



Policy Name: Management of Feedback and Complaints Policy

1. Purpose of Policy

The purpose of this policy is to set clear processes for the management of feedback and complaints at Dulwich College (Singapore) (DCSG). Resolutions adopting the closed loop feedback and complaints management system should be addressed in a positive way that contribute to systems improvement of DCSG's educational environment and its curriculum.

2. Scope

DCSG will ensure that feedback and complaints are expeditiously managed within the framework of the College quality management practices. Students are central to the College's education and as such every effort will be taken to investigate and to resolve complaints in a positive manner. The College will review systems and procedures for improvement in the light of relevant circumstances, whenever necessary and for transparency purposes. In the event if external interventions are required, the College will in the best interest of all parties find an amicable solution to resolve the matter, not discounting the means of mediation and arbitration if all internal resources are exhausted.

"Expediently" shall mean that written complaints are acknowledged within 3 working days of receipt. Complaints shall be addressed and solved within 14 working days by the College and within 21 days for more complex investigations. Do note that as feedback can be generic, the College will have the discretion of the needs to reply to students.



3. Policy Details

A feedback or complaint in all good intent and purposes normally arises from a concern. In the best interest of all parties concerned, the College encourages open communication where such concerns are shared first with respective persons of responsibilities in the College. Besides from ensuring an effective feedback management system, feedback will also be utilized by the College Leadership Team and Board of Management to identify what drives positive experiences so that the College can enhance on the relevant initiatives implemented.

The College Leadership Team will review the policy and process for management of feedback and complaints once every two years or as and when necessary for continual improvement.

A. General Principles

- Students are at the centre of all our concerns—their needs come first.
- We want the best possible outcome for them.
- Give and expect both courtesy and consideration.
- The views of everyone concerned should be heard and valued.
- All concerned have rights—students, parents and staff.
- Confidentiality should be respected.
- Communication is the key to solving disputes and disagreements.

B. Sharing Concerns

The key to ensuring that students are happy, safe, achieving and successful is open communication—between our school, students and parents. As a school, we commit to ensuring that parents are kept fully informed of general school information and specific matters relating to their own children in areas such as academic progress, curriculum, pastoral care, discipline, assessment and social development. In return, it is vital that students and parents indicate as early as possible when they start to feel concerned about.

There are many ways to share early concerns, such as:

- speaking directly to the class teacher, form tutor or subject teacher
- sharing the problem with the school counsellor
- speaking with a head of year.

For more serious concerns, parents/students should ask for an appointment with the appropriate Heads of Schools.



C. Summary of Whom to Speak To

There are a range of people in the College who have the responsibility for a range of different areas where a student or parent can take their concerns and complaints:

- Routine matters relating to classwork and homework - class teacher
- Concerns about student behaviour - class teacher, form tutor, year coordinator (DUCKS & Junior School), head of year (Senior School) or school counsellor
- Quality of teaching - Heads of individual schools
- Programmes of work/curriculum content- year coordinators (DUCKS & Junior School or subject leaders (Senior School)
- Personal, social, emotional, health and well-being - class teacher (DUCKS & Junior School), form tutor, head of year or deputy head—pastoral (Senior School), school counsellor
- Enrolment - Head of Admission, Director of Admission, Marketing & Communications
- School fees and other financial matters - Director of Business Administration & Bursar
- Activities, trips, events and sport - Heads of Individual Schools
- Concerns regarding the College's operations and facilities (e.g. security, cleaning, food provider, transport provider) – Head of Operations, Director of Business Administration & Bursar
- Safeguarding concerns about a child - Whole College Child Protection Officer, or Heads of Individual Schools
- Safeguarding concerns about an adult - Headmaster or Group Director of Safeguarding
- Overall College policy - Headmaster
- Leadership concerns - Headmaster
- Appeal of permanent exclusion of students from the College -Chair of Board of Trustees (via Headmaster's PA)



- Allegations against members of staff - Headmaster
- Headmaster – DCMI (Information can be obtained from the Headmaster’s PA)

D. Formal Feedback and Complaints

In the event if a parent/student wishes to make a formal complaint, this may be submitted in writing or by email or via an appointment with the respective person(s) mentioned in point 4.3 above. If the parent/student would like to address the complaint to the Headmaster (headmaster@dulwich-singapore.edu.sg), they can email or make an appointment through the PA.

It is the College’s aim to resolve written complaints quickly. Other than for complex complaints, we would expect to provide parents/students with a written acknowledgement either verbally, in email or letter within 3 working days to formal complaints and solve the complaint within 14 working days from the time the formal feedback or complaint is received, stating any action which has been taken, or stating that no further action will be taken, and giving reasons for this response. The College will aim to solve all complex complaints within 21 working days.

In cases of School holidays where senior management/management/staff may not be available/contactable, they will ensure that the feedback/complaints are acknowledged (within 3 working days) and resolved within 21 working days upon receipt of the feedback/complaints.

Complaints are recorded in the Complaints Register, managed by the PA to the Headmaster.

E. Vexatious or Abusive Complainants

Most parents raise complaints in a reasonable way. However, this may not always be the case. Some people may become vexatious when they repeatedly or obsessively pursue an outcome which is unreasonable or unrealistic.

