

POLICY

NAME:	Complaints Management Policy February 2023
UPDATE DUE:	February 2025, or more often as circumstances require

Commitment to child safety

Camberwell Girls Grammar School (CGGS) is a child safe organisation which welcomes all children, young people, their families and their participation. We are committed to providing culturally inclusive environments where all our students are safe and feel safe, and have confidence their voice is heard. We promote positive interactions between students and adults, and between students and their peers based on mutual trust and respect.

Child safety is a shared responsibility. Everyone engaged or employed by CGGS has a role to play in promoting child safety. All are aware of their responsibility to promptly raise issues or concerns about a child's safety or wellbeing. We have zero tolerance for child abuse and we take proactive steps to identify children who may be at risk or experiencing vulnerability to mitigate harm or distress.

Particular attention is given to the safety needs of Aboriginal or Torres Strait Islander students, those from culturally and linguistically diverse backgrounds, students with disabilities, international students, those unable to live at home and children and young people who identify as LGBTQIA+.

We regularly seek input from students, parents, carers, staff and volunteers in our child safe practices and communicate our policies and ongoing strategies following each systematic review.

Purpose

Camberwell Girls Grammar School (CGGS) recognises the importance of fostering supportive and respectful relationships with parents and families and developing strong partnerships within the community. It recognises there may be times when there are disagreements and issues of concern that may need to be resolved in a positive and professional way. The school is committed to resolving complaints fairly and promptly and in accordance with relevant legislation.

This policy sets out the principles, guidelines and procedures governing the School's approach to the management and resolution of complaints based on best practice - Guidelines for Complaint Management in Organisations (AS/NZS 10002:2014), which provides the best practice benchmarks for handling complaints.

Scope

The policy applies to parents, contractors and other external members of the school community as well as staff and students who may be dissatisfied or have a concern or complaint in relation to a decision taken or an action or activity for which the school is responsible. The School encourages such concerns to be identified and resolved speedily and informally and the formal process is only required when the complaint proves more difficult.

For complaints, concerns or issues brought up by a student against another student, staff and students should also refer to the:

- Student Welfare Policy
- Student Behaviour Management Policy
- Complaints and Appeals Policy – International Students and
- Behaviour Management Policy – International Students

For complaints of a serious misconduct, such as sexual offences, criminal charges, serious incidents or matters related to mandatory reporting and reportable conduct, please also refer to the Child Safety Response and Reporting Policy and seek guidance from the School's Child Safety Officers for further details.

For matters of a serious nature such as corruption, unethical practices, danger or illegality that affects others and the wider school community, refer to the school's Whistleblower Protection Policy.

Policy Principles

1. CGGS recognises that the School community has a right to raise genuine issues of concern. It expects that the person raising the concern or complaint will:
 - Raise matters promptly as soon as possible after the issue occurs
 - Provide complete and factual information
 - Maintain respect, privacy and confidentiality of everyone
 - Act in good faith
 - Acknowledge the common goal to achieve an acceptable and balanced outcome
2. CGGS values the commitment of staff, parents and students to work closely together to provide the best educational opportunities for every child. The school is committed to the development of professional, trusting and cooperative relationships between the school, parents and the school community.
3. CGGS is committed to resolving issues in the first instance through discussion and conciliation and encourages the aggrieved to speak directly with the relevant individual.
4. CGGS will endeavour to resolve matters as quickly as possible however realises the timeframe for resolution may depend on the complexity, nature and scope of the complaint.
5. The school is committed to child safety and has a zero tolerance of child abuse. In the context of this policy, the response to a complaint relating to child safety, particularly any in relation to Indigenous children, children with disabilities, children from linguistically and culturally diverse backgrounds, and children who are vulnerable, will be given the highest priority and attention.
6. CGGS is committed to the sensitive handling of any complaints and understandings that confidentiality is important.
7. The complaints policy and procedures are intended to be conciliatory, non adversarial and non-legal.

