



Highlands College Report of the Board of Governors

Annual Review 2018

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Chair Report

This Annual Review covers the academic year for 2017/2018

Highlands College is Jersey's General, Further and Higher Education College. The college provides courses for around **800 school leavers**, apprenticeship training for around **400 employees**, professional courses for over **300 part-time students**, degree courses for **200 higher education students** and adult and community education courses for nearly **2000 adults**.

The purpose of this report is to highlight the performance of the College and the progress made towards delivering:

our mission:-

- To provide high quality inclusive life-long learning for the island's community;

our vision:-

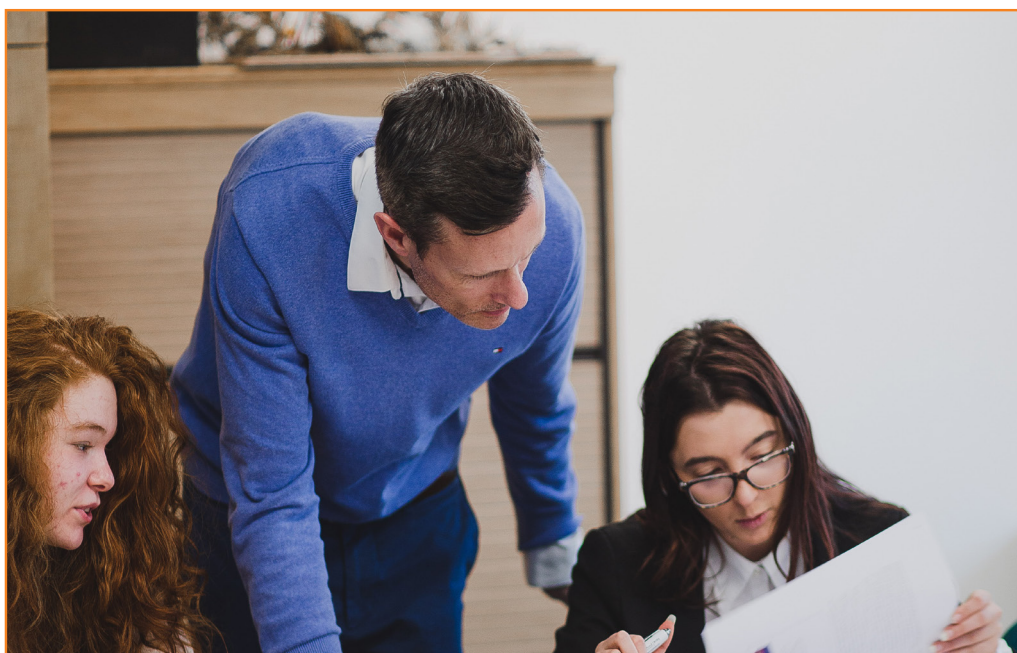
- To be the island's outstanding provider of further and higher education.

Since the implementation of the College's strategic plan, together with a rigorous Self-Evaluation and Review (SAR) process in September 2015, Highlands College has shown continuous improvement in attaining its overall objectives.

Highlands is in the top 15% of General Further Education (GFE) colleges in England.

In four years, the headline achievement rates* for 6th formers has seen Highlands' ranking rise from 160th to **31st position**. Benchmarked against the current 202 English General Further Education (GFE) Colleges, Highlands is a good College with outstanding features.

*Achievement rate is a stricter measure than pass rates or attainment rates, as used for GCSE and A level results. 'Achievement' measures the success of the students enrolled at the start of the course, irrespective of whether or not they completed a qualification.



For 2018 Highlands College has been rated as 'good' with 'outstanding features'



Highlands College monitors its performance through a self-assessment quality assurance and improvement process.

This process is validated by an Ofsted Inspector and professional peers, including senior staff from Guernsey and the Isle of Man colleges. Performance was benchmarked in 2016 with targets set for future years. The college is delivering on the targets outlined below.

In 2017/18, the overall achievement rate from Highlands 6th form students was 89%. This is **4.6%** higher than the English average, and a **3.6%** improvement on 2016/17. The achievement of part-time students increased by **17.6%** on the previous year and Highlands is now only 0.2% below the English Benchmark of 84%.

Apprenticeship achievement at Highlands College is at **90%** compared with the benchmark figure of 69.1% in England.

Higher Education achievement is high at **100%** on London South Bank University provided courses and **97.2%** on Plymouth University degrees, with an overall student satisfaction rate of **91%**.

