

POLICY		PROCEDURE
Procedure Name	Communication Procedure	
NESA Manual Section	School Management and Operation (B2) Schools Must be Maintained through Proper Governance (B2.3)	
Related Procedures & Registers	ICT, Social Media and Technology Use Procedure (B2.3) Code of Conduct for Staff Procedure (B2.3) Complaint Handling Procedure (B8.2) Complaint Handling Procedural Fairness Guidelines (B8.2) Privacy, Personal Information and Confidentiality Procedure (B2.3) Child Safety Code of conduct (B8.1) Student-Staff interaction and Professional Boundaries Procedure (B8.1) Student Wellbeing and Support Procedure (B8.2) Child Protection Procedure (B8.1) Document and Record Retention Procedure (B2.3) Visitor Management and Site Security Procedure (B8.2) Emergency and Critical incident Management Plan (B8.2)	
Related Policies	Communication Policy (B2.3) Community Code of Conduct Policy (B8.2) ICT, Social Media and Technology Use Policy (B2.3) Code of Conduct for Staff Policy (B2.3) Complaint Handling Policy (B8.2) Privacy, Personal Information and Confidentiality Policy (B2.3) Student-Staff interaction and Professional Boundaries Policy (B8.1) Student Wellbeing and Support Policy (B8.2) Child Protection Policy (B8.1) Document and Record Retention Policy (B2.3) Visitor Management and Site Security Policy (B8.2)	
Related Legislation	Education Act 1990 Education Standards Authority Act 2013 (NSW) Privacy Act 1988 (Cth) Work Health and Safety Act 2011 (NSW) Children's Guardian Act 2019 Children and Young Persons (Care and Protection) Act 1988 (NSW)	
Date of Issue / Last Revision	04 December 2025 22 August 2026	
Date Set for Review	August 2029	

Communication Procedure

The purpose of this Procedure is to establish clear and consistent processes for communication at Central Coast Montessori Primary School Ltd (CCMPS). It supports the implementation of the Communication Policy by providing practical requirements for communication between employees, students, parents/carers, external professionals and the wider School community, including the appropriate use of communication channels, recordkeeping, escalation and communication during incidents or emergencies.

Scope

This Procedure applies to all employees and, where relevant, Board members, volunteers, contractors and other persons communicating on behalf of CCMPS.

It applies to verbal, written, electronic and online communication relating to School operations, students, families, employees and the School community.

Key Principles

Communication at CCMPS will be guided by the following principles:

- communication will be respectful, clear, professional and appropriate to the circumstances;
- communication will support positive relationships between students, families, employees and the wider School community;
- information will be factual, objective and communicated through appropriate School-approved channels;
- communication concerning students will prioritise their safety, wellbeing, dignity and educational needs;
- personal, sensitive and confidential information will be protected and only shared with authorised persons for legitimate School purposes;
- significant communications, decisions and agreed actions will be appropriately documented where required;
- employees will communicate within the scope of their role and authority and escalate matters where appropriate;
- sensitive, complex or contentious matters will be managed through appropriate channels rather than informal or extended electronic exchanges;
- communication with external professionals will respect privacy, consent, child safety and visitor management requirements;
- public communication on behalf of CCMPS will only be undertaken by appropriately authorised persons;
- communication during incidents and emergencies will be coordinated, factual and consistent with the School's emergency and critical incident arrangements; and
- communication practices will support consistency, transparency and accountability across the School.

General Communication Requirements

Employees must use appropriate School-approved communication channels and communicate within the scope of their role and authority. Communication must be appropriate to the intended audience, protect privacy and confidentiality, and be documented where it relates to a significant student, family, operational or compliance matter.

Employees must communicate objectively and avoid speculation, inappropriate personal opinions, judgemental language or disclosure of confidential information. Matters outside an employee's authority or requiring leadership involvement must be appropriately escalated.

Internal Communication

Employees are expected to maintain regular engagement with the School's approved internal communication channels and to communicate information relevant to student safety, wellbeing, learning and School operations in a timely manner.

Employees should:

- check School email, OWNA and other designated staff communication channels regularly on School days;
- respond to communications within a reasonable timeframe, ordinarily within 24–48 hours on School days where a response is required;
- attend relevant staff meetings, professional learning and scheduled discussions;
- communicate relevant student information through the appropriate School system;
- raise significant concerns, risks or matters requiring a decision with the Principal or delegate;
- communicate respectfully and collaboratively with colleagues; and
- where appropriate, use direct discussion to clarify misunderstandings or resolve routine communication issues.

