Context

Comprehensive 7-12 public high school with 880 students including 7% Aboriginal students and a support unit with 3 classes for intellectual disability and 2 classes for students who are hearing impaired

Areas of socio-economic disadvantage with an ICSEA value of 987 (average 1000)

Strong partnerships with local primary schools through the Kincumba Learning Community (KLC)

Identified strengths in Sport, Music and Visual Arts with Twenty years of participation in Central Coast Dance Festival, involvement in StarStruck and Showcase, annual performances at Lizottes and a long list of CHS Blues

Strong retention to HSC 69% with VOC ED courses

Student leadership, school camps and strong community service / volunteer programs

Active environmental team with sustainability programs in native planting, water gathering and solar power generation

Anti-bullying strategy implemented across the Kincumba Learning Community

Successful involvement in Regional Debating and Public Speaking

Plan-It Youth and other Mentoring programs

Close involvement with the local Aboriginal community through the KLC and the Tjudibaring Local AFCG

Motto

Enabling to achieve

Vision

To tomorrow

Core Value

RESPECT

Ethos

Striving for Personal best

Enabling strategies

Data analysis Embedded use of ICT

Teacher Professional Learning Quality teaching and programming

Focus on writing Quality Assessment & reporting

Planning Review / evaluation

Active teams Strong welfare programs

Support for New Scheme Teachers Focus on numeracy

Commitment to *closing the gap* for Aboriginal students

Kincumber High School Management Plan 2012 – 2014



Key Priority Areas

Engagement

Achievement

Writing

Numeracy

Partnerships with outside agencies

Tjudibaring Local AECG

Police School Liaison officer and PCYC

Kincumber Youth Centre; Kincumber Forum

Premier Reading challenge; Volunteers program, World Vision

Youth Connections; Regional Youth Support Services; ADHC

CHS sport; Premier sporting challenge

Central Coast Dance Festival; Starstruck; Showcase

Kincumba Learning Community

Headspace; Ted Noffs Foundation

School Priority Area 1 - Student Engagement

Intended outcomes:

- Enhanced student engagement reflected in increased retention and attendance rates
- Reduction in After School Detentions, Suspension cautions and Suspensions f
- Parents, teachers and students reporting greater satisfaction with the quality of learning environments and student well being
- Continual celebration of success
- Improved value added data in NAPLAN and HSC results

- 70% of Stage 6 students complete HSC or enter recognised vocational training or begin full time work
- Increase 6-7 retention from partner Primary schools >80%
- Increase average attendance rates to above 90%
- Greater than 50% of Year 9 students achieve expected growth in reading, writing and numeracy and the school's average scale score growth is at least equal to that of state
- 25% of HSC students in all subjects achieve a band 4 or above.

Time frame						Resource Allocation
Strategies	'12	'13	'14	Indicators	Responsibility	& Funding source
Quality teaching						
Teaching Programs to reflect balance between skills and content	t Y	Υ	Υ	Improved classroom behaviour	HTs and CRTs	Faculty budgets
Productive use of Laptop technology to improve learning and engagement	Y	Y	Y		Computer coord and IT team	
 Parents better informed of their child's progress through Millennium interface Assessment tasks taught in achievable 'chunks' which recognise 	Υ			Student wellbeing reflected in student voice surveys	Millennium coordinator	IT budget
differing ability levels	Y	Y	Y	Parent/Carer feedback and take up of Millennium option	CRT'S	

Differentiation						
 Teaching programs cater for the full range of learners Assessment tasks with accommodations for all learners Detailed feedback after assessment tasks and examinations focussing on specific areas for improvement 	Y Y Y	Y Y Y	Y Y Y	Student achievement and progress Use of marking rubrics Quality of assessment and report comments target achievement and improvement Monitoring folders	HTs and CRTs LAST BLT team	Faculty budgets ESES funding
Literacy						
 Specific literacy practice incorporated into programs – vocabulary, scaffolds, exemplars Time allocated to NAPLAN analysis to allow effective improvement planning PLPs for all Aboriginal students 	Y	Y	Y	NAPLAN data on or above school/state average Staff meeting agendas and individual faculty PL PLP's accessed by all staff	Literacy team	Faculty budgets Team budgets
	Υ	Υ	Υ		Aboriginal team	TPL
					AEW	KLC funding
Transition to work						
 Early intervention by Careers Advisor to ensure students are well informed about options Alternative TTW pathways for non-HSC students returning to Stage 6 because of 17 year old policy 	Y	Y	Y	All students 10-12 to have Semester 1 individual interview with Careers Advisor and Year Advisor	CA, YAs	Partnership with Youth connections and other external providers
Classroom management						

