



# **KGS Complaints & Concerns Policy**

Revised September 2024

# **Karachi Grammar School – Complaints & Concerns Policy**

## **Introduction**

**This policy reflects procedures of handling, investigation and response of appeals and complaints. It also outlines procedures for dealing with such cases should they occur.**

## **Purpose**

Though we aim at all times to work in a fair and transparent manner, at KGS, we accept that complaints arise from time to time. The Board of Governors and staff of KGS believe that the concerns of parents or third parties should be resolved as swiftly as possible and all complaints have to be taken seriously.

This procedure differentiates between a concern or difficulty that can be resolved informally or a formal complaint that requires more serious further investigation, but the following procedures are flexible enough to be adapted, as appropriate, to individual cases and their circumstances.

In relation to this policy and normal practice, the school will always extend and encourage a meeting with the parties concerned, at every stage of this process, whether that be with the class teacher, a middle or senior leader or the Principal.

All Board Members who are approached with a complaint will refer the matter to the Principal, unless the complaint is about the response of the Principal to a previously linked complaint, which in this case will be referred to the Chair of the Board.

It is important to note that if a complaint is made against a member of staff, whether informal or formal, they will be informed of the complaint and its nature. This includes the name of the complainant and all details pertaining to the complaint. They will also be afforded the opportunity to respond to the complaint before any further action is taken as part of this process.

Separate procedures apply in the event that a Child Protection/Safeguarding issue arises. This policy should be read in conjunction with the KGS Child Protection and Safeguarding Policy.

Separate procedures apply in the case of an event or appeal about assessments and examinations, including admission exams. This policy should be read in conjunction with the KGS Examinations and Assessment Policy.

## Procedure

### **Stage One:**

It is hoped that most appeals, complaints and concerns will be resolved quickly and informally.

It is recommended that if parents have concerns, they should normally write directly/speak to their child's class teacher or subject specialist teacher in the Kinder/Junior Section. In the Middle Section the subject teacher or form tutor where applicable should be contacted. In the College Section, the subject teacher or House Tutor should be contacted.

A matter raised orally may not necessarily be acknowledged by the school in writing. However, handling, investigation and response to oral complaints regarding school or any other approved specific segment have to be registered and recorded by the subject teacher or form tutor.

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.

All teachers and tutors have non-contact time on their timetable which they can use to receive parents for meetings each week. These meetings are best coordinated via email directly with the teacher/tutor. They can also be done by contacting the school reception by phone.

It is expected that in almost all cases this will lead to an agreement or understanding being reached between the various parties. The person who has dealt with the complaint will make a written record of all concerns and complaints that is stored with the respective students file. By dealing directly with the teacher/tutor, an informal complaint can be addressed at source and misconceptions/miscommunications as well as concerns, addressed swiftly and in an efficient manner.

### **Stage Two:**

After a meeting, should the matter not be resolved within a reasonable time period or in the event that the class teacher/form tutor/subject teacher/house tutor and the parent fail to reach agreement, then parents should promptly put their complaint in writing to the relevant Head of Department (academic) of Head of Year/House (Pastoral).

The matter will be investigated by the relevant Pastoral/Academic Head. They will respond to the parent in writing, stating clearly how the judgements were arrived at and made, based on the facts presented and further investigations. They will keep written records of all meetings and interviews held in relation to the complaint and this may be in e-mail format if appropriate to the situation.

**Contacts for Heads of Year (Kinder, Junior and Middle Section) / Heads of House (College Section) for pastoral matters or matters that span across subject areas:**

