COMPLAINTS AND GRIEVANCE HANDLING POLICY AND PROCEDURE

Last Review:	March 2023
Review Date:	August 2024
Reviewed by:	Executive
Policy Owner:	The Principal
Approved by Board:	August 2024
Next Review:	August 2027

1. Statement of Context and Purpose

Seymour College (the College) is committed to the development and maintenance of positive relationships among all members of the community and to the timely resolution of any complaint or grievance which may arise. These will be addressed professionally, competently and in a timely manner applying principles of natural justice, confidentiality and procedural fairness.

To manage complaints/grievances effectively, we have established a Complaints and Grievance Handling Policy and Procedure in line with both the international complaints handling standard (ISO 10002:2018 Quality management – Customer satisfaction – Guidelines for complaints handling in organizations), and the Australian/New Zealand complaints handling standard (AS/NZS 10002:2014 Guidelines for complaint management in organisations).

It should be noted that this Policy does not cover complaints from staff about aspects of their work or employment conditions. The College will handle these matters in accordance with the appropriate Industrial Award and/or Enterprise Agreement.

2. Application and Scope

This policy applies to all parents, visitors, and other stakeholders.

Throughout this policy, the term 'parent' has been used to refer to both parents and carers, which includes individuals who have assumed responsibility for the role of primary caregiver for a child or young person, such as guardians, grandparents, or other family members. Exceptions to this occur in the following circumstances:

- Child protection issues (i.e. suspected risk of harm or risk of significant harm to a child which is addressed, via legislated child protection processes). All such complaints should be made directly to the Principal as per the Child and Young Person Safe Environments Policy;
- Performance and discipline of employees which are managed in accordance with the Staff Code of Conduct;
- Workplace bullying and harassment allegations dealt with under the Staff Bullying and Harassment Policy;
- Matters reported under the Whistleblower Policy;
- Grievances brought by a student against another student will be dealt with under the College's Student Behaviour Policy; and

- Grievances brought by employees and contractors will be dealt with under the Grievance Resolution Procedure.

3. Explanation

A complaint or grievance is an expression of dissatisfaction with a real or perceived situation, outcome or decision.

- A complaint (or concern) is an informal expression made to the College by a parent, visitor or other stakeholder.
- A grievance is a formal expression submitted by a parent, visitor or other stakeholder to the College which will follow a set procedure as stated in this policy.

The dissatisfaction may be based on a perception that the College has:

- Done something wrong;
- Failed to do something it should have; or
- Acted unfairly or unreasonably.

It may be about the College in general, about a specific department in the College, or about an individual staff member or student.

Once a grievance or complaint is raised, the College will endeavour to investigate and resolve it as quickly as possible to ensure they do not become ongoing disputes.

Depending on the nature of the grievance or complaint, the College may inform their insurance company of the issue, as the insurer may have requirements about the management of the complaint or grievance.

It is important to note that neither the Minister for Education, Training and Skills nor the Department for Education has any power to directly intervene in any grievances or complaints relating to the operations of a Non-Government School.

The Association of Independent Schools of South Australia (AISSA) will not act as a mediator between parents and the College but if a matter remains unresolved, or parents feel that the College has failed to take their grievance or complaint seriously, AISSA may be able to provide general assistance to help parents understand the College's position.

4. Guiding Principles

The following principles underpin the College's Complaints and Grievance Policy:

- The College encourages an openness to hearing the concerns of parents;
- The College values feedback from parents;
- Information is provided to the College community about how and where to complain;
- There is a thorough documented process for receiving, investigating and responding to complaints;
- Time frames are provided in terms of managing complaints to ensure complaints are addressed as speedily as possible and those concerned are advised about progress;
- Training in communication skills and the handling of complaints is provided to staff;
- All complaints are addressed, on their merits, in an equitable, impartial, objective and unbiased manner;

- Records are maintained and securely filed;
- All legislative obligations are met (for example, mandatory reporting, privacy);
- Regular reviews of complaint handling procedures are undertaken to ensure the effectiveness and responsiveness of College policy and procedure; and
- The emphasis is on early intervention, effective management and resolution.
- Confidentiality is critical and any personal identifiable information about complainants and about any person that is the subject of the complaint are only available for the purpose of addressing the complaint. South Australia Police (SAPOL) involvement in some investigations may also limit the nature and scope of the College's investigation. In such cases, the College will seek guidance from SAPOL as to what can or cannot be done while the police are involved in the matter.