 Electronic marking of class rolls each lesson A focus on RESPECT – sport's rep policy, faculty programs, positive reward systems in all faculties Regular review of Supervision of Students policy Support for NST in classroom management 	Y Y Y	Y Y Y	Y Y Y	Accurate records shared with parents through Millennium Calm, friendly, productive classrooms	CRTs Executive team Behaviour team HT Mentor	Team budgets TPL
 Gender education Boys Education groups established in Years 7 & 8 through LST Rock and water established through PDHPE Young Women's and Young Men's groups in Year 9 Sista Speak program 	Y	Y Y Y	Y Y Y	Increased number of boy's gaining achievement award	Student services team HT Welfare AEW	Timetable allocation PL to increase number of trainers
 Celebrating success Celebration of success from Year 7 to Year 12: tasks and tests to provide opportunities for all to succeed Sharing effective behaviour reward systems in use in all faculties School promotion team actively publishes success stories through the newsletter, website, school sign and outside media School sign is replaced / cleaned up / location reviewed Positive messages and student compositions are added to phone system by student leaders Ongoing involvement with the KLC Student voice surveys 	Y Y Y	Y Y Y Y	Y Y Y Y	Faculty letters home pointing out success and areas of concern Broad contributions to newsletters Student leaders talk to parents and students in partner primary schools Increased enrolment in Year 7 Pride in and respect for school demonstrated in uniform and behaviour	School promotion and Behaviour teams P&C SAS staff HTs and CRTs Senior exec Student leaders	Faculty budgets P&C

School Priority Area 2 - Achievement

Intended outcomes:

- Improved growth rates in literacy and numeracy between Year 7 and Year 9 in NAPLAN testing
- Increased percentage of students in Bands 4 6 in each subject in the HSC
- Improved levels of achievement at HSC as reflected in value added data
- Maintain or increase the number of students nominated at the highest level eg Encore, Art Express, In-Tech

- Greater than 50% of Year 9 students achieve expected growth in reading, writing and numeracy and the school's average scale score growth is at least equal to that of state
- 10% increase in HSC students in Bands 4-6 across all faculties
- Average HSC Z-scores at or above state average across all subjects
- HSC value added data improved by 10% across all faculty areas

Strategies	Tir	Time frame		Indicators	Responsibility	Resource Allocation
	'12	'13	'14			& Funding source
Data analysis						
Evaluate NAPLAN and HSC data within each faculty/subject	Υ	Υ	Υ	Improved HSC results across the	KLA HTs , CRTs	Team budgets
 Analysis of BOS examiner's comments for specific subjects 	Υ	Υ	Υ	school	Senior exec	
Faculties to participate in evaluation process on a cyclical basis	Υ	Υ	Υ	Improved NAPLAN growth rates		Faculty budgets
HSC monitoring						
Regular faculty review meetings	Υ	Υ	Υ	HSC folders checklists completed	Senior exec, HTs	Faculty budgets
HSC folders including program reviewed	Υ	Υ	Υ	Millennium updating of marks & N	and CRTs	(Global budgets)
N award warnings monitored	Υ	Υ	Υ	awards		
N warning processes reviewed in line with BOS		Υ		Constructive feedback from senior	HTs, Senior exec,	
recommendations				executive	LST	
Explicit teaching HSC scaffolds						
 Increased use of BOS exemplar Answer Booklets, past HSC 	Υ	Υ	Υ	Improved HSC results across the	CRTs	Team budgets
exams				school	HTs	
Using exemplar answers from student cohorts	Υ	Υ	Υ	Teaching and learning programmes		Faculty budgets
Embedding relevant literacy / numeracy tasks into appropriate	Υ	Υ	Υ	Evidence in Millennium Activity		
assessment tasks 7-10				criteria for relevant courses		

