

Feedback & Complaints Policy

2025 - 2026



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Table of Contents

Section No.	Section Title	Page No.
1	Purpose	4
2	Scope	4
3	Complaints Process	5
4	Documentation and Tracking of Complaints	11
5	Retention of Records	12
6	Anonymous Complaints	12
7	Unreasonable Complaints	12
8	Persistent, Habitual and Vexatious Complainants	13
9	Other Feedback / Suggestions	14
10	Confidentiality	14
11	Non-Compliance	15



1. Purpose

Taaleem Holdings P.J.S.C (hereafter referred to as “Taaleem” or “Company”) values the importance of maintaining good relationships with parents, students and the wider community. We are committed to ensuring that all individuals associated with our Company receive courteous, prompt, and careful attention to their needs. Feedback, including complaints and concerns, is a vital aspect of our commitment to self-improvement and raising standards.

Taaleem encourages individuals to bring forward their concerns, suggestions, and feedback as early as possible. By addressing concerns promptly, the Company can resolve issues efficiently, providing clarification or resolution before escalation is necessary.

We believe that most issues can be resolved informally and quickly by engaging with the appropriate staff member. However, we have established a clear process to ensure all concerns are dealt with fairly and transparently when informal resolution is not possible.

Philosophy towards Complaints

At Taaleem, we are dedicated to addressing complaints collaboratively, prioritising the best interests of the students under our care. We encourage parents and guardians to raise concerns early, either directly with school staff or the Principal. Our commitment to this process includes:

- ensuring the delivery of high-quality service to students and parents.
- implementing best practices while adhering to relevant legislation(s).
- promoting transparency through open communication with parents and staff alike.
- maintaining a positive working relationship between all parties involved.

We make every effort to resolve issues at each stage of the complaints process, with the aim of finding a satisfactory outcome for all involved.

2. Scope

This policy may be used by anyone who has a concern, suggestion, compliment, feedback or complaint about any aspect of a Taaleem school. This includes parents and carers of students or any other

