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# Leadership Handbook

## 2025

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# Introduction

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*An authentic student leader stays true to the core values of Vi et Animo, heart, soul, strength and courage. They use their voice to support others, work collaboratively to achieve common goals, and help others shine.*

At Ascham, we believe that

- Leadership can be taught, and leadership skills can be learned.
- All students have the capacity to demonstrate leadership.
- All students have the potential to develop leadership skills.
- Skill development is a process and requires that opportunities are provided.
- Leadership skills, knowledge, attitudes and values should be encouraged and developed through a wide range of school programs and activities.

Preparing our students for a complex and changing world should focus on leadership skills based on morality and compassion. All girls have the ability and a right to be leaders in our world so that they can challenge inequities, social assumptions and constraints. We believe that girls should have their voices heard, be empowered and feel confident.

We view leadership as an opportunity to authentically serve others. A wide range of formal and informal leadership opportunities are woven into the fabric of our school, empowering every student to be involved and explore their individual leadership capacity.

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# Awards and Leadership Committee

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The Awards and Leadership Committee at Ascham oversees the leadership process each year. Their goal is to ensure fairness and transparency, continually refining their methods by incorporating student feedback.

The Awards and Leadership Committee comprises the Head of School, Deputy Head of School, Deputy Heads of Junior School, Co-ordinator of the Awards and Leadership Committee, Director of Studies, Head of Sport, Head of Co-curricular, Head of Music, Head of Speech and Drama, Head of Drama, Head of SRC and other members of staff who may be invited from time to time. During the determination of leadership positions, the relevant Year Co-ordinator is invited to provide feedback.

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# Junior School Leadership

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In the Junior School, there is a firm commitment to the notion that you do not need a badge to be a leader, but rather passion, persistence, kindness, and a willingness to seize opportunities and “walk the talk”.

Student leadership is actively promoted in the Junior School and students are encouraged to lead by example in words and deeds across four areas: Formal Leadership Opportunities, Informal Leadership Opportunities, Pods, and Leadership Training Programs.

An inclusive leadership model is applied in Year 6. Formal leadership positions are built around the Prefect system, which emphasises School and community service. This structure not only provides leadership positions for all girls but allows opportunities for students to practise and develop their leadership skills. Whilst the prefect roles include ‘traditional’ roles, such as House Prefect, the girls are encouraged to pursue new roles based upon their passions. The students self-elect into these roles by writing a letter of application to the Head of Junior School.

In Year 2, Monitor roles encourage the Dalton principle of Responsibility with girls rotating through a variety of daily tasks including playground and library duties. Every class in Hillingdon has a ‘Responsibility Wall’ and girls rotate through important tasks like class organiser and line leader.

There are many informal opportunities which allow students to hone their leadership skills.

In the Year 5/Year 2 buddy program, older students serve as role models. Student voice is important in assemblies and students present on activities at school. Year 6 lead weekly assemblies and Year 2 present in final assemblies. Activities that allow students to develop their leadership skills in a practical way are actively sought, for example Fiona students assisting at Hillingdon Sports Carnivals.

Pods also form an integral part of wellbeing and leadership in the Junior School. Since 2010 each Fiona student has been part of a Pod, a small group of students from Years 3-6 who meet regularly throughout the year. Led by Year 6 students, girls engage in a range of collaborative activities designed to foster a positive school culture. In 2024, Pods were extended to Hillingdon. This allows increased opportunities to connect across the year levels and provides Year 2 students with purposeful leadership experience. To strengthen connections between Hillingdon and Fiona, joint Junior School Pods are scheduled throughout the term. During these sessions, Year 2 and Year 6 Pod leaders co-lead their combined Pods, with Year 6 students providing mentorship to the younger students.

Explicit training is important to help develop leadership skills. A Year 6 Leadership Day affords newly elected prefects the opportunity to participate in activities to develop self-awareness, relationship skills, and self-management. In Year 5, the Self Service Skills Leadership Camp is held and each pillar of the Ascham Leadership Framework is explored.