Visibility	Information about how and where to make a complaint, as well as how a complaint will be handled is regularly publicised within the school community. The actions taken to respond to a complaint is well documented and includes the reasons underpinning any decisions made.
Accessibility	Information about how to make a complaint and the procedures when responding to a complaint is readily accessible on the school's intranet and website. The complaint-handling process is flexible and includes the ability to make a complaint in person, by phone or in writing. Support is provided to complainants with special needs, including interpreting services, support persons and/or witnesses.
Responsiveness	CGGS acknowledges, investigates and responds to complaints within an appropriate and timely manner. Complainants are kept informed of the progress of their complaint. When the matter is complex and additional time is required to bring the matter to resolution, complainants will be advised accordingly.
Objectivity	CGGS welcomes diverse views and opinions and acknowledges that the expression and exploration of alternate views are elements of a safe, open, healthy and dynamic environment.
Cost	There is no cost to the complainant to access the internal complaint-handling process of the school.
Investigator	The investigator will be a Child Safety Officer with sufficient skill and experience and not previously involved in the matter. An investigator may be an external advisor appointed by the Principal or their delegate.
Protection of Privacy	Complainants will not be victimised or discriminated against.

	Personally identifiable information concerning the complainant are protected from disclosure except where needed in relation to the complaint. This means that the complaint is only discussed with those directly involved in the complaint-handling process.
Student-focused	<p>The school is open and receptive to complaints and committed to resolving them with the educational wellbeing of students as the first priority.</p> <p>The school is committed to child safety and has a zero tolerance of child abuse. The response to a complaint relating to child safety, particularly any in relation to Indigenous children, children from culturally and linguistically diverse backgrounds, children with disabilities, and children who are vulnerable, will be given the highest priority and attention.</p>
Accountability	Complaints are handled in accordance with procedural fairness, respect and in good faith. The school is accountable, both internally and externally, for its decision making and complaint-handling performance. The school is able to provide explanations and reasons for its decisions.
Continual improvement	Complaint-handling procedures are regularly reviewed for improvement. Complaint data and feedback are used to identify recurrent themes and to implement improvement measures where a need is identified to improve the care and service provided.

Key Responsibilities

- The School Council is responsible for determining this policy, reviewing it on an annual basis, and responding to any appeals referred to by the Principal
- The Chair of School Council is responsible for receiving and managing complaints against the Principal or a member of School Council.
- The Principal holds overall accountability for ensuring that the system for managing complaints is effective and communicated
- The Deputy Principal or Heads of School are responsible for all complaints regarding Senior School.
- The Head of Junior School is responsible for all complaints regarding Junior School.
- The Director of Human Resources is responsible for all complaints regarding staffing and employment
- The Chief Financial and Operating Officer is responsible for responding to general business service and operation complaints, tuition fee complaints and complaints from nearby residents

Definitions

Complaint	An expression of dissatisfaction with an action taken, decision made, or service provided, or the failure to provide a service, take action or make a decision.
Grievance	A dispute or disagreement between two parties. A grievance is also a complaint one party has against another party for some alleged wrong committed by the second party.
Complainant	The party that brings a complaint against another
Respondent	The person against whom the complaint is made

Support Person	Has the role of providing moral support but cannot interfere with procedures and should refrain from interrupting and adding their personal opinion. This person cannot be someone who will be interviewed as part of the investigation.
Resolved	A complaint is considered to be 'resolved' when an acceptable outcome is reached between both the complainant and respondent
Finalised	A complaint is considered to be 'finalised' when the Principal has made a final determination on the matter after exhausting the processes set out in this policy
Unresolved	A complaint is considered to be 'unresolved' when agreement cannot be reached on a course of action and/or a remedy, or if the remedy cannot be implemented.

Types of Complaints

CGGS is committed to considering all complaints.

Legitimate Complaints

Legitimate complaints and genuine factual expressions of dissatisfaction warrant response and resolution. CGGS is committed to providing good quality educational services to students and child safety. CGGS will act upon feedback to ensure utmost safety and continuous improvement.

Anonymous Complaints

Anonymous complaints raise natural justice issues for respondents, who have a right to know particulars of allegations made against them. However, it should be recognised that the school may not be able to fully consider a complaint if it cannot effectively liaise with a complainant.

In consultation with relevant CGGS staff, the Principal will determine the extent to which an anonymous complaint will be investigated. The school will always act when anonymous concerns about child safety are raised.

Vexatious Complaints

Inaccurate, misleading, malicious or false accusations have negative consequences for the person(s) concerned, interpersonal relationships and the morale of the school community. Where it is found that a complaint has been made in bad faith to cause distress to one or more people, or as practical joke, disciplinary measures will be taken.

Unreasonable Complaint Conduct is behaviour that:

- Is victimising (complaints causes further disadvantage or in response to retaliation or threats)
- Is vexatious (a complaint brought without merit, often to cause annoyance to another person)
- Is oriented towards conflict or defamation
- Is clearly and significantly outside the expectation of confidentiality, co-operation, courtesy and respect

The School will not tolerate this conduct.

What issues are covered by this policy?