Matters involving child safety, significant student wellbeing concerns, serious interpersonal conflict, significant operational risk or matters requiring formal decision-making must be referred to the Principal or delegate.

Communication with Parents and Carers

Communication with parents/carers should support constructive partnerships between the School and families and should be warm, respectful, factual and focused on the student's education, wellbeing and School experience.

Employees must:

- use objective and non-emotive language;
- communicate information based on observation, records and known facts;
- maintain student, family and employee confidentiality;
- plan sensitive or complex conversations appropriately;
- keep appropriate records of significant discussions and agreed actions;
- record relevant communication in OWNA where required;
- use School-approved communication channels;
- respond to communications within a reasonable timeframe, ordinarily within 24–48 hours on School days; and
- refer matters outside their authority to the Principal, Administration Office or other appropriate employee.

Employees must not make commitments regarding School policy, fees, enrolment, student support arrangements, complaints, significant changes to educational programs or other matters outside their delegated authority.

Sensitive or Difficult Conversations

Where a conversation is likely to involve significant concerns, conflict, complaints, student behaviour or wellbeing concerns, learning concerns requiring significant intervention, or another sensitive matter, employees should consult the Principal or delegate before proceeding where practicable.

Where appropriate:

- a meeting should be scheduled rather than attempting to resolve a complex matter through lengthy email correspondence;
- another appropriate employee may attend;
- relevant information should be reviewed beforehand;
- factual notes should be made of significant matters discussed, decisions and agreed actions; and
- required follow-up should be documented.

Formal complaints must be managed in accordance with the *Complaints Handling Policy and Procedure*.

Communication with Students

Communication with students must be appropriate to the student's age, developmental needs and circumstances and consistent with the School's Montessori approach, child-safe practices and professional boundaries.

Employees must:

- communicate respectfully and calmly;
- use age-appropriate and clear language;
- maintain appropriate professional boundaries;
- avoid inappropriate private or personal communications with students;
- use only School-approved methods of electronic communication where electronic communication is required; and
- report any communication giving rise to a child safety or wellbeing concern in accordance with applicable School procedures.

Communication with students must also comply with the *Child Safety Code of Conduct* and *Student–Staff Interaction and Professional Boundaries Policy and Procedure*.

Communication with External Professionals

Communication with allied health professionals, support workers and other external professionals must protect student privacy while supporting appropriate collaboration in the student's interests.

Requests for student records, reports, observations or other personal information must be managed through the appropriate School process and must not be provided without appropriate authority.

Employees must:

- ensure relevant consent or authority exists before sharing student information;
- disclose only information reasonably necessary and authorised for the relevant purpose;
- maintain confidentiality;
- appropriately document significant communication or observations;
- refer formal requests for records or information to the Principal or delegate; and
- ensure external professionals attending the School comply with the *Visitor Management and Site Security Policy and Procedure* and other applicable School requirements.

External professionals must not be given unrestricted access to student records or confidential School information.

Communication Channels

CCMPS uses designated communication channels for different purposes. Employees should select the channel appropriate to the nature, urgency and audience of the communication.

Face-to-Face Communication

Face-to-face communication is appropriate for:

- routine greetings and brief family check-ins;
- scheduled meetings and conferences;
- collaborative discussions;
- relationship-building; and
- complex or sensitive matters where direct discussion is preferable.

Sensitive or confidential matters must not be discussed where they may be overheard by students, other families or unauthorised persons.

Email

School email may be used for:

- formal School communication;
- scheduling and confirming meetings;
- information and operational updates;
- communication with families, colleagues and external professionals; and
- documenting agreed actions or follow-up.

Emails must be professional, factual and appropriate for the intended recipient.

Employees must take reasonable care to ensure recipients are correct before sending confidential or personal information.

OWNA

OWNA is used for designated School administrative, compliance and communication functions, including as applicable:

- incident and illness records;
- student health and medical information;
- communication records and notes;
- permissions;
- policy acknowledgements; and
- School announcements and other designated communications.

Significant student or family communication should be recorded in OWNA where required by School practice or another School procedure.

Transparent Classroom

Transparent Classroom is used for Montessori pedagogical purposes, including:

- learning records;
- observations and work samples; and
- sharing relevant student learning and progress information with families.

It is not to be used as a substitute for the School's designated administrative, compliance or incident-recording systems.

Telephone and SMS

The School telephone may be used for urgent or time-sensitive communication, absences and other matters appropriately dealt with by telephone.

Classroom phones are used by Guides for appropriate outgoing communication relating to students and must not be used as a general substitute for the School's established family communication channels.

Significant telephone conversations relating to student wellbeing, behaviour, complaints, incidents or agreed actions should be documented appropriately.

