



# COMPLAINTS HANDLING & GRIEVANCE POLICY & PROCEDURES

G10

## 1. Policy Information

|                                 |   |
|---------------------------------|---|
| Policy title                    | Complaints Handling & Grievance Policy & Procedures |
| Policy number                   | G10   |
| Classification                  | Governance  |
| Review cycle                    | 2 years   |
| Last review date                | 30 August 2021                                      |
| Implementation date             | 1 September 2021                                    |
| Next review date                | 30 August 2023                                      |
| Approval Authority              | Board   |
| Person/s responsible for policy | Executive   |

## 2. Overview

This document outlines how Toongabbie Christian College ('the College') assesses, resolves and follows up complaints received by the College. The College is committed to resolving any complaints in a manner that is reflective of Christian biblical principles and respects the dignity of the individual.

This document is consistent with the requirements prescribed by the New South Wales Education Standards Authority (NESAs) with respect to ensuring the College provides a safe and supportive environment to its students and establishes a process for raising and responding to matters of concern, complaints and grievances identified by students and/or parents/carers.

This document also aims to promote and maintain positive and harmonious relationships amongst all members of the College community including staff, parents/carers and students.

The College's complaint process is intended to:

- resolve complaints in a timely, fair and helpful manner
- enable the College to take ownership of complaints and ensure that people who are responding to complaints are supported
- give the College community confidence in the College's administrative purpose
- ensure transparency of complaints handling
- provide information to enhance the College's services, systems and complaints handling
- prevent complainants, including students, from experiencing any detriment as a result of a complaint made by them or on their behalf.

This document applies to all complaints made in respect of services provided by the College and its staff members, which includes employees, contractors and volunteers. It also applies to complaints between students and/or between employees or dissatisfaction with the College's policies, procedures, employees or quality of educational program that may arise from time to time. Complaints may also be made by a parent/carer and/or community member.

This document does not apply to:

- inquiries and/or suggestions that may be raised with or submitted to the College
- personal complaints between parents/carers of the College community
- grievances covered under the College *Whistleblower Policy & Procedures*
- allegations of a child protection nature against a person employed or engaged by the College that fall within the College's *Child Protection Policy and Procedures*

- complaints related to matters covered under the College's *Data Breach & Privacy Policy & Procedures*
- complaints related to legal matters (including criminal or civil matters), including requests for payment of damages
- complaints related to ongoing legal proceedings under the jurisdiction of other organisations/statutory bodies including, but not limited to, the Fair Work Commission, the Department of Communities and Justice, the Police or the Office of the Children's Guardian.

Other policies that should be read in conjunction with this Policy include, but are not limited to the following:

- *Whistleblower Policy & Procedures*
- *Child Protection Policy & Procedures*
- *Employee Code of Conduct*
- *Positive Workplace Behaviour Policy & Procedures*
- *Behaviour Management Policy & Procedures*

For definitions regarding this document, please refer to *Appendix A*.

### **3. Policy**

3.1 A complaint can be:

- 3.1.1 an expression of dissatisfaction made by a member of the College community about any aspect of services provided by the College
- 3.1.2 about the conduct of a staff member of the College
- 3.1.3 in relation to application or non-application of existing practices, policies or procedures
- 3.1.4 a staff complaint about another staff member relating to a range of concerns including breaches of the College's *Positive Workplace Behaviour Policy & Procedures* and the *Employee Code of Conduct*.

3.2 A complaint to the College can be either verbal or written.

- 3.2.1 When a verbal complaint is made to the College, reasonable endeavours will be made to obtain a written summary and signed by the complainant.
- 3.2.2 The College may require the complainant to provide a formal complaint in writing to the College.
- 3.2.3 Any formal complaint by a staff member about another staff member must be made in writing.
- 3.2.4 The College must acknowledge receipt of a formal complaint, in writing, as soon as practicable.

3.3 The College treats any and all complaints as serious.

3.4 If the College receives an anonymous complaint, it will still deal with the issues that are raised to the extent reasonably possible.

