



Validation Report by the Victorian Registration and Qualifications Authority
(VRQA) to evaluate compliance with conditions imposed on the registration of
Merinda Park Learning and Community Centre

NOVEMBER 2011

VALIDATION REVIEW REPORT

ORGANISATION'S NAME: Merinda Park Learning and Community Centre

| Prescribed Minimum Standards | Compliance Status (C/PC/NC) | Page No. |
|------------------------------|-----------------------------|----------|
| Principles | C | 8 |
| Student learning outcomes | C | 9 |
| Student welfare | PC | 11 |
| Student records and results | PC | 16 |
| Teaching and learning | C | 18 |
| Governance and probity | C | 19 |

Legend:

| Code | Outcome | Explanation |
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| C | Fully compliant | All mandatory evidence requirements of the standard are being met. |
| PC | Partially compliant | Some but not all of the mandatory evidence requirements of the standard are being met, and any issues identified are not considered to undermine the intent of the standard. |
| NC | Not compliant | None of the mandatory evidence requirements of the standard are being met, or any identified issues are considered to undermine the intent of the standard. |

EXECUTIVE SUMMARY

This report is the result of a return visit to Merinda Park Learning and Community Centre (MPLCC) by the VRQA reviewers. The visit occurred on 11 November 2011 with the purpose of evaluating and formally validating the Organisation's compliance with the conditions imposed on the registration of the senior secondary provider in a VRQA letter dated 23 September 2011. The reviewers were requested to view evidence at the Organisation to validate the statements in the report to show compliance with the conditions.

Summary of findings:

| Standard | Overall compliance |
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| Standard 1: Principles | C |
| Standard 2: Student learning outcomes | C |
| Standard 3: Student welfare | PC |
| Standard 4: Student records and results | PC |
| Standard 5: Teaching and learning | C |
| Standard 6: Governance and probity | C |

| Standard | Evidence required | Finding |
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| Standard 1: Democratic principles | An enrolment policy that clearly addresses the enrolment of students with special needs, that clearly identifies and requires parental or guardian authorisation for the enrolment of students aged under 18 years, and includes procedures for obtaining student medical information. | <p>Compliant</p> <p>The provider has developed a new enrolment policy and altered enrolment processes. These include details about the enrolment of students with special needs. There is now clear identification of the requirement for a parent or guardian to provide authorisation for the enrolment of students under 18 years. Procedures for obtaining student medical information is also provided.</p> |

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| Standard 2: | Staff and student handbooks which include specific advice on the current VCAL program delivered by the Organisation, with current information about VCAA requirements including course outlines, standards, timelines and qualification requirements. | Compliant MPLCC has provided additional information in the VCAL student handbook. The handbook utilises VCAA VCAL publications to provide advice to students. Advice includes VCAA requirements such as course outlines, standards, timelines and qualification requirements. |
| | A sample student learning sequence or plan for the accredited qualification. | Compliant MPLCC showed evidence of a new document created as a student learning sequence / plan. MPLCC were able to describe how the plan would be used in 2012 with all VCAL students. |
| | A sample written agreement where part or all of the course is delivered by another registered provider - this agreement must set out the requirements of the standards relating to student learning outcomes, student welfare, student records and results and teaching and learning. | Compliant MPLCC provided a signed MoU agreement between Berwick Secondary College and MPLCC. This covered the requirements of the standard. |
| | Written clarification of when and how students are re-enrolled in different VCAL award levels. | Compliant The provider clarified the re-enrolment of VCAL students at different awards levels and was found to be compliant with VCAA guidelines in this area. |

