BUSINESS PLAN WA COLLEGE OF AGRICULTURE – CUNDERDIN 2016-2019

CONTEXT

The Western Australian College of Agriculture – Cunderdin is an Independent Public School located outside the wheatbelt town of Cunderdin approximately 157 kilometres east of Perth. The College was founded in 1959 and provides an alternative education experience for secondary students wanting to develop the skills and capabilities associated with agricultural production and trade industries in Western Australia. Over time the College has developed a range of courses allowing students to achieve a large number of Vocational Education Certificates, competence in farm related activities and for those who aspire to university the opportunity to attain an Australian Tertiary Admission Rank (ATAR). In addition to state of the art workshops the college has 2600 hectares of arable land. Farm enterprise include a commercial cropping program, and a range of animal enterprises.

The College has an outstanding record of student achievement which has seen the College a large number of awards in the areas of Vocational Education and Training and in 2014 the College was recognised as WA Secondary School of the Year. The College is proud to welcome students from across Western Australia and Australia.

Core Values

Our core values inform the way in which the community of staff students and parents conduct themselves and behave towards others. Adherence to these values will enhance our well being and ensure our personal safety.

- Caring and encouraging others

- Caring for the environment

- Demonstrating responsible citizenship

- Developing a strong work ethic

- Showing personal motivation and initiative

- Accepting personal responsibility for their actions

Vision for WA College of Agriculture Cunderdin

To be recognised as a leading provider of high–quality education and training for agricultural and related industries. Graduating students who have the necessary attributes to become successful citizens and contribute positively to Australian society and, in particular rural communities.

Mission

To foster an environment in which all College community members promote the values of Learning, Excellence, Equity and Care.

To ensure all students develop the knowledge, skills and confidence to achieve their individual potential and contribute to society.

To provide opportunities for students to develop knowledge, skills, values and understandings, within the context of rural industries and meeting industry requirements.

To provide opportunities for students to achieve nationally recognised vocational qualifications and Secondary Graduation (WA Certificate of Education).

To provide opportunities that assist students to access employment and/or further education.

PRIORITIES

The priorities identified are linked to the Department of Education Strategic Plan 2016-2019 High Performance High Care and the Framework for Agricultural Education 2016 -2019

- Priority 1 Success for all students
- Priority 2 High Quality Teaching
- Priority 3 Effective Leadership
- Priority 4 Strong Governance and Support
- Priority 5 Maintaining Sustainability

Priority 1 Success for all students (Student Performance – Student Learning)

Targets 2019	Outcome High Performance High Care	Target 2016	Operational plans/Resources
Academic *Sustain:* *100% WACE* *Median ATAR 60* *80% of ATAR achieve university entrance.* **RTO** ***Sustain:*** *100% of students achieve 2 certs.* *Explore1 trade course with industry links allowing possibility of higher achievement* **Ag Training** *20% of students achieve Cert III*	1. *A high care culture based on individual case management* 2. *Set high expectations for students based on targets for the specific progress of students (or groups) based on rigorous data analysis.* 3. *Strengthen services to improve students behaviour and engagement* 4. *Develop in students skills for emerging industries and technologies* 5. *Ensure students are confident and adaptive users of technology* 6. *Encourage and create opportunities for students to demonstrate leadership and care.*	**Academic** • *95% WACE Achievement* • *ATAR participation rate of 30%* • *Median ATAR 55 plus for those students applying for TISC* • *75% of ATAR students achieve university entrance* • *Minimal student course change* **RTO** **Trade Training** • *Development of operational plans for Engineering, Building and Construction, Automotive and Furniture.* • *100% of students achieve a minimum of two trade certificates one being at least Certificate II level* **Agricultural Training** **Internal Provision** • *Develop flexible delivery plans for students to achieve Certificate II Agriculture, Certificate III Agriculture, Certificate II Shearing* • *15% of students achieve Cert III AG* **External Provision** • *Maintain the option for students to achieve Certificate III Wool Clip Preparation and Certificate III in Wool Handling through CY O'Conner.*	**Academic** • *Whole School Literacy Plan* • *Whole School Numeracy Plan* • *Individualised Education Plans for those that require them.* • *Plans are monitored* • *Course and career counseling reviewed* • *Marketing Plan targeting ATAR students* **RTO** **Trade Training** • *Operational Plan for each Certificated course.* **Agricultural Training** • *Operational plan developed for the flexible delivery of Certificate II and III Agriculture* • *Education reports from Enterprise reports*

