



# Welcome to our strategic plan for 2015-2018

Highlands College is the Island of Jersey's Further and Higher Education College.

This strategic plan is a statement of where we want to be in 2018; how we are going to get there and how we will know that we have arrived.

This strategic plan is seen as a working document which will be supported, driven and continually reviewed by an annual self-assessment process which will allow us to monitor our progress as we head towards 2018.

Skills are essential for economic growth, personal success and a strong cohesive community. Highlands College is a key provider of post 16 education and training for young people and adult learners in Jersey. We have a central role to play in creating a work force that can meet the changing needs of the Jersey economy and in enabling individuals to make a positive contribution to our island community.

Highlands College is an inclusive institution where we attempt to match the learning needs of individuals within the structure of a course or programme of study. Being a student at Highlands College is about improving life chances whether this is through gaining qualifications, developing skills or from access to wide-ranging life enrichment opportunities.

Our focus for the next three years is in establishing and communicating a shared understanding of our core values, maximising the efficiency of our business operations and processes and ensuring an inspiring and suitably challenging student experience.

Steve Lewis Principal

### **Our mission**

To provide high quality inclusive lifelong learning opportunities for the Island's community.

### **Our vision**

To be the Island's outstanding provider of further and higher education.

### **Our markets**

Our primary markets are distinguished as four distinctive sub-brands.



An outstanding college for the progression, employability and citizenship of our young people.



An inclusive provider of first rate and accessible lifelong learning opportunities for adult learners.



The Island's first choice provider of professional qualifications and Continued Professional Development (CPD) for employers and individuals.



A leading provider or flexible, high quality on-island higher education.

### Our beliefs and values

We believe that it is important for all staff and students to work within a framework of shared values that reflect the culture and ethos of the college.

Developing and communicating a shared understanding of our five core values will help to define our individual and collective expectations of behaviour and our drive to realise the potential of all our students and staff.

### **Potential**

Working hard to realise potential in ourselves and each other

### Respect

Treating each other and our environment with respect

# **Imagination**

Using our imagination to work together creatively

Our five core values, as expressed by our staff and students

### **Excellence**

### **Diversity**

Celebrating the diversity of our community

#### **Students**

To enhance our students' experience to promote enjoyable and independent learning

and advance the skills levels of all of our staff

**Staff** 

### To develop a culture that

#### Our strategic ambitions

Along with our mission, vision and core values, this strategic plan presents four overarching ambitions that indicate the strategic direction of the college over the next four years.



Culture



Jo Terry-Marchant Vice-Principal **Further Education** 

**Chair of Highlands College Governing Body** 

#### **Ambition A**

### **Students**

#### It is our ambition to enhance our students' experience to promote enjoyable and independent learning.

For 16 - 19 year olds, the curriculum at Highlands should provide a holistic experience that prepares young people for their personal, social, economic and cultural journey through life. For adult students, the curriculum should enable individuals to advance their skills or develop new interests and knowledge. To improve the experience of learning for all of our students we implement a Teaching and Learning strategy that characterises our approach to outstanding teaching and learning. We will involve representatives of all of our student groups in the life of the college to ensure that we are responding to feedback. Our curriculum and course offer will be regularly reviewed in response to individual and employer needs and requirements.

#### Our objectives to meet this strategic ambition are to:

- [1] Deliver high quality teaching, learning and customer care
- [2] Embed and execute the process and delivery of continuous improvement in learner outcomes
- [3] Ensure the relevance, structure and content of the curriculum

#### We will monitor progress towards achieving these objectives through the regular scrutiny of evidence related to:

- ► Student achievement
- ▶ Student progression
- ► Student satisfaction
- ► Student attendance
- ► Stakeholder feedback

#### **Ambition B**

### Culture

#### It is our ambition to develop a culture that invites challenge and inspires high expectations.

Highlands is one of Jersey's major educational institutions and we will seek to work with community and commercial partners who share value and strategic ambitions. Highlands' staff and students will acquire a competitive edge by being challenged to go beyond what they think they know or can do. Highlands' staff and students are all citizens of our Island community and have a significant part to play in Jersey's economic and social success. It is our ambition to encourage our staff and students to approach tasks in imaginative and inventive ways. Continuously improving all that we do is central to realising our vision to be the Island's outstanding provider of further and higher education. Our robust approach to self-assessment will measure and report on progress towards being an organisation of educational excellence.