3.5 All members of the College community have an obligation to treat others with respect and not raise frivolous, malicious or vexatious complaints.

3.6 Complaints are to be preferably informally resolved at the most immediate level possible, that is, directly between the individuals who are party to the complaint.

- 3.6.1 Wherever possible, staff should attempt to directly resolve a complaint raised by a member of the College community, a consumer or other person by providing relevant information and/or feedback regarding the raised concern.
- 3.6.2 Staff are also encouraged to attempt to resolve issues and concerns with other staff, face-to-face.

- 3.7 If a complaint cannot be resolved directly or face-to-face, it should be referred to an appropriate Complaints Manager, which may be the immediate Line Manager.
- 3.8 A complaint about the conduct of a staff member towards a student should be raised directly with the Principal/delegate in the first instance. The Principal/delegate:
- 3.8.1 will assess the complaint to determine whether the complaint is one to be addressed under this Policy or under the College's *Child Protection Policy & Procedures*
  - 3.8.2 must ensure that where there is a risk of significant harm to a student, the matter is reported to the Department of Communities and Justice in accordance with the mandatory reporting obligations under the *Children and Young Persons (Care and Protection) Act 1998* (NSW)
  - 3.8.3 must ensure all allegations of criminal conduct are reported to the Police in the relevant jurisdiction
  - 3.8.4 may refer the complaint to an appropriate member of the Executive, to facilitate enquiries, investigation and resolution consistent with this Policy and the related Procedures stipulated in this document.
- 3.9 If a staff member holds concerns about the conduct of a colleague (other than child protection or serious misconduct concerns), they should raise those concerns directly with the person involved.
- 3.9.1 When discussing interpersonal matters, staff should:
    - 3.9.1.a Outline the concern/s in a respectful, professional and discreet manner
    - 3.9.1.b Explain the impact the concern is having on them
    - 3.9.1.c Seek agreement on a resolution of the concern.
  - 3.9.2 In instances where a staff member feels uncomfortable to discuss the issue alone, they may seek assistance from a mutually agreed member of staff to assist in the discussion, where appropriate.
  - 3.9.3 Where the matter remains unresolved, the staff member may seek assistance from their manager, or an appropriate member of the Executive to facilitate another conversation with the colleague.
  - 3.9.4 Unless there are extenuating circumstances for delay, such matters should be resolved within five (5) working days of any request for resolution of concerns.
  - 3.9.5 Concerns about a workplace decision, system or policy should be raised directly with the Complaint Manager or the Principal or other appropriate member of the Executive as soon as possible.
  - 3.9.6 When raising concerns under Section 3.6, a staff member should:
    - 3.9.6.a Outline the concern/s in a respectful and professional manner
    - 3.9.6.b Seek an explanation or further information about the decision, system or policy.
  - 3.9.7 Where matters are unable to be resolved or the matter is not appropriate for resolution, a staff member can consider making a formal complaint.
- 3.10 If a complaint is against the Principal, and if it cannot be resolved at the local level, the aggrieved person should contact the Board Chair via email to [chair@board.tcc.nsw.edu.au](mailto:chair@board.tcc.nsw.edu.au). In such situations, the references in this document relating to the role of the Principal should be read as references to the Board Chair.
- 3.11 Staff members, against whom a complaint has been made, have a right to be informed of the formal complaint/s and provided with an opportunity to respond.
- 3.12 All complaints are handled in a fair, transparent and efficient manner in accordance with the applicable procedures outlined in this document.
- 3.12.1 There may be circumstances where some steps outlined in this document are not appropriate and the Principal (or the Board Chair, if the complaint is about the