Issues that might be considered under the complaints policy could include, for example:

- A breach of the obligations by the school in relation to the democratic principles as set out in the Education and Reform Regulations (2017).
- Availability of information about the school's performance.
- The right of a parent or student to access information about the student's achievement.
- Decisions, actions, or activities for which the school is responsible and which are thought to go against the spirit of the school's mission and values or which are alleged to be inequitable or procedurally unfair.
- Perceived personal concerns that impact school-related interpersonal relationships.

Raising a Concern or Complaint

For Parents

Where possible, the school encourages concerns to be identified and resolved speedily and informally with the member of staff most directly involved such as the classroom teacher /tutor.

If you have a concern about your child or feedback for the school, in the first instance, please email your child's class/form teacher. As they are teaching during the day, they will endeavour to acknowledge your email within 24 hours and arrange a good time to discuss any concerns you or your child may have.

Where your concern has not been resolved to the satisfaction of those concerned, the matter should be raised as follows:

Who	Matters Relating to
Deputy Head of Junior School or Year Level Coordinator in Senior School	<ul style="list-style-type: none">• If students from several classes are involved
Deputy Principal or relevant Head of School	<ul style="list-style-type: none">• About issues relating to complex student issues
The Principal	<ul style="list-style-type: none">• Issues relating to school policy, school management, staff members or very complex student issues
Property Manager	<ul style="list-style-type: none">• Issues relating to contractors and property management

Refer to Appendix 2 for details on how to make a complaint.

For Junior School Students

Sometimes things may go wrong at school or you may have a problem that is making you unhappy. Instead of worrying about it, talk to your teacher so they can help you and find an answer.

If the complaint is about your teacher you can talk to the Head of Junior School.

For Senior School Students

From time to time, you may have a concern, a suggestion or a complaint. It is important for us as a school to hear and understand these matters so staff can address your concerns and improve what we do and how we behave. We will do our best to remedy problems promptly and deal with each matter fairly.

Where possible, you should raise your concern or make your suggestion to your form teacher/tutor. However, if the complaint is about these people, then it can be made by speaking to or writing to the relevant Head of School.

Initially your concern will be handled in confidence, although sometimes the member of staff to whom you speak, as the responsible adult, will need to tell someone else about the issue. If that is necessary, you will be informed before any confidential information is passed on.

Who	Matters Relating to
<ul style="list-style-type: none">• Year Level Coordinator• Deputy Principal or relevant Head of School	<ul style="list-style-type: none">• General issues of staff and/or student behaviour that are contrary to CGGS' Code of Conduct• Incidents of bullying, harassment and/or victimisation in the classroom or school yard

	<ul style="list-style-type: none"> • Academic matters such as teaching methods, curriculum, assessment and school reports • School practices, policies or decisions made or ignored that is perceived to be unfair, unreasonable or inappropriate
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Refer to Appendix 3 for details on how to make a complaint.

For Staff

Staff are encouraged to resolve issues as quickly and as simply as possible without resorting to unnecessary process and bureaucracy.

Where possible, the staff member who receives the concern or complaint should deal with it themselves rather than escalate the matter. We acknowledge that some matters, however, need to be escalated and require a swift response.

Such matters are likely to include:

- anything to do with child safe standards that must be dealt with under the school's Child Safe Standards Policy
- matters that allege misconduct, corruption or illegal behaviour
- complaints against the principal or the governing board
- privacy issues that must be dealt with under the school's Privacy Policy
- legal issues and requests for compensation or payments
- issues that have a wider school or systemic implication

Who	Matters Relating to
<ul style="list-style-type: none"> • Deputy Principal or relevant Head of School • Chief Financial and Operating Officer • Director of Human Resources • Respondent against whom the complaint is made 	<ul style="list-style-type: none"> • General issues of staff and/or student behaviour that are contrary to CGGS code of conduct • Incidents of bullying, harassment and/or victimisation in the workplace • Occupational, Health and Safety matters • Workload and working conditions • General HR issues • School practices, policies or decisions made or ignored that is perceived to be unfair, unreasonable or inappropriate

Refer to Appendix 4 for details on how to make a complaint.

Record Keeping

It is important that consistent, well-structured, concise and complete information is on file for current and future use.

The following documentation will form the record of the complaint and will be kept in the relevant student or staff file:

- the formal complaints form, whether completed by the parents or by the school and confirmed by the parents.
- a record of the complaints meeting
- a record of the resolution
- a record of the follow up meeting or email to the parents.

