Dear College Community Members

For innovative, respectful, courageous and dedicated young adults in their final years of secondary schooling focused on achieving their goals to succeed, Manea Senior College has become the school of choice in the South West Region.

The College Business Plan 2013-2015 outlines how Manea will continue to maintain its reputation and produce highly skilled and independent young adults ready to transition into the global community.

“Manea Senior College is well placed to sustain and improve its performance. It has strong leadership by the Principal and in leadership at all levels.

Planning for improvement is comprehensive and engages with all staff at the planning, monitoring and reporting stages. Teaching staff are engaged in a process of reflection through evidence-based inquiry. Teaching and non-teaching staff are selected on the basis of their strengths and are highly supportive of the College vision and culture and improvement agenda.

Governance supports the College in being able to sustain its improvement agenda and maintain its unique standing. The College is able to assure parents of the quality of education it offers for their sons and daughters through its flexible pathways and academic achievement by students in a safe, young adult environment.” Independent External Reviewers, 2013

Manea Senior College, named after the late Dr Ernie Manea, opened in 2009 and has now reached its capacity of 500 motivated Year 11 and 12 students seeking university or vocational pathways. Manea Senior College, a highly innovative and reflective organization, is the only secondary school dedicated entirely to Year 11 and 12 students in the South West region of Western Australia.

Strategically located between Edith Cowan University (ECU) and South West Institute of Technology, Manea Senior College has formed an educational precinct with these partners, which increases the opportunity for students to combine their College programs with university studies or nationally recognised training certificate qualifications.

Since opening for business, Manea has established a widespread reputation for offering Year 11 and 12 students an education that will allow them to achieve outstanding results in a supportive, young adult environment that will transition them into life beyond school. This has been achieved through developing a learning environment at Manea Senior College specialised for young adults and built on the foundations of strong relationships, mutual trust, respect, support and individual accountability. The College accommodates the learning styles and expectations of senior school students, providing flexible and innovative approaches and ensures students are engaged in invigorating, inspiring learning opportunities and teaching practices from carefully selected, expert teachers.

The College has high expectations of staff and students and those who choose to come to Manea choose to accept our standards. The young adult environment is enhanced by the spectacular and award winning university standard facilities offered at Manea. The consistent comment made by all who come to Manea is “it doesn’t feel like a school.”

Manea Senior College staff value feedback from all members of the College community and recognise that education is a partnership that requires input from parents, the community, as well as students.

Manea Senior College has overcome some significant contextual challenges during its journey to firmly establish itself as a College of first choice because of its environment and pathways offered. Manea is the first secondary school in Australia to offer a health and medical specialist program and provides a range of other opportunities not available to students at other schools, including: Certificate III Design Fundamentals, Certificate III in Laboratory Science and Certificate III Health Care-Ambulance/Paramedic.

We are delighted with the progress Manea Senior College has made to date as the College continues to enhance its reputation as a flexible, young adult environment preparing students for success at and beyond school.

The measurement of the College’s Key Performance Indicators ensures success for students and is captured in this Business Plan. We commend to you the 2013-2015 Manea Senior College Business plan as endorsed by the College Board.

Yours Sincerely

Paul Mathews                  Matt Granger
Principal                      Chair College Board
EXECUTIVE SUMMARY

The 2013 -2015 Manea Senior College Business Plan builds on the foundations, strategic directions outlined and the many successes that were achieved from the previous plan and was established in consultation with the College Board, community, staff, students and driven by evidence based decision making, focusing on student performance data and the External Review conducted by the Department of Education and Shared Services in 2013. The Business Plan commits Manea Senior College to the priorities of:

Relationships

Rigour and Results

Reputation

Relevance

Routines

At the planning and classroom level, Manea Senior College staff are committed to using Professor John Hattie’s research into effect size for influencing student outcomes and student performance, along with the Australian Professional Standards from the Australian Institute for Teaching and School Leadership (AITSL). This drives engaging and effective teaching and learning practices and self-reflection strategies, along with the lesson format of Objectives, New Learning, Practice, Accountability and Reflection (ONPAR) used by all teachers.

The College is focused on developing flexible, innovative approaches to timetabling and using a variety of strategies and programs to address the needs of the diverse backgrounds and pathways of its students.

The College’s award winning design and location presents a range of opportunities and challenges. The College is committed to capitalising on the outstanding facilities and maximising the flexible learning opportunities the facilities provide, but also needs to work closely with its precinct partners, SWIT and ECU, to maximize student access to the facilities and qualifications on offer.

The co-location of Manea adjacent to ECU and SWIT was to enable Manea students access to the learning opportunities offered and the use of facilities not included in the Manea Senior College design.