5. Visibility, Accessibility and Promotion

The Principal will ensure this policy and procedure are readily accessible to all staff, parents, students and members of the community. Information about the Complaints and Grievance Handling Process is also made to available on the College website.

If a member of the College community requires assistance lodging a complaint/grievance, due to language or other barriers, assistance will be provided wherever possible.

6. Resource Allocation and Staff Training

The Principal is responsible for encouraging an environment where complaints are handled seriously. Staff will be trained on how to identify a complaint, when a complaint can be managed informally and when it should be escalated to a more senior manager (see escalation process below).

7. Informal Concerns Resolution

The vast majority of issues causing concern in the College can be handled quickly and in an informal manner. It is in everyone's interest that concerns are resolved at the earliest possible stage and many concerns can be resolved informally without the need to invoke formal procedures. We therefore ask that, where appropriate, you first raise your concern directly with the relevant staff member (Appendix 1 - escalation process).

The College supports where possible an informal, amicable, and equitable resolution of concerns through discussions, mediation and/or conciliation to achieve an agreed course of conduct, action and behaviour.

Importantly:

- The College takes community concerns seriously and ideally, most concerns will be dealt with directly, fairly and quickly at the point where the concern arises.
- Parents and senior students are encouraged to always raise any concern or complaint that they have with the College in the first instance and are reminded that it is not appropriate to communicate concerns or complaints regarding College matters via the media, group messaging or social media.
- Parents should respect that the College employs experienced educators and other professionals who are well-trained in making academic, disciplinary, extracurricular, pastoral and wellbeing decisions every day.

- Just as the College will seek to respect each student's privacy, the College will also respect the privacy of other members of the College community. This means there are limits to what information the College will share with a parent when issues arise. This does not mean that the College is not taking an issue or situation seriously, or hiding information from a parent.
- While the College is committed to dealing with concerns in a timely manner, it will not always be practicable for staff to provide an immediate acknowledgement or response (particularly where a concern is sent by email) forty-eight hours is the usual response time.

7.1 Receiving Complaints/Concerns

Concerns/Complaints may be received by:

- Using the Feedback/Concerns and Suggestions link via the College Website and SOCS.
- Writing an email to the College addressed to the appropriate person (see Appendix 1).
- Arranging a planned meeting (in person or via an online communications platform) or telephone call with the relevant staff member.

7.2 Escalation Process – Appendix 1

Concerns or complaints which are raised with a frontline staff member, should be referred to a line manager if they:

- Remain unresolved;
- Involve complex issues;
- Involve a number of different staff;
- Need action that is beyond the responsibility of the staff initially approached about the complaint.

8. Grievance Handling Procedure and Process

While parents, guardians, caregivers and students are strongly encouraged to first raise any concerns informally, and following the escalation process outlined there are occasions when the complainant/s would like to raise a formal complaint (grievance). Formal procedures will also need to be invoked when initial attempts to resolve the issue are unsuccessful or where a concern/complaint cannot be resolved to the satisfaction of the parent, student or community member and they wish to take the matter further.

In such circumstances the unresolved concern/complaints should be considered a grievance and the College's formal procedures should be followed.

Receiving Grievances

A grievance can be made in writing, in person or via phone or online communication platform by a parent, student, or member of the College community, to one of the following members of the Executive Team: Principal, Deputy Principals, Head of McGregor Campus, Director of Finance and Operations, Director of Marketing and Communications or Director of Enrolments and Community Relations.

