

Endorsed 1/4/22  
Mr Thomas Skinner  
Chairperson



# **KULKARRIYA COMMUNITY SCHOOL**

## **IMPROVEMENT PLAN**

### **2021 - 2025**

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# STRATEGIC DIRECTIONS

## A FOUR YEAR PLAN

The school is currently working towards upgrading school facilities and developing learning programs to achieve the best outcomes possible for our students.

Christine Berberich, Principal

The KCS Strategic Plan sets the strategic directions for improvement as identified in the Five Key Principles and Five Critical Challenges. The KCS Improvement Plan and the KCS Business Plan outline the actions and timeline for improvement over a four year period.

The KCS governing body will regularly review and refer to these documents to ensure we continue to achieve ongoing improvement as a school.



# QUALITY TEACHING AND LEARNING

*Kulkarriya Community School (KCS) implements educational programs and pedagogy suitable for the specific needs of students, both individually and collectively. Every student at KCS has an individual education plan tailored to meet their needs. The school employs qualified and skilled teachers, maintaining current and effective practices across the school by investing in high-standard training and professional development for all staff. The school strives to embrace Aboriginal ways of learning, valuing and educating in students' home languages wherever possible. Employment and training of local Aboriginal educators is key to achieving this. Quality teaching and learning is achieved when teachers and students alike feel valued and respected.*

## **STRENGTHS**

- Every student enrolled at KCS is provided with an Individual Education Plan updated every semester by their classroom teacher.
- Full implementation of the West Australian Curriculum with adjusted curriculum for students who are EAL/D
- Whole school Literacy approach using evidence-based practices to target specific learning needs identified through whole school data collection and analysis.
- Employment of Nyikina and Walmajarri educators teaching alongside classroom teachers.
- Supporting Aboriginal Educators to upskill and train in informal and formal teaching training, ie Certificate IV in Education Support; AICS/AISWA training; Team Teach certification; Sounds Write, Stepping Stones and Primary Connections.
- Culture of collaboration and support amongst the teaching team. Along with weekly staff meetings, bi-weekly Curriculum Development meetings are held with all teaching staff present and contributing.
- Kriol speakers use their home languages at school. English is taught explicitly. Home languages are valued and encouraged.
- KCS is well-resourced to deliver educational programs across the breadth of the curriculum.

# QUALITY TEACHING AND LEARNING cont.

IMPROVEMENT OUTCOMES	ACTIONS	PERFORMANCE INDICATORS
Teaching and Learning is rich in language and culture. KCS students are strong in identity and learn by a two-way approach.	Increase employment of Aboriginal Educators to a minimum of 1.0 FTE per classroom.	All students access weekly Nyikina/Walmajarri language and culture classes as part of the school curriculum delivery. <b>Goal: Term 2, 2023</b>
Curriculum is designed with explicit content embedding Aboriginal perspectives and traditional knowledge ie/ Nyikina Science, Local History etc.	Establish a Curriculum Committee with Aboriginal Educators and Teachers/Leadership to develop modified curriculum plans embedding Nyikina/Walmajarri language and culture learning.	KCS modified curriculum plans approved for use by the Director General. <b>Goal: Term1, 2023</b>
Rich and relevant learning in the natural environment surrounding KCS.	Curriculum Committee work with Yungngora Elders to establish a list of locations for outdoor learning/bush trips.	List of approved locations for on-country learning <b>Goal: Term 3, 2023</b>
	Increase fleet of 4WD vehicles to accommodate seating for whole school bush trips.	Five x 7-seater 4WDs One x Work Ute One 4WD Principal Vehicle One 2WD school bus <b>Goal: Term 3, 2022</b>
KCS students are independent readers	Sounds Write intervention roll-out across whole school K-12	80% of KCS students reading independently <b>Goal: Term 4, 2022</b>
	Sounds Write training of all teaching staff	

# EMPOWERED SCHOOL LEADERSHIP

*Empowered school leaders are positioned to maximise opportunities for autonomy, creativity, and success. Empowered school leadership happens when there is a separation of governance by the governing body and day-to-day management and control of the school by the Principal. KCS empowers school leadership by promoting a fair and safe environment where school leaders feel supported and encouraged in their role. Those charged with leadership at KCS have a sound understanding and clarity of their role. School leaders are committed to growth, taking opportunities for professional development and networking across different school sectors locally, nationally, and internationally. KCS leaders commit to building a culture of respect, professionalism, and excellence throughout all school business.*