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| <p>Standard 3: Student welfare</p> | <p>A revised occupational health and safety policy and procedures which include documentation of actions taken by the Organisation to meet compliance with current requirements.</p> | <p>Partially compliant</p> <p>The actions taken by the MPLCC to meet current Occupational Health and Safety requirements were found to be inadequate because:</p> <ul style="list-style-type: none"> the system for the management and recording of visitors was found to be unsatisfactory as there was insufficient evidence to show that the use of the sign-in book and the issuing of visitors badges was methodically and consistently implemented. the requirements for the testing and tagging of electrical items were not met. |
| | <p>A policy and procedures which address student bullying and harassment.</p> | <p>Compliant</p> <p>Policy and procedures for limiting and dealing with incidents of student bullying and harassment had been recently developed.</p> |
| | <p>A policy and procedures for the management of complaints and grievances.</p> | <p>Partially compliant</p> <p>Policy and procedures for the management of complaints and grievances was sighted by the validation team. However, the policy was not consistent with the description provided in the student handbook.</p> |
| | <p>A policy and procedures for student welfare, including students with special needs and also the means by which these students can access the qualification.</p> | <p>Compliant</p> <p>Policies including the enrolment policy deals with students who have special needs. It requires MPLCC to accommodate them to the extent of available resources and expertise.</p> |
| | <p>A policy and procedures which address the protection of students from risks of injury that are reasonably foreseeable, irrespective of whether the risk occurs in or outside the Organisation's education or training environment.</p> | <p>Compliant</p> <p>MPLCC has introduced a 'Code of Educational Practice' agreement that all trainers are required to sign.</p> |

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| | <p>A policy and procedures for the supervision of students in and outside the Organisation's education and training environment.</p> | <p>Compliant MPLCC's revised 'Practical Placement and Structured Workplace Learning Policy' has as an underpinning principle for the duty of care and the minimisation of risk. A revised 'Excursion Policy' came into effect on 13 September 2011.</p> |
| | <p>A policy and procedures which address the process of informing the parents and guardians of students under the age of 18 years, where these are taking place outside the Organisation's education and training environment.</p> | <p>Compliant Consistent with the Excursions Policy a specific 'VCAL Excursions Form' has been developed. This document outlines the location and description of the excursion and asks for emergency contact details.</p> |
| | <p>A policy and procedures which address the process of obtaining written acknowledgement from the parents and guardians of students under the age of 18 years that they have been informed of any activities and arrangements and give their permission for the students to participate.</p> | <p>Compliant The 'VCAL Excursions Form' also requires parental consent for students less than eighteen years for participation in the excursion and for emergency medical treatment.</p> |
| | <p>A written description of the way in which the provider ensures staff are made aware of their legal responsibilities for the care, safety and welfare of students.</p> | <p>Compliant MPLCC has introduced a 'Code of Educational Practice' agreement that all trainers are required to sign. It details the trainers' responsibilities in relation to ensuring the care, safety and welfare of students, protecting students from risks of injury and the supervision of students in their care.</p> |

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| Standard 4: Student records and results | An assessment policy which accurately reflects the VCAA requirements for VCAL and includes procedures for moderation and for establishing and applying decisions for the satisfactory completion of courses. | Partially compliant MPLCC submitted an assessment policy with additional detail in line with VCAA requirements for VCAL. The policy did not sufficiently cover the VCAL moderation processes described to the review team. |
| | A plan of how the Organisation will monitor and analyse 2011 student results and how these will be made publicly available. | Compliant MPLCC showed evidence of their intention to analyse 2011 student results and make them publicly available. |
| | A policy and procedures for workplace learning arrangements consistent with current VCAA requirements and Ministerial Order 55. | Compliant MPLCC has developed a 'Practical Placement and Structured workplace Learning Policy', effective from July 2011. |
| Standard 5: Teaching and learning | A policy and procedures for the supervision of non-registered staff and volunteers. | Compliant MPLCC submitted a revised Volunteer Policy, and WWC/Police Check Policy which contained details of the approaches to ensuring VCAL students under 18 would have contact only with those with the appropriate checks and supervision. |
| Standard 6: Governance and probity | A policy relating to the professional development for Committee of Management members. | Compliant MPLCC's 'Committee of Management Professional Development/Funded Activity Policy' provides for a professional development allowance for each committee member. This document also includes a professional development request form. |
| | A business plan, including three-year financial projections and enrolment estimates, certified by a qualified accountant. | Compliant MPLCC's business plan 2011 - 2014 includes the proposed budget for each year and a three year enrolment projection. The plan has been certified by a member of CPA Australia. |