- Principal), will determine, on a case by case basis, the most appropriate method of handling the complaint.
- 3.12.2 All persons involved in the process, including the complainant, must assist with the inquiries and respond promptly and co-operatively when the person managing the complaint makes any reasonable requests for information.
- 3.13 All persons raising a complaint should be treated with respect, protected from victimisation, kept informed on the status of the complaint and any recommendations that may result from it, unless it would have an unreasonable impact on another individual's privacy or relate to commercially sensitive matters.
- 3.14 The College adopts a restorative practice to resolutions of complaints, unless deemed inappropriate in the circumstances.
- 3.14.1 In relation to managing complaints and grievances regarding harassment, bullying or discrimination, the College, in assessing the complaint will refer to the College's *Positive Workplace Behaviour Policy & Procedures*, the *Employee Code of Conduct* and the *Behaviour Management Policy & Procedures* and any associated procedures.
- 3.15 All complaints will be handled confidentially, in so far, as permitted under the relevant State and Commonwealth Law.
- 3.15.1 All parties to a complaint must keep confidentiality about complaints at all times, including after a satisfactory resolution, unless expressly authorised to release information by the College.
- 3.15.2 If the complaint is about the conduct of a staff member that may be reportable conduct, the matter will be addressed in accordance with the College's *Child Protection Policy & Procedures*.
- 3.15.3 Any concern about a student's wellbeing or safety may be reported to the appropriate authorities under this Policy as governed by State and Commonwealth Law.
- 3.15.4 In circumstances where information about a complaint is discussed or released without authorisation, the staff member who released that information could find themselves the subject of disciplinary action for misconduct.
- 3.15.5 In some circumstances, the College may be unable to preserve confidentiality as it may be obliged to interview persons regarding the complaint and/or notify external agencies of the complaint, including but not limited to, the Police, the Department of Communities and Justice, NSW Education Standards Authority (NESAs) and the Office of the Children's Guardian.
- 3.16 A complainant and the relevant parties who are the subject of the complaint are entitled to have a support person at any meeting with any representative of the College about the complaint.
- 3.16.1 The College maintains the right to determine whether the individuals' preferred support person is suitable.
- 3.16.2 The College may not approve the attendance of a support person where they are determined by the College to be unsuitable. This includes, but is not limited to, instances where there are reasonable grounds to believe that the support person presents as a risk to the health or safety of another person or their right to information about a child or young person is restricted by law.
- 3.17 The College will keep records of complaints and the resolution outcomes.
- 3.17.1 The level of detail of records will depend on the level of complexity of the complaint and the level at which the complaint is managed.
- 3.17.2 All complaint records involving students will be kept until the student turns 25 years old.
- 3.17.3 All other complaint records will be kept for 7 years.

- 3.18 The availability of a review is an integral part of the complaints resolution process. A review process, in accordance with Section 4 of this document, is available for significant complaints that have been addressed by an appropriate member of the Executive (with the exception of the Principal) and where the matter remains unresolved.
- 3.19 The Principal is responsible for:
- 3.19.1 supporting a culture that values complaints and their resolution
  - 3.19.2 reviewing any operational issues arising from complaints
  - 3.19.3 handling certain complaints pursuant to this Policy, as appropriate
  - 3.19.4 supporting staff to handle complaints promptly and responsibly
  - 3.19.5 establishing a system of review and checks and balances with respect to complaint outcomes and management
  - 3.19.6 fostering a workplace that is respectful and productive.
- 3.20 Members of the Executive are responsible for:
- 3.20.1 managing complaints in accordance with this Policy
  - 3.20.2 escalating high risk and sensitive issues arising from complaints to the Principal
  - 3.20.3 supporting staff and members of the community involved in the complaint process
  - 3.20.4 encourage staff to resolve concerns directly wherever possible.
- 3.21 All staff are responsible for:
- 3.21.1 complying with this document
  - 3.21.2 maintaining confidentiality and not sharing information with others pertaining to complaints
  - 3.21.3 identifying when complaints are being made and assist people to make complaints, if they wish to do so
  - 3.21.4 responding effectively to individual complaints, when requested
  - 3.21.5 escalating complaints and review of complaints handling to more senior staff if necessary
  - 3.21.6 treating all people with respect including persons making the complaint and any person who is subject of a complaint.