The College has exceeded its improvement targets in 6 out of 20 of its key performance indicators (KPIs), is on target in 12 out of 20 of its KPIs and is working towards achieving the target for 2 out of 20 of its KPIs.

This report highlights the four strategic ambitions for the College and the significant progress made towards them. The College has an ambitious and exciting development plan and is well on its way to becoming Jersey's outstanding education centre.

Highlands College ranks 1st out of 199 English colleges for apprenticeship achievement.

STRATEGIC AMBITION A

The College will aim to enhance our students' experience to promote enjoyable and independent learning.

KEY PERFORMANCE INDICATORS BY THE END OF 2018/19

PROGRESS REPORT 2017/18



85%

of lessons observed will be good or better.



79%

There was a 4% increase from 16/17 in the number of lessons observed that were rated good or outstanding with an overall rate of 79%



90%

of students believe that teaching is good. This indicates that teaching and learning is continuously improving.



95%

of full-time students will pass their main qualification



97%

PASS RATE

10 % improvement since 2015.



90%

of day release students will pass their qualification



90.1%

PASS RATES

3.8% improvement in four years.



66%

of students retaking GCSE English will increase their grade to C or 4 or higher.



Fewer students are re-taking GCSE English and we have seen a drop to 53.4% of students moving from a grade D (3) to grade C (4+). This remains a challenging target.



40%

of students retaking GCSE Maths will increase their grade to C or 4 or higher.

11%
36.2%



Since 2015 there has been a 11% improvement in students achieving a higher grade in GCSE Maths with us. With results in 2018 at 36.2% there is scope to meet the target improvement in 2019.



90%

of students will have a positive destination to higher study or into employment



88.8%

A steady year on year increase on positive destinations and we reached 88.8% in 2018



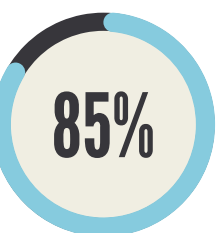
90%

of students indicate that they are satisfied with the college.



8%

Student satisfaction increased by 8% in four years and in 2018 the target satisfaction rate of 90% was reached.



85%

of students engage in meaningful work experience.



94% AND 9%

ABOVE TARGET

There has been significant improvement in this area with the establishment of the Employability Team. In 2015, there were 66% of students engaging in work experience. The target was exceeded in 2017 at 87% and we are now 9% above target with 94% of students in work experience.

STRATEGIC AMBITION B

The College will develop a culture that invites challenge, inspires high expectations and celebrates difference.

KEY PERFORMANCE INDICATORS BY THE END OF 2018/19

PROGRESS REPORT 2017/18

60%



of full-time students will engage in enrichment activities.



We have gone from a low base in 2015 to 50% of students participating in enrichment and volunteering activities.



18 college departments will be rated as good or better.



14/18

There has been steady progress in this area and we have moved from 9 departments being rated as good or better in 2017 to 14 of our 18 departments rated good or better in 2018.



The average 'distance travelled' scores for level 3 (ALPS) will be 3 and 50% of level 2 grades will be at distinction.



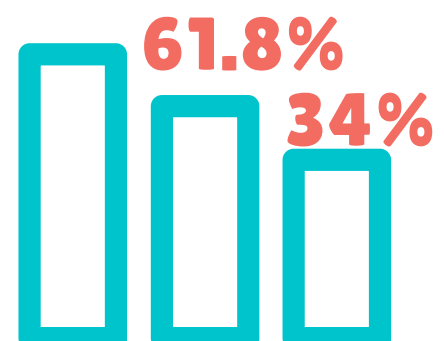
The average distance travelled for level 3 has remained at a score of 4 for two years and there continues to be a strong focus on stretch and challenge to move this up. The target of 50% of level 2 students achieving distinction was met in 2018.

70%

of full-time students will be studying at level 3.



70%



This is an aspect of the college's work that has had the most impact on students. In 2015 one third (34%) of students were at level 3, in 2017 61.8% were on level 3 courses and in 2018 we met the target of seeing 70% of our students at level 3.

STRATEGIC AMBITION C

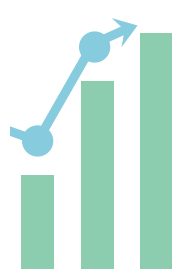
The College will promote best practice and advance the skills level of all our staff.