High Achieving Culture for all students		***Whole of College*** • *100% of students feel safe in the college* • *Staff Health is regularly monitored and negative trends are investigated.* • *All staff adhere to the Codes of Conduct, professional standards and child protection policies.* • *All staff consistently follow Student Guidelines pertaining to their area.* • *Student guidelines are annually reviewed and updated.* • *Behaviour forms are filled in by staff and followed up by the admin* • *Good Standing points system adhered to.* • *OH&S issues addressed*	***Whole of College*** • *Safety and Well Being plan developed* • *Codes of Conduct adhered to* • *Professional standards* • *Performance Management* • *Behaviour Management Student Guidelines*
Residential *All residential staff have a Cert IV in Residential Care* *A professional learning program encompassing college governance available to all staff* *Appropriate program embedded*		***Residential*** • *All Residential staff have or are working towards a Cert IV in Community Services and Residential Care* • *All staff completed mandatory reporting training.* • *Strengthening of College Governance in providing protection for all students.* • *A comprehensive list of support services is available in the College.* • *Targeted initiatives for girls* • *Review of Student Council* • *Choose Respect or similar program investigate* • *Student Leadership developed.* • *Further parent partnerships explored*	***Residential*** • *Residential Operational Plan developed* • *Being part of the community* • *Flow chart developed for support services.* • *Student Guidelines* • *Flow Chart established for Residential Supervisors for Mandatory reporting and Child Protection*

Priority 2 High Quality Teaching/Training (Student Performance – Learning Environment)			
Targets 2019	**Outcome – High Performance High Care**	**Target 2016**	**Strategies/Operational plans**
Advertised vacancies attract a range of qualified applicants *All staff engage in rigorous performance management* *Teachers and trainers have access to and understanding of current industry practice through extensive industry contacts.* *All instructional staff embrace performance management which reflects national standards.*	1. *Articulate high expectations of all staff through induction, professional learning and use of AITSL or equivalent standards* 2. *Expect as a professional ethic collaborations as a key strategy to improve performance of all staff* 3. *Assist all staff to develop and use analytical and evaluative practices to diagnose the impact of their work with students.* 4. *Develop a comprehensive approach to student well being and support services* 5. *Expect all staff to maintain a positive, respectful relationship with students, parent and each other* 6. *Explore opportunities to develop online learning*	• *All positions filled with qualified staff* • *Web based or online PD investigated and accessed* • *Appropriate training and professional development negotiated through the performance management processes* • *Develop organisational chart with role statements* • *Maintain existing student support services* • *Connect is the primary parent contact for student progress* • *Investigate and implement appropriate industry contacts and technological advancements* • *Business Plan developed and reviewed* • *Decision making based on evidence* • *Trades implement appropriate technological advances through industry contact*	• *Induction Process* • *Performance Management Processes* • *Professional Development Plan (Web based resources, team building, certificate upgrade for teachers,* • *Teacher Industry Placement* • *Connect is the main parent student information medium* • *Australian Standards for teachers*

Priority 3 Effective Leadership			
Targets 2019	**Outcome – High Performance High Care**	**Target 2016**	**Strategies/Operational plans**
WACoA Cunderdin staff are competitive when seeking promotion	1. *Focus on developing a leadership strategy including the leadership cycle.* 2. *Ensure that there is a focus on staff and student well-being and safety* 3. *Encourage self-reflective teaching and instructional practice* 4. *Introduce structured collegial review of key aspects of College e.g. Board, Farm Advisory, Senior Staff, Student Council* 5. *Support swift action on under performance* 6. *Include the perspectives of all stakeholders in school improvement planning* 7. *Encouraging Innovation* 8. *Collaborative relationships and partnerships.*	• *Review Induction procedures for all areas* • *Ensure implementation of Employee Performance Policy* • *Actively promote opportunity for staff to take on leadership responsibility* • *Self reviews for key decision making bodies exists* • *Cultivate a target of innovation* • *Student Council members contribute regularly to Board meetings* • *Complaints are managed appropriately and in line with Departmental policy.* • *All staff have involvement in developing and reviewing key policies within the College*	• *Awareness of Employee Performance Policy* • *Acknowledgment of innovative practice eg College Newsletter and Annual Report.* • *Surveys conducted annually for staff, students, parents, Farm Advisory, College Board*

Develop partnership with Wheatbelt Development Commission Alignment to the Wheatbelt Plan		*Maintain and develop appropriate industry, educational and community partnerships* *Auspicing through an appropriate RTO to continue for Cert III Wool Clip* *Establishing links with regional schools* *MoU's maintained for WANTFA and Myora Genetics* *Investigate Work Experience on Farms* *D&T Industry partners further developed through TIP's*	*Collaboration with Industry Partnerships*

Priority 4 Strong Governance and Support

Targets 2019	Outcome High Performance – High Care	Target 2016	Strategies/Operational plans
Upgrade to student dormitories on track.