The management of these records will follow the school's Record Management Policy. Except where dictated otherwise by law, the school will retain all records of complaints for a minimum of one year after the family or student has left the school and will then be destroyed. The records will be kept secured by the Principal or the School Council (in the case of a complaint made against the Principal) as is appropriate.

Breach of Policy

Any breach of this Policy will be handled by the Principal, or delegated by the Principal to an authorised representative, to handle on a case-by-case basis. The Principal may take such action as considered appropriate in response to a breach of this policy and may include but is not limited to the following:

- Provision of a verbal or a written warning
- Withdrawal of certain privileges or opportunities
- Exclusion from future school events or functions
- Exclusion from the school grounds and facilities
- Revocation of an enrolment

Communication of the Policy

The school publishes its Complaints Management Policy on the School's website.

Policy Implementation Documents

The Formal Complaint Form supports the implementation of this Policy.

Links to other Policies

- Child Safety and Wellbeing Policy
- Student Welfare and Safety Policy
- Privacy Policy
- Records Management Policy
- Whistleblower Policy

Legislative Requirements

- Education and Training Reform Act 2006 (Vic)
- Education and Training Reform Regulations (2017)
- Privacy Act 1988 (Cth)

Standards and Guidelines

- Victorian Registration and Qualifications Authority (VRQA) Minimum Standards
- Child Safe Standards Ministerial Order 870

Policy Review

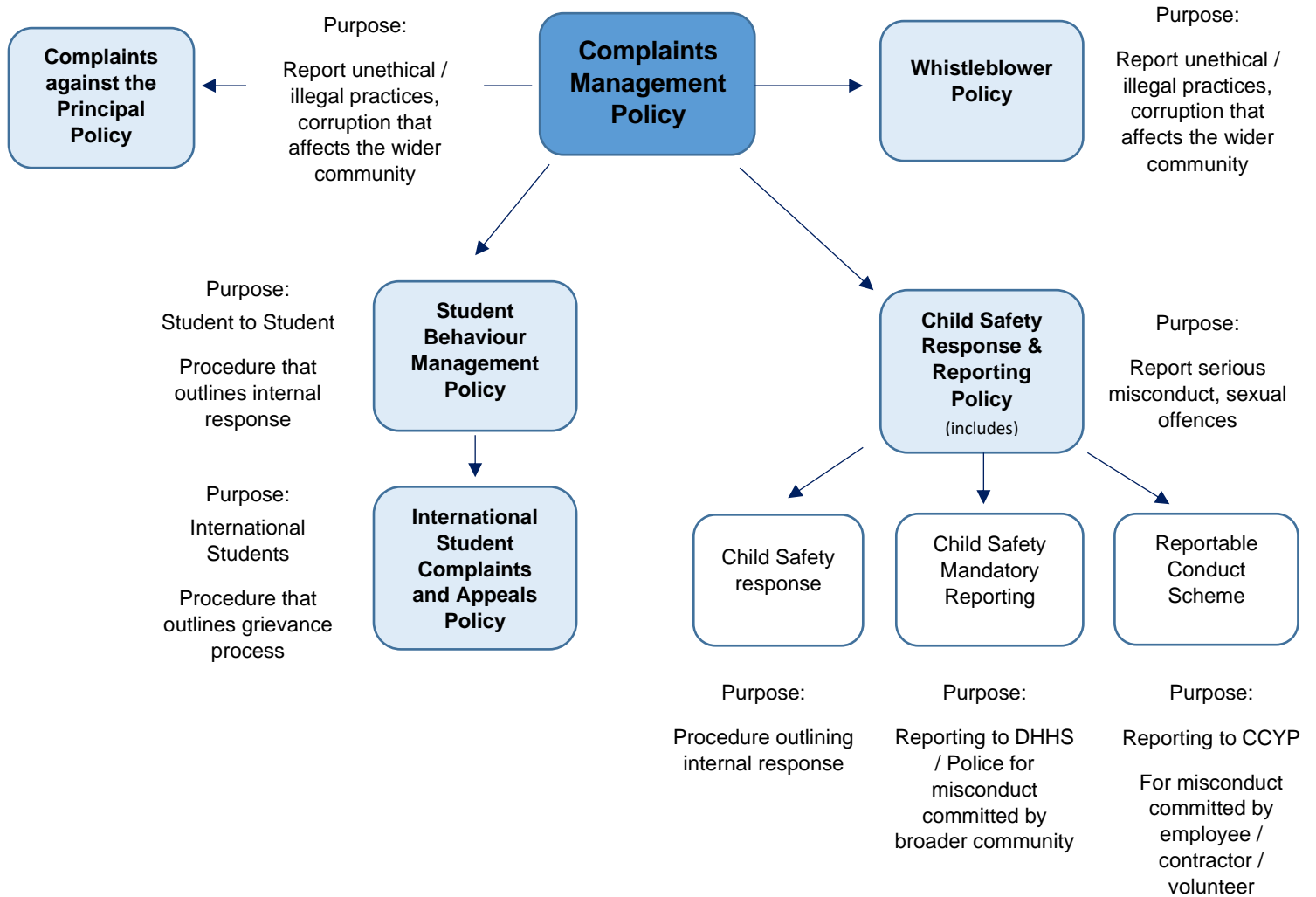
The School is committed to the continuous improvement of its Complaints Management Policy and procedures. Unless otherwise stated, this policy remains in place until it is superseded by an amended version. This policy will be reviewed every two years or more often as circumstances require.