## **STRENGTHS**

- KCS management duties are balanced across three full time leadership positions: Principal, Associate Principal and Business Manager
- AICS and AISWA Principal Network support accessed by the KCS Principal regularly, with networking across similar schools in the Independent sector
- The governing body delegates oversight of the school to a School Council
- Policy and procedures are revised regularly in consultation with the KCS management and School Council

# EMPOWERED SCHOOL LEADERSHIP

IMPROVEMENT OUTCOMES	ACTIONS	PERFORMANCE INDICATORS
<p>Regular School Council meetings</p> <p>Consistency in record keeping</p> <p>Governing Body are appropriately skilled and trained in Educational Compliance and effective school governance</p> <p>Clearly defined roles and responsibilities for governing body and school management</p> <p>School Management performance is reviewed annually</p> <p>School Council's performance is reviewed annually</p>	<p>Develop a process for holding School Council meetings including meeting notice periods; recurring agenda, etc</p> <p>Develop process for record keeping including structure for recording minutes and other formal documents</p> <p>Annual school governance training for School Council and Directors</p> <p>Duty Statements for school management reviewed annually</p> <p>Develop independent performance appraisal process for Principal</p> <p>Develop independent performance appraisal process for School Council</p>	<p>All School Council members, Directors of the governing body and CEO trained in Educational Governance <b>Goal: Term 1, Annually</b></p> <p>Standardised agenda and Meeting Minutes format implemented <b>Goal: Term 2, 2022</b></p> <p>Governance and Management Map developed <b>Goal: Term 2, 2022</b></p> <p>Principal performance is reviewed annually by an independent reviewer <b>Goal: Term 4, Annually</b></p> <p>School Council performance is reviewed annually <b>Goal: Term 4, Annually</b></p> <p>School Council Rule Book updated <b>Goal: Term 2, 2022</b></p>

# SAFE SCHOOL ENVIRONMENT

*The children, staff, and community members of KCS have the right to access education and employment in a safe environment. The school is set in a harsh physical environment, with weather extremes causing flooding, high winds, soaring temperatures and other severe weather events throughout the seasons. The physical safety of the school is consistently maintained to ensure teaching and learning continues uninterrupted throughout the school calendar year. KCS is committed to promoting social and emotional safety for all, by setting a culture of acceptance, inclusivity and celebrating individuality and diversity amongst the whole school community. KCS ensures all persons involved in school governance and operation are fit and proper to work with children.*

## **STRENGTHS**

- All employees of KCS are required to hold current Working with Children Checks and legislated Covid19 Vaccination/medical exemption certificates. Recruitment advertisements stipulate KCS is focussed on child safety and all candidates are thoroughly checked for criminal history and character references.
- KCS policies and procedures aligned to the National Principles for Child Safe Organisations
- Protective Education taught explicitly across Years K-12. All teachers and Education Assistants trained in delivering Safe 4 Kids Protective Education lessons. All teachers trained in Keeping Safe Curriculum.
- Safety policies and procedures reviewed regularly and communicated with all staff and students. Emergency Lockdown and Evacuation drills performed regularly.
- Staff induction process on commencement of employment
- Staff trained regularly in Trauma-informed practices.
- Positive Behaviour Strategy implemented across the whole school. All staff trained and responsible for implementation of the strategy.
- KCS effectively plan and budget for capital upgrades to ensure physical grounds and buildings are safe and meet school standards
- Complaints policy is communicated to staff and students regularly, with open lines of communication to report complaints.
- KCS staff and students maintain warm, respectful relationships. KCS staff maintain professionalism and appropriate interaction with students, families and each other.



