

CONTINUOUS IMPROVEMENT POLICY & PROCEDURE

Introduction

The Kings Own International College (KOIC) is dedicated to fostering a culture of continuous improvement across all aspects of its operations, including training, assessment, student services and administration. This policy ensures compliance with the National Vocational Education and Training Regulator Act 2011 (NVR Act), the Education Services for Overseas Students (ESOS) Act 2000, and associated standards, including the Standards for Registered Training Organisations (RTOs) 2025, the National Code of Practice (NCP) 2018, and the English Language Intensive Courses for Overseas Students (ELICOS) Standards 2018.

Purpose

This policy outlines the commitment of the Kings Own International College (KOIC) to implementing a structured, proactive, and organisation-wide continuous improvement framework. It ensures that all areas of operation including governance, training and assessment, student support, regulatory compliance, and third-party arrangements, are systematically monitored, evaluated, and enhanced.

KOIC is committed to creating a culture of continuous improvement that supports the delivery of high-quality training, maximises student success, and ensures sustained compliance with all relevant legislative and regulatory frameworks. This structured approach enables KOIC to identify opportunities for enhancement, address performance gaps, and promote positive outcomes for students, staff, and stakeholders.

Principles

KOIC is committed to fostering a culture of continuous improvement that is evidence-based, inclusive, and responsive. The quality and integrity of KOIC's operations rely on proactive systems that not only meet compliance obligations but also promote excellence in service delivery, training outcomes, and stakeholder engagement.

KOIC's continuous improvement culture is supported by the following key practices:

- **Staff Induction:** All staff complete a structured induction program upon commencement to ensure awareness of KOIC's quality standards, compliance obligations, and improvement responsibilities.
- **Stakeholder Feedback:** Student and employer feedback is regularly collected via internal feedback mechanisms and Quality Indicator Surveys. This feedback directly informs improvement planning and decision-making.
- **Quarterly Quality Meetings:** Regular meetings involving the CEO, Quality Management Team (QMT), Student Services Officer (SSO), and Trainers and Assessors provide structured opportunities to discuss feedback, identify risks, and recommend improvements.
- **Industry Consultation:** Ongoing consultation with industry representatives ensures KOIC's training and assessment strategies remain current and aligned with evolving workplace needs and expectations.
- **Validation Activities:** Assessment tools are reviewed at least twice annually, in line with KOIC's Validation Schedule, to ensure they meet the Principles of Assessment and Rules of Evidence.
- **Staff Development and Industry Currency:** All staff are required to undertake regular professional development and maintain industry engagement relevant to their role, ensuring vocational competency, regulatory compliance, and quality delivery.

These systems enable KOIC to:

- Identify risks and deficiencies early
- Implement targeted, timely enhancements

- Involve staff, students, and industry in quality assurance processes
- Maintain full compliance with the Standards for RTOs 2025, ELICOS Standards, and the National Code of Practice 2018
- Strengthen a culture of reflection, responsiveness, and organisational self-assurance.

Scope

This policy applies to all operations of KOIC including training and assessment, student support, compliance systems, third-party arrangements, and corporate governance. It includes all staff, contractors, third-party providers, and governing bodies.

Policy Statement

At KOIC we recognise that continuous improvement is the foundation of effective quality assurance and risk management. We are committed to embedding a proactive, systematic, and evidence-based approach to continuous improvement across all functions of the organisation, governance, training and assessment, student support, compliance, and operations.

KOIC's continuous improvement framework is designed to:

- Systematically monitor and evaluate all areas of operation to identify risks, non-compliance, and opportunities for enhancement.
- Collect, analyse, and act on stakeholder feedback, audit findings, performance data, and validation outcomes.
- Address identified issues promptly and transparently, documenting outcomes in the Continuous Improvement Register as evidence of robust internal quality management.
- Involve students, staff, employers, industry representatives, and third-party providers (where applicable) in the improvement process to ensure services remain current, effective, and aligned with stakeholder needs.

We ensure continuous improvement through:

- Maintaining a Quality and Governance Calendar to schedule and track key compliance and improvement activities such as internal audits, validation, self-assurance reviews, student surveys, and staff development.
- Documenting all corrective actions, implemented changes, and post-implementation reviews to verify the success and sustainability of improvements.
- Ensuring all operational data is collected and managed lawfully, in accordance with privacy legislation and best practice.
- Providing professional development and training to ensure staff are engaged in improvement practices and understand any changes made to tools, systems, or policies.

KOIC is committed not only to maintaining compliance with the Standards for RTOs 2025, the ESOS National Code, and the ELICOS Standards, but also to exceeding regulatory requirements by striving for best practice in the delivery of high-quality education and training.

Definitions

Assessment	The process of collecting evidence and making judgements on whether competency has been achieved, in accordance with unit requirements.
Assessment System	A coordinated set of documented and implemented tools, policies, and quality assurance mechanisms for delivering valid, reliable, fair, and flexible assessment.