Leadership occurs in everyday moments; like at an Athletics Carnival when a Year 6 student takes a hesitant young runner’s hand and leads them to the starting line. It is authentic opportunities like these that encourage a culture of leadership. Leadership is a choice that all students can make by setting an example and engaging in service to make positive change.

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# Senior School Leadership

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In the Senior School, the leadership program continues to place emphasis on developing every student into a strong and authentic leader. The Ascham Leadership Framework is embedded into the fabric of the School, where students will learn about leadership both in and out of the classroom. The Dalton principals of independence, responsibility, collaboration and reflection are essential in developing our students as leaders. Throughout their time in the Senior School, students will have to opportunity to learn about and engage with leadership through the areas of self, service and skill.

## Academics

The classroom provides many leadership opportunities organically through activities such as group work, oral presentations and critical thinking. Some subjects explicitly teach about great leaders and their skills and traits. In their studies, students develop confidence and interpersonal skills to work closely with and gain feedback from their teachers, teaching them to take initiative, show independence and learn to self-reflect. Students can also partake in peer homework mentoring sessions.

## Camps

Students in Years 7–10 participate in the outdoor education program, where they further develop their skills in teamwork, courage and resilience. The Year 10 Immersion to North East Arnhem Land provides students with the opportunity to gain valuable insight from inspirational Indigenous elders who are excellent examples of leaders within their communities. The Year 11 Leadership Camp delves into the qualities each student possesses and how they can be used. This is a springboard to their formal leadership journey where they reflect on their strengths and enhance their collaboration as a cohort.

## Service

Service is a large component of leadership. Year 10 students participate in a Community Service program, where they attend various organisations, assisting the broader community. In Year 12, all students are paired with Year 7 buddies, to help them settle into the Senior School. Each year group contributes to a charity, raising awareness and funds. Students spearhead initiatives and collaborate to support these causes.

## Sisters

Sisters is a wonderful opportunity that brings together students from Year 7 to 12, fostering meaningful connections across the different age groups. Year 12 students can develop their leadership skills by taking their Sisters Group through a range of collaborative activities to strengthen bonds and build relationships.

## Boarding

There are many opportunities for Boarders to engage with leadership. The Boarders SRC provides a platform for students from each year group to come together, advocate and discuss challenges of Boarding. Year 10 Boarders have the opportunity to live in Raine House as part of the Mentorship program, where they become mentors for Year 7, helping with organisation and social connection. In Year 12, Boarders are partnered as buddies with new Year 7 boarders to help them settle into boarding life. Year 12s may also choose to join the Boarding Committee, working closely with the Head of Boarding to deliver meaningful activities and programs in Boarding that bring the community together.

## **Activity Days**

Val-YOU@Ascham days provide students with leadership focused workshops, where students participate in activities exploring character strengths, leadership attributes, finding their authentic leadership styles and more.

## **Co-curricular**

Students have many co-curricular pursuits available to them, through which they are able to learn practical leadership skills. Such opportunities include, but are not limited to, collaboration in team sports, mentoring younger students in music ensembles, hosting Speech and Drama Twilight Concerts, formulating and expressing themselves through Debating and Public Speaking and working through the Duke of Edinburgh program.

## **External Leadership Opportunities**

Students are provided with opportunities to attend Leadership Days organised by external organisations. Some examples of these include Alliance for Girls Leadership Forum, Year 9 Altitude Day and Lions Youth of the Year.

## **Elected Leadership Positions**

Each year, students from Years 7–11 have the opportunity to nominate themselves for a range of leadership positions as outlined on the subsequent pages of this handbook.

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# Process for Elected Positions

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Ascham School has a long-established leadership system that follows a distributed leadership model. There are a number of leadership positions available, all of which are important and all of which the School values highly. Each of these positions comes with a number of duties and responsibilities, which will require consistent attention and dedication.