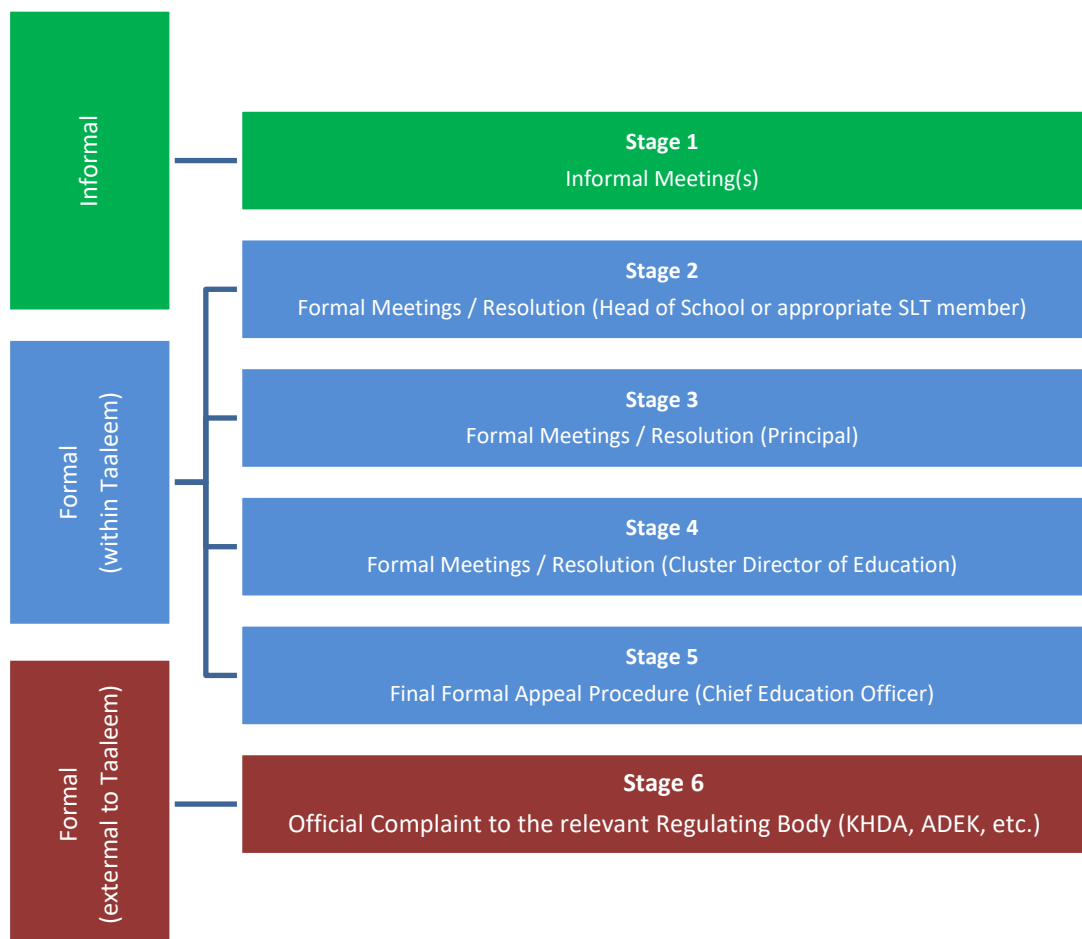


members of the local community.

3. Complaints Process

We aim to acknowledge receipt within five (5) working days during term time, and as soon as practicable during school holidays. In the interest of all parties, we strive to resolve complaints as promptly as possible, with the objective of completing all stages of the process within 28 working days.

At Taaleem, complaints are addressed through a structured six-stage process, progressing from informal resolution to formal review:



a. Stage 1: Discussions with Staff / Informal Meetings

Taaleem believes that most concerns can be addressed informally without the need to escalate to a formal complaint. In many cases, issues can be resolved immediately, allowing for a smoother and quicker resolution process. Parents or guardians with concerns regarding their child, class teacher, or learning / teaching process should first approach the class teacher. Informal meetings can also occur with the head of department, grade leader or front office staff.

Process for Parents:

- i. Parents should request an appointment with the relevant member, either by phone, email, or in person.
- ii. A suitable time and place should be agreed upon for both parties.
- iii. A one-to-one session should be held to address the concern.

At this informal stage, a formal record of the complaint is not required unless it is escalated further. However, staff must ensure they understand any agreed-upon actions and document key discussion points, outcomes, and any action plans that arise from the conversation. A record will only exist if a parent communicates via email.

Concerns should be addressed quickly and effectively, typically within five (5) working days, depending on the nature of the complaint. If the concern is resolved to both parties' satisfaction, there is no need to move to Stage 2 of the complaints process. However, if the complainant is dissatisfied, they will be advised on how to escalate the complaint to the next stage.

. It may be appropriate for a pupil to attend if their parent has raised a concern, depending on the nature of the issue.

If the complaint is against a specific member of staff and parents believe the complaint is of a serious nature, they may move directly to Stage 2 and make the complaint directly with the Head of School or an appropriate member of the School Leadership Team (SLT).

b. Stage 2: Formal Meetings and Resolution with the respective Head of School or appropriate member of the School Leadership Team (SLT).

If a concern remains unresolved at Stage 1, the matter may be referred to the appropriate Head of School or a member of SLT for further discussion and investigation.



The Head of School or appropriate member of SLT will aim to meet the complainant within five (5) working days of receiving the complaint, to discuss the matter. If possible, a resolution will be reached at this stage. If the complaint is against a specific member of staff, the Head of School will have the right to decide whether the member of staff's presence is appropriate at this stage.

Given the varying line management structures across schools, there may be multiple iterations within this stage, involving different SLT members as appropriate to the nature of the concern and the internal hierarchy.

Documentation: From Stage 2 onwards, all complaints must be logged in the Excel Complaint Tracker shared by the Central Office Education team. This tracker will contain mandatory fields such as the date received, source of complaint, nature of complaint, current stage, acknowledgement and resolution dates, and outcome.