A grievance would be dealt with in the following manner:

Step 1 - Grievance received.

Step 2 - The assigned Executive (or delegate) will acknowledge the grievance in writing within forty-eight hours.

Step 3 - The assigned Executive (or delegate), will gather information relating to the allegations and may convene meetings of the relevant parties to discuss the grievance with the person(s) accused, and to hear all relevant evidence and submissions. Each party to a grievance is entitled to personal and/or professional advice, support or representation. If the assigned Executive determines that due to the nature of the grievance that it is best handled through an informal complaints process this will be discussed with the parents at the time.

Step 4 - The assigned Executive (or delegate), using the information obtained from above and using other relevant avenues, will conduct an investigation into the issues raised, following principles of procedural fairness. The format, nature, and process of any investigation will be as determined by the College.

Information about grievances can be obtained from three chief sources: witnesses, other persons with relevant knowledge or information, and written records.

The College will keep a record of the grievance which will include the following detail:

- Date when issue was first raised;
- Name of parent(s);
- Name of student(s);
- Detailed statement of grievance including:
    - Nature of grievance;
    - Identity of person(s) involved; and
    - Time of allegation;
    - Description of the procedures applied and the time frame for reporting on the outcomes of any investigation;
    - Statement of outcomes; and
    - Names of staff member(s) handling grievance.

The College acknowledges that documents that may be created during the investigation and handling a grievance might have to be produced in legal proceedings. Therefore, records will contain clear and accurate notes of conversations with parents, students and staff. It is important that all records are created contemporaneously.

Step 5 - The assigned Executive (or delegate) will formulate a determination and resolution on whether or not to uphold the grievance, based on the investigation.

Step 6 – The Executive member (or delegate) will seek to resolve the matter within 20 College operational days from the start of the investigation. If the resolution is agreed and accepted by all parties during the grievance process, the matter will be closed. All parties will be advised if the grievance is substantiated, if the evidence is inconclusive or if the grievance is found to be unsubstantiated.

Step 7 - If the initial outcome is not agreed or accepted, the matter will be reviewed internally by the Principal or the Principal's delegate, who may seek additional information or submissions from the relevant parties. The Principal or their delegate seek to resolve all disputes within 20 College operational days from the date that the review process is initiated. The matter will be closed if the response of the Principal, or their delegate, is accepted.

Step 8 - All grievances received will be entered into our Complaints Register and, where appropriate, a corrective action request will be made to address any underlying processes which the investigation revealed may require improvement.

Step 9 - If the grievance has still not been resolved, the complainant may seek the assistance of outside professional agencies at their own expense or other relevant judicial or quasi-judicial bodies in order that a further attempt can be made to resolve the matter.

Step 10 - When a grievance has been resolved, diarise a follow-up phone call to the complainant (timing dependent on the nature of the grievance).

In addition:

At each stage of the process, it is important to keep in mind ways in which a grievance can be resolved. It is useful for complainants to be encouraged to state what actions they feel might resolve the problem at any stage. It might be sufficient to acknowledge that the grievance is valid in whole or in part. In addition, it may be appropriate to offer one or more of the following:

- An apology;
- An explanation;
- An admission that the situation could have been handled differently or better;
- An assurance that the event complained of will not recur;
- An explanation of the steps that have been taken to ensure that it will not happen again;
- An undertaking to review College policies in light of the grievance.

An effective procedure will identify areas of agreement between the parties. It is also of equal importance to clarify any misunderstandings that might have occurred as this can create a positive atmosphere in which to discuss any outstanding issues. A mediation or restorative process may be instigated to assist in the resolution of a formal grievance if considered appropriate. This may be conducted by an external or internal facilitator, to be determined by the Principal (or Chair of the Board if the matter concerns the Principal) in consultation with the complainant.