Any student elected to a leadership position is required to fulfil their roles and responsibilities while meeting the Ascham values. All leaders should demonstrate:

- **Respect and Kindness** by being aware of the thoughts and feelings of others when making decisions. Attend to all members of your community: seek opinions, communicate respectfully and search to find and utilise the strengths in others.
- **Collaboration and Community** by attending and assisting at events relating to your position. Build relationships and support others by encouraging them to lead with you; actively engage students from younger years to get involved.
- **Courage and Resilience** by setting goals and proposing ideas to the relevant committee staff and, if challenges arise, being adaptable in order to respond effectively to these challenges, using them as opportunities for growth. Become aware of your attributes as a leader and develop positive habits to harness your strengths.
- **Acceptance and Responsibility** by setting an example for other students and including everyone, despite differences of opinion, and accepting responsibility for decisions of the team. Ensure that you and the members of the team are cognisant of your own and others' feelings and opinions.
- **Ambition** by enthusiastically guiding the team to set and achieve goals through effective planning, organisation and communication.

The nomination and election process begins at the start of Term 3; it is overseen by the Awards Committee to ensure that the process is fair and in the best interests of the School and all students involved. A student's tenure is Term 4 – Term 3 inclusive.

Where there are concerns raised that a student is not fulfilling their leadership role, the Awards and Leadership Committee will review the student's suitability for the role and a formal process will be followed.

## Event Timeline

Event	Term	Further Information
Leadership Reflection Seminar	1	Year 11 students are invited to provide feedback on the current Leadership Process and to discuss their future leadership journey.
How to Write a Leadership Statement	2	Year 11 students are guided through the process of how to write a Leadership Statement and provided time to commence their statement.
Leadership Assembly	2	Students in Years 7–10 will be provided with information about the positions available to them and the expectations surrounding those positions.
Leadership Expo	2	Students in Year 12 will present to Students in Year 11 about the various elected positions and portfolios they can join in Year 12. Students will have the opportunity to ask questions and gain a deeper understanding into what each role entails.
Nomination Form	2	<p>Students in Years 7–11 who wish to nominate for a Leadership Position will be required to complete a Nomination Form on the Hub. Year 11 will submit their Leadership Statement with the Form and Years 7–10 will write a short response.</p> <p>* In the event that there are insufficient nominations for a role, a second nomination period will occur.</p>
Converting a Leadership Statement into a Speech	3	Students in Year 11 will be guided through how to use their Leadership Statements to compose their speeches.
How to Combat Nerves	3	Students in Year 11 will be presented on how to combat nerves when presenting to an audience. This session is for all students regardless of whether they are presenting in the Leadership Assembly.
Leadership Presentation Assembly	3	Students in Year 11 who have nominated for either the School Committee or House Chair will present their short speech to the remainder of the School. Students eligible to vote will have the opportunity to write notes to make a more informed decision when voting.
Voting	3	Students will have the opportunity to vote for positions they are eligible for. This has a strict parameter and late votes will not be accepted.
Announcement of Leadership Positions	3	All Positions (except the Heads of each Portfolio) are announced in an assembly.
Committee Portfolio Discussion	3	The incoming Committee will each have an opportunity to present the Portfolio they are interested in to the Awards and Leadership Committee. The Awards and Leadership Committee will discuss and decide the Portfolios after this meeting.

Announcement of Portfolios	3	The Committee Portfolios are announced in an assembly.
Portfolio Committee Determination	4	Students in Year 11 who have not been elected into a Leadership role have the opportunity to nominate to be a member of a Portfolio.
Year 7 SRC Nomination and Voting	1	After camp, Year 11 will go through a nomination and voting process to elect their SRC.