The Business Plan details the ongoing focus of the College to assist staff in developing their skills and accountability strategies for the progress of their students.

College Priorities

RELATIONSHIPS: Building and maintaining highly effective relationships with Students, Parents, Staff, Wider Community, Business Sector, Precinct Partners, Universities and other stakeholders.

RIGOUR AND RESULTS: Maintaining high standards in the fields of Academic Achievements, Teaching and Learning, Leadership, Conduct and Social Skills.

REPUTATION: Continuing our reputation for exceptional Academic and Social Outcomes, Professional Approach to everything we do and our Responsive, Innovative, Young Adult Environment.

RELEVANCE: Ensuring the Academic and Social Opportunities, Career Pathways, Teaching, Leadership, Professionalism and Purpose for students coming to Manea Senior College remains.

ROUTINES: Maintaining and developing highly efficient and effective organisational management structure, a unique culture, polices, procedures, timetabling, teaching and learning strategies and resource allocation appropriate for the MSC learning environment.

External Review Recommendations

In April 2013, Manea Senior College took part in the External Review conducted by the Department of Education and Shared Services. These reviews occur every three years as part of the accountability processes independent public schools engage in. The recommendations from the Review were:

• Following the review of current targets, key target areas and associated KPIs be articulated in the context of promoting student learning, while ensuring that targets are capable of monitoring and review.

• A formative collective approach to reviewing teaching in Learning Areas is further developed with independent verification of the quality of curriculum delivery as strategies to support improved student learning.

• The College Board give consideration to the task of making it composition, decision making and representative role better understood through a range of communications to the community.
Critical Success Factors
Following are the critical success factors on which the achievement of the College’s 2013-2015 KPIs is reliant:

• Increased training for teaching staff to support eLearning and flexible delivery options to enhance the opportunities for students to achieve their preferred pathways;
• Staff professional learning to embed the changes for the requirements of the Australian Curriculum;
• Restructuring the timetable and resourcing allocation to reflect student pathways and needs in the context of the new student centred funding model; and
• Maintain the high levels of performance of all staff, including the College’s leadership team, to enhance the outcomes for students and the reputation of the College.

Key Challenges
The key challenges for the College to address in 2013-15 are:

• Maintaining essential operations and excellent student outcomes in a restrained financial environment and in the context of a new public education student centred funding model;
• Maintaining the College’s relevance and market share of enrolments in an increasingly competitive senior secondary environment;
• Working within the restrictions of an enrolment policy to continue addressing the regional needs the College has grown to provide; and
• Establishing relevant Vocational Education and Training courses that meet the needs of industry and students. The opening of the Bunbury Regional trade training centre now provides courses previously available only at Manea for all schools.

Workforce Development Plan
Manea Senior College has a Workforce Development Plan to ensure students have ongoing access to the best staff possible. Factors such as attraction, retention and development, succession planning and the significant changes to the funding model are incorporated into the Workforce Development Plan.

During 2014 decisions on the needs of students will determine which fixed term teaching and support staff positions will be carried during 2015 when implementation of the student centred funding model occurs. This initiative will bring significant changes to secondary school funding and the impact of this policy on the Manea Senior College budget remains unclear. The College anticipates there will be a significant reduction in funding it receives in the implementation of the school funding review.
Business Plan Purpose

The purpose of the business plan is to focus the implementation of Manea Senior College’s strategic directions and key performance indicators for the period of 2013-2015. The business plan provides detailed information about the College priorities and ensures that the College is working towards achieving its key objectives and those of the Department of Education.

Operational plans are linked to the Business Plan and drive the strategies and resourcing required to meet the targets outlined in the Business Plan.

In developing this plan, Manea Senior College is responding to, and ensuring alignment with Department of Education strategic directions and policies, current State and Commonwealth Government requirements and key strategic priorities and/or documents, which include:

Department Of Education objectives from the Strategic Plan For Public Schools 2012-2015, Classrooms First Strategy, Focus 2013, recommendations from the External Review conducted in 2013 and components from The School Improvement Accountability Framework.

System Level Priorities:

1. Success for all students
2. Distinctive Schools
3. High quality teaching and leadership
4. A capable and responsive organisation
5. To deliver meaningful accountability.

Delivery and Performance Agreement (DPA)

The Delivery and Performance Agreement is between the Director General of Education and The Principal of Manea Senior College. This agreement outlines the funding the Department of Education will provide to the College and other support in return for the specified outcomes. See delivery and Performance Agreement for more details.