Next scheduled review date is January 2025.

Version Control

Version No.	Date Approved	Author	Comments
1.0	01.05.2017	Principal	Initial Version
2.0	13.08.2019	Risk & Compliance Manager	New policy template Renamed 'Complaints' to 'Complaint Management Policy' Separate complaints procedures for students, staff and other community members Amended 'Scope' section, 'Guiding Principles' section, 'Key responsibilities' section
3.0	22.2.2022	Risk and Compliance Manager	Added Links to Policies section Included Formal Complaints Form within the document
4.0	5.12.2022	Risk and Compliance Manager	Updated School structure titles Policy updated with a Child Safety focus
5.0	27.01. 2023	Risk and Compliance Manager	Added: 'Issues covered by this Policy'; 'Record Keeping'; 'Legislative and Standards' and 'Guidelines' sections Added a summary reference for the Raising Complaint process and moved details to the Appendices

Appendix 1: Summary Reference



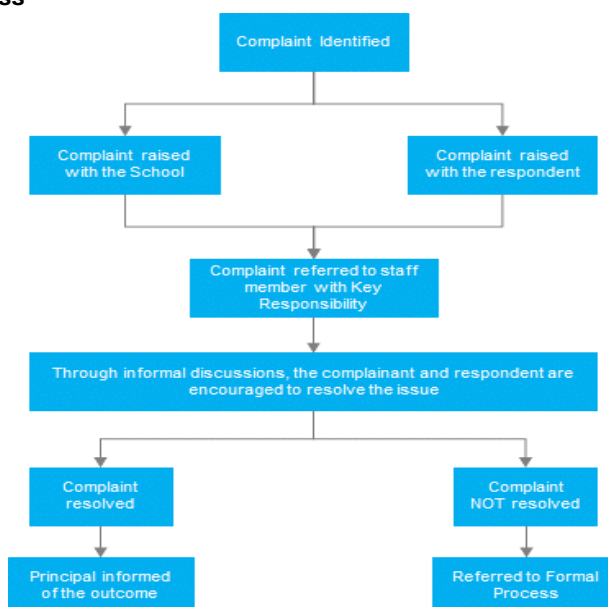
Appendix 2: Parents who wish to raise a concern or a complaint

In the first instance a concern or complaint should be made directly to the school and to the first point of contact. We encourage you to telephone, write to or email the following to attempt to resolve the issue:

- The student's teacher or tutor about learning issues and incidents that happen in their class or group
- The Deputy Head of Junior School or Year Level Coordinator in Senior School - if students from several classes are involved
- The Deputy Principal or relevant Head of School or Head of Junior School - about issues relating to complex student issues
- The Principal about issues relating to school policy, school management, staff members or very complex student issues
- The Property Manager about issues relating to contractors and property management
- The person against whom the complaint is made.

If a complainant is unsure who to contact in the first instance or is unsuccessful in initial contact, please contact the relevant Head of School or the Chief Financial and Operating Officer (if not teaching related).

Informal Complaint Process



If the complaint is made directly to the respondent, the respondent must inform the appropriate staff member with Key Responsibility to respond to the complaint. A resolution will be encouraged through informal discussion between the complainant and respondent. All meetings, discussions, telephone calls or emails will be recorded and documented by the staff member with Key Responsibility on the complaints register.

The Principal will be briefed about the complaint and the outcome of the process.

If the matter is not resolved informally following reasonable attempts, the complainant will be advised to submit a formal written complaint to the Principal using the Formal Complaints Form attached at the end of this document.