			1			
 Study skills Study skills / Thinking skills / SMART goal setting embedded into curriculum and explicitly taught in Year 9 Welfare lessons and Year 11 and 12 Meetings 'Independent Learning Hub' for Aboriginal Students Learning support for students in need of support through one on one tutor teacher 	Y	Y	Y	Surveying of student body Increase evidence of engagement Improved literacy/numeracy rates amongst Aboriginal students	HTs and CRTs HT Welfare Careers advisor Student services team	Team budgets NORTA NORTA funding Staffing component .2
School culture						
 Comprehensive pathways for students selecting Stage 6 subjects Investigation of 'Personal Best' program for Stage 6 		Y	Y	Less students changing subjects Students selecting appropriate	Careers advisor	Global budget
Investigation of 'Personal Best' program for Stage 6		'	'	courses		Team budgets
Ongoing recognition of all achievement across all areas of	Υ	Υ	Υ	Achievement recognised in	Whole staff	_
school life including and especially academic achievement				newsletters, school sign and the Website, Evening of excellence,	School	Faculty budgets
				Parent meetings in partner primary	promotion team	Outside
				schools through KLC	•	organisations/funding
Whole school positive rewards and recognition scheme	Υ	Υ	Υ	Increased use of faculty and whole	G&T team,	
, and the second parameters are the second and the second are the				school awards including blue	Student	
	Υ	Υ	Υ	recognition slips Students engaged in Max Potential,	leadership team and Faculty staff	
Ongoing participation in a range of academic and leadership opportunities for students. E.g investigate. Duke of Edinburgh	ľ	ľ	ľ	Lions Youth of the Year, Bendigo	and Faculty Stair	
opportunities for students. E.g investigate. Duke of Edinburgh				Bank Public Speaking, Geography		
				and Science challenges,		
				Volunteering programs, Premier's Reading and Premier's Sport,		
				Debating and a range of CAPA		
				opportunities including CCDance,		
				Showcase, StarStruck, Lizotte's,		
				Sculpture by the Bay, etc		

School Priority Area 3 - Writing

Intended outcomes:

- Improved growth rates in writing between Year 7 and Year 9 in NAPLAN testing
- Increased percentage of students in Bands 4 6 in each subject in the HSC
- Improved levels of achievement at HSC as reflected in value added data

- Greater than 50% of Year 9 students achieve expected growth in writing and the school's average scaled score growth is at least equal to that of state
- Aboriginal students at or above state average for All Students
- HSC value added data improved by 3% per year across all faculty areas

Strategies	Tin	Time frame		Indicators	Responsibility	Resource Allocation
	'12	'13	'14			& Funding source
Data analysis						
Analysis of NAPLAN data to identify strengths and problem	Υ	Υ	Υ	Improved results in NAPLAN for	Literacy team	Faculty budgets
areas by Term 2TPL in data analysis for all teaching staff	Υ	Υ	Υ	Year 7 and Year 9	Senior exec	
TPL in writing teaching and learning strategies to effectively engage students based on NAPLAN data	Υ	Υ	Υ	Whole school TPL	CRTs	Global budget
engage stadents based on Will Bill data					KLA HTs	
Scaffolds						
Embed a common approach to text type and genre writing	Υ	Υ	Υ	Evident in T & L programmes &	Literacy team	Faculty budgets
scaffolds in each stage of all KLAs	Υ	Υ	Υ	assessments		
 Regular (physical) practise of exam style writing with feedback Sample scaffolds for text types based on KLA needs (egs Science 	v		,	Assessments		
-Procedures, HSIE- Explanations/Recounts, English – Discussion,	Y	Υ	Υ		KLA HTs and CRTs	
Exposition) displayed in classrooms.					Givis	
'Linkage units' between KHS English KLA and partner primary	у	Υ	Υ			
 schools ensuring consistent approach and shared responsibility G&T workshops in writing provided for primary schools as part 				GATS based programmes		