Approach, Deployment, Results, Improvement (ADRI)	A structured framework KOIC uses to guide continuous improvement processes.
Continuous Improvement	Ongoing efforts to enhance policies, processes and practices to achieve better outcomes.
Continuous Improvement Register	A master tracking tool used to record, monitor, and review all identified improvement actions and follow-ups.
ELICOS	English Language Intensive Courses for Overseas Students
Evaluation	A structured assessment to measure the effectiveness and efficiency of processes, policies, or systems against set objectives and standards, providing insights that inform continuous improvement actions.
Feedback Mechanisms	Tools and processes used to collect input from students, staff and stakeholders, including surveys and consultations.
Industry Consultation	Regular engagement with industry representatives to ensure training aligns with current workplace practices and trends.
Key Performance Indicators (KPIs)	Measurable values used to evaluate the success of continuous improvement initiatives.
Quality and Governance Calendar	A structured schedule of internal audits, reviews, and reporting timelines that ensures regular performance monitoring across all obligations.
Quality Indicator Surveys	Surveys designed to measure learner engagement, employer satisfaction, and competency completion.
Quality Management Team (QMT)	KOIC's Quality Management Team play a critical role in maintaining regulatory compliance, upholding academic standards, and driving continuous improvement. Members include; • Compliance Officer • Director of Studies (VET) Director of Studies (ELICOS)
Monitoring	A systematic process of regularly collecting and analysing information to track performance and compliance, identifying any variations from expected standards and enabling timely corrective actions.
Opportunity for Improvement (OFI)	Any suggestion, observation, or result from feedback or self-assurance activity that highlights a potential for positive change
Test of English as a Foreign Language (TOEFL)	A globally recognised test for measuring English language proficiency, assessing skills in reading, writing, listening, and speaking.
Self-Assurance	The RTO's proactive internal monitoring and evaluation processes to ensure compliance and quality delivery, independent of external auditing.
Validation	A systematic approach to reviewing assessment tools to meet industry and training package requirements.
VET	Vocational Education and Training, a sector of education providing practical and skills-based training.

Regulatory and Legislative Requirements

- ESOS Act 2000
- ELICOS Standards 2018
- ESOS National Code 2018: Standards 7, 8, 9 & 10
- NEAS Quality Assurance Framework
- NVR Act 2011
- Standards for RTOs 2025: Quality Area 4 – Governance; Outcome Standard 4.4

Continuous Improvement Procedure

KOIC follows a structured and organisation-wide continuous improvement process to ensure ongoing quality, compliance, and stakeholder satisfaction. KOIC uses the ADRI (Approach, Deployment, Results, Improvement) framework to guide continuous improvement processes. This process applies to all areas of operation including training and assessment, student support, governance, compliance systems, and third-party arrangements

1. Identifying Areas for Improvement (Approach)

KOIC uses the ADRI (Approach, Deployment, Results, Improvement) model to guide its continuous improvement approach. Areas for improvement are identified through a range of mechanisms, including:

1.1 Feedback Collection

KOIC systematically collects and triangulates data from a wide range of internal and external stakeholders in accordance with the Australian Privacy Principles:

- **Student Feedback:**
 - Student satisfaction surveys conducted during and after training.
 - ELICOS-specific surveys on language resources, TESOL teaching quality, and assessment methods.
- **Trainer and Assessor Feedback:**
 - Team meetings and professional development sessions.
 - Feedback on training materials, TESOL resources, delivery effectiveness, and student-to-teacher ratios.
- **Industry Consultation:**
 - Ongoing engagement with employers and industry bodies to ensure training aligns with current practice.
- **Quality Indicator Data (VET):**
 - Learner Engagement, Employer Satisfaction, Competency Completion.
 - Annual submission of QI data to ASQA by 30 June.
 - Managed and analysed by the Compliance Officer.
- **Audits and Reviews:**

- Internal audits of training, operations, and compliance systems.
- ELICOS-specific audits for TESOL qualifications, language resources, and teaching practices.
- Review of complaints, appeals, and student outcome data.
- Actions arising from external audits are formally reviewed and recorded.

2. Documenting and Prioritising Improvements (Deployment)

Improvement opportunities are logged in the Continuous Improvement Register using an approved CI Form that includes the issue source, proposed actions, responsible persons, and timelines.

Improvements are prioritised through formal risk assessment, based on:

- Impact on student outcomes
- Compliance and regulatory risks
- Operational efficiency and sustainability

KOIC integrates CI discussion into quarterly management meetings to:

- Review outstanding CI actions
- Discuss new Opportunities for Improvement (OFIs)
- Confirm the closure and embedding of previously implemented actions

3. Implementing Improvements (Deployment)

For each prioritised improvement, KOIC develops and implements a formal action plan:

- Clearly defined tasks and deliverables
- Assigned responsibilities
- Specified completion timelines
- Allocation of necessary resources (e.g., revised procedures, staff training, updated tools)

If the improvement relates to assessment, the following quality assurance steps are included:

- Tool mapping to unit requirements
- Pre-validation and trialling of tools
- Assessor briefings and documentation

4. Assessing and Reviewing Results (Results and Improvement)

KOIC evaluates the effectiveness of implemented improvements using evidence-based performance indicators:

- Learner engagement and survey data
- Employer satisfaction outcomes
- Reduction in complaints and appeals
- Improvement in student completion and satisfaction rates

Post-implementation reviews are conducted within 12 months of major changes to assess impact and sustainability. Where appropriate, policies and procedures are refined, and additional actions are integrated into the continuous improvement cycle.