During the course of any grievance process, final actions will not be determined until the investigation process has been completed. However, the Principal retains the right to suspend a student or staff member should the matter under review be of sufficient severity and/or involve safety concerns.

In the first instance, the Chair and members of the College Board are not involved with the receipt, investigation or resolution of parent grievances, unless these relate directly to the Principal.

9. Key Responsibilities in the College Complaints Handling Process

Parents

- Raise complaints in good faith that are not vexatious in nature, being respectful at all times avoiding personal insults, inflammatory statements or intimidating comments;
- Consider whether the concern/complaint can be dealt with through direct contact with a teacher;
- Notify the appropriate member of the College Executive of a formal grievance at the earliest opportunity;
- Provide complete, accurate information when submitting a grievance;
- If possible, articulate the preferred resolution, accepting that this might not be possible or may change as the grievance is acted upon;
- Contact the Principal if the grievance has not been handled appropriately; and
- Contact the Chair of the College Board if the grievance concerns the Principal.

Staff Members

- Resolve parent concerns/complaints, whenever possible, in a timely and informal manner;
- Refer formal grievances or escalating concerns to the appropriate College Executive member;
- Keep accurate records of communication regarding any parent concerns/grievances; and
- Participate, as appropriate, in grievance resolution processes.

College Executive

- The Executive member (or delegate) responsible for managing a formal grievance will acknowledge receipt of the parent grievance at the earliest opportunity and be the primary point of contact for the complainant (at times it may be appropriate to refer the grievance to another Executive member for resolution);
- Investigate grievances in a timely manner, and work towards a just resolution;
- Inform those involved of their right to be accompanied by a support person in any meetings;
- Keep accurate records of any meetings and communication, validating these with others involved in the process;
- Record the grievance in an appropriate way;
- Keep the Principal informed of the progress of the grievance procedure;
- Maintain contact with all those involved, providing updates on progress and steps to resolution;
- If appropriate, involve the appropriate College Counsellor/Psychologist in grievance resolution processes;
- The assigned Executive member (or delegate) can seek the assistance of another Executive member or the Principal at any time if they are unsure how to proceed; and
- Ensure that all mandatory reporting requirements are dealt with according to the law.

Principal

- Ensure that the College keeps a record of all grievances;
- Be involved in the resolution process if it cannot be resolved at a College Executive level;
- If an unresolved issue has the potential to escalate, the Principal will inform the

Chair of the Board;
- Review grievances to identify and address grievance patterns; and
- Address grievance issues that relate to Executive team members.

College Board

The College Board only becomes involved in grievances directly if:

- The grievance directly concerns an allegation about the Principal's conduct – in which case the Chair of the Board will determine appropriate procedures for handling the complaint;
- The Principal determines that due to the nature of the grievance/s complaint it should be referred to the College Board for determination.

10. Anonymous Complaints/Grievances

Although the College understands that the sensitive nature of some complaints and grievances may cause a complainant to want to raise them anonymously, this limits the College's ability to follow up with the complainant and it is often difficult to undertake a thorough investigation and resolution if the complainant cannot be identified or does not want information to be passed to the relevant people. This raises issues in relation to procedural fairness for those who have a complaint/grievance made about them as they have a right to know the particulars of the complaint and to respond.

The College therefore cannot guarantee that anonymous complaints/grievances can or will be dealt with in accordance with these procedures. As there are limitations to the extent that an anonymous complaint can be investigated the Principal will determine how to manage these complaints on a case-by-case basis.

11. Confidentiality

Confidentiality will be respected at all times within the constraints of the need to fully investigate the complaint/grievance. To maintain confidentiality, all participants in the process should restrict information about the grievance to a "need to know" basis. The obligation to maintain confidentiality extends also to the complainant and to the respondent.

The College advises parents that whilst we will treat the complaint/grievance with respect and sensitivity we cannot guarantee that communications or documents will be kept confidential. Although we endeavour to deal with complaints/grievance with appropriate discretion, we reserve our right to disclose details of the matter to other persons who in our opinion need to know to facilitate the resolution.