## **4. Procedures**

### **4.1 Raising a Complaint**

- 4.1.1 Complaints can be made in many different ways, including in person, by telephone, in writing and online.
- 4.1.2 All complaints should be treated seriously, dealt with as soon as practicable and conducted in a fair, impartial and professional manner.
- 4.1.3 Parties to a complaint must keep confidentiality about complaints at all times, including after a satisfactory resolution.
- 4.1.4 Informal complaints may be raised by a complainant directly with the person involved, where appropriate.
- 4.1.5 Where the matter has been considered by a member of the Executive and has not been resolved, the request for a review of a significant complaint must be made in writing to the Principal, outlining reasons for the requested review of the decision reached by the member of the Executive.
- 4.1.6 The Principal will consider the request for a review to determine whether the matter should be reviewed.
- 4.1.7 The Principal must communicate the outcome of the request for a review in writing as soon as possible and ordinarily this will be within seven (7) business days from the date of the request, unless there are extenuating circumstances that lead to a reasonable delay and this has been communicated to the complainant.
- 4.1.8 If a review is not agreed to, the original decision will stand.

- 4.1.9 If a review is agreed to, the Principal will take all reasonable steps to gain relevant information from all parties and will make a determination based on the evidence.
- 4.1.10 Any review process must ordinarily be completed within a reasonable timeframe from the date of the decision reached by the Principal to undertake a review, unless there are extenuating circumstances that lead to a reasonable delay.
- 4.1.11 Complainants must be advised if the review cannot be finalised within thirty (30) days and informed of an anticipated completion date.
- 4.1.12 Where the Principal recommends that the original decision should be modified or changed, the Principal will work with the relevant parties to provide a suitable resolution, based on the findings of their review.
- 4.1.13 Where the Principal makes no recommendation pertaining to the original decision, then the original decision will stand.
- 4.1.14 If the Principal has advised the complainant of the outcome of the review verbally, they should confirm the advice in writing as soon as possible to both the person making the complaint and the person who managed the initial complaint.
- 4.1.15 After the final determination in a review process, the matter will not be reopened unless in the opinion of the Principal or where appropriate, the Board Chair, substantial new information has been presented that could potentially change the outcome.
- 4.1.16 The review process must be documented and stored confidentially.
- 4.1.17 Where it is either not appropriate for the complainant to directly raise an informal complaint or the complainant does not feel comfortable to raise an informal complaint directly with the person involved, the complainant may make a complaint to an appropriate member of the Executive in accordance with *Appendix B*.
- 4.1.18 Formal complaints must be made in writing to the Principal or in circumstances where the complaint is about the Principal, to the Board Chair via email to [chair@board.tcc.nsw.edu.au](mailto:chair@board.tcc.nsw.edu.au).
- 4.1.19 A formal complaint should outline the following details:
  - 4.1.19.a the parties involved
  - 4.1.19.b the nature and full details of the complaint
  - 4.1.19.c the circumstances giving rise to the complaint
  - 4.1.19.d the current situation
  - 4.1.19.e any steps taken thus far, as applicable
  - 4.1.19.f the outcome/s sought.

## 4.2 Assessing a Complaint

- 4.2.1 Upon receipt of a complaint, the person receiving the complaint must assess the complaint to identify any immediate health, safety or security risks, child protection concerns or matters that fall outside the scope of this document and escalate to an appropriate member of the Executive or the Principal, as appropriate.
- 4.2.2 Any identified risks and risk management actions must be documented.
  - 4.2.2.a Risk mitigation strategies may need to be implemented to manage the workplace while the allegations are assessed and/or until there is an outcome to the complaint.
- 4.2.3 The Principal/delegate will be responsible for assigning an appropriate member of the Executive to investigate a complaint and reply to the complainant in accordance with the situation and after declaration of any conflict of interest.
  - 4.2.3.a Most complaints are best resolved promptly at the local level and may require involvement from the classroom teacher.
  - 4.2.3.b Some complaints will need the involvement of a member of the Executive.
  - 4.2.3.c Few complaints will require a response from the Principal.
  - 4.2.3.d A response will be provided by the Board Chair in very limited and exceptional circumstances and as deemed appropriate by the Principal or the Board Chair.