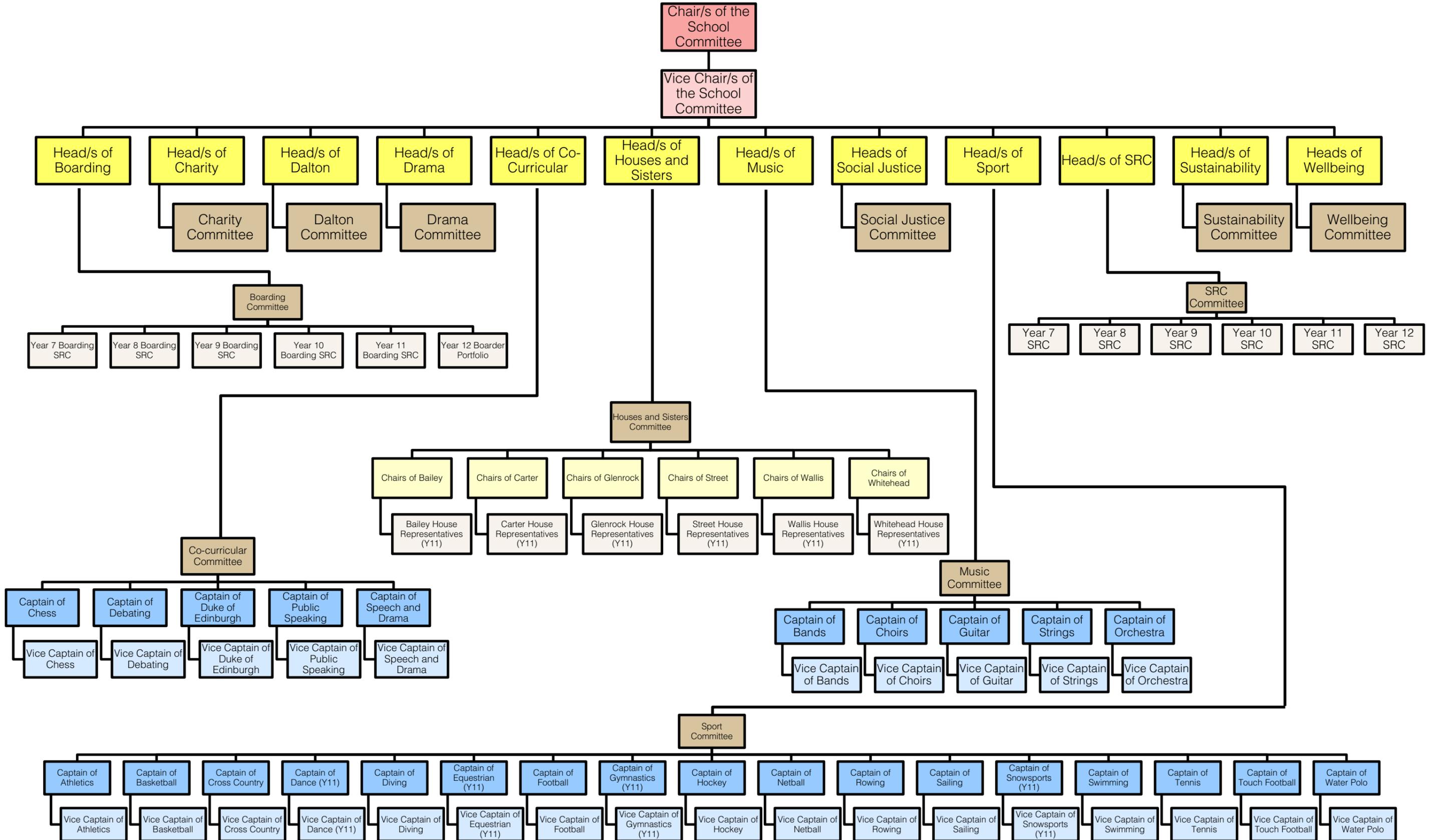
## Voting Eligibility

Position	Student Eligibility	Staff Eligibility
School Committee	<p>Students from Years 10–12 are eligible to vote.</p> <p><b>The votes of students in Year 11 are doubled.</b></p>	<p>Senior School Academic Teaching Staff, Boarding Heads of Houses, Sport salaried Staff and Music salaried Staff are eligible to vote.</p> <p><b>Staff votes are doubled.</b></p>
House Chairs	<p>Students from Years 10–12 are eligible to vote for the nominees from their House.</p> <p><b>The votes of students in Year 11 are doubled.</b></p>	<p>Senior School Academic Teaching Staff, Boarding Heads of Houses, Sport salaried Staff and Music salaried Staff are eligible to vote for the nominees from their House.</p> <p><b>Staff votes are doubled.</b></p>
Captains Positions	<p>Students from Years 10–12 are eligible to vote for the nominees from their Co-curricular, Music or Sporting area.</p> <p>Please note that for some areas, there are slight differences.</p> <p>For example, the Ascham Diving Representative Team are eligible to vote for the Diving Captain. This is due to the size of the sport/activity.</p>	<p>The Head/s of the Co-curricular, Music or Sporting area is eligible to vote.</p>
House Representatives	<p>Students from Years 10–12 are eligible to vote for the nominees from their House.</p>	NA
SRC (including Boarding SRC)	<p>Students from the relevant Year Groups are eligible to vote.</p>	NA

## Determination of Leadership Positions

Order	Position	Further Information
1	<b>Chair and Vice-Chair of the School Committee</b>	<p>The positions of Chair and Vice-Chair of the School Committee are determined by the top two Committee votes. In the event of a tie, both students will be awarded the position.</p> <p>Students in these positions are not eligible for any other leadership positions.</p>
2	<b>Members School Committee</b>	<p>The number of students in the School Committee is determined by both looking at the number of votes and ensuring there are enough students to represent each Portfolio.</p>
3	<b>House Chairs</b>	<p>The positions of Chair are determined by the top two votes in each House. Students on the School Committee are not eligible for dual roles of School Committee and House Chair.</p> <p>Due to the competitions associated with these roles, there will only ever be two Chairs per House.</p>
4	<b>Captains and Vice Captains</b>	<p>The Captain positions are awarded to the students who receive the highest votes in each relevant area, while the second highest votes secure the Vice Captain role.</p>
5	<b>SRC (including Boarding)</b>	<p>The positions of SRC are determined by the top two votes in each Year Group, with the exception of Year 12 who may have the top three votes considered.</p>
6	<b>House Representatives</b>	<p>The positions of House Representative are determined by the top four votes in each House.</p>