Develop long term planning strategy to 2021 | 1. Actively deliver on the DPA
2. 2.Promote empowerment of the College community through the Board
3. Explore ways to maximise opportunities for students through VET
4. Ensure high standards in the residential facility
5. Implement sound student enrolment projection and census processes
6. Improve staff induction processes for all new staff.
7. Focus on strengthening the use of IT
8. Continue to improve infrastructure
9. Focus on support staff and support them in adding value
10. Collaborate with other agencies and strengthen networks | • Students have access to equitable and contemporary learning and living environments
• 80% students and 90% of parents express satisfaction with the College
• Effective access to IT for all students
• Develop staff use of IT in classroom
• Machinery Audit of all farm machinery completed
• Board and Staff are made fully aware of the obligations within Delivery and Performance Agreement (DPA)
• PD for all staff on Mandatory reporting, Child Protection.
• Review IT Plan
• Every parent and student proficient in and use appropriately Reach Boarding
• Maintain a ranking of Excellent in the Financial audit.
• Improved planning based on data
• Completion of full performance management of all staff.
• Successful completion of all audit requirements. (Credit Card, WWCC financial, HACCP Butcher shop, Dangerous Goods license, Science Chemical audit)
• Compliance with Government and Departmental policy and legislative requirements
• Management of physical, financial and human resources meet required standards.
• Adapt financial systems to new Student Centered Funding model | • Ongoing development of teaching, training and residential facilities and programs
• Connect
• PD on use of IT in classrooms
• IT Committee reviews IT Plan
• Various Department of Education policy and broader Acts including the role of school board.
• Communication strategies including student reporting, newsletters, daily notices etc.
• Evidence in the use of data in decision making
• Performance management of staff targeted to student outcomes.
• Finance Committee
• Senior Staff, farm enterprise plans.
• Various department and government policies related to staff recruitment and selection, purchasing, etc
• Establish Commuted overtime plan and workforce plan |

		Develop a workforce plan Review rental of housing **Community Involvement** • College Board has a minimum 4 meetings per year • All positions filled • Review the Terms of Reference • Quorum at each Board and Farm Advisory meeting • Effective working parties formed • Farm Advisory meets a minimum 4 times per year • Student Council Meetings held regularly • Effective minutes are taken at Student Council Meetings	
Develop communication strategies that give parents appropriate access to College programs and enhanced access to staff		• *Develop a workforce plan* • *Review rental of housing* ***Community Involvement*** • *College Board has a minimum 4 meetings per year* • *All positions filled* • *Review the Terms of Reference* • *Quorum at each Board and Farm Advisory meeting* • *Effective working parties formed* • *Farm Advisory meets a minimum 4 times per year* • *Student Council Meetings held regularly* • *Effective minutes are taken at Student Council Meetings*	• *Marketing Plan/Branding* • *Terms of reference Board* • *Connect* • *Rural Skills on line*

Priority 5 Maintaining Sustainability

Target 2019	Outcome – WACoA Cunderdin	Target 2016	Strategies/Operational plans
Minimum of 20 students enroll in ATAR course *Prospective student numbers for 2 year hence exceed college capacity* ***RTO*** *Training Advisory group operational* *Research and publish data on skill shortages in the Agricultural sector*	1. *College remains sustainable and viable* 2. *Attracting, developing and retaining high quality, leaders, teachers and trainers* 3. *Providing 21st century learning and living environment* 4. *College maintain a surplus of enrolments*	***Academic/Enrolment*** • *Minimum of 15 students each year enrol into the ATAR course* • *ATAR Course is promoted* • *ATAR course review* • *Waiting list of 10% of enrolment as at September* • *Branding of College to be reviewed* • *Minimum of one major award targeted each year* • *Parent Handbook updated* • *Marketing Plan reviewed* • *50% of students tracked 3 years out* • *Increased collaboration with all three areas of study Farm, Trades, Class* • *Facebook page regularly updated* ***RTO*** ***Trade Training*** • *Feasibility of a Training Advisory Group to be established by the College* • *Review of all Certificated Courses* • *Review the choice and time of the trade options* • *Succession Management developed* ***Agricultural Training*** • *Planning implemented for additional land.* • *Enterprise reports reviewed and updated in line with additional land.* • *Independent Agronomist annually reviewed and maintained* • *Programme for reserve accounts maintained* • *Machinery is regularly updated and machinery safety audit conducted on all Farm machinery.*	***Academic/enrolment*** • *Marketing Plan* • *IT Replacement Schedule* • *Review of Academic programme* • *ATAR course review* • *Parent Interviews held* • *Marketing Plan to include:* • *Dowerin, Wagin and Esperance, Newdegate shows all targeted as promotional opportunities.* • *Monthly Newspaper stories in all regional newspapers including Esperance* • *Facebook page* ***RTO*** ***Trade Training*** • *Machinery Replacement Schedule* • *Upgrade Plan* • *Review of Certificate offerings* ***Agricultural Training*** • *Review of Certificate Offerings* • *Machinery Replacement Schedule* • *Enterprise Plans* • *Plan for additional land included in farm enterprise plans*