- 4.2.4 The College may, at any stage of the process, seek legal or other professional advice and/or refer the matter to an external agency for the purposes of ensuring proper management of complaints.

#### 4.3 Managing a Complaint

- 4.3.1 The person managing the complaint (the Complaint Manager) will acknowledge receipt of the complaint, identify their role, provide their contact details and seek the complainant's consent to obtain their personal information and information pertaining to the complaint.
- 4.3.2 Where considered necessary, the Complaint Manager will contact the complainant and other persons involved to arrange meetings with them in order to obtain additional information and clarify the concerns in a way that is:
  - 4.3.2.a fair, impartial and thorough
  - 4.3.2.b gives all involved an opportunity to provide information or response, as applicable.
- 4.3.3 Each complaint is considered on its own merits to determine the most appropriate method of resolution.
  - 4.3.3.a Complaints pertaining to staff conduct towards other staff may constitute misconduct under the College's *Positive Workplace Behaviour Policy & Procedure*.
- 4.3.4 The Complaint Manager may need to gather additional information including information and/or accounts from witnesses (as applicable), policies and procedures, documents, copies of correspondence and any additional information from the complainant and any person complained about.
- 4.3.5 The investigative process should be completed in a timely manner and within thirty (30) days from the date of receipt of the complaint, unless there are extenuating circumstances that lead to a reasonable delay.
- 4.3.6 Complainants must be advised if the matter cannot be finalised within thirty (30) days.
- 4.3.7 Anyone who has a complaint raised against them must:
  - 4.3.7.a be treated with respect
  - 4.3.7.b be provided with sufficient information about the complaint to be able to adequately respond to the complaint
  - 4.3.7.c have an option to have a support person with them in any meetings
  - 4.3.7.d not victimise the person who raised the complaint
  - 4.3.7.e be kept informed of the status of the complaint.
- 4.3.8 Following the completion of the investigative process, the Complaint Manager must provide the complainant the outcome in writing and inform them of the review process.
- 4.3.9 Where the complainant is satisfied with the outcome or accepts the outcome of the investigation, no further action will be required.
- 4.3.10 Where the complainant seeks a review of the decision, the process outlined in this document must be followed.
- 4.3.11 There may be circumstances where some of the steps outlined above are not appropriate and the College will determine, on a case by case basis the most appropriate method of handling the complaint.

#### 4.4 Possible Remedies and Outcomes

- 4.4.1 If the complainant is satisfied with the outcome or accepts the outcome of an investigation of a complaint, no further action will be required.
- 4.4.2 If the complainant is not satisfied with the outcome or does not accept the outcome of the investigation of a complaint, they may seek a review of the decision.
- 4.4.3 If it is found that the College provided unsatisfactory service to an individual, consideration must be given to an appropriate remedy that may be offered to the complainant.

- 4.4.4 Possible remedies that may be offered to complainants include, but are not limited to:
  - 4.4.4.a an agreement between the parties
  - 4.4.4.b an apology, verbal or written, as appropriate
  - 4.4.4.c reconsideration of a decision
  - 4.4.4.d amending or retracting documentation
  - 4.4.4.e an offer of non-financial assistance, as appropriate
  - 4.4.4.f amendment to policies or practices to prevent a reoccurrence
  - 4.4.4.g action to modify the behaviour of the staff member who the complaint was about, if applicable.
- 4.4.5 If a complaint is not substantiated (eg if there is insufficient evidence) but some issues arise out of the investigation that are required to be addressed then, possible outcomes include, but are not limited to:
  - 4.4.5.a relevant training for staff and/or students
  - 4.4.5.b monitoring of the behaviour of staff and/or students
  - 4.4.5.c counselling for the aggrieved person
  - 4.4.5.d mediation, where appropriate.
- 4.4.6 If the complaint is proven to be false and is found to be frivolous, malicious or vexatious, or if there is evidence that the complaint was made with the intent of causing distress to the person subject of the complaint, the following are possible outcomes include, but are not limited to:
  - 4.4.6.a counselling for the person who made the complaint
  - 4.4.6.b a written apology from the person who made the complaint
  - 4.4.6.c an official warning
  - 4.4.6.d referral for disciplinary action, where appropriate.
- 4.4.7 Outcomes in a workplace complaint will depend on:
  - 4.4.7.a the seriousness of the complaint issues;
  - 4.4.7.b the probative value of any information gathered
  - 4.4.7.c any reasonable outcome/s suggested by the staff involved
  - 4.4.7.d any relevant workplace issues.
- 4.4.8 Where an outcome from the complaint process requires action, an implementation plan must be devised identifying the person/s responsible for the outcome and any timeframes for implementation and/or monitoring.

