

Margaret Jurd College

# Strategic Plan

2018 -2023 (July 2019, V2  
September 2020, V3)



MARGARET JURD  
COLLEGE

Creating Positive Futures Together

# Foreword



Margaret Jurd College is unique. It is dedicated to giving young people in our community a second chance at education and life where the community or their families may not have been able to do that.

More than anything else Margaret Jurd College is committed to providing a safe, secure environment for all of its students to allow them to become valued members of the community and to find employment or another purposeful course in life (e.g., further studies or training) when they have completed their time with us.

Year after year, the Board of Directors hears of testimonials expressing gratitude to the Principal and our staff for their care, support and dedication. These testimonials describe how young people's lives can be transformed from a sense of hopelessness to one of achievement and stability. Together with our students and their families/ carers, we truly are "Creating positive futures together".

The College does this by providing a holistic education program that meets the requirements of the education system as well as the special needs of our students. It is a team effort within a school community that maintains a shared vision, compassionate heart and a level of dedication unlike any other.

The Board and Executive Team are committed to supporting the College and its goals by maintaining good corporate governance and by ensuring its financial health.

Margaret Jurd College is a school in the Uniting Church in Australia. The College relies almost entirely on State and Federal Governments for its funding. That funding is supplemented by sponsorships and donations from corporate bodies and individuals. Provided that it complies with the conditions which attach to its government funding the College has a fair degree of independence in the way it utilises those funds. Given, however, that the College offers a holistic approach to our students' education and welfare we face a constant challenge to attract a level of non-government funding which will allow the College to operate in a manner which provides us with the opportunity to help our students to achieve their best possible outcomes.

In the second quarter of 2018 the Board and the Executive Team undertook a strategic planning process to map out a five year plan for the College. A principal strategic goal of the Board is to expand and enhance the wonderful work our teachers and case workers do on a daily basis at the Shortland campus.

The most recent review of the Strategic Plan (Oct 2020) has confirmed the desire of the school to expand to other areas of the region to continue to provide this sought after community and education need. The School will actively seek and lease church or community buildings to fulfil this function in other parts of the region.

In that way we intend to extend the opportunities which the College provides to our current student cohort to a far wider base of young people who are not in mainstream education who reside in the Hunter region. This Strategic Plan documents the outcomes of that process.

**This Strategic Plan sets out our objectives and priority actions for the next five years.**

Jim Knowles  
Chair

# Vision

Creating Positive Futures Together

## Mission

Providing young people with educational opportunities in a holistic, caring and supportive environment which empowers them to make confident, positive life choices.

## Our Values

- Faith
- Respect
- Responsibility
- Equity
- Justice

## Our Intent



### We deliver holistic education

We are widely recognised for our commitment to having a positive impact on young people's lives, through delivering holistic education for those who have special needs which have not been accommodated in mainstream education.



### We build strong community connections

Generating networks of influence we create a strong community where no young people are left behind or are prevented from participating in meaningful ways.



### We create a culture of wellbeing

We focus on the unique circumstances of each individual and support personal growth, positive development and wellbeing. We challenge perceptions of what is possible in ourselves and our students.



### We build organisational capacity

We develop our capability to grow our footprint and expand our offerings. We use resources wisely and adopt policies, procedures and practices which sustain the College in the long term.



# Our Strategic Goals

## Goal 1

Innovate and grow a quality model of education which meets the holistic needs of young people and facilitates positive engagement in the community.

### How we will achieve this

We will continue to provide an individualised holistic model of education which addresses the academic, vocational, social and wellbeing needs for students in Year 9 through to Year 12.

We will explore ways to: widen the choice of programs we offer; increase the number of enrolments; expand our mission in other parts of the region; deliver an early intervention response to younger students to prevent disengagement with education; and diversify our curriculum delivery.

We will build our reputation as a leader in offering an alternate quality education for students unable to be accommodated in mainstream schools.

#### During 2018-23 our priority focus is to:

1. Develop a business case that explores options to meet the growing needs of students with alternative education needs
2. Grow our vocational pathways and partnerships with Registered Training Organisations (RTOs) and Vocational Education Training (VET) providers to better prepare our students for their futures
3. Develop a business case for offering a wider range of educational stages
4. Expand education choice and accessibility inclusive of online modules, distance education and new NESA endorsed courses
5. Continue and expand staff access to appropriate professional development programs
6. Implement individualised learning plans targeting holistic range of student needs

### Measure of success

- Investigate other church or community sites to expand the school presence to areas of need in other parts of the region
- Enhanced engagement levels with RTOs and VET
- Increased school enrolments
- Increase in number of new modules designed and endorsed
- Increased programs delivered
- Increased use of individualised learning plans
- Increased student and staff satisfaction levels



# Our Strategic Goals

## Goal 2

Strengthen young people's wellbeing and capacity to live rewarding lives in a complex and dynamic society

### How we will achieve this

We will deliver wellbeing initiatives which are complementary tools that: enable positive educational outcomes; provide for the achievement of individualised student goals; challenge perceptions of what is possible and; reduce the impact of disadvantage.