Standard 1: Principles

Evidence requirements for validation

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| Requirement | An enrolment policy that clearly addresses the enrolment of students with special needs, that clearly identifies and requires parental or guardian authorisation for the enrolment of students aged under 18 years, and includes procedures for obtaining student medical information. |
| Validation Assessment | <p>Reviewer's response</p> <p>A copy of MPLCC's new enrolment policy was provided at the validation review on 11 November 2011. This document supersedes the one that was provided to the VRQA in July. The document now includes the statement that MPLCC 'supports the principle that all members of the community have the right to access MPLCC's programs irrespective of race, sex, religious belief, age or age group (unless applicable)'. The policy also includes detail about the enrolment of students with special needs. It requires parental or guardian authorisation for the enrolment of students aged under 18 years. This detail extends to explain 'Where a student is not living with a parent/guardian but is living in an informal but regular care arrangement with a carer, a <i>Statutory Declaration for Informal Relative Carers - Victoria</i> is required to be completed'.</p> <p>The policy includes a subheading of 'Student Medical Information' and explains that students must disclose medical information on the medical enrolment form including medication. This policy was found to be supported by the additional medical information form for under 18 years old as part of the new enrolment pack.</p> |
| <p>Outcome of the validation review:</p> <p>The Organisation is compliant with this requirement.</p> | |

Standard 2: Student learning outcomes

Evidence requirement for validation

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| Requirement | Staff and student handbooks which include specific advice on the current VCAL program delivered by the Organisation, with current information about VCAA requirements including course outlines, standards, timelines and qualification requirements. |
| Validation Assessment | <p>Reviewer's response</p> <p>The validation review team was provided with a newly developed student VCAL 'pack' which included photocopied VCAA VCAL information booklets. It included: information describing the structure of VCAL, general introductions to the qualification, sections on applied learning and details about some units. MPLCC's information to students supporting this were pages 4 to 6 in the new VCAL student handbook with the titles 'What is it?', 'Entry Requirements', 'Enrolment Variation for VCAL', 'What subjects make up VCAL' (with details of the strands and three levels of the qualification), and 'How long will it take?'. The VCAL Student Handbook also includes one page summarising the curriculum information and the structure of VCAL, with the VET subjects offered for the Industry Specific Skills supported by individual Course Information Handouts.</p> |
| <p>Outcome of the validation review:</p> <p>The Organisation is compliant with this requirement.</p> | |

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| Requirement | A sample student learning sequence or plan for the accredited qualification. |
| Validation Assessment | <p>Reviewer's response</p> <p>MPLCC provided a <i>Foundation Training Plan</i> to the validation review team on 11 November 2011 as a sample learning sequence for the accredited qualification. This new document has recently been developed and was not yet in use but was planned for implementation for the 2012 cohort of students. The document will be used to mark off units as the student completes them. Students will be supported in this process by conversation / interview with the VCAL teachers.</p> |
| <p>Outcome of the validation review:</p> <p>The Organisation is compliant with this requirement.</p> | |

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| Requirement | A sample written agreement where part or all of the course is delivered by another registered provider - this agreement must set out the requirements of the standards relating to student learning outcomes, student welfare, student records and results and teaching and learning. |
| Validation Assessment | <p>Reviewer's response</p> <p>Since the initial review, MPLCC has sought advice from Janne Dempster, DEECD and been provided with a sample MoU which they were advised to</p> |

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| | implement to formalise their agreement with Berwick Secondary College for one of their enrolled students. A copy of this MoU was provided to the review team. It included issues of Duty of Care and dangers to students, and the sharing of information about student attendance and student achievement. |
| Outcome of the validation review: The Organisation is compliant with this requirement. | |

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| Requirement | Written clarification of when and how students are re-enrolled in different VCAL award levels. |
| Validation Assessment | <p>Reviewer's response</p> <p>MPLCC's CEO clarified their procedure to establish the appropriate VCAL level for students when they are enrolling or re-enrolling in VCAL.</p> <p>It was highlighted that the new VCAL Student Handbook (p.41) details that students' work was used as evidence to establish whether the student should be enrolled at Foundation, Intermediate or Senior VCAL. The handbook states 'Students will be enrolled in Foundation Level if evidence is not available from the student ... Students will be given work at one level only and do not work over different levels. If a student is submitting work at a higher level they are un-enrolled from Foundation and enrolled in the appropriate level. Students then continue to work at the level enrolled. Students will at no time work at various levels or change intermittently between levels. This is carried out early in the unit as evident by the students work'.</p> <p>The MPLCC CEO and VCAL teacher indicated that they were aware of the appropriate requirements of enrolments of students in VCAL levels.</p> |
| Outcome of the validation review: The Organisation is compliant with this requirement. | |