# SAFE SCHOOL ENVIRONMENT

IMPROVEMENT OUTCOMES	ACTIONS	PERFORMANCE INDICATORS
Physical Environment reflects current standards for schools	<p>Removal of existing playground structures and instalment of new equipment</p> <p>Installation of raised walkways linking buildings across the school</p> <p>Removal of existing fence structures and fence around the school boundary including new front gate</p> <p>Renovation of school bathrooms. Installation of age-appropriate bathroom fixtures for Early Childhood children</p> <p>Drainage solution for flooding in Early Childhood area</p> <p>Install filtered drink fountains and handwashing troughs throughout the school grounds</p>	<p>New playgrounds installed <b>Goal: Term 4, 2023</b></p> <p>Raised walkways installed <b>Goal: Term 4, 2023</b></p> <p>School boundary fence and front gates installed <b>Goal: Term 4, 2023</b></p> <p>All school bathrooms have suitable height toilets and sinks for the different phases of schooling <b>Goal: Term 4, 2022</b></p> <p>Flooding of the school grounds is avoided with drainage solution installed <b>Goal: Term 4, 2023</b></p> <p>Drink fountains and handwashing troughs throughout school yard <b>Goal: Term 2, 2022</b></p>
All persons involved in the operation and/or control of the school are fit and proper	<p>School Council and Governing Body Directors are required to hold current WWCC whilst serving on the governing body.</p>	<p>All Governing Body Directors hold current Working with Children Checks <b>Goal: Term 1, annually</b></p>
Staff are equipped and confident to provide a safe, nurturing learning environment for all students.	<p>Staff Induction includes a focus on trauma informed practices</p> <p>Leadership training in FAS/D and ongoing professional development for all staff in trauma and FAS/D</p>	<p>Staff Induction process formalised and documented including Trauma and FAS/D components <b>Goal: Term 1, 2021</b></p> <p>Leadership Staff trained in FAS/D and Trauma <b>Goal: Term 1, annually</b></p>
Students feel supported, understood, encouraged and welcome to learn and success at KCS.	<p>School physical environment is upgraded to reflect trauma and FAS/D responsive safe environment</p>	<p>All KCS classrooms refurbished and painted to reduce stimulation. Soft furnishings and sensory fittings in place. <b>Goal: Term 2, 2022</b></p>

# SCHOOL AND COMMUNITY PARTNERSHIP

*KCS strives to embrace the community desires for a culturally and linguistically rich education for all children of Yungngora. The school draws on the guidance and knowledge of Nyikina and Walmajarri elders and leaders in the community to develop curriculum plans to encompass the West Australian Curriculum as well as traditional knowledge and ways of learning. The school maintains open communication with parents and carers, community leaders, services, and the Yungngora Community Office to promote strength in attendance and engagement in education and provision of employment opportunities for community members.*

## **STRENGTHS**

- KCS communicates with the parents and carers community using newsletters, notes home, phone calls, posters around the community, community liaison staff, and outreach visits to the community.
- KCS and Yungngora Community have a long history of working in partnership to inform continuous improvement of the school and see the school flourish.
- KCS and Yungngora Community are aligned in their vision for the school to be a place of quality education for school-aged children and youth, and a place for local employment and training for adults in the community.
- KCS policies designed to support the advancement of local Indigenous community members to train and become qualified to work at the school.
- Yungngora Community support the school's efforts to increase attendance and engagement in schooling by running a Warden Program and enforcing by-laws that are in place to create a safe and peaceful community.

# SCHOOL AND COMMUNITY PARTNERSHIP

IMPROVEMENT OUTCOMES	ACTIONS	PERFORMANCE INDICATORS
School and Community working together to increase attendance and engagement of KCS students	Development of School and Community Partnership Agreement outlining ways the school and community will act to support the flourishing of KCS and Yungngora Community	School Community Partnership Agreement endorsed by KCS and Yungngora Community <b>Goal: Term 3, 2022</b>
Increased local employment and engagement of local volunteers at the school	KCS and Yungngora Community support local members of Yungngora to attain Working with Children Checks and become employed by the school.	KCS local employment minimum: 1.0 FTE <u>per</u> classroom 4.0 FTE Grounds Staff 1.0 FTE Administration Staff 1.0 FTE Cook 2.0 FTE Cleaners <b>Goal: Term 1, 2023 (continuous)</b>
All school-aged children and youth living long term in Yungngora Community are enrolled and attending KCS with a minimum attendance average of 80%.	Establishment of a re-engagement program for children and youth who require additional support to access schooling.	Outreach and re-engagement program effectively reaching students in Yungngora Community to access education with whole school attendance rates: <b>2022: 65%</b> <b>2023: 75%</b> <b>2024: 80%</b> <b>2025: 80%</b>

# TRANSPERANCY AND ACCOUNTABILITY

*KCS achieves transparency and accountability by publicly displaying required financial data and student information on the myschool website. All relevant policies and applicable documents are published on the school website for public access. The school management and governing body maintain transparency and accountability by meeting together regularly, sharing relevant information and anchoring practices to the WA Registration Standards and Other Requirements for Non-Government Schools to ensure all matters of compliance are met.*

## **STRENGTHS**

- KCS has maintained compliance with all state and federal requirements, and where required acts quickly to ensure any improvements necessary are made as soon as practicable.
- KCS record keeping and archiving of important documents is secure and accessible to all relevant authorities upon request.
- KCS maintains public financial records as required by school authorities such as displaying annual financial data on the myschool website.
- The KCS Principal and management team stay abreast of current school standards and requirements, accessing regular professional development through the Association of Independent Schools of Western Australia.
- KCS reports to the governing body when matters of compliance require their attention.

