

Kirwan State High School Annual Implementation Plan 2017

A School of Excellence. A School for Everyone. A World Class School. A great school and a good place to be.

Statement of Intent

Our mission is to provide educational excellence for tomorrow's citizens.

Our philosophy is to enable greatness through an inclusive culture underpinned by a mindful school community built on professionalism, continuous improvement and accountability.

We have respectful and supportive relationships with our whole school community, underpinned by the tenets of the United Nations Universal Declaration of Human Rights.

Our core beliefs about student learning are:

- All students can learn
- All students can achieve at a high level
- All students are part of a world-wide community of learners
- All teachers have high expectations of all students
- All teachers are responsible for student learning

Our core beliefs about student wellbeing are:

- We all accept responsibility for the wellbeing of others
- We all deserve to feel safe, valued and respected
- All students are citizens of the world
- We must demand "greatness" from everyone
- "Something is Right" in every person

Our Kirwan High Scholars are leaders who are:

- Inquiring
- Optimistic
- Inclusive
- Aspirational
- Acting with integrity

As graduates of Kirwan High, they will be confident and caring citizens who are prepared for the future and value personal excellence.

KIRWAN STATE HIGH SCHOOL

2017 ANNUAL IMPLEMENTATION PLAN

ATTENDANCE AND ENGAGEMENT:

A Kirwan High Scholar is in every class, every day, working hard.

PERFORMANCE TARGETS	DATA SOURCE	SCHOOL IMPROVEMENT STRATEGIES	PERSONS RESPONSIBLE	EXECUTIVE LEADERSHIP TEAM SUPERVISOR	END OF YEAR REVIEW
93% average attendance rate.	OneSchool	Increase teachers' capacity to implement ASOT strategies from Design Questions 5, 8 and 9 related to Student Engagement, Relationships and High Expectations.	Leadership Team	Executive Leadership Team	
>70% of students achieving 90% or better attendance rate.	OneSchool	Review and reinvigorate the School Wide Attendance Strategy.	Leadership Team and Student Engagement Team	Rochelle	
80% student attendance in House based school events.	OneSchool	Review roles and employ two CECs and five Teacher Aides staff for the Student Engagement Team to maximise the attendance of all students from Years 7 to 12.	Executive Leadership team	Meredith and Rochelle	
3% gap between Indigenous and Non-Indigenous students' attendance rates.	OneSchool	Regularly inform school community of the roles and responsibilities of the Student Engagement Team.	Executive Leadership Team	Rochelle	
60% of Indigenous students achieving 90% or better attendance rate.	OneSchool	Implement HGR and subject lesson Attendance Data walls in all classrooms.	Leadership Team	Rochelle	
Continue to meet or exceed state wide Year 10 – 12 apparent retention data for all students	School Data Profile	Continue to implement HGR Attendance checks twice per term and weekly updates. Implement revised Behaviour and Effort Matrix.	Heads of Department Student Wellbeing Leadership Team	Rochelle Rochelle and Shannon	
5% gap between Indigenous and Non-Indigenous apparent retention rates in Years 10 – 12.	School Data Profile	Implement a "Gold Award Night" to celebrate effort and behaviour results.	Heads of Department Student Wellbeing	Rochelle and Murray	
60% of students in each year level are achieving	OneSchool	Continue to implement strategies including the use of digital media to engage the school community. Continue to implement, review and monitor the Staff Workplace Health Wellness Strategy.	Leadership Team and Marketing Team Business Services Manager	Meredith and Sandy Meredith	

<p>Excellent/Very Good for effort and behaviour in all subjects</p> <p>90% of staff believe that staff morale is positive at this school.</p> <p>85% of parents and 93% of students are satisfied that the school encourages them to participate in school activities.</p>	<p>School Opinion Survey</p> <p>School Opinion Survey</p>	<p>Implement the Marketing Plan.</p> <p>Implement strategies to celebrate staff service to the school, as well as their expertise and achievement.</p> <p>Engage parents through subject specific parent support groups and open days.</p> <p>Implement a parent education program.</p>	<p>Executive Leadership Team and Marketing Team</p> <p>Executive Leadership Team</p> <p>Leadership Team</p> <p>Guidance Officers</p>	<p>Meredith and Sandy</p> <p>Meredith</p> <p>Meredith, Murray, Rochelle</p> <p>Rochelle</p>	
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QUALITY OUTCOMES:

A Kirwan High Scholar is inquiring, aspirational and achieves at a high level.