KEY PERFORMANCE INDICATORS BY
THE END OF 2018/19

PROGRESS REPORT 2017/18

60%

of staff will agree or strongly agree that they are satisfied with their role.



64% IN 2018

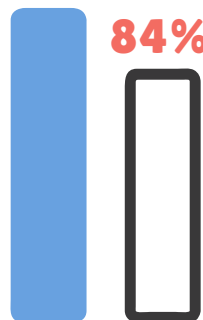
The staff survey started in 2017 after two years of considerable change which is why the target was set at 60%. A satisfaction rate of 59% in 2017 and 64% in 2018 suggests that the impact of change has been positive.



of permanent lecturing staff will have participated in six recorded training activities.

93% 2017

84% 2018



In 2017 staff training activity against this measure was at 80% with considerable improvement in 2017 to 93% owing to additional investment in Microsoft Office training. In 2018, the recorded attendance dropped to 84% which is partly due to fewer sessions being available. This is being addressed for 2019.



of business support staff will have participated in six recorded training activities.



Investment in support staff training and participation has shown a steady rise from 60% in 2015, to 66% in 2017 and 73% in 2018.

90%

of college managers (Heads, Directors and SLT) will have participated in a minimum of five days management training at level 5 or above.

**90% BY
2019**

Giving greater focus to training the college managers has resulted in a rise from 44.4% participation rates in 2017 to 81.5% participation rates in 2018. With a bespoke Association of College's management programme in place for 2019, it is expected that the college will meet the aspirational target of 90% in 2019.



STRATEGIC AMBITION D

The College will provide resources that create a stimulating and appropriately equipped teaching, learning and working environment.

KEY PERFORMANCE INDICATORS BY
THE END OF 2018/19

PROGRESS REPORT 2017/18



We will have made 20 significant improvement to the college estate.



20 BY 2019

The cumulative total of significant improvements to the college estate has moved from 1 in 2015 to 17 in 2018. The three major improvements to the estate planned for 2019 will ensure we meet this ambition to improve the learning environment.



We will have invested £1,000,000 in IT and new technologies.



£1,000,000 investment in IT over 5 years was a modest but realistic target. By 2018 we had invested £958,501 in the IT infrastructure which has brought us in line with basic teaching and learning requirements.



We will have generated £2,000,000 in income.



From the projected decrease in public finding owing to the fall in the birth-rate during this five year plan, this target was set to maintain the college budget at a sustainable level. By 2018, this strategy had proved successful with the cumulative income made of £1,963,687.



We will have invested £175,000 in continuing professional development (CPD) activities.



This started from a low base of £21,843 in 2015 and remains a challenge. By 2018, £131,703 was invested and the budget for 2019 has been set to meet the target. Further training needs to be set at around 10% of the college budget rather than the current 4%.

STUDENT ATTAINMENT 2018

Full-time 16–19 Year old students	Highlands Pass Rate	Colleges in England Pass Rate	Achievement ranked against English Colleges
714	97%	92.4%	31st from 202

Apprenticeships	Highlands Achievement	Colleges in England Pass Rate	Achievement ranked against English Colleges
195	90%	69.1%	1st from 199

Part-time students	Highlands Achievement	Colleges in England Achievement Rate
170	84%	84.2%

All Students	Highlands Achievement	Colleges in England Achievement Rate
1256	88%	82.3%

GCSE English	Number	A* – C (4+)	Pass rate ranked against English Colleges	A* – C (4+) England
All grades	131	41.9%	25th from 201	
D/3 starting	83	55.4%		27.9%

GCSE Maths	Number	A* – C (4+)	Pass rate ranked against English Colleges	A* – C (4+) England
All grades	134	19.4%	146th from 201	
D/3 starting	69	36.2%		22%

Looking Ahead

Highlands College will continue to be the best provider of professional, technical, community and higher education that it can be for the people of Jersey. The college is a major factor in enabling the Government to meet its common strategic priorities to improve the educational outcomes for young people and upskilling the local workforce.

The College is entering a new strategic planning cycle for 2019 - 2024. Work is well under way in setting ambitious and challenging targets. We are also refreshing our mission and believe that “Transforming Lives” is at the core of what we do.

The Governing Body is committed to supporting the staff and students of the college in making this happen. Our major piece of work, over the coming months, is to provide the strongest case possible to secure the funding for a state-of-the-art teaching and learning facility.

