

- PROCEDURE -

Customer Feedback and Complaint Handling Procedure

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Procedure Statement

The Customer Feedback and Complaint Handling Procedure outlines the organisational process for managing customer ('complainant') feedback and complaints.

This procedure supports the Customer Feedback and Complaint Handling Policy, related procedures, guidelines and work instructions.

Scope

The Customer Feedback and Complaint Handling Procedure applies to all staff (including contractors and volunteers) who receive, record, manage, investigate and respond to feedback and complaints from complainants.

Out of Scope

Where the subject of a complaint is determined to be more appropriately managed under another TAFE SA policy and /or relevant third party, the complainant will be advised of the process. These matters include:

- Investigations relating to TAFE SA staff misconduct or grievance
- Assessment appeals and other academic decisions
- Investigations of student behaviour or conduct
- Suspicion of corruption, maladministration, fraud and whistleblower protection
- Criminal matters (referred to SAPOL)
- Critical incidents covered by the Crisis and Incident Management Policy.

Procedure Detail

Lodging feedback or a complaint

Feedback or a complaint can be lodged in the following ways:

- TAFE SA website – Feedback and Complaints Page
- TAFE SA staff member
- TAFE SA Student Hub
- Emailing: feedback@tafesa.edu.au
- Calling the TAFE SA Customer Support line on 1800 882 661

Although preference is for complainants to lodge their feedback or complaint via the Feedback and Complaints Page on the TAFE SA website, there may be occasions where the complainant will seek support from TAFE SA staff. All TAFE SA staff

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lodging a feedback or a complaint on behalf of a complainant should use the internal Business Unit form, which can be found on the TAFE SA intranet.

Complainants who lodge via other channels (e.g. social media) should be directed to the above methods to submit feedback or a complaint. Complainants who are culturally and linguistically diverse, disadvantaged, or vulnerable can request assistance to make a complaint.

Where a third party (e.g. parent, employer, support worker) lodges feedback or a complaint on behalf of someone else, a Student Consent to Release Personal Information form will be required to communicate with the third party.

Feedback and Complaints will be recorded in the Complaint Management System (CMS) and allocated to a Customer Resolution Team member for case management of the complaint including a response.

All engagement with the complainant should be formalised in writing and any verbal engagement documented. All associated actions to resolve the issue/s must be given urgent priority to bring early resolution.

Anonymous complaints will be investigated to the extent possible, using the same process, and where sufficient information has been provided. However, if the information provided is limited, the Customer Resolution Team may not be able to fully investigate the concerns, and a response may not be possible.

The complaint will not be treated any differently if made anonymously. All TAFE SA employees are bound by the South Australian Government's Code of Ethics. This requires that all staff act impartially, fairly and equitably.

Matters defined as a 'Critical Incident' will be managed in accordance with legislative requirements and internal processes. See [Crisis and Incident Management Policy](#).

Customer Accessibility

TAFE SA's Customer Feedback and Complaint Handling Policy is available on the TAFE SA website in multilingual versions. Additional support when lodging an issue, feedback or complaint is also available for international students and students with disabilities.

International students may wish to speak with the International Student Support Consultant team (International Unit) on 8417 0430 or via email; tafesa.international@tafesa.edu.au

International Students and those from culturally and linguistically diverse backgrounds, and where English is a second language, can also request assistance from Translating and Interpreting Service (TIS National).

Students with disabilities can seek additional support by contacting the Student Success and Wellbeing team by calling 1800 882 661 or by booking a telephone, online (Microsoft Teams) or face to face appointment.

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Students with hearing or speech impairments are encouraged to use the National Relay Service About the National Relay Service (NRS) | Access Hub.

A person making a complaint should provide as much information as they feel comfortable with. TAFE SA staff may contact the person to gather further information.

Complaints should be lodged as soon as possible to ensure timely resolution, ideally within a 12-month period unless there are exceptional circumstances

Complaint Timeframes

Wherever possible, TAFE SA will resolve complaints as soon as practicable, and within 14 days (subject to the matter not being escalated or undergoing a review or appeal process). All parties to a complaint will be advised if there are any delays to this timeframe.

All staff are required to provide information about complaints when requested, within 5 business days, to keep to required timelines for resolution and response.