PERFORMANCE TARGETS	DATA SOURCE	SCHOOL IMPROVEMENT STRATEGIES	PERSONS RESPONSIBLE	EXECUTIVE LEADERSHIP TEAM SUPERVISOR	JUNCTUAL REVIEWS			
100% of Year 12 students achieve a QCE/QCIA.	School Data Profile	Improve collaborative team processes to ensure a guaranteed and viable curriculum and build teacher capacity by: <ul style="list-style-type: none"> - Professionally developing team leaders - Continuing to revise unit overviews. - Implementing backward mapping model (task sheets, exemplars and unit overviews) - Purposefully using exemplars - Constructing Know and be able to do tables - Using formative assessment and data to improve teaching practice and student achievement. - Using proficiency scales and explicit success criteria - Analysing and responding to whole cohort and individual class Data Walls - Utilising the Gradual release of Responsibility Model - Investigating models for additional collaborative team meeting times 	Leadership Team	Executive Team				
>70% OP students achieve OP 1- 15.	School Data Profile							
100% VET Certificate Attainment	aXcelerate							
65% of Year 12 VET students achieve a minimum of one Certificate III or higher.	aXcelerate							
90% of Year 11 students are on track to achieve a QCE.	TraQCEr							
>85% of students achieve a C or better in all subjects (non-vet) in Years 7 - 12.	eMark					Continue to provide whole staff and department specific professional development opportunities for teachers to improve their capacity to implement the school's pedagogic framework, ASOT including: <ul style="list-style-type: none"> - a specific focus on Junior Secondary. - Renewed focus on explicit learning routines - Implement Instructional Rounds and walkthroughs - Reviewing coaching and mentoring programs/opportunities - Improve teachers' capacity to implement the Habits of Mind and Growth Mindset 	Leadership Team	Meredith and Murray
>80% of Year 9 students achieve a Junior Certificate of Education.	eTrack							
<15% Achievement Gap between Junior Secondary Indigenous students and Non-Indigenous students attaining a Junior Certificate of Education.	eTrack							
80% of Year 7, 8 and 9 students achieving a C or better in English and Maths	eMark	Continue to engage all staff in professional development on Reading Comprehension and Writing within subject areas led by external coach, Lindsay Williams.	Leadership Team	Meredith and Murray				
.		Continue monitoring and tracking student progress: <ul style="list-style-type: none"> - Refine the Junior Certificate of Education (JCE) to monitor student progress and provide targeted intervention. - Implement the student Academic Improvement Plan. - Implement processes to target at risk students in Years 10, 11 and 12 	Leadership Team	Executive Team				

<p>>40% attainment of A or B standard in all subjects (non-vet) in Years 7 – 12.</p>	<p>eMark</p>	<p>Create a structured exam block across year levels at key junctures and implement the school's test administration protocol</p>	<p>Leadership Team</p>	<p>Stephen</p>	
<p>25% attainment of A or B standard for Indigenous students in all subjects (non-vet) in Years 7 -1 2.</p>	<p>eMark</p>	<p>Establish a student scholarship program.</p>	<p>Executive Leadership Team</p>	<p>Meredith</p>	
<p>>90 of Year 9 students achieving NMS in the NAPLAN test for reading.</p>	<p>School Data Profile</p>	<p>Implement numeracy intervention strategies led by external coach Carol Christensen</p>	<p>Junior HOD Teaching and Learning/HOD Mathematics</p>	<p>Rochelle</p>	
<p>>60% of Year 9 students achieving NMS in the NAPLAN test for writing.</p>	<p>School Data Profile</p>	<p>Maintain school funded appointments:</p> <ul style="list-style-type: none"> - 1.0 Guidance Allocation to manage students at risk of not achieving a QCE/JCE. - Two Heads of Curriculum in the leadership team. - 0.8 additional literacy teacher. 	<p>Executive Leadership Team</p>	<p>Meredith</p>	
<p>>93% Year 9 students achieving NMS for Numeracy</p>	<p>School Data Profile</p>	<ul style="list-style-type: none"> - 0.6 additional support staff to support the implementation of the Decoding Program and provide increased in-class support.(to be decided) 			
<p>10% of Year 9 students achieving in the U2 Bands in all areas.</p>	<p>School Data Profile</p>	<ul style="list-style-type: none"> - IT Technician. 			
<p>>90% of teachers satisfied that collaborative teams improve their capacity to deliver curriculum and improve student outcomes</p>	<p>School Based Survey</p>				