Formal resolution process – all complainants

Before an investigation to a formal complaint is commenced, the complainant must have made reasonable attempts to resolve the complaint informally with the respondent in the first instance.

Step 1: Written complaint

If the concern or complaint is not resolved to the satisfaction of parents through the informal process, a formal complaint should be made in writing using the Formal Complaint Form at the end of this policy. The nature of the complaint should be clearly identifiable. If there is more than one problem, parents are advised to list the issues concisely and clearly note any steps taken to resolve the complaint, noting key facts such as what, where, when, how and any supporting evidence she/he may have, including witnesses, emails, photographs and texts.

All formal complaints are to be lodged with the Principal. If the complaint is in relation to the principal, the complaint should be made in writing using the formal complaints form and should be addressed to the Chair of the School Council.

All formal complaints received will be noted and acted on promptly by the Principal who receives the complaint. The School will acknowledge the complaint and provide a timeline for investigation. The School will make every effort to resolve a concern or complaint as quickly as possible however, if a complaint involves many students and/or a range of issues, the School may need more time to investigate and resolve it.

Upon receipt and depending on the nature of the complaint, the Principal may initiate the investigation process by delegating the complaint to an appropriate member of staff who has Key Responsibility.

Parents will be invited to meet with the Principal or senior member of the school to discuss the matter. Parents may choose to have someone support them at the meeting and this could be a relative or a friend however it is not appropriate for that person to be a legal representative.

Parents will be invited to review the completed form to confirm that the complaint has been accurately recorded.

If more than one parent or a set of parents raises the same or a substantially similar problem, each complaint will be managed separately.

Parents will also be asked to indicate, if legal, possible and practicable, how they would want the complaint to be resolved.

Conversations should be respectful and constructive. If the conversation becomes no longer conciliatory, either party may ask for the conversation to be temporarily halted and rescheduled for another time.

Step 2: Investigation

Some complaints can be resolved through discussion but others require that the problem or allegation be investigated before coming to a resolution.

The investigator will be a Child Safety Officer with sufficient skill and experience, not previously involved in the matter. If it is thought advisable and necessary, the Principal may appoint an external advisor as investigator.

In carrying out an investigation, the school will be mindful of the need for confidentiality. The parents will be informed in advance of any decision to speak to others during the course of the investigation

The investigator will meet with the complainant and outline the principles that apply to the procedure to be followed.

The meeting will discuss the matter thoroughly, ideally using the following steps:

- a clear description and understanding of the issue
- the claimed impact and whom it impacts
- what is claimed will happen if the issue is not resolved

- what action(s) is requested in order to resolve the complaint.

These steps will be summarised briefly and will be included in the documentation of the process.

At each step of the process, all those attending the meeting will have the opportunity to put forward their point of view and will be treated with dignity and respect.

It may not be possible to agree the way forward in just one meeting; in this case further meetings will be scheduled until all those involved agree the issue has been considered as thoroughly as needed

At any time in the process, the investigator:

- May choose to contact the parents of any students involved,
- May choose to interview any witnesses identified by the complainant, check the accuracy of the evidence before making a written statement of the evidence given by the witnesses.
- Will offer the complainant the opportunity to meet with the Principal to discuss the complaint and provide additional information where relevant.
- Will document, in writing, all meetings and interviews conducted during the formal process. Any supporting evidence such as emails, photographs or other documentation will be copied and attached to any written notes.
- Will review relevant information and documents.
- Will obtain any other relevant information or documentation that will assist in resolving the complaint.
- May seek advice, where appropriate, from individuals or organisations that may be able to assist in resolving the grievance.

Step 3: Outcome and resolution

The investigator will provide a written report to the Principal detailing all the evidence and a finding as to whether the complaint is substantiated or not.

All those involved should agree when the complaint (or an aspect of the complaint) is considered resolved. If not everyone agrees, the complaint procedures should continue until a resolution is found, even if the resolution is to agree that the complaint is dismissed or that no further action should be taken.

In resolving the issue, the following steps should be followed:

- a statement confirming that those involved consider the complaint (or an aspect of the complaint) is resolved
- how the complaint is resolved
- a description of each specific action or decision, including a note as to who is responsible for the action and by when.

These steps will be summarised briefly and will be included in the documentation of the process.

When the complaint is resolved (or dismissed), a follow up meeting or conversation should be scheduled to ensure that the agreed actions have been implemented and that there are no further matters outstanding.

If the decision concludes that the complaint is not substantiated, the complainant and the respondent will both be advised accordingly. Each party has the right to appeal and request an independent arbiter to review the decision.