*	<b>Student Load Management</b>	<p>Throughout the process, the Awards and Leadership Committee reviews the number of positions each student holds and the expectations of each role. They may decide to limit the number of positions to ensure that students can thrive in their elected roles and maintain academic buoyancy. As a general guide students are limited to three positions.</p>
**	<b>Ties</b>	<p>In the event of a tie, the position will be referred back to the Awards and Leadership Committee, with the exception of the Chair/Vice Chair of the School Committee, where in the event of a tie, both students will be awarded the position.</p>
***	<b>Student Departure</b>	<p>In the event that a student who holds a leadership position leaves the School, that position will be brought to the Awards and Leadership Committee.</p>

Leadership Positions



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# Roles and Responsibilities of Elected Positions

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## School Committee

The following responsibilities apply to all Committee members:

- Attend a weekly meeting with the Head and/or Deputy Head of School.
- Chair a weekly meeting with the Portfolio Committee under the supervision of the Portfolio Head Teacher. Prepare and distribute agenda and minutes for each meeting.
- Attend both internal School events and those in the broader community as directed.
- Coordinate the portfolio assembly in consultation with the Portfolio Head Teacher.
- Make assembly announcements pertaining to the portfolio as required.
- Encourage and promote the student voice within School activities.
- Propose and implement new initiatives where appropriate in consultation with the Portfolio Head Teacher.
- Work collaboratively with other committees to achieve shared outcomes.

## Chair/s of the School Committee

The Chair/s of the School Committee is a pivotal role responsible for leading and guiding the committee to achieve its objectives. The Chair will work closely with the Head and Deputy Head of School to ensure effective communication and collaboration between the student body and the school's administration.

### Key Responsibilities:

- Lead and facilitate the running of assemblies on Tuesday and Friday.
- Serve as the primary liaison between the student body and the Head and/or Deputy Head of School.
- Ensure that initiatives continue throughout the year e.g. Friday Funday, Friday Morning Gate duties

## Vice Chair/s of the School Committee

The Vice Chairs of the School Committee play a crucial role in supporting the Chair and ensuring the smooth operation of the committee. They work closely with the Chair, Head, and Deputy Head of School to foster effective communication and collaboration within the school community.