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GLOBAL CITIZENSHIP:

A Kirwan High Scholar is inclusive and optimistic, and engages in the global community as a proactive, empathetic citizen.

PERFORMANCE TARGETS	DATA SOURCE	SCHOOL IMPROVEMENT STRATEGIES	PERSONS RESPONSIBLE	EXECUTIVE LEADERSHIP TEAM SUPERVISOR	END OF YEAR REVIEW
>1.2 for each attribute in the Kirwan High Scholar measure	School Based Survey	Explicitly teach the attributes of a Kirwan High Scholar across all subject areas, with a focus on being Aspirational with a growth mindset.	Leadership Team	Stephen	
100% of teachers and students are engaged in Service Learning that has links to either the Cure Starts Now or Youth with a Mission.	School Based Survey	Explicitly teach the Charters for Global Citizenship and Reconciliation across all subject areas. Continue to implement one Global Engagement lesson per term that is linked to the Charter for Global Citizenship.	Leadership team Heads of Student Wellbeing	Stephen Stephen	
85% of teachers are embedding 21 st Century Skills in all of their classes.	School Based Survey	Engage whole school community in Service Learning through a focus on The Cure Starts Now and Youth with a Mission, including meaningful curriculum links across all Departments and HGR.	Leadership Team	Executive Team	
>85% teachers are including international links and perspectives in all of their subjects.	School Based Survey	Develop a curriculum map to record international links and perspectives in all subject areas.	Leadership Team	Stephen	
90% of students and staff are satisfied that all people and all cultures are respected in the school.	School Opinion Survey and School Based Survey	Provide professional development to improve teachers' understanding of 21 st Century Skills as thinking and behavioural skills (e.g. collaboration, problem solving) that can be embedded in all curriculum areas.	Leadership Team	Stephen	
95% of students believe that the school encourages them to be a good community member.	School Opinion Survey	Investigate and implement a strategy to improve the capacity of the school's technology infrastructure to support the teaching of 21 st Century Skills.	Leadership Team	Stephen and Meredith	
>95% of staff and parents feel that this school has a strong sense of community.	School Opinion Survey	Continue to prototype and share innovative curriculum projects that develop student global citizenship and 21 st Century Skills. Develop and implement a teacher exchange program with the Australian International School of Singapore.	Leadership Team Executive Leadership team	Stephen Meredith and Stephen	
90% of students, staff and parents feel that the school is environmentally friendly.	School Opinion Survey and School Based Survey	Develop and implement a partnership with James Cook University Singapore, Global Learning Centre and High Resolves.	Executive Leadership team	Meredith and Stephen	

		<p>Continue to develop and market meaningful intercultural engagement between the Kirwan High community and local, national and international people and organisations through:</p> <ul style="list-style-type: none">- Study tours,- Exchanges- Direct engagement with international students- International partnerships- Cultural calendar	Leadership Team	Stephen	
		<p>Develop and implement the Global Leaders Academy in Year 7, including the subject Human Technologies.</p>	Leadership Team	Stephen	
		<p>Expand the student environmental program through the implementation of student led environmental projects that address areas of need in the school.</p>	Heads of Department Science and Arts	Stephen and Meredith	

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LEADERSHIP CAPABILITY

A Kirwan High Scholar acts with integrity, leading self and others to a successful future.

