



# Highlands College Strategic Plan 2020-2024





**h** 6th Form  
College Jersey

**h** University  
College Jersey

**h** Highlands  
Professional

**h** Highlands  
Vocational

**h** Academy  
Restaurant

**h** Hair & Beauty  
Academy

**h** Adult Community  
Education

Thank you for your interest in the work we do here at Highlands. This strategic plan summarises the actions we will take to achieve the aims and ambitions of our students, employers and parents. It has been developed from feedback from all our major stakeholders and is closely aligned to the Government of Jersey's strategic priorities.

Highlands College is a special place to learn and work. It welcomes thousands of people every year into its workshops, classrooms and offices with the sole mission of exploiting the power of education to transform lives. We play a central role in meeting the needs of the economy by upskilling the current workforce and creating a new one.

We are rightly proud of our inclusive community where the diverse talents of our students from the age of 11 to post-retirement are celebrated.

Highlands itself has been through a transformation and it will continue to do so to ensure we meet the needs of our island community. We have seen a growth in part-time study where students earn while they learn. We have also been engaged in major curriculum development to widen access and raise achievement. This work will continue at all levels.

As an organisation we aspire to meet the needs and ambitions of islanders by being responsive and creative; anticipating future education and skills demands. We will deliver high quality learning experiences with the support of the government, in a new campus, which will promote innovation, as well as deliver environmental and economic benefits.

We will be unique in that we will offer vocational programmes designed around the starting points of students and adding lots of value to their lives.

Financial sustainability is a major priority so that we can extend our offer, including via University College Jersey, whilst at the same time achieving excellence in outcomes and in the learners' experience.

Looking forward, we will know we have been successful in achieving our ambitions when the majority of islanders know that we put students first, make a positive contribution to the social and economic wellbeing of the community, offer a high quality innovative learning experience and improve life chances for all who chose to study with us.

Jo Terry-Marchant



# The story so far

The College’s Strategic Plan 2015 to 2018 outlined four Strategic ambitions:



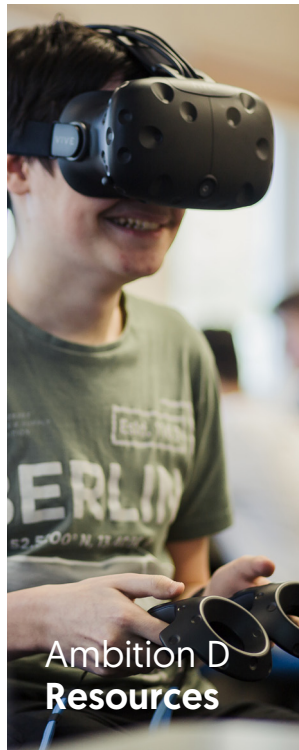
Ambition A  
Students



Ambition B  
Culture



Ambition C  
Staff



Ambition D  
Resources

Between 2015 and 2018 our pass rates for students increased by 10%. 94% of students completed meaningful work experience. Furthermore, 89% of our students were either in employment or went onto further study and/or employment. The culture of high expectations is evident in 70% of students being enrolled on Advanced courses - up from 34% in 2015 - this is due to a complete curriculum re-design which promoted higher achievement and progression rates.

Between 2015 and 2018, we refined our vision for learning and implemented the “Highlands Approach to Teaching, Learning and Assessment.” This approach built upon research conducted with a university partner. Student feedback, results and observations all demonstrated its positive impact.

In generating more income and coming very

close to our two million pounds target, all college leaders showed commitment to being effective at managing resources for the benefit of our students and the community.

For all staff, training increased by 10% since 2015. For example, our middle managers completed an “Excellence in Leadership” programme for leaders in Further Education. This led to the group leading change which streamlined processes for staff and students.

In summary, Highlands College has built upon its reputation for being an inclusive learning institution, it has embraced change and remained focussed upon the needs of its students.

We are a good college; the next step is to achieve outstanding for our students so that their life chances will be even greater.



## Our vision is

Students and their well-being will be at the very centre of the work that we do every day.

Students who complete their studies at Highlands will be confident, engaged individuals. They will have acquired skills and learning habits which will serve them well in an ever-changing world. They will feel connected to the island they live in and want to make a positive contribution to their community and the wider world.

Our students, whatever their age, background, or starting point, will achieve excellent outcomes. They will be encouraged to take risks in their learning so that they build resilience and increase their creative powers. They will know their rights and their responsibilities.

We will include them in decision making forums and they will know their voice is not just heard but is responded to. We are committed to breaking down barriers for our students to achieve their potential and we will do all that is within our power to enable them to become the best they can be.

This will mean offering learning experiences which are stimulating, challenging and enjoyable. It will mean putting the needs of our community first, and finally, it will mean maintaining financial stability so that we can meet their aspirations.