of transition	Y	Y	Y		KLC, Literacy team, Transition team	
 KLAs implement and publish a working homework policy that focuses on subject metalanguage and outcomes Selected homework set up in Moodle or on Millennium Portal as appropriate Homework Help Centre Support from LAST for staff, for students identified as performing below age appropriate bench marks Implementation of learning accommodations for students experiencing difficulties or students needing acceleration 	Y Y Y	Y Y Y Y	Y Y Y Y	Students and Parents have clear information about expectations for homework Students and Parents able to access copies of homework tasks from home Progress seen in value added NAPLAN data	IT team LAST, CRTs Literacy team BLT	Faculty budgets Global budget Outside funding
 Assessment Assessment tasks for each stage within a KLA focussing on literacy skills such as scaffolds, writing maps, sentence starters and text types Feedback on explicit criteria Review and evaluate assessments 	Y Y Y	Y Y Y	Y Y Y	Criteria for literacy outcomes evidenced in Millennium activities where applicable	KLA HTs, CRTs	TPL Funding Faculty budgets
 Metalanguage TPL on the explicit teaching of subject metalanguage 'Spelling Bees' across the school 	Y	Y	Y Y	Published word lists displayed in classrooms and back of students' workbooks	Literacy team KLAs	Faculty budgets Team budgets

School Priority Area 4 - Numeracy

Intended outcomes:

- Implementation of numeracy plan across the Kincumba Learning Community
- Improved growth rates in numeracy between Year 7 and Year 9 in NAPLAN testing
- Increased percentage of students in Bands 4 6 in HSC subjects with a significant numeracy content
- Increased number of students selecting HSC subjects with significant numeracy content

- Greater than 50% of Year 9 students achieve expected growth in numeracy and the school's average scaled score growth is at least equal to that of state Year 9 Aboriginal students at or above state average for all students
- 75% of ILNNP target group (Yr 8 identified students) show positive improvement in the place value aspect of the Numeracy Continuum commensurate with student goals in individual numeracy plans

Strategies	Tir	ne fra	me	Indicators	Responsibilit	Resource
	'12	'13	'14		У	Allocation & Funding source
 Analysis of NAPLAN results to look for identified strengths and weaknesses shared throughout school Analysis of trends K-12 with KLC KNIT committee ILNNP – Analysis of identified target group base line data using continuum to support development of individual numeracy plans. Analysis of NAPLAN numeracy data for target group in 2014 	Y Y	Y Y Y	Y	Numeracy addressed in all Curriculum areas Completed Analysis for further action Group of students are identified and plotted against the continuum in place value.(July 2013) Individual numeracy plans developed for targeted yr 8 students in bottom 2 bands in NAPLAN (term 3) At least 45% of targeted students achieved minimum expected growth in NAPLAN numeracy in 2014	Numeracy team KLC – KNIT team KLA HTs LAST HT Maths	Faculty budgets Global budgets ILNNP (\$1600) Teacher relief

Action plan, developed and implemented across the LMG through	Υ	'	Υ	Details in KNIT plan	Numeracy	Faculty budgets
the KLC Numeracy team (KNIT)				Consistency in scaffolding across	team	_
 Explicit teaching strategies across the school to improve identified areas of concern Embed KLA specific numeracy skills into T&L programs to 	Υ	,	Υ	faculty areas NSW syllabus for the Australian	KLA HTs and CRTs	Global funds
support NSW syllabus for the Australian Curriculum for commencement in 2014	Υ	,	Υ	Curriculum programs (English, History, Maths, Science) have numeracy components included by	Numeracy	\$5000
KNIT team members to lead review and development of an up to date K-6 Mathematics scope and sequence that emphasises				January 2014 Staff review of K-6 mathematics scope and sequence based on the NSW	KNIT, Mathematics	Teacher relief and TPL Staff meetings and
the mathematics continuum as well as the strategic sequencing of learning concepts. Match to the expectations of the national curriculum to be implemented in 2014.	Y	,		syllabus for the Australian Curriculum created by the KNIT (Kincumba Numeracy Improvement Team).	committees, whole Staff	SDD KNIT release as part
KNIT team to review and update transition assessment in line with the new syllabus to be used across feeder schools to	Y	,	Y	A revised Year 6 to 7 assessment that is utilised across the LMG schools is in		of programming day. Executive meetings and staff meeting
 provide data for class placement in high school. All Stage 3 students access problem solving activities through 				place for students entering Year 7 in 2014. Students are accessing Edmodo and	KNIT team	
Edmodo set up by the Head Teacher Mathematics at Kincumber High school. Head Teacher visits K-6 schools to work with identified groups of students on higher order problem solving - activities.	Υ	,	Υ	participating in activities as monitored by the Head Teacher Maths at Kincumber HS. (ongoing)	Whole Staff KHS	Class time
KNIT team reviews and adjusts the units of work from the HCC COW				Term 1 mathematics program developed for 2015. Staff members	Head Teacher Mathematics KHS. Stage 3	ILNNP teacher release time (\$5000)
based on the new syllabus and develops a Term 1 resource to support LMG primary schools in 2015. Staff introduced to the adjusted HCC Cow resources.	Y		Υ	are supported in applying new learning in the classroom.	teachers and students.	School budgets