Often it is not possible to keep the information only with the complainant and the staff member(s) who receives the complaint/grievance to reach resolution. Generally, the details of the complaint/grievance will be disclosed only to people who need to know them, either because they are dealing with the complaint, or are advising about how it should be handled, or are providing information such as witness statements.

In handling complaints/grievances the College will distinguish between situations where a legal obligation of confidentiality arises and cases where it does not.

The College notes that it may be possible to investigate a complaint/grievance without naming individuals. However, the source of the complaint/grievance may be obvious even if no names are given. Depending on the nature of the complaint/grievance and on the circumstances, it may be impractical to undertake an investigation without disclosing the identity of the complainant, the staff member(s) and/or the student concerned.

Any staff member involved in the investigation will be instructed very clearly not to discuss the matter with any other people, including, but not limited to, other staff, students or parents.

12. Objectivity and Natural Justice

Each complaint/grievance should be addressed in an equitable, objective and unbiased manner. The principles of natural justice and procedural fairness apply to all complaints and grievances. The more serious a grievance the more important it is to ensure procedural fairness.

Procedural fairness requires that parties to a grievance are:

- Aware of the College's policy and procedures when addressing a complaint/grievance;
- Informed of the Complaints and Grievance Handling process and review process in a timely manner;
- Treated impartially – investigations are conducted impartially, and decisions are made without bias;
- Informed as much as possible about what will and will not be treated in confidence;
- Informed of allegations being made – this means that the person about whom the complaint/grievance is made will be informed of the content of the complaint/grievance and, in most cases of the identity of the complainant at a point in time when it is clear what the issues are and who needs to respond to them;
- Given the opportunity to respond – this means that where a complaint/grievance is raised which may result in action being taken against a person, that person will normally be given an opportunity to respond;
- Advised of the outcome of the investigation and reasons for decisions; and
- Aware that each complaint/grievance is dealt with on its particular circumstances and merits and any outcome reached will not constitute a precedent for future grievances.

13. Resolution and Outcomes

A complaint/grievance may be resolved in a variety of ways. Some possible outcomes include an apology, a review of a policy or a procedure, mediation processes or a restorative practice session, targeted professional development or counselling for the parties involved. All complaints or grievances provide an opportunity for the College to reflect on our processes, identify potential weaknesses in our approach and take action to improve. If an opportunity for improvement is identified as a result of a complaint/grievance, the complainant will be advised of the changes to processes that College will be implementing.

If it is determined through the College's investigation that staff misconduct has occurred, the College will notify the complainant of the finding and will advise that corrective action has been taken. If the circumstances of the complaint/grievance require the College to maintain confidentiality in relation to the outcome of the complaint, the College will observe this requirement.

14. Record Keeping and Monitoring

All grievances must be recorded in the College Complaints Register or filed and stored appropriately in a secure location in the Principal's office. The assigned Executive member will keep written records of the grievance resolution process and outcome and is responsible for ensuring the record is updated and closed off once the grievance is resolved.

When the concern or complaint is made verbally and is simple and easily resolved in a telephone call, a summary made by the relevant staff member recording details of the issue and the resolution of the issue may be all that is required.

15. Timeliness

The College will endeavour to investigate and resolve complaints/grievance in a timely fashion. The College endeavours to ensure that investigation of a formal grievance will commence within five College operational days of receipt of the grievance and wherever possible be resolved within twenty College operational days of receipt of the complaint. If a resolution is not achieved within twenty College operational days, the complainant will be provided with an update on the status of their grievance.

Grievance will be considered, and resolved, as quickly and efficiently as possible. To be effective, staff members will need to set realistic time limits for each action within each stage. However, where further investigations are necessary, new time limits can be set and the complainant given details of the new deadline and an explanation for the delay.