# TRANSPERANCY AND ACCOUNTABILITY

IMPROVEMENT OUTCOMES	ACTIONS	PERFORMANCE INDICATORS
<p>Governing Body are appropriately skilled and trained in Educational Compliance and effective school governance</p> <p>Yungngora Community members can access public information about KCS</p>	<p>Annual school governance training for School Council and Directors</p> <p>Development of appropriate information sharing practices for community members.</p> <p>Kriol translation of KCS public information shared in the community to increase parent and carer access to school information</p>	<p>All School Council members, Directors of the governing body and CEO trained in Educational Governance <b>Goal: Term 1, Annually</b></p> <p>KCS public information is shared in Kriol and English and able to be accessed by the local community as desired. <b>Goal: Term 4, 2022(continuous)</b></p>

## PERFORMANCE INDICATORS TIMELINE

Term/Year	2022	2023	2024	2025
<b>Term 1</b>	<p>Staff Induction process formalised and documented including Trauma and FAS/D components</p> <p>Whole school attendance rates <b>65%</b></p>	<p>KCS modified curriculum plans approved for use by the Director General</p> <p>KCS local employment minimum: 2.0 FTE <u>per</u> classroom 4.0 FTE Grounds Staff 1.0 FTE Administration Staff 1.0 FTE Cook 2.0 FTE Cleaners</p> <p>Whole school attendance rate 75%</p>	Whole school attendance rate 80%	Whole school attendance rate 80%
<b>Term 1 recurring</b>	<p>All School Council members, Directors of the governing body and CEO trained in Educational Governance</p> <p>All Governing Body Directors hold current Working with Children Checks</p> <p>Leadership Staff trained in FAS/D and Trauma</p> <p>Outreach and re-engagement program effectively reaching students in Yungngora Community to access education</p>			
<b>Term 2</b>	<p>Standardised agenda and Meeting Minutes format implemented</p> <p>Governance and Management Map developed</p> <p>School Council Rule Book updated</p> <p>All KCS classrooms refurbished and painted to reduce stimulation. Soft furnishings and sensory fittings in place.</p>	<p>All students access weekly Nyikina/Walmajarri language and culture classes as part of the school curriculum delivery</p> <p>Drink fountains and handwashing troughs throughout school yard</p>		
<b>Term 3</b>	<p>Five x 7-seater 4WDs One x Work Ute One 4WD Principal Vehicle One 2WD school bus</p> <p>School Community Partnership Agreement endorsed by KCS and Yungngora Community</p>	List of approved locations for on-country learning		
<b>Term 4</b>	<p>80% of KCS students reading independently</p> <p>All school bathrooms have suitable height toilets and sinks for the different phases of schooling</p>	<p>New playgrounds and raised walkways installed</p> <p>School boundary fence and front gates installed</p> <p>Flooding of the school grounds is avoided with drainage solution installed</p>		
<b>Term 4 recurring</b>	<p>Principal performance is reviewed annually by an independent reviewer</p> <p>School Council performance is reviewed annually</p> <p>KCS public information is shared in Kriol and English and able to be accessed by the local community as desired.</p>			



## CONCLUSION

Kulkarriya Community School is enacting Improvements to bring about positive change to the school that will be of significant benefit to the children and youth we serve.

Our school is committed to working together with the community to promote the educational outcomes and desires of parents, carers, elders and Yungngora community leaders.

KCS is embarking on a season of growth and improvement, with significant changes to the structure of the governing body, upgrades to the school environment, reshaping of curriculum content and delivery to uphold and embed traditional ways of learning and traditional language learning, a dedicated and intentional movement to re-engage school-aged children and youth in schooling, and providing future pathway opportunities for high school students.

This improvement plan is to be read in conjunction with the KCS Strategic Plan and Business Plan.

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