#### 4.5 Record Keeping

- 4.5.1 A full and adequate file must be kept for all complaints, which must be stored confidentially.
- 4.5.2 Access to the file is only in accordance with the College's *Data Breach & Privacy Policy & Procedures*, applicable State or Commonwealth legislation or for appropriate professional reasons by authorised persons.
- 4.5.3 The level of detail of records will depend on the level of complexity of the complaint. At a minimum, all Complaint Managers should document:
  - 4.5.3.a the key steps taken to manage the complaint
  - 4.5.3.b information gathered
  - 4.5.3.c outcome/s of the complaint, including whether any complaints were substantiated and the outcome actions, if any
  - 4.5.3.d steps taken to implement, follow up and monitor outcomes.
- 4.5.4 A register of complaints and outcomes will be kept at the College.

## 5. References

- Prepared in consultation with Integroe Partners



# EXPLANATORY NOTES & DEFINITIONS

## G10: APPENDIX A

**College** refers to 'a responsible person' being an 'office-bearer' acting within the due authority invested in them on behalf of the Company.

**Complaints Manager** a person appointed relevant to the nature of the complaint received.

**Confidentiality** means that information obtained during the course of investigation of complaints will be treated as confidential. Members of the Executive may exercise their discretion as to how information is shared and with whom, where appropriate.

**Inquiry** is a question raised by a student, parent/carer, member of the community, staff about the services provided by the College. While inquiries are generally considered as someone seeking information, it can also be considered a complaint.

**Mediation** is a process where an independent person (either internal or external to the organisation) assists parties to resolve their differences or disputes. It is generally a more structured process than self-resolution or managerial assistance. However, it is still conducted in an informal manner, and all parties are encouraged to speak openly and respectfully about the issues to assist in obtaining a resolution.

**Restorative Practice** is an approach that puts the reparation of harm done to relationships and people over and above the need for assigning blame and dispensing punishment where someone has caused offence. It is not appropriate in every case.

**Procedural Fairness** is a basic right of all individuals dealing with authorities. Procedural fairness is generally recognised as having two essential elements:

The right to be heard which includes:

- the right to know why the action is happening;
- the right to know the way in which the issues will be determined;
- the right to know the allegations in the matter and any other information which will be taken into account; and
- the right of the person against whom the allegations have been made to respond to the allegations.

The right of a person to an unbiased decision which includes:

- the right to impartiality in the investigation and decision making phases; and
- the right to an absence of bias by the decision maker.

**Significant Complaint** is a complaint that due to the complexity of circumstances and the interrelationships of factors has been assessed by a member of the Executive as significant. Examples of such complaints include, but are not limited to, a significant breakdown of relationships between the parties requiring more senior intervention; the matter is likely to impact on the future wellbeing of the student; or there are potential legal or criminal implications.

**Substantial New Information** is a threshold required to show that the new information has the potential to alter the previous decision reached in a complaint by a member of the Executive, if found to be credible. Factors to be considered could include:

- whether the process associated with management of complaints was appropriately followed
- the emergence of a new witness or new documents relating to the same issue
- the discrediting or retraction of previous information that was pertinent to the previous determination

- revelation of a conflict of interest.

**Suggestion** is an idea or plan that is put forward to the College for consideration.

**Support Person** is someone that a person can nominate to attend a meeting with them to provide emotional support and reassurance. A support person is not an advocate and cannot speak on behalf of the person they are supporting in the meeting. There may be circumstances where it may not be appropriate for a particular person to take on the role of a support person. The role of a support person includes:

- observing the meeting and assisting with clarifying the process, where appropriate
- respecting and maintaining the confidentiality of the matters discussed at all times
- taking notes to assist
- providing emotional support including requesting a break if required.