The Head of School or SLT member handling the complaint must ensure the tracker is updated promptly at each stage. Email correspondence or summaries of meetings should be retained locally for supporting documentation.

c. Stage 3: Formal Meetings and Resolution with the Principal

If a concern remains unresolved at Stage 2, it may be escalated to Stage 3, where the matter is referred to the Principal for further discussion, investigation, and formal resolution. At this stage, as with Stage 2, it is important to further formalise the process by ensuring that all relevant information and correspondence are clearly documented and the tracker is updated.

If a complaint is received about a Principal, it is hoped that the matter can be resolved through dialogue. If however, the complainant believes this would not be possible, the complaint should move directly to Stage 4.

Investigation by the Principal:

- i. Acknowledge Receipt: The Principal will acknowledge receipt of the complaint via email.
- ii. Investigation: The Principal will investigate the complaint by reviewing any relevant documents, such as written statements, CCTV footage, and other relevant records. Interviews with witnesses, including students and staff, may also be conducted.



- iii. Meeting and Response: Once the investigation is complete, the Principal will aim to meet with the complainant within five (5) working days to discuss the outcome and any actions taken. The meeting should be scheduled at a mutually convenient time with at least two members of staff attending from the school. The other member of staff with the Principal will be a senior member of the school Academic team as determined by the Principal.
- iv. Record of the Meeting: Another member of staff will take minutes of the meeting, and an agreed-upon written record of the discussion will be shared afterward. The minutes should outline whether or not the complaint was upheld, the reasoning behind the decision, and any actions to be taken. Minutes of the meetings will be documented by the school and shared with all parties involved. If there are multiple meetings for the same complaint, records will be maintained as deemed feasible.
- v. Closure and Documentation: The tracker will be updated for all details including outcome of the complaint.
- vi. Central Office Support: The Principal may, at their discretion, request for support from the Taaleem Central Office Education / Legal / Compliance departments at this stage based on the nature of the issue.

d. Stage 4: Formal Meetings / Review and Resolution with the Cluster Director

If the complainant remains dissatisfied with the outcome of the school's investigation, the matter may be escalated to the relevant Cluster Director of Education within the Central Office Education Team. The school will provide the necessary contact details upon request.

If the complaint concerns a Cluster Director, it is hoped that the matter can be resolved through direct dialogue. However, if the complainant believes this is not feasible, the complaint may be escalated directly to Stage 5.

Request for Formal Review Submission:

- i. Parents must submit a Request for a Formal Review in writing to the Cluster Director via email.

Formal Review by the Cluster Director:

- i. The Cluster Director will acknowledge the complaint within three (3) working days of receipt and reply within a further five (5) working days.
- ii. The Cluster Director will review if correct procedures have been followed.
- iii. The Cluster Director will review all written records of meetings, all interviews and any other



- evidence that has been collected.
- iv. The Cluster Director will review the decision made by the Principal.
 - v. The Cluster Director will meet with the parents to convey the outcome of the review. Following the meeting the outcome will also be conveyed in writing. A review may result in one of the following outcomes:
 - There is insufficient evidence to reach a conclusion, so that the complaint cannot be upheld.
 - The concern is not substantiated by the evidence.
 - 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 provided.

e. Stage 5: Final Formal Appeal

If for any reason the complainant remains dissatisfied, despite the review by the Cluster Director, they can proceed to Stage 5 of the procedure to appeal the results of the Formal Review with the Chief Education Officer for Taaleem.

Request for Final Appeal Submission:

- i. Parents must submit a Request for a Formal Appeal in writing to the Chief Education Officer (CEdO) via email.

