

## **WA Secondary Principal of the Year Written Statement**

Teaching and learning at Carine Senior High School (CSHS) has improved significantly under the transformational leadership of Principal, Damian Shuttleworth, culminating in the school winning WA Secondary School of the Year 2017, and Damian being awarded an ACEL WA 2017 Certificate of Excellence in Leadership. Damian's proven ability to lead educational reform, establish structures and mechanisms to ensure successful outcomes, and mentor expert teachers and aspirant leaders to progress others, has consistently achieved improvements in student engagement and performance. Damian employs an evidence-based decision making process with his effectiveness being recognised and selected to assist in ERG reviews of two underperforming schools and one exemplary school. This recognition was further reflected in Damian being invited by the Director General to join the Leadership Strategy Focus Group, being seconded to the 2016 IPS applications panel and the School Performance Assessment Pilot for non IPS schools, and act as mentor for IPS schools in 2018. Damian was also named as a finalist in the 2016 and 2017 WA Education Awards Secondary Principal of the Year category. Damian's personal commitment to understanding and implementing current research and best practice is reinforced by his completion of a Master of School Leadership at UWA in 2017, and his selection into the 2017 IPS Principals' Fellowship Program.

Damian has exemplary communication skills and the ability to collaborate with a diverse range of audiences in complex environments. Upon his initial appointment to CSHS almost four years ago and again in 2017, Damian employed a data-driven approach to lead all staff to collectively establish school priorities and strategies focused on improved student performance - both academically and behaviourally. This has shifted the school culture from disillusionment and apathy to an explicit focus on excellence, behaviour and well-being. 2017 Education Awards Panel judge [REDACTED], describes CSHS as having "such a cultural sense around school improvement...there's a real and deep cultural commitment from everyone, from the principal down, to provide the best education for students." Damian has embraced the flexibility of IPS and led strategic reform in a range of areas to achieve this school wide improvement. His ability to lead and make clear these high levels of student expectation is recognised by the positive community endorsement in the 2018 National School Opinion Survey in which more than 95% of parents, students and staff believe the Principal makes clear these standards while more than 90% agree that there has been significant school improvement in the last two years.

As Principal, Damian has clearly demonstrated exemplary leadership by re-profiling the school structure with a focus on school-based and DoE targets and creating new key positions targeting the support of teacher professional learning, academic performance and student well-being. This has included the introduction of a strategic workforce plan with: a review of all processes and practices in relation to behaviour management and care, assessment and moderation, course offerings, course counselling and staff professional learning (PL); and a complete reform of resource deployment within the school resulting in outstanding financial management and extensive improvements to grounds and buildings. The level of overall school improvement was recognised by the DG during a school visit in 2016, and in the school's 2016 selection as an exemplary case study for improved attendance processes by the DoE Auditor General. Under Damian's leadership in 2015, students for the first time in CSHS history gained a median ATAR of 80 rising to 82.45 in 2016 along with 100% attainment and 83.18 in 2017 along with 100% VET attainment. Further examples of the sustained levels of improved student success and overall improvement at CSHS can be read in the attached Annual Report 2017 and the Principal's Statement of the 2018-2020 Business Plan.

Integral to school improvement is community involvement and support. Under Damian's leadership and delegation, community members are provided many collaborative opportunities. SDD days and learning area meetings are characterised by teachers presenting best practice to colleagues, moderation and in-depth data analysis. Staff are delivered PL that enable key understandings and skills in accordance with school and DoE priorities. At CSHS there is an active teacher-led Visible Thinking Skills community, frequent school-based PL sessions, cooperative active sub-committees, classroom observation feedback and timely evaluation and review processes. As in a teacher's classroom, Damian recognises the different levels of teacher expertise and has established processes and opportunities for differentiated leadership and training support. CSHS students are offered increased opportunities for leadership in the establishment of a Student Representative Council and other new school committees. Initiatives including 'Dads at Carine', the Parent Network & Parent Support Group of Students with Disabilities or Barriers to Learning have been set up to work alongside CSHS to encourage more parent involvement. Parent feedback is provided by year based Q&A Parent Forums. It is known that the reputation of CSHS has increased significantly in the local community and that the actions and leadership of Damian has been fundamental to this improvement where student success is front and centre of all of Damian's leadership decisions.

As Principal, Damian has established CSHS into a school community that sets high expectations for its members. He has proven his capacity to establish and enable a culture of excellence, develop a vision and shape a school's identity to reflect the values of the local community. Under Damian's leadership, the CSHS community is characterised by a cohesive and professional staff, more positive and higher achieving students and an engaged parent body. Damian ensures that every student has the same opportunity to be successful - as is demonstrated through school data. Damian is a courageous and empowering leader who has transformed CSHS into a school where student success is paramount. The impact of Damian's leadership has articulated directly into classroom practise.