# Our mission is

## Transforming lives

Highlands College staff and dedicated Governors believe that what we do at Highlands transforms lives. From embarking upon a new programme of study to graduation, or prize giving it is clear to all that we unlock student potential. We enable students, whatever their age, background or circumstances to achieve their potential and find a pathway to success. The values we have adopted as a community underpin our endeavours.

# Our values are

We will ensure that every interaction we have with students, staff and the wider community will be shaped by these values. Highlands College is a **diverse** community and we strive for **excellence** in everything we do. We will use our **imagination** to inspire; staff and students will make those dreams become a reality. We will **respect** the talented people who work, learn, and partner with the College and thereby harness their enormous **potential** for the benefit of our island.

## 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

## Diversity

celebrating the difference between individuals and the diversity in our community

## Excellence

having high standards to ensure excellence in everything we do



# 2020 to 2024 – Our Key Priorities

We will target our actions on having the best impact, for the greatest good.

# 1

## Learning and Innovation

Empowering staff and students to have fulfilling lives, being creative and adaptive, always aiming for excellence

# 2

## Putting the Community First

Making a major contribution to the economy and islanders' wellbeing, celebrating our diversity and engaging with the world

# 3

## Financial Sustainability and a New Campus

Developing a secure funding model for the important work that we do and delivering learning in a modern, fit for purpose building which supports efficiency and inspires creativity

# 1

## Learning and Innovation

**We will measure our progress in:**

**The value we add to students' lives from time of enrolment to departure by...**

1. Putting our students in the top 25% nationally for value-added
2. Achieving 95% positive destinations into sustained employment and or further study
3. Engaging 75% of full-time students in enrichment and/or volunteering activities
4. Reaching 90% overall achievement rates for full-time and substantial part-time study
5. Delivering a new tutorial framework for full-time students which contributes to greater resilience, independence and better grades
6. Growing part-time Higher Education and Further Education, offering more part-time routes
7. Hitting 90% plus student, parent, employer satisfaction
8. Enabling students who are economically disadvantaged and/or differently abled to achieve as well as their peers, if not better



## Increase student and staff wider achievements and impact by...

1. Enabling 90% of staff to be engaged in professional development and industrial placement which informs their teaching, or supports function
2. Developing a staff well-being strategy which supports staff community engagement and volunteering
3. Producing research, particularly at UCJ, which fuels innovation and positively impacts upon learning
4. Assuring that the quality of the work we and our partners do is compared with the best and open to scrutiny
5. Enabling 80% of staff to be engaged in scholarly activity which is published and promotes a research-based culture
6. Promoting our endeavours so that students feel respected and recognised, highlighting their wider contribution

## Innovation in curriculum design which engages stakeholders and meets the needs of the island by...

1. Using digital technology to enrich learning and connect with the world and community with all courses having elements which are delivered online
2. Every department being engaged in one learning project with another jurisdiction
3. Piloting of A-Level delivery to our students either on campus, or in partnership with other 6th form providers by 2020/2021
4. Creating greater flexibility in delivery and access to work-based learning, including degree-level study at UCJ and apprenticeships
5. Increasing our Higher-Level apprenticeship provision, and developing degree pathways in order to meet islanders' aspirations, as well as supporting the economy



# 2

## Putting the Community First

**We will measure our progress in:**

**The value we add to the community by...**

1. Developing more international links so our students are connected, caring and entrepreneurial
2. Delivery of adult literacy, numeracy and digital literacy programmes where they are the most accessible
3. Responding to external stakeholder contacts with a timely and informed response
4. Sharing quality reviews of our work with stakeholders
5. Addressing skills gaps by responding quickly and positively to requests for training
6. Embedding stakeholder participation and partnering, shaping the way we work and learn to the benefit of all
7. Setting aside a proportion of our income to support disadvantaged students
8. Achieving the Rights Respecting Schools Award (RRSA)

# 3

## Financial Sustainability and a New Campus

**We will measure our progress in:**

**The efficient use of resources to meet current and future needs of learners by...**

1. Securing appropriate funding for adults, as well as 6th formers, so we can meet upskilling requirements
2. Creating learning and working spaces which inspire and promote progress
3. Securing funding which meets the aspirations of our students to access high quality resources in a fit-for-purpose modern campus
4. Ensuring University College Jersey is funded on a long term, stable basis so it can meet island needs
5. Making sure training for employers is cost effective





# Highlands Your Community College

Highlands College of Further and Higher Education provides education for 800 school leavers, 900 adults on part-time work-based learning including apprenticeships, 200 higher education students, 2000 adults on leisure courses and 600 students on professional development programmes.