Standard 3: Student welfare

Evidence requirements for validation

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| Requirement | A revised occupational health and safety policy and procedures which include documentation of actions taken by the Organisation to meet compliance with current requirements. |
| Validation Assessment | <p>Reviewer's response</p> <p>MPLCC has developed a revised Occupational Health and Safety Policy which was due to be ratified at the committee of management meeting (16 November 2011). The OH&S action plan sighted had not been progressed in any significant way from the time of the review visit. The plan and the actions identified had no dates attributed to them.</p> <p>A visitors sign-in book is kept at the reception area of MPLCC and a copy of a memo to all staff (dated 15 July 2011) was provided prior to the visit which states 'all tradesmen and other visitors will be required to sign the book and take a visitor name tag'. The validation team sighted the sign-in book which contained one entry (August 2011). The validation team were not asked to sign-in, nor was the sign-in book apparent at reception on arrival. MPLCC also provided prior to the visit a photocopy of a visitors badge on a lanyard; however the validation team was not given badges on arrival. Only one badge could be located at the reception office. The validation team were not confident that a system for controlling and recording visitors to MPLCC had been effectively implemented.</p> <p>Items from the OH&S action plan which the review team investigated further included fire extinguishers which had been checked and tested regularly and were current. No testing and tagging had been done for electrical items in the computer room. Some electrical appliances in MPLCC's kitchen area had no tags or had last received their annual testing in 2007.</p> <p>A hazard report form has been developed for staff and students.</p> <p>The actions taken by MPLCC to meet current Occupational Health and Safety requirements was found to be inadequate because:</p> <ul style="list-style-type: none">• the documentation of actions taken to meet OH&S compliance was insufficient, lacking suitable details in the Action Plan such as dates of actions taken and addition of any new items• the system for the management and recording of visitors was found to be unsatisfactory, in that there was insufficient evidence to show that the use of the sign-in book and the issuing of visitors badges was methodically and consistently implemented• the requirements for the testing and tagging of electrical items were not met. |
| <p>Outcome of the validation review:</p> <p>The Organisation is partially compliant with this requirement.</p> | |

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| Requirement | A policy and procedures which address student bullying and harassment. |
| Validation Assessment | <p>Reviewer's response</p> <p>A policy and procedures for limiting and dealing with incidents of student bullying and harassment had been recently developed, however, it was reported that it had not yet been communicated to staff and students as it had not been ratified. MPLCC's CEO reported that the policy and procedure was to be presented for ratification at the committee of management meeting which was held on 16 November 2011.</p> <p>The policy and procedure was accompanied by a 'Bullying/Harassment Incident Report Form' and information for students and parents about bullying and harassment. The validation team also sighted a 'Student Agreement/Course Information 2011' form which outlines expected behaviour of students including a requirement that students have read and understood the information provided to them about bullying and harassment.</p> |
| <p>Outcome of the validation review:</p> <p>The Organisation is compliant with this requirement.</p> | |

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| Requirement | A policy and procedures for the management of complaints and grievances. |
| Validation Assessment | <p>Reviewer's response</p> <p>A policy and procedures for the management of complaints and grievances was sighted by the validation team and information about making a complaint was sighted in the students' handbook. MPLCC has also developed a complaints register. Previous to the validation review, the provider had submitted the 'Compliant/Grievance Policy' which was dated 12 July 2006 and appeared to be designed for compliance with AQTF requirements. This policy was not in line with the description in the Student Handbook 'Student Complaint/Grievance Policy & Appeals Process' pp.24-26. The handbook information also remained the same as in the initial review, where it was stated as being 'at times, complex for the senior secondary cohort' in the original report.</p> <p>MPLCC's response to the requirement for a policy and procedures for the management of complaints and grievances was found to be insufficient because:</p> <ul style="list-style-type: none"> the policy 'Complaints/Grievance Policy' dated 12 July 2006 was not consistent with the information in pp.24-26 of the VCAL Student Handbook |
| <p>Outcome of the validation review:</p> <p>The Organisation is partially compliant with this requirement.</p> | |

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| Requirement | A policy and procedures for student welfare, including students with special needs and also the means by which these students can access the qualification. |
| Validation Assessment | <p>Reviewer's response</p> <p>A 'Youth Welfare Policy' and a consistent procedure were sighted by the review team. A section in the policy was specific to the welfare of students who are less than eighteen years of age. This policy and the enrolment policy deals with students who have special needs and requires MPLCC to accommodate them to the extent of available resources and expertise. MPLCC's Code of Practice also requires trainers to provide an 'environment inclusive of students with disabilities or who have language, literacy or special learning needs'.</p> <p>The validation team also sighted an example of a student's file which contained letters and file notes in relation to the student's progress and welfare.</p> |
| <p>Outcome of the validation review:</p> <p>The Organisation is compliant with this requirement.</p> | |