Formal Appeal process led by the Chief Education Officer for Taaleem:

- i. The Chief Education Officer will acknowledge the complaint within three working days (3) of receipt and reply within a further five (5) working days. Within the written response, reference will be made to the fact that the complaint has been reviewed at the school level and now is being escalated for further investigation.
- ii. An Appeal Hearing will be booked within a further ten working days. The Chief Education Officer will establish an Appeal Panel which will consist of:
 - The Chief Education Officer
 - One other member from Taaleem Governance
 - One person independent of the management of the school (from the Central Office Education department)
 - Any other members deemed necessary in light of the complaint
 - In the case of the Public Private Partnerships portfolio, management may also invite other representatives as required



- iii. The Appeal Panel will be composed of individuals who are not directly involved in the complaint and who do not have any personal or professional conflict of interest with the matter being reviewed. Each member of the Panel will have an equal say in the deliberations, and decisions will be reached collectively based on the facts presented. This ensures impartiality, fairness, and consistency in the resolution process
- iv. The Chief Education Officer will request a comprehensive report from the school Principal and Cluster Director of Education, including all relevant documentation.
- v. If possible, the Panel will resolve the parents' complaint immediately without the need for further investigation.
- vi. When further investigation is required, the Panel will decide how best to carry this out. After due consideration of all facts they consider relevant, the Panel will reach a decision and may make recommendations, which it shall complete within seven (7) working days of the hearing.
- vii. The Panel will write to the parents informing them of its decision and the reasons for it. The decision of the Panel will be final. The Panel's findings and, if any, recommendations will be sent in writing to the parents, and where relevant the person complained of. A written record will be kept in confidence by the Chief Education Officer.
- viii. All members in the process will ensure that all communications, decisions, and actions are documented for accountability and to show the escalation process.
- ix. Documentation of the escalation process will be maintained throughout for transparency and accountability. Findings and recommendations will also be made available for inspection on school premises by the Principal and Taaleem leadership, upon request.

f. Stage 6: Official Complaint to Regulating Body (KHDA and ADEK)

In the rare situation where the school or Taaleem Central Office is unable to address a complaint to the satisfaction of the complainant, the matter may be escalated to the relevant regulating body by either parties¹.

The regulatory bodies, namely the Knowledge and Human Development Authority (KHDA) and the Department of Education and Knowledge (ADEK), have the authority to review complaints that remain unresolved through the internal process.

¹ The school may opt to approach the regulator prior to reaching Stage 6; however, this must first be discussed and agreed upon with the Cluster Director of Education.



Knowledge and Human Development Authority (KHDA)

Block 8, Academic City, Dubai

Call on 800 KHDA (800 5432)

Email through efeedback on the KHDA website

Department of Education and Knowledge (ADEK)

Al Khor Street, Rabdan-Al Maqta

Call on +971 56 377 1833

Email info@adek.gov.ae

The regulatory body may contact the Principal, Education Officer, Director of Education, or Chief Education Officer regarding the complaint. These individuals will work with the school and the regulatory body to review and resolve the complaint.

Once the regulatory body completes their review, they will provide a decision regarding the complaint. If the complaint is upheld, the regulatory body will recommend actions for remediation or improvements that must be implemented by the school or Taaleem Central Office. If the complaint is not upheld, they will inform the complainant of their decision with clear reasoning.

The initial decision made by the regulatory body will be adhered to unless the applicable regulatory framework provides for a formal process of review or the filing of a grievance against the regulator's decision. Taaleem may decide to pursue a grievance, in line with regulations, based on legal advice. In all cases, the complaint and its final resolution will be recorded for internal tracking and reporting purposes. After the exhaustion of any appeals/ review process (where applicable), the final decision of the regulatory body will be adhered to.

4. Documentation and Tracking of Complaints

To ensure consistency, transparency, and accountability across all Taaleem schools, the following documentation and tracking protocols must be adhered to for all complaints **from Stage 2 onwards**.

Excel-Based Complaint Tracker

- a. All complaints at Stage 2 and above must be logged and updated in the Excel Complaint Tracker provided by the Central Office Education team.