Progress of complaint	Response Timeframe
Early Resolution/Frontline	Prior to complaint lodgement
Acknowledgement	Up to 2 business days
Level 1- (Decision Manager)	Up to 14 days
Level 2 – Escalated (Director)	Up to 14 days
Level 2 – Review / Appeal (Executive Director)	Up to 30 days
Level 3 – External	Timeframe specified by third party

Intake and Triage of Internal Referrals

After a case is lodged, the Customer Resolution Team members will conduct a triage process. The case will be referred to one of the following.

- 1) To the Investigation Management Unit (IMU); should the case be regarding TAFE SA staff members misconduct or maladministration issues,
- 2) To the Education Managers of the business unit, should the case be regarding an Assessment Appeal or Lecturer complaints,
- 3) To the TAFE SA Executive Team should the case be regarding a critical incident

The Customer Resolution Team will collate the data for the internal referrals including the outcome but are not responsible for the investigation. All other cases in scope, are referred to the Customer Resolution Team for investigation.

Levels of Complaint Handling

Early Resolution

All TAFE SA staff are responsible for resolving complainant concerns at the frontline where possible. Staff are encouraged or empowered to resolve issues early where appropriate. Early resolution does not disadvantage complainants later. If the issue can be resolved, a note should be placed on the customers record (MyCustomer, SIS, etc) and no further action is required. If the complainant remains dissatisfied with the outcome, they should be provided with support or information on how to lodge a formal complaint. Staff unable to access student details should complete the internal Business Unit form or contact the Customer Resolution Team.

Level 1 – Internal Decision (Manager)

All complaints received will be assessed by a Customer Resolution Team member and allocated to a complaint handler according to the seriousness and complexity of the complaint. The complaint handler will not assume fault but will make decisions that are fair, clear and evidence based.

A written response or outcome will be provided to the complainant upon conclusion of an investigation (preferably using an appropriate template provided by the Customer Resolution Team), detailing the decision made (outcome), the decision maker and contact details should the complainant wish to discuss the matter further. Where a complaint involves another student or member of staff, the complainant will receive notification that their complaint has been resolved but may not receive details of the outcome to respect the privacy of all parties involved.

TAFE SA recognises that some complainants may act in an unreasonable manner, including persistent and excessive demands, inappropriate language or aggressive behaviour, or may be deemed vexatious. Under Work Health and Safety legislation, TAFE SA must take reasonable care to ensure that these complainants do not adversely affect the health and safety of others.

Level 2 – Internal Escalation (Director)

If a complainant is dissatisfied with the Level 1 decision of a complaint, they may request an escalation via the Customer Resolution Team member. A review of the Level 1 decision should be completed within 14 days of receipt by a Director and be independent of the original decision. A written response will be provided to the complainant (preferably using an appropriate template provided by the Customer Resolution Team), outlining the outcome of the escalation and options for further review / appeal, if required.

Level 2 - Internal Appeal / Review (Executive Director)

If a complainant is dissatisfied with the outcome of the Level 2 review, they can request an appeal of the Level 2 decision via the Customer Resolution Team member. An Executive Director will review the documents related to the original decisions (Level 1 and 2) and determine whether to proceed with an appeal panel.

Instances where an appeal panel is NOT considered appropriate include (but are not limited to) the following:

- Further action or review of a previous decision is likely to lead to the same outcome (for example, a compliance related decision that cannot be altered by TAFE SA) and will take up further unreasonable resourcing
- Complaints confirmed as vexatious or unsubstantiated through Level 1 and Level 2 processes
- Disputes presenting as unreasonable and/or all internal support measures available to the complainant have been exhausted.

If an appeal panel does not proceed, the complainant will be informed of this decision by the Customer Resolution Team member and notified of their external appeal options.

If an appeal panel does proceed:

- Representatives will be appointed at the nomination of a member of TAFE SA Executive and be independent of the decision being reviewed. The panel will consist of a minimum of three TAFE SA staff members with at least one delegate at Education Manager Level who presides as the Chairperson.
- Panel members should typically be sourced from workgroups not directly implicated in the complaint.
- The Appeal Panel receives relevant documentation related to the complaint. The panel meets in person or virtually one or more times to review the complaint and supporting documentation; and submits a written recommendation to the Executive Director who endorsed the appeal

The appeal panel process should be completed within 30 days of receipt of the appeal request (where possible) and a written response provided to the complainant with the outcome of the appeal and notified of their external appeal options.