If a person pursues a complaint in this way, the College may take one of the following courses of action as appropriate:

- Write to the person, reiterating that the matter is concluded and no further correspondence should be expected in relation to the issue raised.
- If the correspondence continues, that it will be read and noted but will receive no further acknowledgement.
- Provide a short response referring to previous documents that have already addressed the issues raised.



- Refer the matter to Dulwich College Management International.

Verbal aggression is rare, but it can be intimidating and unacceptable. Everyone should expect to be treated courteously. The College will not accept or tolerate threatening behaviour towards staff, and will take appropriate action if required.

F. Anonymous Complaints

The College does not respond to anonymous complaints.

G. Monitoring of Feedback and Complaints

The College will monitor feedback and all complaints made in writing in an attempt to review and evaluate existing policies and procedures for continual improvement.

Formal feedback and complaints received from the following channels will be directed to the PA of the Headmaster who manages the Complaints Register.

The Headmaster's PA will record the feedback and complaints received and document the resolution's processes.

Review of formal feedback and complaints will be included as an agenda in the CLT meeting, where the College senior management team will discuss and find resolutions to complaints received and to discuss on policies/procedures reviews as a result of these complaints if relevant.

H. Dispute Resolution

In the event if a parent/guardian is dissatisfied with the College's resolution after having exhausted all internal avenues, they may approach the Singapore Mediation Centre (SMC) or Institute of Arbitrators (SIArb) through the Committee of Private Education (CPE) under Student Services for the [mediation/arbitration process](#) to resolve the dispute.

I. Key Contacts

- Headmaster: Nick Magnus
- Headmaster's PA: Georgina Brooks
- Assistant Head of College: Jacob Martin
- Head of DUCKS: Joanne Woodward
- Head of Junior School: Ciaran Harrington
- Head of Senior School: Jeff Aitken



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CPE Registration Number: 201027137D
Period of Registration: 09 January 2020 to 08 January 2024



- Deputy Head of DUCKS: Sonia Magnus, Rob Soffe
- Deputy Head of JS: Michael Smith, Clare Measures
- Deputy Head of Senior School: Melanie Ellis, Richard Lee
- Director of Business Administration & Bursar: Paola Morris
- Director of Admissions, Marketing and Communications: Lucinda Semark
- Director of Sports – Kevin Shaw
- Director of Music – Malcom Godsman

A copy of this policy will be made available to all parents/students in [MyCollege](#).

4. Implementation Details

A. Overview: Feedback from Parents/Students

DCSG adopts a closed loop approach in feedback and complaint management. A parent can lodge a formal feedback or complaint either through email, telephone (this has to be authenticated) or lodging the complaint personally. Feedback and all complaints are to be forwarded to the Headmaster's PA and documented for details for further investigation.

The overall responsibility for managing student's feedback on general student affairs in school rests with the Admission/Marketing/Communications and respective schools in the College. Those relating to the academic faculties, outlet operations and delivery of courses rest with the respective Teachers and Deputy Heads which must be recorded. For Feedback and Complaints relating to areas other than those mentioned above, the relevant person(s) as outlined in section 4.3 of this policy are responsible for addressing them.

Feedback and complaints of a serious nature are to be discussed as an agenda in CLT meetings or AEB meetings, according to the context of the complaint.

By and large, parents/students are encouraged to resolve any issue as close to source as possible. Besides the class teacher, parents/students may also communicate their views through the other feedback channel to the school counsellor.

Should the matter not be resolved at the first level, a dispute resolution process shall be initiated. In this process, the complaint shall be progressively managed as it escalates up the hierarchy in the College.

The Headmaster shall be the final authority, after consultation with CLT, at the level within DCSG. Beyond this level, the matter will be escalated to an external body, which is primarily the Committee of Private Education and their recommendation.



The person/division handling the complaint or investigation will establish the facts and gather the relevant information, and if necessary and/or practical, interview those involved. Complainants will receive a response within 14 working days outlining the outcome of the complaint or, if it is a complex matter, he or she will receive the results of the investigation within 21 working days of the College receiving the complaint. Full details of the complaint, including the outcome and length taken to resolve them, will be logged into the Complaints Register by the Headmaster's PA.

B. Escalation to an external body – Committee of Private Education (CPE) Student Services Centre

If the matter remains unresolved or the parent/student is unsatisfied with the outcome, parents/students may approach the CPE Student Services Centre for assistance.

At the Student Services Centre, CPE staff will review the complaints and provide the appropriate advice. Depending on the type of complaints, the parent/student will be referred to the Singapore Mediation Centre (SMC) or Singapore Institute of Arbitrators (SI Arb) to go through the [relevant resolution procedures](#).

5. Review of Feedback and Complaints by College Leadership Team

Review of formal feedback and complaints as documented in the Complaints Register will be included as an agenda in the CLT meeting, where the College Leadership Team will discuss and find resolutions to complaints received, and to discuss on policies/procedures reviews as a result of these complaints if relevant. Negative feedback from parents may also be brought up during the Board of Management meetings for discussion. Positive feedback/compliments will also be discussed by College Leadership Team and/or Board of Management during the respective meetings to identify positive experiences from students and parents so that the College can enhance on the different initiatives implemented.