Name	Designation	Email
Mrs. Anar Moiz Akbarali Kakal	Head of Year – Nursery	<a href="mailto:anar.kakal@kgs.edu.pk">anar.kakal@kgs.edu.pk</a>
Ms. Asiya Shaikh	Head of Year – Prep	<a href="mailto:asiya.shaikh@kgs.edu.pk">asiya.shaikh@kgs.edu.pk</a>
Ms. Ambreen Ashfaque Baig	Head of Year 1	<a href="mailto:ambreen.baig@kgs.edu.pk">ambreen.baig@kgs.edu.pk</a>
Mrs. Aliya Ali Sufyan	Head of Year 2	<a href="mailto:aliya.sufyan@kgs.edu.pk">aliya.sufyan@kgs.edu.pk</a>
Mrs. Maheen Najam Malik	Head of Year 3	<a href="mailto:maheen.malik@kgs.edu.pk">maheen.malik@kgs.edu.pk</a>
Mrs. Uzma Haroon	Head of Year 4	<a href="mailto:uzma.haroon@kgs.edu.pk">uzma.haroon@kgs.edu.pk</a>
Ms. Saman Azra Shamsie	Head of Year 5	<a href="mailto:saman.shamsie@kgs.edu.pk">saman.shamsie@kgs.edu.pk</a>
Mrs. Amina Masood Khan	Head of Year 6	<a href="mailto:amina.khan@kgs.edu.pk">amina.khan@kgs.edu.pk</a>
Mrs. Tasneem Shaikhali	Head of Year 7	<a href="mailto:tasneem.shaikhali@kgs.edu.pk">tasneem.shaikhali@kgs.edu.pk</a>
Mrs. Sarwat Shariq	Head of Year 8	<a href="mailto:serwat.shariq@kgs.edu.pk">serwat.shariq@kgs.edu.pk</a>
Mrs. Leena Samuel	Head of Year 9	<a href="mailto:leena.Samuel@kgs.edu.pk">leena.Samuel@kgs.edu.pk</a>
Ms. Virginia Coelho	Head of House – Napier (Year 10-13)	<a href="mailto:v.coelho@kgs.edu.pk">v.coelho@kgs.edu.pk</a>
Mrs. Ahmareen Arsalan	Head of House – Frere (Year 10-13)	<a href="mailto:ahmareen.arsalan@kgs.edu.pk">ahmareen.arsalan@kgs.edu.pk</a>
Mrs. Tooba Qaiser	Head of House – Streeton (Year 10-13)	<a href="mailto:tooba.qaiser@kgs.edu.pk">tooba.qaiser@kgs.edu.pk</a>
Mrs. Saira Adeel	Head of House – Papworth (Year 10-13)	<a href="mailto:saira.syed@kgs.edu.pk">saira.syed@kgs.edu.pk</a>

**Contacts for Heads of Departments for academic matters in specific subject areas:**

KG/Junior Section Academic Heads		
MITRA IRANI	HOD SCIENCE	<a href="mailto:mitra.irani@kgs.edu.pk">mitra.irani@kgs.edu.pk</a>
JOSEPH FABIAN BOB	HOD PE	<a href="mailto:j.fabian@kgs.edu.pk">j.fabian@kgs.edu.pk</a>
MUNAWAR HAIDER CHAO	HOD CRAFT & DESIGN	<a href="mailto:munawar.chao@kgs.edu.pk">munawar.chao@kgs.edu.pk</a>
SALIMAH RAJANI	HOD MATHS	<a href="mailto:salimah.rajani@kgs.edu.pk">salimah.rajani@kgs.edu.pk</a>
NAUSHABA KAKAL	HOD ART AND CDT	<a href="mailto:naushaba.kakal@kgs.edu.pk">naushaba.kakal@kgs.edu.pk</a>
GHAZALA YASMEEN	HOD SPORTS GIRLS	<a href="mailto:ghazala.yasmeen@kgs.edu.pk">ghazala.yasmeen@kgs.edu.pk</a>
ANDREW SILAS THOMAS	HOD MUSIC AND MOVEMENT	<a href="mailto:andrew.thomas@kgs.edu.pk">andrew.thomas@kgs.edu.pk</a>
NIMRA TAHIR	HOD URDU NURSERY AND PREP	<a href="mailto:nimra.tahir@kgs.edu.pk">nimra.tahir@kgs.edu.pk</a>
Middle Section Academic Heads		
RIZWANA YOUSUF	HOD MATHS	<a href="mailto:rizwana.yousuf@kgs.edu.pk">rizwana.yousuf@kgs.edu.pk</a>
SHAISTA SHAHAB	HOD ICT	<a href="mailto:shaista.shahab@kgs.edu.pk">shaista.shahab@kgs.edu.pk</a>
AYESHA KHAN	HOD SCIENCE	<a href="mailto:ayesha.khan1@kgs.edu.pk">ayesha.khan1@kgs.edu.pk</a>
NOSHEEN JAMEEL SIDDIQUI	HOD ENGLISH LANGUAGE	<a href="mailto:nosheen.siddiqui@kgs.edu.pk">nosheen.siddiqui@kgs.edu.pk</a>
S. MASOOMA ALI RIZVI	HOD ART	<a href="mailto:masooma.rizvi@kgs.edu.pk">masooma.rizvi@kgs.edu.pk</a>
RUKHSANA MALIK	HOD URDU	<a href="mailto:rukhsana.malik@kgs.edu.pk">rukhsana.malik@kgs.edu.pk</a>
ANDRE C. BERNARD	HOD PHY. EDU.	<a href="mailto:andre.bernard@kgs.edu.pk">andre.bernard@kgs.edu.pk</a>
HUMA NAZ SETHI	HOD (PAK. STUDIES & WORLD HISTORY)	<a href="mailto:huma.sethi@kgs.edu.pk">huma.sethi@kgs.edu.pk</a>
ZUNORAN FATIMA HAIDER	HOD ISLAMIAT	<a href="mailto:zunoran.haider@kgs.edu.pk">zunoran.haider@kgs.edu.pk</a>
SHABANA NAVEED	HOD - WORLD GEOGRAPHY	<a href="mailto:shabana.naveed@kgs.edu.pk">shabana.naveed@kgs.edu.pk</a>
AZMAT FATIMA	CO ORDINATOR OF ENGLISH LITERATURE	<a href="mailto:azmat.fatima@kgs.edu.pk">azmat.fatima@kgs.edu.pk</a>