PERFORMANCE TARGETS	DATA SOURCE	SCHOOL IMPROVEMENT STRATEGIES	PERSONS RESPONSIBLE	EXECUTIVE LEADERSHIP TEAM SUPERVISOR	END OF YEAR REVIEW
Continued reduction in OneSchool incident reports and behaviour referrals.	OneSchool	Provide professional development to increase staff capacity to explicitly teach and enforce SWPBL behaviour expectations.	Leadership Team	Murray	
Continued reduction in School Disciplinary Absences	School Opinion Survey	Engage all staff in ongoing Restorative Justice professional development.	Executive Leadership Team	Murray	
75% of students are satisfied that behaviour is well managed at Kirwan High.	School Opinion Survey	Gather data on teacher perceptions of behaviour management.	Executive Leadership Team	Murray and Stephen	
>85% of parents are satisfied that behaviour is well managed at Kirwan High.	School Opinion Survey	Continue implementation of Instructional Rounds and walkthroughs.	Leadership Team	Meredith and Murray	
>75% of teachers are satisfied that behaviour is well managed at Kirwan High.	School Opinion Survey	Embed the Coaching Model for Heads of Department.	Leadership Team	Meredith and Murray	
	School Opinion Survey and School Based Survey	Implement the coaching model with Continuing Teachers Program.	Stephen and Shannon	Stephen and Shannon	
	School Opinion Survey and School Based Survey	Provide professional development for Team leaders and 2ICs to increase their leadership capability.	Leadership Team	Meredith and Murray	
	School Opinion Survey and School Based Survey	Continue to implement collaborative teams within all departments to increase professional capital and the leadership capability of all members.	Leadership Team	Executive Team	
95% of staff agree that the Performance Development and Improvement planning process helps them to improve their work.	School Opinion Survey and School Based Survey	Continue partnership with external coach Ken Rogers to further develop instructional leadership capability of the Executive Team.	Executive Leadership Team	Meredith	
90% of staff agree they are encouraged to undertake leadership roles.	School Opinion Survey and School Based Survey	Continue partnership with Marzano Institute to implement the High Reliability Schools framework.	Leadership Team	Meredith	
	School Opinion Survey and School Based Survey	Continue to engage all staff in the Performance Development Planning and Review process based on data analysis discussions and the EIA.	Leadership Team	Meredith	
95% of staff are satisfied that the school encourages coaching and mentoring activities.	School Opinion Survey and School Based Survey	Establish a teacher scholarship program.	Executive Leadership Team and School Council	Meredith	

90% of staff agree that they have input into school decision making.	OneSchool	Continue to refine whole school student leadership programs and training.	Heads of Department Student Wellbeing	Rochelle	
>75% student participation rate in all leadership programs.	School Based Survey	Continue to refine and implement student leadership opportunities.	Executive Leadership Team and Head of Departments Student Wellbeing	Rochelle	
90% of students express satisfaction in their leadership program.	School Based Survey	Map and promote student leadership opportunities across all year levels.	Heads of Department Student Wellbeing	Rochelle	
90% of students agree that they have a good knowledge of leadership qualities and attributes of a Kirwan High Scholar.	School Based Survey	Continue to implement a formal vertical Buddy Program in HGR.	Heads of Department Student Wellbeing	Rochelle	
90% of students express satisfaction with the leadership opportunities available to them.	School Based Survey	Develop an Experiential Outdoor Education Program for Junior Secondary students.	Executive Leadership Team	Murray and Rochelle	
90% of students are aware of the buddy system and who their buddy is.	School Based Survey				

Certification

This plan was developed in consultation with the school community and meets school needs and systemic requirements.

Meredith Wenta

.....Meredith Wenta, Executive Principal

Ryan Daniel

..... Professor Ryan Daniel, Chair, School Council