5. Monitoring, Communication and Integration

All continuous improvement activities are supported by the Quality and Governance Calendar, which schedules key compliance and quality events, such as:

- March – CEO Annual Compliance Declaration
- June – Quality Indicator Report Submission
- July – Validation Activities
- October – Continuous Improvement Meeting

CI activities are communicated and embedded through:

- Staff: Induction, internal briefings, training, and meeting agendas
- Students and Stakeholders: KOIC website, orientation sessions, and direct communication

All documentation is maintained in the Continuous Improvement Register, aligned with KOIC's Self-Assurance Framework and feeding into risk management, governance reporting, and regulatory reviews.

Procedure Summary Table

Step	Action	Responsible Person	Timeframe
1	Identify issues through feedback, validation, complaints, data, or audit	Compliance Officer	Ongoing
2	Complete Continuous Improvement Form	Compliance Manager	Within 5 business days
3	Review and update relevant systems or tools	SME / RTO Manager / Compliance Officer	Within 10 business days
4	Trial and validate changes	RTO Manager / Assessors	Within 15 business days
5	Provide staff training or briefing	RTO Manager	Within 10 business days of change
6	Record evidence in Continuous Improvement Register	Compliance Manager	Ongoing
7	Conduct post-implementation review	Compliance Manager	Within 12 months
8	Evaluate third-party services and include outcomes	Compliance Manager / CEO	Annually
9	Monitor and update Quality and Governance Calendar	Compliance Officer	Quarterly

Roles and Responsibilities

Role	Responsibility
CEO	Holds overall accountability for the continuous improvement framework at KOIC. The CEO ensures adequate resources are allocated for improvement initiatives, monitors systemic risk, and provides strategic oversight. The CEO also reports improvement activities and compliance outcomes to the Board.
Quality Management Team (QMT)	Comprised of the Compliance Officer and Directors of Studies for VET and ELICOS, oversees the implementation and monitoring of all continuous improvement initiatives. The QMT ensures that activities align with regulatory requirements, training standards, and internal quality expectations. The team facilitates regular industry consultation,

	coordinates internal audits and validation, and reviews stakeholder and Quality Indicator data to inform strategic improvements.
Compliance Officer	Maintains the Continuous Improvement Register, coordinates self-assurance reviews, monitors changes to legislative and regulatory obligations, and ensures timely documentation and follow-up of all improvement actions. The Compliance Officer also supports integration of improvement outcomes into governance and risk processes.
Student Services Officer (SSO)	Contributes to continuous improvement by collecting and providing accurate student data and feedback to support quality reviews and student-centred improvements.
Directors of Studies (VET and ELICOS)	Responsible for ensuring that training and assessment practices remain compliant and current. They oversee professional development and support for trainers and teachers, implement curriculum improvements based on feedback and audit outcomes, and ensure the quality of delivery meets sector expectations.
Trainers and Assessors (VET) and Teachers (ELICOS)	Responsible for participating in feedback processes, validation sessions, and professional development. They are expected to apply changes resulting from improvement activities and contribute suggestions to enhance the student learning experience.
All KOIC Staff	Responsible for identifying and reporting areas for improvement, participating in improvement activities, and implementing updated processes and procedures. Staff are expected to engage in training to remain informed of any policy or operational changes resulting from continuous improvement actions.
Students and Stakeholders	Encouraged to provide feedback through surveys, consultations, and formal feedback mechanisms. This input is valued as a critical driver of service quality and learner satisfaction.

Policy Implementation

This policy is implemented through validation programs, stakeholder feedback, audit activities, and quarterly academic and compliance meetings. All staff receive training on updated processes and are encouraged to contribute to a culture of improvement.

Monitoring and Review

The policy is monitored through the Continuous Improvement Register, self-assurance findings, stakeholder feedback, validation outcomes, and audit reports. It is reviewed every two years or as necessary and updated following changes in legislation, standards, or operational needs. Compliance findings are reported to the CEO and Board.

Version Control

Version	Date	Description	Approved by	Approval date	Author	Review date
V1.0	9 Dec 2024	New policy for KOIC	CEO	17 Feb 2025	Compliance Officer	Dec 2025
V2.0	2 Jun 2025	Reviewed in line with the new Standards for RTOs 2025	CEO	20 June 2025	Compliance Officer	Jun 2027
V2.1	Apr 2026	Re-brand of policy to KOIC	CEO	1 Apr 2026	Compliance Officer	Apr 2028

Policy and Document Information

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