16. Support

All employees participating in the grievance process may access a confidential counselling service which is made available by contacting the Employee Assistance Program. The complainant may access the support services of Acacia's EAP Program - Phone 1300 364 273.

17. Management Reporting

All grievances will be entered into the College's Register or filed securely in the Principal's Office and from there a de-identified complaints report can be extracted for the Executive and also the Finance, Risk and Audit Subcommittee and the College Board. This information will be analysed to identify systemic, recurring and single incident problems and trends in order to identify key risk areas and eliminate the underlying causes of complaints through corrective actions.

The Principal will report at various time throughout the year to the College Board data about complaints and grievances including but not limited to:

- Number/type/resolution (internally or externally);
- Length of time to resolve;
- Any changes to College practices and procedures made in light of complaints.

The Principal and College Board, as appropriate to their roles, will monitor parent concerns and grievances and consider issues raised through the process, and any other relevant information, such as responses from parent opinion surveys, to identify

common or recurring issues that may need addressing and when undertaking a review of College's policies, procedures and operations. As required the College Board will be briefed on specific issues by the Principal.

18. Overseas Student Complaints

For the purposes of this policy, an overseas student is a student who is not an Australian resident, requires a student visa to attend an Australian college and is a full fee-paying student of the College.

Seymour College has an Overseas Student Complaints and Appeals Policy and Procedure (Standard 10) which complies with Commonwealth requirements. For the purposes of this policy, an overseas student is a student who is not an Australian resident, requires a student visa to attend an Australian college and is a full fee-paying student of the College.

Access to the Complaints and appeals Policy and Procedure (Standard 10) is available to an overseas student at any time, and for any complaint or appeal the student makes regarding Seymour College or an Education Agent or third party contracted to deliver services to an overseas student on behalf of Seymour College, having regard to the requirements under Standards 7, 8 and 9.

Seymour College's Complaints and Appeals Policy and Procedure (Standard 10) is to provide a student or parent(s)/legal guardian with the opportunity to access procedures to facilitate the resolution of a dispute or complaint involving Seymour College, or an Education Agent or third party engaged by Seymour College to deliver a service on behalf of Seymour College.

Complaints Against Other Students

Grievances brought by a student against another student will be dealt with under the College's Student Behaviour Policy.

Internal Complaint Process

Seymour College requests there is an attempt to informally resolve the issue through mediation/informal resolution of the complaint. Students should contact the Head of International Programs, Director of Boarding or their Clan Guardian in the first instance to attempt mediation/informal resolution of the complaint.

If the matter cannot be resolved informally, the matter will be referred to the Principal or their delegate and Seymour College's internal formal grievance procedure will be followed.

If an overseas student isn't satisfied with the outcome of College's internal complaints handling process, they may lodge an external appeal through the Overseas Students Ombudsman (OSO) which investigates complaints about problems that overseas students or intending overseas students may have with private education and training in Australia. The services of the OSO are free. The contact details for OSO are as follows:

Website: www.ombudsman.gov.au use the online form.
Call: 1300 362 072

Enquiries: 10:00am to 4:00pm on weekdays (Monday to Friday), Australian Eastern Standard Time (Australian Eastern Daylight Time when daylight savings is in effect)

The College agrees to be bound to the OSO's recommendations and will ensure that any recommendations made are implemented within thirty days of receipt of the report.

19. Allegations of Staff Misconduct or Reportable Conduct

Complaints and allegations of staff misconduct and/or reportable conduct are managed by the College in a different manner to other complaints and/or grievances. This is because the College has legal obligations to report allegations of certain staff misconduct to external authorities. Staff misconduct is a broad term that can include breaches of professional boundaries, codes of conduct or standards of behaviour, whereas reportable conduct is a term defined in law as including:

- Any sexual offence or sexual misconduct, committed against, with or in the presence of a child (including child pornography offences, sexual touching or an offence involving child abuse material) including grooming behaviours;
- Any assault, ill-treatment or neglect of a child;
- Any behaviour that causes psychological harm to a child (whether or not, in any case, with the consent of the child).