Level 3 – External Review

When a complainant has exhausted all internal resolution options and is dissatisfied with the outcome of the appeal panel process, they may request an external review by an appropriate external agency. TAFE SA staff should seek advice from the Customer Resolution Team prior to referring complainants to a third party.

If TAFE SA is required to participate in a conciliation conference, the responsible Manager, should notify the Chief Executive and the Principal Delegations and Insurance Lead, Corporate Governance and Assurance. The responsible managers attendance at the conciliation conference will be at the discretion of the responsible

Executive Director. The external agency would normally write directly to the Chief Executive. The Chief Executive will allocate the response as they consider appropriate.

Level 3 – External Review (Higher Education Students)

Complainants from Higher Education programs are required to follow the same levels of complaint handling process. However, should the complainant require a Level 3 external review, it is recommended that they select from the following external providers (as listed in Appendix 2 – External Support Agencies).

- National Student Ombudsman (Higher Education courses only)
- Tertiary Education Quality Standards Agency (TEQSA) (Higher Education only)

Level 3 – External Review (VET students)

Complainants from VET student programs are required to follow the same levels of the complaint handling process. Where the complaint relates to TAFE SA's products, services or employees and remains unresolved after the internal complaint process, the complainant may seek external review or assistance through appropriate external agencies listed in Appendix 2 (External Support Agencies), including the National Training Complaints Hotline or relevant regulatory bodies.

- National Training Complaints Hotline
- Australian Skills Quality Authority (National Regulator for VET sector)
- VET Student Loan Ombudsman (students with a VET Student Loan)

Advice concerning legal matters

Where a TAFE SA staff member receives a complaint from a complainant's legal representative, the request must be referred to the Customer Resolution Team.

Where complaints may require legal advice or representation, the Principal Legislation Advisor and Manager, Strategic, Policy and Advice, should be contacted at the earliest opportunity. Refer to Requesting Legal Services Procedure for further information.

Crisis and Critical Incidents

Matters defined as a 'Crisis or Critical Incident' will be managed in accordance with legislative requirements and the Crisis and Incident Management Policy and Crisis and Incident Management Procedure

Complaints about Staff

All allegations relating to misconduct about TAFE SA staff will be managed in accordance with the Respectful Behaviours Policy and referred to the responsible Education or Line Manager and Human Resources Business Partner (HRBP). The Investigation Management Unit (IMU) will be consulted for consideration of investigation for allegations of serious misconduct, maladministration or corruption and in accordance with the Staff Misconduct Policy. The summary of outcomes should be provided to the Customer Resolution Team to close the case.

****** complaints made by TAFE SA staff should be directed to their line manager or a Human Resources Business Partner in the first instance

Complaints about a student

All allegations about student conduct will be addressed in accordance with the Student Conduct and Disciplinary Policy. Where the allegations are substantiated, appropriate sanctions may apply in accordance with the Student Code of Behaviour.

Support for complainants including counselling is available to all parties, at all stages of a complaint, by contacting the Student Success and Wellbeing team.

Unreasonable or aggressive complainant conduct

TAFE SA recognises that some complainants may act in an unreasonable manner, including persistent and excessive demands, inappropriate language or aggressively, or are deemed to be vexatious. Under Work Health and Safety legislation, TAFE SA must take reasonable care to ensure that these complainants do not adversely affect the health and safety of others.

TAFE SA will apply the principles of fairness and equity to all complaints. Complainants acting in an unreasonable manner, including persistent and excessive demands, inappropriate language or aggressive behaviour, will be managed via the work instructions Managing Unreasonable Complainant Conduct and Responding to Vexatious Complainants

Any aggressive or unreasonable behaviour from a complainant should be recorded in the complaint management system and escalated to the relevant line manager for appropriate management.

Situations when a complaint may NOT be investigated

It is at the discretion of the Customer Resolution Team member to not commence an investigation if the following applies:

- A matter considered frivolous and/or vexatious
- A matter that is greater than 12 months old (exceptional circumstances may apply)
- A matter has been addressed previously, and all internal resolution options have been exhausted

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- Further information on a complaint has not been provided as requested
- The complaint is anonymous and insufficient information has been provided.