College Section Academic Heads		
NADEEM AHMED	HOD ISLAMIAT	<a href="mailto:nadeem.ahmed@kgs.edu.pk">nadeem.ahmed@kgs.edu.pk</a>
IMAN EMANE HAQUE	HOD ENGLISH LANG	<a href="mailto:emane.haque@kgs.edu.pk">emane.haque@kgs.edu.pk</a>
MALIHA GHAZANFAR	HOD PAK. STUDIES.	<a href="mailto:maliha.ghazanfar@kgs.edu.pk">maliha.ghazanfar@kgs.edu.pk</a>
FAIZUDDIN AHMED	HOD URDU	<a href="mailto:faizuddin.syed@kgs.edu.pk">faizuddin.syed@kgs.edu.pk</a>
YASMEEN ZAMAN	HOD GEOGRAPHY	<a href="mailto:yasmeen.zaman@kgs.edu.pk">yasmeen.zaman@kgs.edu.pk</a>
AMINA KHALFE	TEACHER-HOD COMPUTER SCIENCE	<a href="mailto:a.khalfe@kgs.edu.pk">a.khalfe@kgs.edu.pk</a>
MOHAMMAD FAROOQ	HOD MATHEMATICS	<a href="mailto:m.farooq@kgs.edu.pk">m.farooq@kgs.edu.pk</a>
AYESHA SHOAIB	HOD ECONOMICS	<a href="mailto:ayesha.shoaib@kgs.edu.pk">ayesha.shoaib@kgs.edu.pk</a>
NAAZISH MAJEED	HOD BIOLOGY	<a href="mailto:naazish.majeed@kgs.edu.pk">naazish.majeed@kgs.edu.pk</a>
FATEMA SAEEDA REZA ZAIDI	HOD CHEMISTRY	<a href="mailto:fatema.zaidi@kgs.edu.pk">fatema.zaidi@kgs.edu.pk</a>
MUHAMMAD KASHAN TUFAIL	HOD PHYSICS	<a href="mailto:kashan.tufail@kgs.edu.pk">kashan.tufail@kgs.edu.pk</a>
HANAH ZUBERI	HOD HISTORY	<a href="mailto:hanah.zuberi@kgs.edu.pk">hanah.zuberi@kgs.edu.pk</a>
RAMSHA SHAMSI	HOD SOCIOLOGY	<a href="mailto:ramsha.shamsi@kgs.edu.pk">ramsha.shamsi@kgs.edu.pk</a>
ANNABEL WELLS BELGAUMI	HEAD OF COLLEGE COUNSELLING	<a href="mailto:annabel.belgaumi@kgs.edu.pk">annabel.belgaumi@kgs.edu.pk</a>
MUHAMMAD RIAZ	HOD SPORTS DEVELOPMENT	<a href="mailto:hod.sportsdevelopment@kgs.edu.pk">hod.sportsdevelopment@kgs.edu.pk</a>
IMRAN MUHAMMAD ASLAM	HOD ACCOUNTING	<a href="mailto:imran.aslam@kgs.edu.pk">imran.aslam@kgs.edu.pk</a>
SUNDUS RASHEED	HOD MEDIA STUDIES	<a href="mailto:sundus.rasheed@kgs.edu.pk">sundus.rasheed@kgs.edu.pk</a>
ONAISSA IMTISAL ABBASI	TEACHER (PC)-HOD ENG. LITERATURE	<a href="mailto:onaissa.abbasi@kgs.edu.pk">onaissa.abbasi@kgs.edu.pk</a>
AHAD DADA	HOD ART, PSYCHOLOGY	<a href="mailto:ahoc.sl@kgs.edu.pk">ahoc.sl@kgs.edu.pk</a>
ADNAN AHMED	CIPQ	<a href="mailto:adnan.ahmed@kgs.edu.pk">adnan.ahmed@kgs.edu.pk</a>

