

# Leadership Strategy

## Overview

The purpose of this document is to describe the broad leadership strategy that the Whyalla Secondary College (WSC) Leadership Team (LT) will use in supporting the college to achieve its vision, purpose and improvement priorities.

## Background

The WSC LT has spent time reflecting on its role and ways in which it can continuously improve the quality of its leadership to the school community. Through a series of professional learning sessions, it has concluded that opportunities exist to:

- Work more collaboratively as a team, rather than just undertaking individual leadership roles
- Be more aligned in supporting whole-of-school goals
- Build leadership efficacy through the use of well-known leadership frameworks (for example the National Professional Standard for Leaders or the Developmental Learning Framework for School Leaders)

## Leadership Requirements

The National Standard describes five broad professional practices:

1. Leading teaching and learning
2. Developing self and others
3. Leading improvement, innovation and change
4. Leading the management of the school
5. Engaging and working with the community

The WSC LT will to undertake its overall leadership role by actively addressing each of the above professional practices.

## Leading Teaching and Learning

The WSC statement of purpose is the focus of all of our efforts as educators and supporters. This statement developed over time and endorsed by our school community is also a key part of our WSC System Map that describes how we work together for success.

## Vision

The effective leadership strategy works collaboratively and is aligned to deliver whole school goals.

## Outcomes

Our key beliefs about teaching and learning define our approach to curriculum. Accordingly, as leaders we endeavour to work with all teaching staff with the following strategies:

- Define, model and share good practice
- Have high expectations for student learning
- Support collaborative planning in teaching method
- Actively monitor and review the effectiveness of our teaching and learning.
- Enrich the school as a learning environment for the whole school community (and beyond).
- Support an effective learning and assessment framework with a consistent and continuous school wide focus on individual student achievement. This also involves celebrating and promoting good performance, growth and challenging under-performance at all levels.

## Developing Self and Others

Supporting a positive culture of professional learning is a focus for the WSC LT. The LT is committed to its own leadership growth - as a LT and as individuals within the team. All of our learning is ultimately intended to support the quality of our teaching and learning.

We would like to model effective leadership practice at all times, whilst allowing for mistakes as we develop our capabilities. Specifically, we would like to:

- Support effective planning and evaluation of work undertaken by others, allowing effective delegation and accountabilities
- Develop and maintain effective strategies for staff induction, professional learning and performance review
- Provide access to coaching and mentoring to support staff learning
- Recognise and celebrate the achievements of individuals and teams, including fostering trust, building teams and building capacity
- Pursue and model our own leader learning as teachers

### **Leading Improvement, Innovation and Change**

The WSC LT recognises that an important part of its role is to lead and manage improvement to ensure that the vision and strategic plan is put in to action and school goals are realised. In achieving these ends, we intend to:

- Work collaboratively within our school community to promote and sustain school improvement which is informed by relevant school effectiveness research
- Use good project management approaches to support efficiency and effectiveness of intended goals and show respect to people's time and responsibilities
- Use data/ evidence to demonstrate the need for improvement and to provide indications of improvement success
- Encourage innovation as relevant
- Support people through the change process
- Review and improve facilities if required

### **Leading the Management of the School**

Our focus is to ensure that our resources (including staff and technologies) are efficiently organised and managed to provide a safe and productive learning environment. We also recognise that effective communication and decision making processes are critical adjuncts to supporting effective school management.

We will therefore commit to:

- Aligning budgets to learning priorities and improvement foci
- Make decisions and review management systems and processes aligned to our values, purpose and vision. We intend to collaboratively develop key process statements to support whole of school consistency in the operation of key school processes.
- Monitor and review our resource deployment
- Endeavour to attract, develop, retain and deploy our staff appropriately, including management of workloads
- Ensuring resources and facilities are relevant and conducive to support a positive learning environment

### **Engaging and Working with the Community**

WSC works within a rich and diverse community and, in order to develop a culture of inclusion and build high expectations for student learning, we work hard to develop positive working relationships with a wide range of community groups, parents and carers.

Specifically, the WSC LT intends to:

- Map the diverse range of families, carers, community groups and support agencies, business groups and individuals who can work with us to enhance and enrich the quality of our school. Further, we will develop and maintain structures for effective liaison and consultation.
- Actively seek feedback from relevant people and groups regarding the quality of our programs, the outcomes for learners and the nature of our communication processes.
- Cooperate and work with relevant agencies to protect and support our young people

- Develop, monitor and refine the quality of our partnership with families and carers which impact upon student achievement and personal development.

### WSC Improvement Foci

The WSC Strategic Plan forms the basis for WSC improvement efforts and are aligned with the Department for Education's School Improvement Plan (SIP). By way of summary, our key strategic goals for the next three years are:

1. Increase students achieving in the higher bands in reading
2. Increase students achieving in the higher bands in numeracy

This plan informs the directions of our leaders and provides them with areas of responsibility. Each leader designs and manages a strategic plan, which provides intentional and measurable outcomes to our overall school strategy.

### Collaborative LT Intention

The WSC LT intends to work collaboratively in its pursuit of success in each of these key strategic areas. Whilst acknowledging that particular leadership team members may have a more focused role on one or more of these areas, it also acknowledges that:

- Just as all WSC staff have a responsibility to learn and implement agreed strategies for improvement in each of these areas, so too should the LT have a responsibility to develop and support agreed leadership approaches.
- Adopting a whole of LT approach to whole of school goals provides greatly improved opportunities to share leadership strategy, improve communication and networking opportunities and provide improved opportunities for leader learning and feedback. It also means that the Whyalla community can expect common and consistent support strategies from all members of the LT.

### Result Measures

The LT believes that an integrated approach to school improvement is the best way to promote whole of school learning, and the achievement of success and school priorities. This means that our measures of success are against the following:

- Improving the engagement of our learners through a focus on quality teaching and learning
- Developing a key strategy for achieving positive well-being outcomes for all learners through our understanding and application of differentiated learning
- Improving our school planning processes through provision of relevant, meaningful professional learning opportunities for staff, including building a positive culture of support and feedback

### Definitions

WSC – Whyalla Secondary College

LT – Leadership Team

SIP- School Improvement Plan

### Supporting Information

[National Professional Standard for Leaders](#)

[Developmental Learning Framework for School Leaders](#)

School Improvement Plan

### References

N/A