University College Jersey has students studying full-time and part-time across ten degree subjects. Many undertake extended, paid, work placements and over 90% move onto employment, or further study. A high proportion of these students achieve either first class, or upper second-class awards.

We employ 187 full-time staff and a further 200 part-time staff. All our tutors are dual professionals, being both industry certified, as well as qualified in teaching and learning.

We offer a broad range of courses and our students, together with their tutors, parents, employers and mentors achieve excellent outcomes. Over 90% of our students achieve their qualifications. We are in the top ten per cent of Further Education Colleges in England when you compare results.

Highlands College partners with 100s of employers and many voluntary organisations. Our partners enrich the experience of our students and often input into curriculum design and delivery.

We are entrepreneurial in our outlook. We employ this outlook to generate income to reduce the burden to the taxpayer and to support the need for constant renewal. For every £1 invested in Highlands College, the island gets a return of £15.

We are a people-centred organisation with a business-like attitude to meeting your aspirations. Please come and see us, we will show a route to success.

# Testimonials



Highlands were fantastic to my daughter... they helped her get through the course and this was her golden ticket and she is now achieving her dream of her nursing degree here in Jersey just completing her first year, we will always be thankful for Highlands.

I realise the positive impact the Highlands staff and counsellors have had on my life - I'd say there is more to Highlands then just the education and grades aspect, it has helped me to grow as a person. So, thank you.

I would like to take this time to thank [the team] for pushing me past my boundaries. I know it sounds cheesy and it's a common phrase, but the words "I don't know what I'd do without you" spring to my mind whenever I think of you lot. I truly and honestly wouldn't know what I'd do without you. I wouldn't have gotten where I am now if it wasn't for you.

I am writing to express our gratitude for the excellent work done by the Highlands Department of IT... The dedication of the staff at the IT department went over and above anything we could have expected ... [Our son] has responded with academic results beyond any expectations, and would now seem to have a responsible, well paid, interesting career ahead of him.

As [name omitted] nears the end of his 2 years with you, it is a delight to see how much he has enjoyed the Highlands experience, and the success he has achieved to date. I must say his commitment to this course has been far greater than his commitment to School work, and this I put down to his enjoyment of the whole Highlands experience.

I would not hesitate to recommend [the College] very highly, it truly has been a wonderful experience for [name omitted]. Thank you to... the team at Highlands, you should all be very proud of the truly excellent opportunities you provide for these young adults.





The impact to the economy of all students studying higher and professional qualifications is estimated at a return of

**£4.5m**

pounds on an investment of half a million per year

Within  
two months  
of graduating

**91%**

of our Full Time students progress to positive destinations including employment, apprenticeship or University

When surveyed,

**99%**

of our part-time students said that Highlands College was their 1<sup>st</sup> choice

Over

**450**

apprentices train at Highlands each year contributing significantly to the Island's economy

Highlands  
College ranks

**1<sup>st</sup>**

within the 199 English colleges that report their achievement rates for apprenticeship

Supported by over

**170  
employers**

Our 6<sup>th</sup> form students benefit from expansive extra-curricular opportunities including professional master classes, digital skills and industry relevant work experience



Highlands College (University College Jersey) has a

**99%  
pass rate**

for Higher Education students

Highlands College 6<sup>th</sup> form is the

**largest  
and most  
inclusive**

6<sup>th</sup> form on the island

We are the only centre in Jersey to deliver IAB courses with

**gold  
centre status**

Over

**2,500**

islanders access Highlands College's Adult and Community education courses each year

The economic benefit of new college facilities is estimated at a return of

**£16 for every  
£1 spent**

just in workforce training and upskilling benefits to businesses and local industry

During the 2018-2019 academic year

**604**

students enrolled on Construction and Engineering related courses



Highlands College partners

 <p>MASONBREESE Shift thinking. Drive change.</p>	 <p>Garenne</p>	
 <p>Soroptimist International Jersey</p>	 <p>BDO</p>	 <p>GR8 Recruitment Employment services and training</p>
 <p>MailMate GROUP</p>	 <p>Freelance JERSEY</p>	 <p>WAITROSE &amp; PARTNERS</p>
 <p>THE ROYAL YACHT HOTEL • SPA • RESTAURANTS</p>	 <p>LEGENDRE</p>	 <p>JERSEY FESTIVAL OF WORDS 2019</p>
 <p>LE MASURIER</p>	 <p>SGB</p>	 <p>STAGE 2 PRODUCTIONS</p>
 <p>DELTA EVENTS</p>	 <p>The Channel Islands co-operative Society Limited</p>	 <p>Voisins</p>
 <p>libertybus</p>	 <p>airtel   vodafone</p>	 <p>LORD'S TAVERNERS Giving young people a sporting chance</p>