Recording and Reporting

To ensure compliance with *State Records Act (1997)* and TAFE SA's Records Management Policy, a copy of all records and information will be saved in the complaint management system including:

- Original complaint
- Steps taken to resolve the complaint
- Outcome of the complaint
- Record of discussions, phone calls and emails relevant to the complaint investigation

In closing a complaint, the Customer Resolution Team member will record an appropriate root cause category to assist in tracking trends and service improvements, that may result from the complaint or feedback. This information is used to meet annual reporting requirements.

Roles and Responsibilities

Position	Responsibility
Business Unit Complaint Handler	• Responsible for determining the appropriate actions to be taken and ensure follow up in a timely manner. • Ensure the Business Unit creates records detailing all verbal and written engagement associated with the complaint and decisions made.
Complainant/Customer	• Treat TAFE SA staff with respect at all times and act appropriately, honestly and in good faith. Adhering to the Terms & Conditions - TAFE SA and Student Code of Behaviour and related policies. • Where a complainant requires an advocate (e.g. parent or employer) they will be responsible for providing formal consent on an approved TAFE SA Student Consent to Release Personal Information form to act on their behalf.
Customer Resolution Team members	• Ensure independent, impartial and high-quality complaint resolution across TAFE SA that aligns with the Complaint Management Framework. • Coordinates the complaints resolution process which includes liaising with relevant stakeholders • Support organisational capability, assurance and continuous improvement in complaint handling,
Director Strategic Planning and Policy	• Ensure reviews of complaint decisions are conducted independently and in accordance with policy/procedure timelines. • Support continuous improvement processes to address issues identified in complaints.

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	• Ensure employees managing complaints are resourced appropriately and supported in a timely manner.
Executive Director, Students, Strategic Planning and Policy	• Accountable for effective implementation of the 'Customer Feedback and Complaint Handling Policy' and 'Customer Feedback and Complaint Handling Procedure'. • Accountable for effective implementation of TAFE SA's complaint's framework. • Promotes a culture that values complaints and effective resolution. • Supports use of the complaint management system and data to inform improvements.
Manager, (Strategic Policy and Advice)	• Provide leadership and guidance to employees involved in complaints handling processes. • Encourage employees to identify opportunities for service improvements. • Undertake mediation with relevant parties when required. • Ensure escalated or high-risk complaints are managed effectively to a high standard through relevant decision makers/delegates (complaint handlers) and/or Customer Resolution Team members. • Provide leadership and oversees the process to facilitate employee training (in collaboration with Workforce Development) and promote TAFE SA staff's understanding the Complaint Management Framework. • Works with the Customer Resolution Lead, to identify a TAFE SA response to external agencies representing a complainant. • Review the Complaint Management Framework on a regular basis to ensure continued suitability, adequacy, effectiveness and efficiency.
TAFE SA employees:	• Assist people who wish to make a complaint to access TAFE SA's complaints process. • Respond to complaints as relevant to their role and responsibilities and in accordance with Complaint Management Framework. • Have a sound understanding of TAFE SA's Complaint Management Framework. • Access support and guidance from the Customer Resolution Team members where a complaint cannot be resolved at the local level. • All Tafe SA employees are bound by the Code of Ethics and the respectful Behaviours Policy.
Team Leader/Supervisor (Customer Resolution Lead)	• Provide leadership, governance and assurance of complaint management across TAFE SA that aligns with the Compliance Management Framework. • Strengthen organisational capability and continuous improvement in complaint management