Our wellbeing initiatives will focus on each individual's needs and leverage resources and connections across the community.

#### During 2018-23 our priority focus is to:

1. Develop an evidence-based wellbeing framework that informs our initiatives
2. Better define the role and intended contribution of the Wellbeing Team in supporting educational outcomes
3. Evaluate the effectiveness of our wellbeing strategies against measurable outcomes
4. Create a workforce development plan that promotes wellbeing and the value proposition of employment at the college

### Measure of success

- Delivery of a wellbeing framework that is adopted by the Wellbeing Team
- Refine the Wellbeing Team position descriptions and revise and effectively disseminate expectations of the positions
- Delivery of a number of wellbeing initiatives that result in improved student outcomes
- Develop increased staff satisfaction levels in areas targeted by the workforce development plan



# Our Strategic Goals

## Goal 3

Develop strong community connections and effective partnerships

### How we will achieve this

We will continue to engage with our strategic partners and broaden and deepen relationships to help include new partners in our school community. We will work together with our partners to provide young people, who may otherwise be left behind, with educational opportunities in a holistic, caring and supportive environment.

#### During 2018-23 our priority focus is to:

1. Promote our brand more effectively in the community (e.g. through events, social media and our website)
2. Explore value adding relationships consistent with our values to progress the growth of our education offerings
3. Strengthen and expand relationships with local, state and federal government agencies
4. Deepen engagement options that enable Uniting Church organisations to more actively support our mission
5. Grow community partnerships through Board and staff engagement that expand our students' opportunities and post school pathways, including for example:
  - life skills - driving, budgeting
  - access to government resources
  - social, health, wellbeing, sport options
  - post school options - work experience, training, jobs
  - connection to culture

### Measure of success

- Increased community engagement levels by Board and staff
- Increased student support and engagement pathways
- Increased resource levels from across a wider range of sources (government, private, Uniting Church)
- Increased awareness of the mission and operation of the College across government, the local and broader community, the Uniting Church and private donors



# Our Strategic Goals

## Goal 4

Maintain an innovative, ethical, sustainable, financially astute organisation with a high performance culture

### How we will achieve this

We will continue to sustain the College through sound governance, creative utilisation of resources and astute financial management. The Board and College Leadership Team will articulate and model a high performance culture. We will strengthen staff capabilities, business systems, processes and technology.

#### During 2018-23 our priority focus is to:

1. Encourage the Board and College Leadership Team to clearly articulate our desired high-performance culture and to ensure that all policies, procedures and practices align with our vision
2. Seek funding growth on the basis of sound financial modelling and fully developed business cases
3. Maintain solvency through prudent financial management
4. Build consistent quality approaches in our operations and management practice
5. Design and implement a capability framework to ensure that we attract, engage, retain and develop our Board members, leaders and staff
6. Periodically review the Board's committee structure to ensure regulatory compliance and effective functioning

### Measure of success

- Substantial reduction in the gap between the College's desired culture and our actual culture
- Maintain operational profitability at a sustainable level
- Increase externally generated revenue from existing and new sources
- Board composition matches optimal skills matrix
- Staff capability levels match role requirements
- Evidence of improvements in governance and operations



# Delivering on our Plan

Everyone at Margaret Jurd College will contribute to achieving this plan.

We have a system to align, cascade, implement and review our progress against our five-year strategy which includes:

- Establishing definitions and targets for each of our measures of success
- Developing annual business plans that provide a focus on annual priorities and targets
- Aligning the budgeting process to ensure that resources are directed towards our strategic priorities
- Allocating responsibility for each strategic priority
- Implementing a strong governance and reporting regime including a quarterly business review to track performance against the objectives, priorities and measures in the plan
- Cascading the strategic and business plans to individual performance plans

This will enable the Board and College capital leadership Team to:

- Regularly measure our effectiveness in meeting our objectives
- Respond to change to ensure that we stay on course to achieve or exceed our objectives
- Demonstrate integrity and promote public accountability for actions taken

We will strengthen our data collection and student outcome monitoring to ensure we have a strong evidence base for planning and evaluation.

We will report publicly on our achievements through the Margaret Jurd College Annual Report.

We look forward to working with our students, our families, our partners and our community to make our intent and goals a reality



**uniting  
church**

in Australia,  
Synod of NSW & ACT

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