immediately to the Director of Education and should not be discussed with other staff.

Stage 3 – Panel Hearing Procedure and Rights of the Complainant

If the complainant remains dissatisfied after Stage 2, they may request a Panel Review within ten days of receiving the Director's response. This request should be sent to the school via the official school contact email. All Stage 3 communication must be sent to the Panel via the school contact email. Complainants must now not contact individual Directors directly.

The Panel will:

- Consist of at least three individuals who were not directly involved in the matters detailed in the complaint;
- Consist of at least one panel member who is independent of the management and running of the school;
- Invite the complainant to attend a panel hearing and will be given reasonable notice of the date, time, and location;
- Invite the complainant to attend with a companion if they wish;
- Hear the complaint and review all evidence.

The complainant has the right to:

- Attend the hearing in person;
- Be accompanied by a companion such as a friend, relative, or supporter;
- Present their complaint and explain their concerns;
- Submit written evidence;
- Present verbal evidence;
- Make representations to the panel.

The companion may provide support but may not normally speak on behalf of the complainant unless agreed by the panel.

The panel will review all written and verbal evidence and reach a fair and objective decision.

The panel will make findings and recommendations based on the evidence presented.

The written decision will include:

- the panel's findings;
- the reasons for the decision;
- any recommendations.

. These will be shared in writing with:

- the complainant;
- the Director of Education;
- any staff member involved;
- the Directors (for inspection on school premises).

The written outcome will normally be provided within five school days of the panel hearing.

The decision of the panel is final.

A written record of the panel's findings and recommendations will be kept and made available for inspection on the school premises by authorised inspection bodies.

KCIS aims to complete Stage 3 within fourteen days, though external involvement may cause delays.

Record Keeping

KCIS will maintain a written record of all formal complaints. This record will include:

- the date the complaint was received;
- the nature of the complaint;
- the stage at which the complaint was resolved;
- actions taken by the school;
- investigation findings;
- whether the complaint was upheld, partially upheld, or not upheld;
- recommendations made by the panel (if applicable);

- timescales for resolution.

These records will be kept confidential and securely, in accordance with data protection requirements.

Records of panel hearings and findings will be retained and made available for inspection on school premises by authorised inspection bodies.

Unreasonable or Abusive Complaints

If a complainant behaves in a manner that is aggressive, threatening, abusive, or harassing, or repeatedly raises issues already resolved:

- KCIS may restrict communication to written channels;
- KCIS may limit access to staff;
- KCIS may discontinue correspondence;
- Safeguarding or legal action may be taken if necessary. The complaint itself will still be reviewed fairly where possible.

Conclusion

KCIS aims to resolve all concerns and complaints fairly, respectfully and in partnership with parents. This policy ensures a clear, consistent and transparent process that protects pupils, staff and families while supporting continuous improvement within the school.

Policy Availability

KCIS This Complaints Policy is published on the school website and is available to parents on the Parents' Google Drive or on request from the school office.