### Key Responsibilities:

- Stand in for the Chair of the School Committee when required.
- Take minutes at the School Committee meetings
- Provide Committee members with an overview of school events and encourage attendance.
- Assist in the running of assemblies on Tuesday and Fridays.
- Facilitate communication between the student body and Head and/or Deputy Head of School

## Head/s of Boarding

- Oversee events during National Boarding Week, working with Boarders Committee and Boarders SRC as well as organising and facilitating boarding events throughout the year such as Sunday night assemblies, 'in-weekend' activities, dinner tables and special occasion events.
- Liaise with the Boarders SRC, Boarders Committee and staff to provide feedback on new initiatives in boarding or issues and devise creative solutions.

## Head/s of Charity

- Liaise and support other Committee members with charitable endeavours.
- Organise and facilitate Charity events including whole (Senior) School, Year group initiatives and special event charities.

## Head/s of Co-curricular

- Assist the Co-curricular Captains in the organisation of their various activities/events.
- Promote the importance of Co-curricular activities in School life.

## Head/s of Drama

- Organise and facilitate Drama events, including the annual Performing Arts Panel and School productions.
- Assist with auditions and promotion of Ascham productions throughout the year.

## Head/s of Dalton

- Organise and facilitate Dalton events such as Peer Tutoring and Founders Day.
- Assist in developing effective study and planning skills for all students, encouraging a love and appreciation of learning through the Dalton Plan.

## Head of Houses and Head of Sisters

- Organise and facilitate House/Sisters events such as Cheers, March Past, House Festival, Amazing Race and Sisters meetings.
- Work closely with the Coordinator of Houses and Sisters on supporting the House Chairs in the lead up to major events, e.g. Swimming and Athletics Carnivals and House Festival.

## Head/s of Music

- Organise and facilitate tasks at Music events such as running the BBQ, ushering and program distribution.
- MC'ing major Music events.

## Head/s of Social Justice

- Organise and facilitate Social Justice events for assembly and/or lunchtime meetings.
- Keeping abreast of current Social Justice issues and promote an understanding of these within the School community.

## Head/s of Sport

- Organise and facilitate Sports events for assembly and/or other events eg. Pink Sock Round.
- Work closely and collaboratively with the Sports Captains in the lead up to their season and help promote the importance of Sport in School life.

## Head/s of SRC

- Seek and provide feedback on various aspects of School life and facilitate communication between the Student Body and relevant Members of Staff.
- Work with the SRC to organise events and initiatives.

## Head/s of Sustainability

- Lead initiatives, ideas or themed events to support the School's Sustainability aspirations, encouraging current and future portfolio member participation.
- Support educational messaging and/or relevant updates to the School community regarding sustainability, such as at assembly presentations or via notices.

## Head/s of Wellbeing

- Organise and facilitate Student Wellbeing events to promote belonging, support and connectedness within the School community.
- Capture, promote and represent student voice in whole school wellbeing approaches.

# Houses and Sisters Committee

## House Chairs

- Attend weekly meetings with Coordinator of Houses and Sisters.
- Encourage and promote all Houses and Sisters events within Senior School and the wider community.
- Organise and implement Sisters' activities, including Swimming and Diving Carnival House Cheers, Athletics Carnival Cheers, Battle of the Books and House Festival.
- Assist in the organisation and implementation of the Inter-House Debating, Public Speaking and Chess competitions.
- When necessary, write articles for Hub news and communicate Houses and Sisters information during assembly.
- Create and present regular reports and/or videos for assembly.

## House Representatives

- Attend meetings with House Captains prior to House events.
- Support the House Chairs during large House events such as Swimming Carnival Cheers, Athletics Carnival March Past, House Festival, Battle of the Books and other House events throughout the year by liaising with the students in their Year group.