#### Our objectives to meet this strategic ambition are to:

- [1] Inspire and challenge staff and students to develop and expand their potential
- [2] Develop a culture that brings the values of the college to life

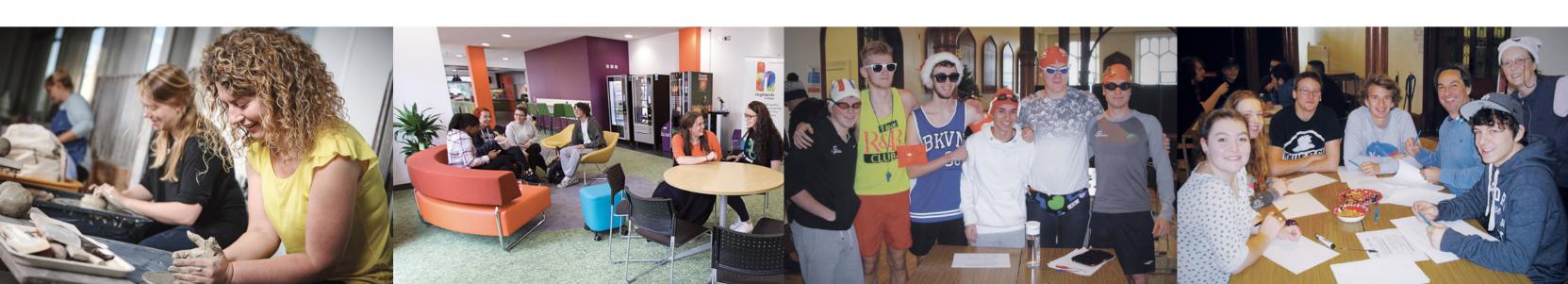
#### We will monitor progress towards achieving these objectives through the regular scrutiny of evidence related to:

"We are very lucky to work with such wonderful students. They

deserve the best student experience we can offer. They are a

credit to the college and the wider community."

- ► The success of student projects
- ► The success of staff projects
- ► High grades and value added
- ► External feedback on the quality of student work
- ► Feedback on the outcomes of staff initiatives
- ▶ The range and scope of responses to staff and student work



"Having great equipment, great technology and quality

Allan Brown
Executive Director

Glenda Rivoallan Vice-Principal Lifelong Learning

#### **Ambition C**

### **Staff**

## It is our ambition to promote best practice and advance the skills levels of all of our staff.

As a learning organisation, Highlands is committed to developing the workplace as a learning environment so that colleagues can learn from each other and share good practice. Professional Development plans for all of our staff will enable staff to identify the skills, attributes and behaviours they need to develop or acquire in order to contribute to the overall college vision and strategic ambitions. Highlands is a people-based and people-focused organisation and outstanding customer service skills are required with both internal and external customers. For all staff, maintaining and improving customer relations is a priority to ensure that we can deliver excellence in every aspect of our work.

## Our objectives to meet this strategic ambition are to:

- [1] Identify and meet personal training and development needs in line with this strategic plan
- [2] Exemplify best practice customer service in our interactions with staff, students and customers

#### We will monitor progress towards achieving these objectives through the regular scrutiny of evidence related to:

- ► Customer feedback
- ► Staff feedback
- Appraisal feedback and outcomes
- ► Personal development plans
- ► Training needs analysis
- ► Outcomes of training activities

#### **Ambition D**

### Resources

## It is our ambition to provide resources that create a stimulating and appropriately equipped teaching, learning and working environment.

Highlands aspires to improve substantially our facilities and develop a comprehensive maintenance programme in partnership with our landlord, Jersey Property Holdings. The use of technology is fundamental to teaching and learning in today's society. Allocating appropriate funding to ensure that the capabilities of the college's IT infrastructure can meet the highest possible specification is a priority. The economic climate in Jersey during the lifetime of this strategic plan is likely to bring about a reduction in public expenditure. This is at a time when the college needs to be investing in the resources necessary to provide young people and adults with the skills necessary to bring about economic growth in Jersey. The college budget therefore needs to be less reliant on public funding. The college will seek to exploit the commercial income generating opportunities available in order to invest in teaching and learning.

### Our objectives to meet this strategic ambition are to:

- [1] Ensure that the physical environment and infrastructure is fit for purpose
- [2] Generate a financial surplus through commercial activity to reinvest in the college
- [3] Develop and deliver an IT strategy to enable effective digital learning

# We will monitor progress towards achieving these objectives through the regular scrutiny of evidence related to:

- ► Improving the college estate
- ► Investment in IT and new technologies
- ► Increase in income generated by commercial activity
- ► Student and customer feedback
- ▶ Maintenance targets being met
- ► Improvements in teaching and learning resources





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