- b. This tracker includes required fields such as:
 - Source of complaint
 - Date received
 - Nature of complaint
 - Current stage of resolution
 - Acknowledgement dates at each stage
 - Resolution status and closure date
- c. The tracker is to be:
 - Maintained securely at the school level
 - Updated promptly as the complaint progresses through each stage
 - Reviewed monthly by the Principal and shared with the relevant Cluster Director of Education (via email or centralised real time visibility)
 - Used for termly analysis to identify trends, assess SLA compliance, and highlight recurring concerns

Stage-Specific Documentation

- d. For **Stage 2 and Stage 3**, documentation of the complaint and all related correspondence should be recorded within the tracker. Email summaries and meeting notes should be retained at the school level to support transparency, but no additional forms are required.
- e. For **Stage 4 and above**, the **Internal Complaint Investigation & Resolution Form** (Appendix 1) must be completed in full. This form captures the outcome of escalated complaints, details of the investigation, and final resolution steps. It serves as the official closure record and should be shared with the Central Office Education team upon completion.

5. Retention of Records

- a. Records of complaints will be maintained based on their nature to ensure proper documentation and confidentiality.
- b. Where feasible, complaints involving students will be retained in the student's personal file, while complaints concerning staff members will be kept in their personnel file.
- c. General school complaints will be documented as part of the tracker mentioned above.
- d. Complaints related to child protection will be stored securely within the school's chosen safeguarding system with access strictly limited to authorised personnel.
- e. For longer or more complex cases, documentation will be maintained in chronological order in



- the most appropriate location and appropriate format, as determined by the Principal.
- f. All complaint records will be retained for a minimum of five years.

6. Anonymous Complaints

- Anonymous complaints (e.g., unsigned letters or messages without identifiable details) will not be handled under this policy.
- Such complaints, if they involve serious allegations (e.g., child safety concerns or staff misconduct), will be assessed and handled in accordance with Taaleem's Whistleblowing Policy.
- In general, Taaleem encourages all complainants to identify themselves to ensure the matter can be properly reviewed and addressed.

7. Unreasonable Complaints

- Whilst it is hoped that this document will reduce any dissatisfaction with the school, it is acknowledged that there may be rare occasions where a complainant continues to be dissatisfied with the school and the outcomes achieved under the complaint's procedure.
- Where a complainant attempts to re-open an issue that has already been fully addressed under the complaints procedure, the Chief Education Officer will notify them in writing that the matter has been considered and concluded, and further discussion will not alter the outcome. Such complaints will be classified as unreasonable.
- If a complainant continues to raise the same matter without introducing any new and relevant information, the school reserves the right to cease further engagement on the issue as per the section below on Persistent, Habitual and Vexatious Complaints. However, any new and significantly different complaints will still be considered.
- A school within Taaleem will not normally restrict communication with complainants. However, if engagement becomes excessive, disproportionate, or unproductive, the school may set reasonable boundaries to ensure school operations are not disrupted.
- Once the school has decided that it is appropriate to stop responding, the complainant will be informed in writing. The school will ensure when making this decision that complainants making any new complaint are heard, and that the school acts reasonably.
- In cases where a complainant remains unhappy but has no further grounds for escalation, the school will direct them to any applicable external avenues for review and close the complaint internally.



8. Persistent, Habitual and Vexatious Complainants

- a. **Definition:** Vexatious refers to actions that are repetitive, harassing, and disruptive, causing annoyance, frustration, or distress to members of the Taaleem learning community. This includes but is not limited to:
 - i. Unwarranted and persistent communication (including online communication).
 - ii. Excessive and unnecessary requests.
 - iii. Repeated / duplicated complaints
 - iv. Any other behaviours that disrupt the normal functioning of the school.
- b. **Criteria:** An individual will be considered a persistent, habitual and vexatious complainant when they:
 - i. Persist in pursuing a complaint where the school's complaints procedure has been fully and properly implemented and exhausted (e.g. where several responses have been provided).
 - ii. Change the substance of a complaint or continually raise new issues or seek to prolong contact by continually raising further concerns or questions upon receipt of a response. Care must be taken not to discard new issues which are significantly different from the original complaints. These will be addressed as separate complaints.
 - iii. Are unwilling to accept documented evidence of action.
 - iv. Deny receiving an adequate response despite correspondence specifically answering their questions.
 - v. Persist in pursuing a matter when they have already exhausted other routes.
 - vi. Do not clearly identify the precise issues which they wish to be investigated, despite reasonable efforts to help them specify their concerns.
 - vii. Have threatened or used physical violence towards staff at any time. This will cause personal contact with the complainant and/or their representatives to be discontinued and the complaint will, thereafter, only be continued through written communication. All such incidences will be documented.
 - viii. Have harassed or been personally abusive or verbally aggressive on more than one occasion towards staff dealing with the complaint. All instances of harassment, abusive or verbally aggressive behaviour will be documented.
 - ix. Are known to have recorded meetings or telephone conversations or circulated such records to third parties without the prior knowledge and consent of other parties involved.
 - x. Make unreasonable demands and fail to accept that such demands may be unreasonable. For example, insisting on responses to complaints or enquiries being provided more urgently than