## Co-Curricular Captains

The Co-curricular Captains include:

**Captain of Chess; Captain of Debating; Captain of Duke of Edinburgh; Captain of Public Speaking; Captain of Speech and Drama.**

The following responsibilities apply to all Co-curricular Captains:

- Attend weekly meetings with Head of Co-curricular and the staff member in charge of your position.
- Attend all necessary training, competitions, workshops and events. Exceptions will be made if the students are involved in a School event that prohibits them from attending.
- With the exception of Captain of Duke of Edinburgh, assist in the organisation and implementation of the Inter-House Competition in conjunction with Head of Houses and House Chairs.
- Encourage and promote the elected Co-curricular area in the Junior and Senior School and the wider community.
- When necessary, write articles for Hub news and communicate information during assembly.
- Be aware of achievements and acknowledge them where appropriate.
- Support and promote all Ascham School events both within your elected area and other Co-curricular events.
- Organise and facilitate events pertaining to your area as directed by your Head Teacher.

## Dalton Captains

The Dalton Captain includes:

### Captain of Innovation

The following responsibilities apply to all Dalton Captains:

- Attend weekly meetings with Head of Dalton and the staff member in charge of your position.
- Attend all necessary competitions, workshops and events. Exceptions will be made if the students are involved in a School event that prohibits them from attending.
- Assist in the organisation and implementation of the da Vinci Decathlon, promotion of STEAM within the school and linking activities with the Library
- Encourage and promote STEAM, critical thinking and innovation within the wider community.
- When necessary, write articles for Hub news and communicate information during assembly.
- Be aware of achievements and acknowledge them where appropriate.
- Support and promote all Ascham School events both within your elected area.
- Organise and facilitate events pertaining to your area as directed by your Head Teacher.

## Music Captains

The Music Captains include:

**Captain of Bands; Captain of Choirs; Captain of Guitar; Captain of Orchestra; Captain of Strings.**

The following responsibilities apply to all Music Captains:

- Assist the Music Department in the organisation of Music events (e.g. concerts, camps, service learning and assemblies).
- Arrive early to rehearsal to set up rehearsal spaces.
- Lead and model warm-ups/tuning.
- MC concerts applicable to your area of leadership.
- Write an article on the event applicable to your captaincy.
- Support staff in stage managing concerts.
- Meet weekly with Music Committee and take on tasks within this forum (e.g. Music Camp mentoring, Project Harmony).
- Demonstrate involvement with the Junior School Prefect Committee (e.g. P-12 Concerts).
- Contribute to and support the annual Music Committee assembly.
- Promote the Music program and acknowledge achievement where appropriate.

## Sports Captains

The Sports Captains include:

**Captain of Athletics; Captain of Basketball; Captain of Cross Country; Captain of Dance; Captain of Diving; Captain of Equestrian; Captain of Football; Captain of Gymnastics; Captain of Hockey; Captain of Netball; Captain of Rowing; Captain of Sailing; Captain of Snowsports; Captain of Swimming; Captain of Tennis; Captain of Touch Football; Captain of Water Polo.**

The following responsibilities apply to all Sports Captains:

- Attend scheduled meetings with their Head Coach and attend meetings with the Head of Sport on the alternate fortnight.
- Attend all associated trainings, fixtures, competitions and events. Exceptions will be made if the students are attending a School event that prohibits them from attending or if they are injured and have notified the Head Coach.
- Encourage and promote School, community, team spirit and participation, including in non-playing roles.
- Lead/model warm-ups, stretches and cool downs.
- Assist in the organisation and implementation of the Boarder v Day Girl events.
- Demonstrate involvement with the Junior School where the schedule and sport permits.
- Model the correct uniform for your sport at all times.
- Nominate a candidate/s for Sports Girl of the Week.
- Be aware of individual or team achievements within your sport and acknowledge them where appropriate.
- Support and promote all Ascham School Sport events.

## Student Representative Council

Year Level Student Representative Council Members:

- Attend a weekly meeting to provide feedback on various aspects of School life.
- Work with the SRC to organise events and initiatives.