### Stage Three:

After meeting the class teacher/tutor and the respective Head of Department/House/Year it is hoped that the matter can be resolved. However, if parents are not satisfied, they should elevate their unresolved case to the respective Heads of Section. This may be done in writing or by requesting a meeting with the

The matter will be investigated by the Head of Section. They will review all previous investigations as well as the parent complaint. They may conduct further investigations. The Heads of Section will respond to the parent in writing, stating clearly the outcome of their review. They will keep written records of all meetings and interviews held in relation to the complaint and this may be in e-mail format if appropriate to the situation.

HEADMISTRESS OF KINDERGARTEN & JUNIOR SECTION	<a href="mailto:hm.js@kgs.edu.pk">hm.js@kgs.edu.pk</a>
HEADMISTRESS OF MIDDLE SECTION	<a href="mailto:hm.ms@kgs.edu.pk">hm.ms@kgs.edu.pk</a>
HEADMISTRESS OF COLLEGE SECTION (ACADEMIC CONCERNS)	<a href="mailto:hoc.sl@kgs.edu.pk">hoc.sl@kgs.edu.pk</a>
HEADMISTRESS OF COLLEGE SECTION (PASTORAL CONCERNS)	<a href="mailto:hoc.se@kgs.edu.pk">hoc.se@kgs.edu.pk</a>

## Stage Four:

Should the matter not be resolved within a reasonable time period or in the event that the Head of Section and the parent fail to reach a satisfactory resolution then parents should promptly refer their complaint to the Principal in writing or by requesting a meeting and presenting their complaint verbally.

The Principal will decide, after considering the written complaint, the appropriate course of action to take. Once the Principal is satisfied that, as far as it is practicable, all of the relevant facts have been established, a decision will be made and parents will be informed of this decision in writing, normally within 5 working days the decision having been made.

KGS PRINCIPAL	<a href="mailto:psec@kgs.edu.pk">psec@kgs.edu.pk</a>
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## Stage Five:

- 1) Should the matter not be resolved within a reasonable time period or in the event that the Principal and the parent fail to reach a satisfactory resolution then parents should promptly refer their complaint to the Chair of the Board.
- 2) If the complaint is about the Principal then parents should promptly refer their complaint to the Chair of the Board.

The Chair or their delegated representative from the board, may ask to meet with the complainant and other persons involved in the matter and will get acquainted with all documentary evidence. The Principal will present, to the Chair or other Board Member designated by the Chair, all previously investigated documentation. Once the Board is satisfied that, as far as it is practicable, all of the relevant facts have been established, a decision will be made and parents and third parties will be informed of this decision in writing.

The decision of the Chair of the Board will be regarded as final.

CHAIR OF THE BOARD	<a href="mailto:psec@kgs.edu.pk">psec@kgs.edu.pk</a>
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**Stage 1**  
Express orally or in writing concerns to appropriate member of staff, e.g. Form Tutor, House Tutor, Class Teacher, Subject Teacher etc.



**Satisfactory outcome/Issue Resolved**



**Stage 2**  
Contact and provide written details to the Head of Department (academic matters) or Head of Year/House (Pastoral Matters)



**Satisfactory outcome/Issue Resolved**



**Stage 3**  
Contact and provide written details to the Head of Section, who will investigate



**Satisfactory outcome/Issue Resolved**



**Stage 4**  
Write formally to the Principal who will investigate and review the situation.



**Satisfactory outcome/Issue Resolved**



**Stage 5**  
Contact the Chair of the Board in writing with full details. Their findings are final.



**Satisfactory outcome/Issue Resolved**