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| Requirement | A policy and procedures which address the protection of students from risks of injury that are reasonably foreseeable, irrespective of whether the risk occurs in or outside the Organisation's education or training environment. |
| Requirement | A policy and procedures for the supervision of students in and outside the Organisation's education and training environment. |
| Requirement | A policy and procedures which address the process of informing the parents and guardians of students under the age of 18 years, where these are taking place outside the Organisation's education and training environment. |
| Requirement | A policy and procedures which address the process of obtaining written acknowledgement from the parents and guardians of students under the age of 18 years that they have been informed of any activities and arrangements and give their permission for the students to participate. |
| Validation Assessment | <p>Reviewer's response</p> <p>MPLCC has introduced a 'Code of Educational Practice' agreement that all trainers are required to sign. The last four clauses of this document deal with: the trainers' responsibilities in relation to ensuring the care, safety and welfare of students, protecting students from risks of injury, the supervision of students in their care and, gaining the consent of parents/guardians for students less than eighteen years to attend excursions or to leave the supervised areas of MPLCC. If consent has not been given for the last point above, the student is required to remain in a supervised area, which in effect means that they remain inside the building. Information to parents about this arrangement has been included in the new students' handbook.</p> <p>MPLCC's Working with Children (WWC)/Police Records Check Policy and procedures now includes a requirement for the Administration Manager to make regular checks of the WWC eligibility of trainers. The WWC checks are now included on the MPLCC's Staff Database. The Volunteers Policy has a requirement that all volunteers must be supervised at all times and must obtain a Working with Children Check if they are to be involved with students less than</p> |

eighteen years. This policy also outlines the responsibilities of volunteers such as confidentiality and respect.

MPLCC's revised 'Practical Placement and Structured Workplace Learning Policy' has as an underpinning principle for the duty of care and the minimisation of risk. The policy requires the employer to agree to 'provide adequate levels of supervision to ensure the safety and welfare of students'.

A revised 'Excursion Policy' came into effect on 13 September which directs those organising an excursion to give all parents/guardians 'details of the excursion in writing in accordance with the procedures'. The procedures document supplied to the validation team was aimed more at the Out of School Hours Services and vacation care provided by MPLCC. However, it detailed the types of information parents/guardians should receive prior to giving consent and, a checklist of the documentation and equipment staff should take. The procedures document also provided for an excursion evaluation by both staff and students.

Consistent with the Excursions Policy a specific 'VCAL Excursions Form' has been developed. This outlines the location and description of the excursion, asks for emergency contact details and, seeks parental consent (for students less than eighteen years) for participation in the excursion and for emergency medical treatment. The form also asks for medical conditions and history, the details of medication and, an agreement from the student in relation to behaviour while on the excursion. A separate 'Medical and health information' sheet is collected by MPLCC on enrolment which identifies and details medications that MPLCC is asked to take responsibility for storing (in a locked facility) and issuing to students.

Outcome of the validation review:

The Organisation is compliant with these requirements.

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| Requirement | A written description of the way in which the provider ensures staff are made aware of their legal responsibilities for the care, safety and welfare of students. |
| Validation Assessment | <p>Reviewer's response</p> <p>Written documentation sighted by the validation team to ensure staff are made aware of the legal responsibilities included:</p> <ul style="list-style-type: none"> • a revised excursion policy which requires details of an excursion to be given in writing to parents/guardians of students less than eighteen years prior to giving consent and precludes these students from participating in an excursion unless consent has been given • an excursion procedure document that includes a detailed checklist of expectations of the supervising staff • a Code of Educational Practice that details the broad expectations of trainers including those relating the care, safety and welfare of students • a Practical Placement and Structured Workplace Learning Policy that includes the duty of care of students • an example of a student's file that included letters and notes relating to the welfare of the student. <p>Note: The trainers responsible for the delivery of the VCAL are limited to two staff, both of whom were involved in the formulation or revision of the above policies and procedures.</p> |
| <p>Outcome of the validation review:</p> <p>The Organisation is compliant with this requirement.</p> | |