If an appeal is lodged, the Principal will outsource to an independent arbiter to examine all of the evidence and advise accordingly. The independent arbiter's review will be final with CGGS.

If the Principal believes that there is a risk of litigation, the school's insurers and Chair of School Council will be notified.

Step 4: Review

The School reviews all data from the complaint to identify opportunities to improve its care and service

It is expected that a formal complaint will be resolved when the complainant and the School agree on an appropriate response or remedy. A complaint may be dismissed, if after it has been investigated, the investigation has determined that the complaint cannot be substantiated.

It may not always be possible to fully resolve all complaints to the complainant's satisfaction. This could happen if the complainant has unrealistic expectations about the outcome of their complaint or School policy is contrary to their opinions.

Record Keeping

CGGS will keep consistent, well-structured, concise and complete information on file for current and future use.

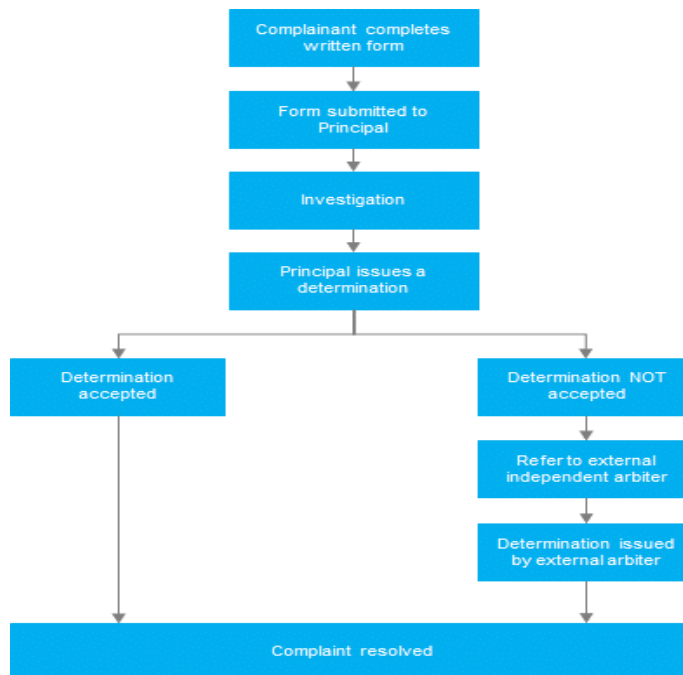
Parents will be provided with a copy of the record of the complaint.

The following documentation will form the record of the complaint:

- the formal complaints form, whether completed by the parents or by the school and confirmed by the parents.
- a record of the complaints meeting and the steps followed as set out above
- a record of the resolution as set out above
- a record of the follow up meeting.

The management of these records will follow the school's Record Management Policy. Except where dictated otherwise by law, the school will retain all records of complaints for a minimum of one year after the family or student has left the school and then will be destroyed. The records will be kept secured by the principal or the School Council (in the case of a complaint made against the principal) as is appropriate.

Formal Complaint Process



Appendix 2: Students who wish to raise a concern or a complaint

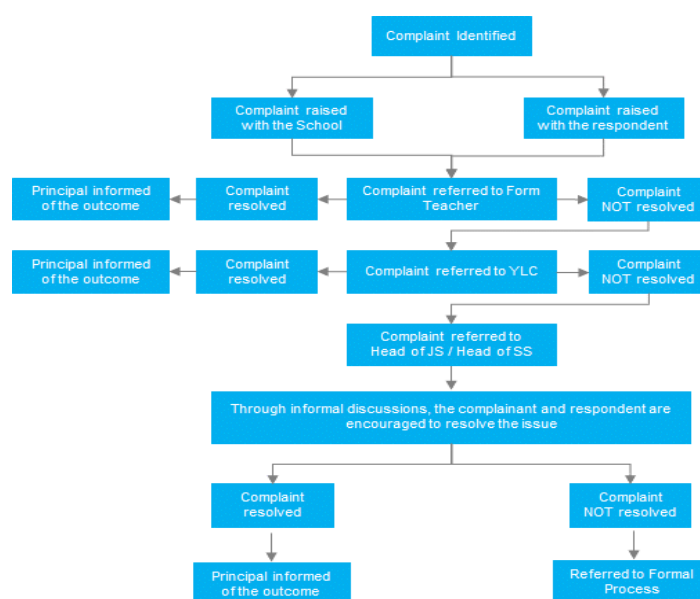
Complaints and Grievance Informal Resolution Process - Students