We are proud of what the college has achieved in its existing campus and believe that a new building for the digital age will ensure that the future training needs of the island are met and that the experience for any islander studying or working at Highlands College will be truly transformative.

~Richard Corrigan, Chair of Governors

Highlands' Highlights 2017/2018

* University College Jersey (UCJ) Graduation Ceremony held at the St. Helier Methodist Centre and The Royal Yacht Hotel in the company of His Excellency, Sir Stephen Dalton and Lady Dalton

* Art and Design student, Diogo Abreu, is a prize winner in Le Masurier's blank canvas competition and Kim Ransom's work is selected to be shown at the CCA student exhibition.

* Hannah Shellswell from Freedom Media provides Business students with tips on how to make a sales pitch to clients.

* The Childcare Department plays a major role in supporting the local Raising Early Achievement in Literacy Project.

* A team of staff from Highlands, supported by the Garenne Construction Group, visit the newly built Glasgow City College and Forth Valley College to evaluate the new premises and their Facilities Management course. This leads to a further invitation from McAlpine's for Degree students to visit their construction site at Battersea Power station in London.



“Reflexology... absolutely bliss - such professionalism”

Highlands' Highlights 2017/2018

* Culinary Arts and Hospitality students prepare and serve 170 dinner guests for the 2018 Commonwealth Youth Parliament.



* The Council of Ministers agree to fund and support a new partnership with the University of Sussex to set up and run a BA Social Work Degree for 2019.

* Lifeskills students meet the Lieutenant Governor at the Mencap Pond Project in Rozel, where they take part in Grant Thornton's Corporate Social Responsibility partnership day.

* Highlands' Chefs and Front of House Team compete against two UK colleges in the Heat Competition and win the cup for Jersey for the second year running.



* Media students conduct exit polls during the island's May elections which is cited in the Electoral Commission report.

* Shoppers in St Helier are treated to a performance, by Highlands Performing Arts students, of Dicken's 'A Christmas Carol' in the shop window of the USC store as part of Fête de Noué.

* Pathways students find out a thing or two about the island's local laws from the St Saviour's Honorary Police

* A group of Sport Students and Staff, supported by the Ghurka Trust Jersey, visit Shree Gaunda School, Okhari Village in Nepal to teach children English and Sport.

* Hair and Beauty students collaborate with Media students to produce a photographic showcase of hair and makeup design photographs for display in the window of Voisin's department store.



* Health and Social Care student, Tom Hughes is awarded The Diana Award for his voluntary work with St John Ambulance after Highlands students take part in an anti-bullying event led by the Diana Trust.

* The Institute of Law takes up residence in the Turner Building in May.

* 6th Form Prize Giving Ceremony and Festival of Celebration, in the company of His Excellency, Sir Stephen Dalton and Lady Dalton takes place in June.

* 6,606 islanders take 828 examinations at the Highlands Examination's Centre.

**According to a survey of parents which took place in May 2018:
95% found Highlands College staff friendly and welcoming**

Highlands' Sponsors in 2017/2018

The Governors of Highlands College would like to express their gratitude to our business partners who have supported the college both monetarily and in kind.

Your support enables us to enhance the learning experiences of our students, which otherwise would not be possible.



Sponsors of the Hair and Beauty Showcase 2018



Sponsors of the Hair and Beauty Showcase launch event.



Donation of a Toyota car for the Automotive Department and access to up to date vehicles and technology.



University College Jersey Lead Sponsor including the UCJ Graduation Ceremony.

Prize giving sponsor for 6th Form Awards and Ceremony.



Lead Partner for the 6th Form College and sponsor of prize giving and end of year celebration.



Garenne Construction Group – Lead Sponsorship Partner for the Construction and Engineering Department.



Sponsorship for the College Open Evening.

**“Just had the special lunch at the Academy Restaurant...
Spectacular food and service. Well done!”**

Financial Report for Year Ending 31 December 2018

The college's financial position for 2018 was agreed by the Governing Body Finance Sub-committee on Feb 13th 2019 and approved by the full Governing Body on March 28th 2019.