Standard 4: Student records and results

Evidence requirements for validation

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| Requirement | An assessment policy which accurately reflects the VCAA requirements for VCAL and includes procedures for moderation and for establishing and applying decisions for the satisfactory completion of courses. |
| Validation Assessment | <p>Reviewer's response</p> <p>The review team signed an Assessment Policy (reviewed by COM August 2011) which had additional information included and reflected VCAA requirements for VCAL. This detail included assessment principles of VCAL and methods of assessment. Procedures for moderation was also discussed but remained in the section/s more specific to AQTF competency based assessment.</p> <p>It was described to the reviewers that moderation of VCAL work was completed with other Community Centres and trainers, with a network of other providers four times a year and also the Quality Assurance process with DEECD SMR was engaged with. This detail was not included in the policy.</p> <p>The provider is partially compliant with this requirement because the Assessment policy does not contain sufficient detail about assessment moderation specific to the VCAL qualification.</p> |
| Outcome of the validation review: The Organisation is partially compliant with this requirement. | |

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| Requirement | A plan of how the Organisation will monitor and analyse 2011 student results and how these will be made publicly available. |
| Validation Assessment | <p>Reviewer's response</p> <p>The review team was shown a new document which consisted of a table with space for 2011 student results to be inputted and analysed. The team was informed that Vicki Anders had begun the collection of this data and that once the results were analysed, they would be included in the organisation's annual report.</p> |
| Outcome of the validation review: The Organisation is compliant with this requirement. | |

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| Requirement | A policy and procedures for workplace learning arrangements consistent with current VCAA requirements and Ministerial Order 55. |
| Validation Assessment | <p>Reviewer's response</p> <p>MPLCC has developed a 'Practical Placement and Structured workplace Learning Policy', effective from July 2011. This policy directs the staff to follow the 'Structured Workplace Learning' resource manual that was produced by the Department of Education and Early Childhood Development. The policy requires the employer to sign an arrangement form consistent with clause 17 of Ministerial Order 55 and the review team sighted a form the Centre has adopted which is from the attachment to this ministerial order.</p> <p>Other aspects of this policy are also consistent with Ministerial Order 55. For example it covers the Safe@work training modules for students, student responsibilities and injuries in the workplace. The Excursions Policy and procedures and, the Code of Educational Practice developed by the Centre are also consistent with the requirements for workplace learning.</p> <p>Ministerial Order 55 is as attachment to the 'Practical Placement and Structured workplace Learning Policy'.</p> |
| <p>Outcome of the validation review:</p> <p>The Organisation is compliant with this requirement.</p> | |

Standard 5: Teaching and learning
Evidence requirements for validation

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| Requirement | A policy and procedures for the supervision of non-registered staff and volunteers. |
| Validation Assessment | <p>Reviewer's response</p> <p>The organisation provided a revised Volunteers Policy and evidence of the WWC / Policy Records Check Policy. These policies detailed approaches of MPLCC to ensure non-registered staff and volunteers who might be in contact with VCAL students under that age of 18 years were supervised. The Volunteers Policy did not state who was to supervise the volunteers, but the MPLCC CEO explained that it would be one of the two trainers in the VCAL program.</p> |
| <p>Outcome of the validation review: The Organisation is compliant with this requirement.</p> | |

Standard 6: Governance and probity

Evidence requirements for validation

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| Requirement | A policy relating to the professional development for Committee of Management members. |
| Validation Assessment | Reviewer's response MPLCC's Governance Policy outlines the process for the induction of committee members as well as stipulating that 'members must be willing to undertake continuous personal and professional development'. In addition, MPLCC's 'Committee of Management Professional Development/Funded Activity Policy' provides for a professional development allowance for each committee member and includes a professional development request form. |
| Outcome of the validation review: The Organisation is compliant with this requirement. | |

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| Requirement | A business plan, including three-year financial projections and enrolment estimates, certified by a qualified accountant. |
| Validation Assessment | Reviewer's response MPLCC's business plan 2011 - 2014 includes their chart of account actuals for the 2010 calendar year for each item of revenue and expenditure. Alongside this is the proposed budget for each year from 2011 to 2014 inclusive. Included with this business plan is a three year enrolment projection and discursive document that provides context, background and a brief environmental scan. The plan has been signed (17 June 2011) by a member of CPA Australia. |
| Outcome of the validation review: The Organisation is compliant with this requirement. | |