A student may wish to make a complaint to the school over matters such as but not limited to the following:

- General issues of staff and/or student behaviour that are contrary to CGGS' Code of Conduct
- Incidents of bullying, harassment and/or victimisation in the classroom or school yard
- Academic matters such as teaching methods, curriculum, assessment and school reports
- School practices, policies or decisions made or ignored that is perceived to be unfair, unreasonable or inappropriate

Should the complainant wish to make a complaint to the school over a matter that is within the scope of this policy they may do so by raising the complaint directly to the:

- Form Teacher
- Year Level Coordinator
- Deputy Principal or Heads of Senior School
- Head of Junior School
- Respondent against whom the complaint is made



It is recommended that students follow the escalation process when initiating a complaint. This means that all student complaints should first be directed to the respective form teacher for resolution. If the complaint is made directly to the respondent, the respondent must inform their respective form teacher.

A resolution will be encouraged through informal discussion between the complainant, the respondent and the form teacher(s). All meetings, discussions, telephone calls or emails will be recorded and documented by one of the form teachers handling the complaint on the complaints register. In the event that a resolution cannot be reached, the matter will be escalated to the Year Level Coordinator followed by the Head of Junior School or Head of Senior School respectively.

The Principal will be briefed about the complaint and the outcome of the process.

If the matter is not resolved informally, the complainant will be advised to submit a formal written complaint to the Principal. At this point in time, parents may be contacted, depending on the severity of the complaint.

Appendix 3: Staff who wish to raise a concern or a complaint

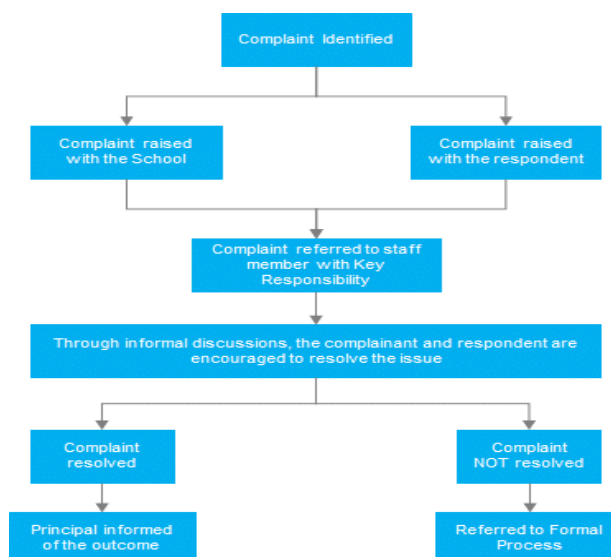
Complaints and Grievance Informal Resolution Process - Staff

A staff member may wish to make a complaint to the School over matters such as but not limited to the following:

- General issues of staff and/or student behaviour that are contrary to CGGS code of conduct
- Incidents of bullying, harassment and/or victimisation in the workplace
- Occupational, Health and Safety matters
- Workload and working conditions
- General HR issues
- School practices, policies or decisions made or ignored that is perceived to be unfair, unreasonable or inappropriate

Should the complainant wish to make a complaint to the school over a matter that is within the scope of this policy they may do so by raising the complaint directly to the:

- Deputy Principal or relevant Head of School
- Chief Financial Operating Officer
- Director of Human Resources
- Respondent against whom the complaint is made



If the complaint is made directly to the respondent, the respondent must inform the appropriate staff member with Key Responsibility to respond to the complaint. A resolution will be encouraged through informal discussion between the complainant and respondent. All meetings, discussions, telephone calls or emails will be recorded and documented by the staff member with Key Responsibility on the complaints register.

The Principal will be briefed about the complaint and the outcome of the process.

If the matter is not resolved informally, the complainant will be advised to submit a formal written complaint to the Principal.

Review of a Decision

A request for a decision to be reviewed should be made in writing to the Principal's Office setting out the grounds for a review. Upon receipt of the request, the Principal will determine the most appropriate way to review the decision. Once the review is complete, the Principal's decision will be communicated in accordance with privacy and confidentiality principles.

Appendix 4



Formal Complaint Form

Complainant's Contact Details		Date Lodged:	
Full Name:		Phone:	
Address:		Email:	

Nature of Complaint

Complaint Details
<ul style="list-style-type: none">• Describe the incident and/or your concerns• Include key dates and times, such as when the incident occurred• Details of telephone conversations or emails (attach copies)• Any other relevant information

Preferred Outcome