Key External Policies:

• The School Curriculum and Standards Authority
• Needs of the regional training market and the community
• The Commonwealth Government Australian Curriculum: New Western Australia Curriculum is currently being developed in response to the federal government. All teaching staff will need to deliver the new curriculum once the introduction dates are set.
### 2014 National Schools Opinion Surveys Data

**Rating Score, based on a likert scale survey:**

(5) Strongly agree  (4) Agree  (3) Neither agree nor disagree  (2) Disagree  (1) Strongly disagree

#### Overall Student Opinion

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<tr>
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#### Overall Staff Opinion

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<tr>
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#### Overall Parent Opinion

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### Attainment Rates

#### VET Students Attainment Target

- BM: 73%
- AT: 85%
- ST: 100%

#### Senior School Attainment Target

- Achieve the target of an ATAR of 55+ and/or Cert II achievement
  - BM: 70%
  - AT: 96%
  - ST: 100%

#### Median ATAR

- Score for MSC university pathway students within the target range
  - BM: 72
  - AT: 75
  - ST: 78

#### WACE Graduation/Attainment Rates

- Includes those for indigenous students, to within the target scale
  - BM: 90%
  - AT: 96%
  - ST: 100%
Year 11 Attendance Rates

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<th>Achievement</th>
<th>Stretch</th>
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<td>87%</td>
<td>90%</td>
<td>93%</td>
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Year 12 Attendance Rates

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<tr>
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<th>Stretch</th>
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<tbody>
<tr>
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<td>90%</td>
<td>93%</td>
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Indigenous Student Attendance Rates

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<tr>
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<td>93%</td>
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Percentage of Students Suspended

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ONPAR Strategy Usage

Percentage uptake of teacher implementation of College wide pedagogy (ONPAR)

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<th>Benchmark</th>
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<th>Stretch</th>
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<tbody>
<tr>
<td>90%</td>
<td>95%</td>
<td>100%</td>
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Percentage of students achieving pathway goals

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<th></th>
<th>BM</th>
<th>AT</th>
<th>ST</th>
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<tbody>
<tr>
<td>Rate of student Pathway Achievement</td>
<td>75%</td>
<td>80%</td>
<td>100%</td>
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Correlation between College mark and exam mark:

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<tr>
<td>Maths/Physical Sciences</td>
<td>0.85</td>
<td>0.90</td>
<td>0.95</td>
</tr>
<tr>
<td>Humanities, PE</td>
<td>0.75</td>
<td>0.08</td>
<td>0.85</td>
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Health and Medical Specialist Program
Success measured by student satisfaction rates

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<tbody>
<tr>
<td>Safe Environment</td>
<td>85%</td>
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<tr>
<td>Learning Opportunities</td>
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<td>90%</td>
<td>100%</td>
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<td>Quality of Teaching</td>
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<tr>
<td>Communication</td>
<td>85%</td>
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Focus Area

• Development and establishment of a specialist pathway program for students by 2016
• Clarification and formalisation of the enrolment process at MSC
• Self Reflection processes with staff.
College Vision

Manea Senior College provides the foundation for students to find their place in the global community, developing values and social capabilities to become active and responsible members of society.

Manea Senior College is the senior college of choice, producing graduates who are innovative, independent learners, highly regarded by community, industry, employers, our precinct partners, health and medical organisations and other educational institutions.

College Mission

Manea Senior College transitions young adults in their final years of secondary schooling into successful, innovative, respectful, courageous and dedicated young adults. The College empowers young adults to advance in their careers and lives by creating a learning environment built on high standards, trust, respect, support, flexibility accountability.

The College fosters and promotes amongst its students a sense of being valued and belonging to the College community. Manea Senior College is committed to working collaboratively with its community to create an inclusive, innovative and flexible environment that motivates and engages students to maximise their outcomes. Manea Senior College utilises its unique co-location with South West Institute of Technology and Edith Cowan University to maximise its adult ethos and the opportunities for collaboration and partnerships to achieve the shared outcomes that the education precinct is aiming to achieve.

Our Values

Every student enrolling at Manea has the trust of the Manea Senior College staff. It is expected that the trust given to the students will assist them in meeting the four core values guiding the cultural practices at Manea. These values are reflective of what students will be expected to uphold in society as adults.

Targets

Since opening in 2009, Manea Senior College has set Key Performance Indicators (KPIs) to gauge its strengths and areas needed for improvement across a range of academic and social measurements within the priority areas. The College has set targets to measure its achievement of the KPIs, including the benchmark or minimum standards the College will attain, achievement targets and stretch targets.

The performance of the state’s senior colleges is used to set benchmark figures, the average performance of Year 11 and 12 students in the Bunbury region forms Manea’s achievement targets and the state average performance for Year 11 and 12 students is used to set stretch targets.

The annual review undertaken by Manea each year is used to reset targets where necessary.