If you would like to make a formal complaint (grievance) or allegation of staff misconduct or reportable conduct, you can do so by:

- Writing a letter to the College addressed to the Principal at:
  Principal
  Seymour College
  546 Portrush Road
  Glen Osmond SA 5069
- Emailing the Principal at principalsoffice@seymour.sa.edu.au.
- Phoning the College and asking to speak to the Principal at: (08) 8303 9000.

Where complaints are made in circumstances where an alleged crime may have been committed or the matter falls under the Reporting Abuse and Neglect provisions, the South Australian Police (SAPOL) or similar outside agencies (e.g. Child Abuse Report Line) will be contacted and formally advised.

If the complaint is in relation to the Principal, the Chair of the Board should be notified.

20. Privacy Complaints

Information about the way College manages personal information is contained in the Privacy Policy and Collections Notice.

21. Withdrawal of a Grievance

A person may withdraw a grievance at any stage of the resolution process. If a grievance is withdrawn, the matter will be deemed to be closed. Any documentation collated will be filed confidentiality for seven years.

22. **Legislative Context**

Children and Young People (Safety) Act 2017 (SA)
Privacy Act 1988 (Cth)
Education and Children's Services Act 2019 (SA)
Equal Opportunity Act 1984 (SA)
State Government Funding Deed