School App, Newsletters and Website

The School App may be used for whole-School announcements, reminders, events and links to other approved School information.

Newsletters may be used for whole-School updates, learning highlights, upcoming events and community information.

The School website provides public-facing information about CCMPS and must contain accurate, current and appropriately authorised information.

Privacy and Confidentiality

Personal, sensitive and confidential information must only be communicated for legitimate School purposes and through appropriate channels.

Employees must:

- verify recipients before sending confidential information;
- avoid discussing confidential matters in public or inappropriate settings;
- not forward, copy or disclose School information without appropriate authority;
- protect student, family and employee information;
- comply with applicable privacy and records requirements; and
- promptly report any suspected privacy or information security breach.

Detailed requirements for information security, passwords, systems access, cybersecurity and acceptable technology use are addressed in the *ICT, Social Media and Technology Use Policy and Procedure* and are not duplicated in this Procedure.

Social Media and Public Communication

Employees must use social media and other digital communication in accordance with the School's *ICT, Social Media and Technology Use Policy and Procedure*.

Employees must not:

- communicate confidential information about students, families, employees or School matters through personal social media accounts;

- publish photographs, recordings or identifying information about students without appropriate authorisation;
- represent personal opinions as those of CCMPS;
- publish or distribute internal School information or documents without authorisation; or
- use personal social media accounts to communicate with students in a manner inconsistent with the School's professional boundary requirements.

Only persons authorised by the School may publish or communicate on behalf of CCMPS through official social media accounts, media channels or other public platforms.

All online and social media communication must comply with the School's privacy, child safety, professional boundaries and ICT requirements.

Communication During Incidents and Emergencies

During an incident, critical incident or emergency, communication must be clear, factual, timely and coordinated through the appropriate School authority.

Employees must:

- follow the applicable emergency or critical incident procedure;
- notify the Principal or delegate as required;
- provide factual information and avoid speculation;
- follow directions regarding communication with families or external parties;
- complete required incident or other records; and
- maintain confidentiality and protect the privacy of affected students and families.

Employees must not independently communicate with the media or make public statements about an incident or emergency unless authorised to do so.

Child protection concerns must be managed in accordance with the School's *Child Protection Policy and Procedure* and must not be communicated to families or other persons where doing so would be inconsistent with those procedures or applicable legal requirements.

Communication Records

Significant communications should be documented where they relate to:

- student safety, wellbeing or behaviour;
- learning or support concerns requiring follow-up;
- complaints or disputes;
- incidents or injuries;
- health or medical matters;
- significant parent/carer concerns;
- decisions, agreements or commitments;
- external professional involvement; or
- matters requiring escalation or ongoing monitoring.

Records should be factual, objective, dated and sufficiently detailed to identify the nature of the communication and any actions or decisions arising from it.

Records must be stored in the appropriate School system in accordance with the *Document and Record Retention Policy and Procedure*, privacy requirements and applicable School procedures.

Escalation

Employees must refer a communication matter to the Principal or delegate where:

- there is a child safety or significant student wellbeing concern;
- the matter involves a serious complaint, conflict or allegation;
- there is a significant privacy or confidentiality concern;
- the matter may create significant legal, regulatory, reputational or operational risk;
- the communication involves media or other public representation of the School;
- the matter is outside the employee's authority;
- a parent/carer or other person remains dissatisfied following reasonable attempts to address the matter; or
- leadership involvement is otherwise reasonably required.

Urgent matters involving immediate risk to safety must be escalated immediately.

Monitoring, Evaluating and Review

Annual adjustments may be made to this procedure in response to identified areas for improvement to ensure it remains current, effective and aligned with School practice. Otherwise, this procedure will be reviewed every three (3) years, or earlier if required due to changes in legislation, technology risks, NESA requirements or identified gaps in practice.

Continuous improvement will be guided by communication practices, feedback from employees and families, complaints and incident data, operational experience, legislative and regulatory developments and NESA requirements.

Related Documents and References

[Australian Privacy Principles \(APPs\)](#)

[eSafety Commissioner - Online Safety Resources for Schools](#)

[NESA Registered and Accredited Individual Non-Government Schools \(NSW\) Manual February 2026](#)

[NESA Resources for Schools](#)

[NSW Office of the Children's Guardian - Child Safe Standards](#)

[NSW Office of the Children's Guardian - Child Safe Resources](#)

[Office of the Australian Information Commissioner \(OAIC\) - Australian Privacy Principles Guidelines](#)

In the event of any inconsistency between this Procedure and applicable legislation, the legislation will prevail.