Definitions

Term	Definition
Appeal Panel	When a complainant seeks an appeal of a Level 2 decision by making a formal request. Panel Representatives will be nominated by TAFE SA Executive and will be independent of the decision being reviewed. The Panel will consist of a minimum of 3 TAFE SA staff members, with at least one delegate at Education Manager Level, who will preside as the Chairperson.
Business Unit Complaint Handler	A TAFE SA employee with relevant authority who can receive and make a decision in order to resolve the matter quickly and efficiently. This may include (but is not limited to) a Team Leader, Manager, Education Manager, Business Operations Manager or Business Unit Director.
Complaint	A complaint is an expression of dissatisfaction made to or about an agency, related to its products, services, employees or the handling of a complaint, where a response or resolution is either explicitly or implicitly expected or legally required
Complainant/Customer	Previous, current or future students, members of the public, employers, parents, guardian or caregivers
Complaint Management Framework/System	As per PC039 – Complaint Management in the South Australian Public Sector, A complaint management system includes policies, procedures, practices, employees, hardware and software used by an agency for the management of complaints and feedback
Crisis	An unforeseen incident or potential incident, event or occurrence that impacts across TAFE SA and may disrupt organisational strategy. In line with the policy's risk-based approach, it is likely to have critical consequences and requires the intervention of an Executive Director/Dean / Crisis Management Team. (As outlined in the Crisis and Incident Management Policy.pdf)
Critical Incident	An unforeseen instance of something happening or potentially happening, or event or occurrence that impacts more than a functional team or area and will probably require cross-organisational coordination and external stakeholder management. In line with the above risk-based approach, it is likely to have major consequences and requires the intervention of an Executive Director/Dean / Critical Incident

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	Management Team. (As outlined in the Crisis and Incident Management Policy.pdf)
Feedback	Feedback is an opinion, comment or expression of interest or concern, made directly or indirectly, explicitly or implicitly to or about the agency, regarding products, services, employees or its handling of a complaint. A response is not explicitly or implicitly expected or legally required. Feedback can be either positive or negative.
Higher Education	Higher Education as the qualifications delivered under the TEQSA registration and accreditation.
Natural Justice	The duty to act fairly and includes two rules: <i>The fair hearing rule</i> – meaning that all parties must be given the opportunity to present their case and be fully informed about allegations and decisions made and <i>No bias rule</i> – meaning that a decision maker must have no personal interest in the matter.

Associated Documents and References

Document Type/ Number	Document/Reference Title
PPMF TAFESA 1184	Academic Integrity Policy
PPMF TAFESA 1098	Assessment Policy
PPMF TAFESA 70	Course Admission Policy
PPMF TAFESA 142	Creation and Capture of Official Records Procedure
PPMF TAFESA 182	Credit and Debt Recovery Policy
PPMF TAFESA 1248	Crisis and Incident Management Policy
PPMF TAFESA 1249	Crisis and Incident Management Procedure
PPMF TAFESA 1032	Customer Feedback and Complaint Handling Policy
PPMF TAFESA 1105	Fraud and Corruption Policy
PPMF TAFESA 1154	International Students Policy
PPMF TAFESA 1093	Privacy Policy
PPMF TAFESA 1198	Quality Audit Policy
PPMF TAFESA 140	Records Management Policy
PPMF TAFESA 1086	Requesting Legal Services Procedure
PPMF TAFESA 1010	Respectful Behaviours Policy
PPMF TAFESA 1213	Safe Environments for Children, Young and Vulnerable People Policy
PPMF TAFESA 1078	Sexual Assault and Sexual Harassment Policy
PPMF TAFESA 136	Student Conduct and Disciplinary Policy
PPMF TAFESA 1040	Student Critical Incident Policy
PPMF TAFESA 138	TAFE SA Consultation and Change Policy
PPMF TAFESA 1104	TAFE SA Procurement and Contract Management Policy

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PPMF TAFESA 195	Work Health and Safety and Injury Management Policy Statement
Code of Behaviour	Student Code of Behaviour
Code of Ethics	<i>Code of Ethics for the South Australian Public Sector</i>
Code of Practice	TAFE SA Code of Practice
Complaint Management Framework (OSA)	Complaint Management Framework – Ombudsman SA – March 2016
DPC Circular	<i>Complaint Management in the South Australian Public Sector PC039</i>
Higher Education Standards	<i>Higher Education Standards Framework (Threshold Standards) 2021</i>
Internal Complaint or Feedback Form	Business Unit - Complaint or Feedback Record
Standards for RTOs 2025	<i>Standards for RTOs 2025</i>
Standards for RTOs 2025 Practice Guides	<i>Standards for RTO's 2025 (VET Students)</i>
Standards Australia	<i>Guidelines for complaint management in organizations ISO 10002:2022</i>
Strategic Plan	<i>TAFE SA Strategic Plan 2023-2033</i>
TAFESASIS029	Student Consent to Release Personal Information
Terms & Conditions	Terms & Conditions - TAFE SA
TEQSA - Statement	Statement of Regulatory Expectations: Student Grievance and Complaint Mechanism