ILNNP						
•	Analysis of Numeracy content in all stage 4 programs across the school Planning and development of a 3 step action plan Access numeracy Toolkit and develop GAP Analysis to inform TPL and school 3 step action plan	Υ		All faculties submit stage 4 program with numeracy content for analysis by numeracy team.(term 3 2013) Numeracy toolkit Gap analysis completed by staff by end of 2013	Numeracy team HT maths LAST	ILNNP (\$2000) teacher relief
•	Tracking of year 8 student in target group on the numeracy continuum	Υ		All identified students plotted on Continuum for problem solving/place value (July and October 2013 and 2014)	HT maths LAST	ILNNP (\$2000) teacher relief
•	TPL of Maths staff and Numeracy team in the Numeracy Continuum and Counting On where appropriate	Υ	Υ	Increased number of staff able to plot using the Continuum and trained in Counting On by December 2013.	HT maths LAST Maths staff	ILNNP (\$15600) Course costs/TPL
•	Development of program and resources and implementation of mathematics specific strategies to support the target group measured on the Numeracy continuum (school designed program).	Υ	Υ	Leading to improved performance in testing using the numeracy continuum (July /August 2013)	Maths staff SLSO Casual staff	Teacher relief
•	Employment of SLSO/and teaching staff as case managers for target group and staff support of program and work on team teaching to support staff and target group	Y	Υ	Employed SLSO and teacher working in teams to support teaching of school developed program (August 2013 – December 2014)	Maths staff/HT Numeracy Team	ILNNP \$44000 SLSO x 2 days week Teacher relief
•	program of primary school visits by KHS staff to support development of numeracy across LMG	Υ	Υ	Increased profile of Numeracy and mathematics across the KLC to support transition to High School (ongoing)	Maths and Numeracy teams	ILNNP \$1600 (teacher relief) Staff meeting time

TPL of all staff in I	building awareness of the Numeracy	Υ	Y	Υ	Staff have increased awareness and	Staff/HTs	ILNNP
Continuum and u	nderstanding place value in their subject				understanding of the continuum (by		\$12000
area					January 2014)		(TPL/teacher
how to integrate	am members in mentoring whole staff in numeracy into programs/lessons (place value focus)	Y	Y	Υ	Increased number of staff mentoring other staff and taking on increased leadership responsibilities (June 2014) Increased innovation in classroom	Numeracy committee	relief/course costs)
the responsibility supports innovative	ore a Whole school focus on Numeracy as of all through a visible project that we practices in numeracy across the ding SDD focus area)	Y	Y	Y	practices regarding numeracy across full range of student abilities Whole school has a numeracy component in programs illustrating increased understanding (Feb 2014) Parent body has greater awareness of continuum and numeracy (April 2014)	Promotions committee HTs Numeracy committee LAST	ILNNP \$15,000 (Action Research Project) TPL hospitality
practice in the clas	urchase resources that support innovative ssroom and enable staff to support TPL ed regarding numeracy in the classroom	Y	Y	Y	Innovative practices being used to engage students by staff using new resources to demonstrate new skills and understanding developed through TPL.	All staff Senior executive Staff Senior Exec	\$32,000 (TPL related resources)
	NAPLAN and school based assessment to f numeracy in all subjects. (whole school	Y	Y	Υ	All staff have accessed SMART data and analysed class groups and individuals students in the numeracy aspect (by February 2014)	HTs	ILNNP
specific numeracy	or staff developing and implementing content into lessons eg. Construction, and faculties implementing NSW syllabus Curriculum.	Y	Y Y	Y	Teaching Programs and ILPs of target students reflect increased staff understanding of data analysis and program development that target specific student needs.(End of 2014)		\$38000 Course costs, TPL, teacher relief hospitality

The plan has been revised and approved by:						
				Karen Jones		
Principal:	Janine Debenham	Date:	Director Public Schools NSW:	Director Public Schools NSW Gosford Principals' Network GOSFORD OFFICE	Date:	16/10/13