**Workplace Complaint**, which can also be known as a grievance, is a clear statement, written or oral, raised by a staff member regarding a genuine work-related concern. Management of workplace complaints is not the same as performance management. Workplace complaints are matters identified by individual staff members while performance management is poor performance or misconduct being managed by the employer.



# HIERARCHY OF CONTACT

## C2: APPENDIX B

The following Hierarchy of Contact pertains to all matters, with the exception of Staff Workplace Complaints.

### Primary

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| <b>Initial question or concern</b>                               | Contact the child's classroom teacher   |
| <b>Significant/ongoing concern</b>                               | Contact either the Head of Junior Primary or Head of Senior Primary   |
| <b>Serious and ongoing concern or emergency family situation</b> | Contact the Deputy Principal Primary. If required, the Principal will be informed by the Deputy Principal Primary |

### Secondary

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|--|---|
| <b>Initial question or concern</b>                               | Contact the child's Family Group/Home Room teacher or Subject teacher   |
| <b>Significant/ongoing concern (wellbeing)</b>                   | Contact the relevant Dean of Students   |
| <b>Significant/ongoing concern (academic)</b>                    | Contact the relevant Head of Faculty  |
| <b>Significant/ongoing concern not resolved (academic)</b>       | Dean of Curriculum Secondary  |
| <b>Serious and ongoing concern or emergency family situation</b> | Contact the Deputy Principal Secondary. If required, the Principal will be informed by the Deputy Principal Secondary |

### Other Services

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| <b>Initial question or concern (Extra-Curricular &amp; Sport)</b>           | Contact the teacher organising the Extra-Curricular or Sport   |
| <b>Significant/ongoing concern (Co-Curricular &amp; Sport)</b>              | Contact the Head of Primary Operations/Head of Sport Secondary   |
| <b>Serious and ongoing concern not resolved (Co-Curricular &amp; Sport)</b> | Contact the relevant Deputy Principal. If required, the Principal will be informed by the Deputy Principal |

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| <b>Initial question or concern (OOSH)</b>              | Contact the OOSH Coordinator  |
| <b>Significant/ongoing concern (OOSH)</b>              | Contact the Deputy Principal Primary  |
| <b>Serious and ongoing concern not resolved (OOSH)</b> | If required, the Principal will be informed by the Deputy Principal Primary |

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|---|--|
| <b>Initial question or concern (Private Bus Service)</b>              | Contact the bus driver (operational) or either the Head of Junior Primary or Head of Senior Primary (behavioural - Primary) or the relevant Dean of Students (behavioural - Secondary) |
| <b>Significant/ongoing concern (Private Bus Service)</b>              | Contact the Facilities Manager (operational) or the relevant Deputy Principal (behavioural)  |
| <b>Serious and ongoing concern not resolved (Private Bus Service)</b> | If required, the Principal will be informed by the Deputy Principal  |

|  |  |
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| <b>Initial question or concern (Public Bus Service)</b>              | Contact the College Office (operational) or either the Head of Junior Primary or Head of Senior Primary (behavioural - Primary) or the relevant Dean of Students (behavioural - Secondary) |
| <b>Significant/ongoing concern (Public Bus Service)</b>              | Contact the relevant Deputy Principal  |
| <b>Serious and ongoing concern not resolved (Public Bus Service)</b> | If required, the Principal will be informed by the Deputy Principal  |

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|---|--|
| <b>Initial question or concern (Cleaning &amp; Facilities)</b>              | Contact the staff member   |
| <b>Significant/ongoing concern (Cleaning &amp; Facilities)</b>              | Contact the Facilities Manager   |
| <b>Serious and ongoing concern not resolved (Cleaning &amp; Facilities)</b> | Contact the relevant Deputy Principal. If required, the Principal will be informed by the Deputy Principal |