Appendix 1: Escalation Process

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<tr><th colspan="2">McGregor Campus
Early Years</th><th colspan="2">McGregor Campus
Prep – Year 6</th><th colspan="2">Barr Smith Campus
Year 7 - 12</th><th>Boarding</th><th>Financial Issues</th><th>Community / Local Complaints</th></tr>
<tr><td>Educational / Wellbeing Concern</td><td>Enrolment / Financial Matters</td><td>Academic Concern</td><td>Pastoral Concern</td><td>Academic Concern</td><td>Pastoral Concern</td><td>Boarding Coordinators</td><td>Finance Manager</td><td>Director of Community Relations</td></tr>
<tr><td>Learning Space Teacher / Lead Educator</td><td>Early Years Manager</td><td>Classroom Teacher Prep – Year 2
Subject Teacher Year 3 - 6</td><td>Class Teacher Prep – Year 2
Learning Mentor Year 3 - 6</td><td>Subject Teacher</td><td>Homegroup Teacher</td><td>Director of Boarding</td><td>Director of Finance and Operations</td><td>Relevant Deputy Principal / Head of Campus</td></tr>
<tr><td>Head of Early Years</td><td>Head of Early Years</td><td colspan="2">Prep – Year 2 Coordinator
Year 3 -5 Coordinator
Year 6 Coordinator</td><td>Heads of Department</td><td rowspan="2">Middle Years Guardian (Year 7 - 9)
Clan Guardian (Year 10 - 12)</td><td>Deputy Principal Wellbeing and Operations</td><td rowspan="4">⇩</td><td rowspan="4">⇩</td></tr>
<tr><td>⇩</td><td>⇩</td><td colspan="2">Assistant Head of McGregor Campus SEY – Year 6</td><td>Head of Academics Year 7 - 12</td><td rowspan="3">⇩</td></tr>
<tr><td colspan="2">Head of McGregor Campus</td><td colspan="2">Head of McGregor Campus</td><td colspan="2">Dean of Middle Years (Year 7 - 9)
Dean of Senior Years (Year 10 - 12)</td></tr>
<tr><td>Deputy Principal Academics and Professional Practice or Deputy Principal Wellbeing and Operations</td><td>Director of Enrolments and Community relations or Director of Finance and Operations</td><td>Deputy Principal Academics and Professional Practice</td><td>Deputy Principal Wellbeing and Operations</td><td>Deputy Principal Academics and Professional Practice</td><td>Deputy Principal Wellbeing and Operations</td><td>⇩</td><td>⇩</td><td>⇩</td></tr>
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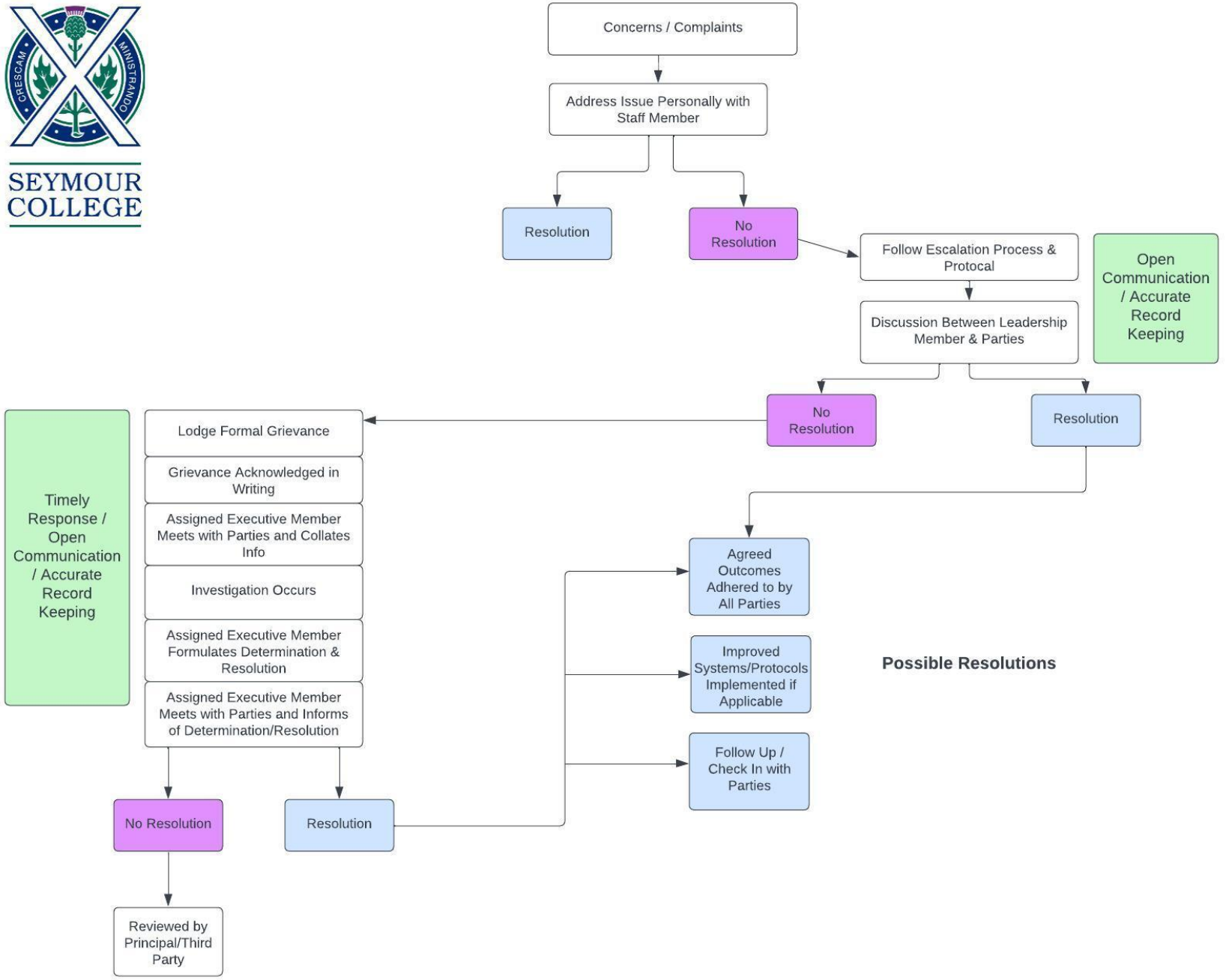
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