is reasonable or within the complaint's procedure or normal recognised practice.

- xi. Post statements online with regards to the school community or Taaleem without factual basis.
- c. **School's Response:** If a complaint is determined to be vexatious, the school's response will be similar to the response outlined in the Unreasonable Complaints category. The Chief Education Officer (or designated official) will formally notify the complainant in writing that their behavior falls under the vexatious category. If the complainant persists, a final notice will be issued confirming the school's decision to cease further engagement on the matter.

9. Other Feedback / Suggestions

- a. Taaleem encourages constructive feedback, including compliments and suggestions, as an essential part of fostering a culture of continuous improvement. Feedback can be submitted through various channels, such as in person to the school administration, by email to the Principal, via telephone, or through parent surveys and engagement forums. The Principal may also arrange a meeting to discuss feedback in more detail.
- b. All feedback is reviewed regularly, with a termly summary compiled and shared during Governing Body meetings. This ensures that key insights are considered for ongoing improvements across the school.

10. Confidentiality

- a. Taaleem recognises that some complaints may involve sensitive or highly confidential matters, such as child protection concerns, harassment, bullying, discrimination, or conflicts of interest involving school leadership. In such cases, complaints must be raised directly with the Principal or the Cluster Director of Education or Chief Education Officer to ensure they are handled with the utmost discretion.
- b. Where necessary, Taaleem may consult legal counsel or regulatory authorities to ensure appropriate action is taken.
- c. All safeguarding and child protection-related complaints will be treated with the highest level of confidentiality, in strict accordance with the school's Safeguarding Policy, with records securely maintained and access limited to authorised personnel only.

11. Non-Compliance

- a. Non-compliance with any established corporate policies may result in disciplinary action.



Appendix 1. Internal Complaint Investigation & Resolution Form

This form is to be completed and stored for all complaints reaching Stage 4 and above.

Details of the Complaint	
Complainant's name:	
Student's name:	
Telephone number:	
Email address:	
Mobile number:	
Date and time of incident:	
Date of original complaint submission:	
Details of the complaint: <i>Please attach all supporting documentation</i>	
Desired outcome of the complaint as per the complainant:	
Has the complainant contacted KHDA/ADEK/ESE yet? If yes, specify details.	
Internal School Review	
Date of escalation to the Principal:	
How has the complaint been investigated by the school? <i>(include written records of interviews held, documents reviewed etc)</i>	
What action has the school taken to resolve the complaint before escalating to the Cluster Director of Education?	



Has the complainant been contacted and advised on the action(s) taken by the school?	
Review Process – Stage 4 / Stage 6	
Date of escalation to the Reviewers: (Cluster Director for Stage 4 / Appeal Panel for Stage 5)	
Names of Committee members (if Stage 5):	
Documents reviewed as part of the investigation:	
Summary of the investigation and findings:	
The Cluster Director (Stage 4) / Appeal Panel's (Stage 5) recommendations:	
Next steps agreed with the complainant (include the date the complainant was informed and whether the complainant accepted the resolution)	
Final Sign Off	
Signature (of the individual completing the form for the school):	
Date:	



Version Control

Version No.	Date	Details of Changes
2	August 2025	Updates in line with new processes and enhanced Compliance department requirements



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