States of Jersey Income	
Budget from Education Dept	£8,443,442
Funding for 84 full time students @ £5,718	£480,300
Additional Funding for projects	£289,084
Total Grant Income	£9,212,826
Earned Income	
Income received from Course Fees	£2,936,710
Retail Income	£327,136
Miscellaneous Income	£345,389
Total Income	£3,609,235
Expenditure	
Highlands Managers	£487,052
Permanent Lecturers	£5,694,210
Part Time & Supply Lecturers	£403,580
Support Staff	£3,219,065
Manual Workers	£597,032
Premises & Maintenance	£548,513
Supplies & Services	£1,724,346
Administrative Expenses	£172,893
Finance costs	£6,968
Total Expenditure	£12,853,659
Summary	
Expenditure	£12,853,659
Income	£3,609,235
Net Expenditure	£9,244,424
Net Budget from States of Jersey	£9,212,826
Deficit	£-31,598

Highlands has successfully improved its financial discipline, forecasting and management information over recent years. The culture change, led by the Principal and senior leadership team, has embedded financial accountability at all levels.

While the College faces the challenge of 'doing more with less', the Governors have the confidence that the finances are well controlled and closely monitored. The 2018 financial position reports a small deficit of £31,598, essentially on target for the annual budget. The Board congratulates the leadership team on the result with thanks for their efforts in a challenging financial climate.

~ Paul Masterton, Chair of Finance Sub-Committee

**According to a survey of parents which took place in May 2018:
94% found staff professional in their approach**

Highlands College Governing Body 2017-2018

Representative Governors

Richard Corrigan (Chair)
John Pinel
Paul Masterton
Marc Burton
David Elliott
Tina Palmer
Peter Le Feuvre

Invited Governors

Paul Harding
Sylvia Milner

Staff Governors

Aaron Labey
Anne Audrain

Student Governors

Alex de Freitas
Lucy Hosking
Laura-Beth McDermott

Ex-Officio

Steve Lewis – Principal
Jo Terry-Marchant – Deputy Principal
Robert Moy – Executive Director (from January 2018)

In Attendance

Rachel Baxter – Education Department Representative
Carole Williams – Clerk



Governing Body meetings

The full Governing Body met in October and December 2017 and March and June 2018 with an away day in January 2018. The Governing Body operates four sub-committees.



Quality and Standards Sub-committee

The Quality and Standards Sub-committee oversees the quality cycle of the college and monitors achievements, standards and teaching and learning. The committee met once a term (November, February and June) in 2017/18.

Membership:

Paul Harding (Chair) - Governor
Tina Palmer – Governor
Anne Audrain – Staff Governor
Lee Johnson – Assistant Principal Curriculum and Quality
Stuart Philip – Director of Teaching and Learning
Innes MacLagan – Director of Quality and Compliance
Rachel Baxter – Department Representative
Jo Terry Marchant – Deputy Principal

“Hair Salon at Highlands... why haven't I been before today!? ... Very professional and confident. Well recommended for price, great friendly service and a beautiful new do, definitely booking in again”

Highlands College Governing Body 2017-2018

Safeguarding Sub-committee

The Safeguarding Sub-committee monitors the safeguarding of all our students and reports on their well-being. The committee met in December 2017 and June 2018.

Membership:

John Pinel (Chair) Governor
Peter Le Feuvre – Governor
Sylvia Milner – Governor
Jo Terry Marchant – Deputy Principal
Nicola Brown – Head of Student Life

Finance Sub-committee

The Finance Sub-committee receives regular financial position reports and oversees the profile of income and expenditure during the year. The committee met in September and November 2017 and February, April and June 2018.

Membership:

Paul Masterton (Chair) Governor
Richard Corrigan – Governor
Robert Moy – Executive Director
Steve Lewis – Principal
Claire Le Brun – Head of Finance
Nicola Donnelly – Finance Manager
[Education]

Capital Project Sub-committee

The Capital Project Sub-committee was set up in 2016 to develop a plan for a purpose-built college facility and to provide options and costs for a new build. Having produced a feasibility study in 2017, the sub-committee met once in September and agreed to put the work on hold until a new Government Administration was in place in 2018.

Membership:

Richard Corrigan (Chair) Governor
Paul Masterton – Governor
Marc Burton – Governor
Paul Harding – Governor
Steve Lewis - Principal
Robert Moy – Executive Director

The Senior Leadership Team

Principal – Steve Lewis
Deputy Principal – Jo Terry-Marchant
Executive Director, Business Operations
- Rob Moy
Assistant Principal, Students and Core Learning – Dreena Collins
Assistant Principal, Curriculum and Quality
- Lee Johnson
Assistant Principal, Employment, Planning and Skills - Tina Upstell



**According to a survey of parents which took place in May 2018:
92% would recommend the college to a friend**



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