Document Control

Approved by			
Procedure Owner	Fiona Champion	Title	Executive Director, Students, Strategic Planning and Policy
Contact person:	Deborah Greaves	Telephone	08 7207 2961
Responsible Unit		Strategic Policy and Advice	
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Appendix 1 –

Guiding principles



Reference: OmbudsmanSA: Complaint Management Framework March 2016

Appendix 2 - External Support Agencies

Name	Contact Details
Administrative Appeals Tribunal (AAT)	Phone: 1800 228 333 Email: reviews@art.gov.au Website: Administrative Appeals Tribunal Administrative Appeals Tribunal (aat.gov.au) Undertake independent reviews of decisions made by the Australian Government.
Australian Competition and Consumer Commission (ACCC)	Phone: 1300 302 502 Address: GPO Box 3131 Canberra ACT 2601 Website: https://www.accc.gov.au/consumers/complaints-problems Concerning issues covered by Australian Consumer Law. Customers must seek resolution from TAFE SA in the first instance
Australian Skills Quality Authority (ASQA)	Phone: 1800 701 801 Email: enquiries@asqa.gov.au or feedback@asqa.gov.au Website: https://www.asqa.gov.au/complaints ASQA will review matters where there is concern regarding non-compliance with regulatory obligations (NVR Act and ESOS Act). Customers must seek resolution from TAFE SA in the first instance.
Equal Opportunity SA	Phone: 08 7322 7070 Email: Equal@sa.gov.au Website: Equal Opportunity SA Equal Opportunity SA For information and advice about equal opportunity and equal employment issues. Equal Opportunity Commission can help if a customer believes they have been discriminated against.
Minister for Education, Training and Skills, SA	Hon. Lucy Hood Email: minister.hood@sa.gov.au (Only for when all attempts have been undertaken to resolve complaints with no resolution or response by TAFE SA)

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Department of Employment and Workplace Relations	Phone: 13 38 73 For complaints relating to experiences whilst undertaking training on the vocational education and training (VET) sector Website: National Training Complaints Hotline - Department of Employment and Workplace Relations, Australian Government Website: Debt complaints - Department of Employment and Workplace Relations, Australian Government (dewr.gov.au)
National Training Complaints Hotline	Phone: 13 38 73 Website: National Training Complaints Hotline - Department of Employment and Workplace Relations, Australian Government If a VET student requires assistance with resolving an issue with their training provider, ASQA recommends contacting the National Training Complaints Hotline.
Office for Public Integrity	Phone: 1300 782 489 Email: admin@opi.sa.gov.au Website: Office for Public Integrity Office for Public Integrity Complaints concerning public administration that could amount to corruption, misconduct or maladministration (refer website for further details).
South Australian Skills Commission	Phone: 1800 673 097 Email: skillscommission@sa.gov.au Website: Home - South Australian Skills Commission
Ombudsman SA	Phone: 1800 182 150 Email: ombudsman@ombudsman.sa.gov.au website: http://www.ombudsman.sa.gov.au/complaints/
National Student Ombudsman	Phone: 1300 395 775 Email: nsooutreach@ombudsman.gov.au Address: Level 11, 25 Grenfell Street Adelaide SA 5001 Website: National Student Ombudsman (NSO)

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	The National Student Ombudsman works to resolve student complaints about higher education providers.
Skills SA	Phone: 1800 673 097 Email: skills@sa.gov.au Website: skills.sa.gov.au
Tertiary Education Quality Standards Agency (TEQSA)	General Enquiries: 1300 739 585 To raise a complaint or concern about a provider, visit Raising a complaint or concern page . Website: TEQSA Tertiary Education Quality and Standards Agency TEQSA collects and analyses information to assure the quality of Australia's higher education providers. The information that TEQSA collects assesses whether or not a provider is meeting their regulatory obligations.
VET Student Loan Ombudsman	Phone: 1300 362 072 Website: VET student loan complaints Commonwealth Ombudsman Mail: GPO Box 442 Canberra ACT 2601