

Highlands College

# ANNUAL GOVERNOR'S REPORT

2024 -2025



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**h** Highlands  
College



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# GOVERNING BODY

Governing Body at Highlands College  
for the year 2024-2025

## Independent Governors

**Julie Acey**

*Chair*

**Paul Masterton**

*Retired from board December 2024*

**John Pinel**

*Retired from board December 2024*

**Matthew Corbin**

*Chair Finance and Risk Sub-Committee*

**Tina Palmer**

*Governor*

**Edyta Buard**

*Chair Quality, Standards and  
Safeguarding Sub-Committee*

**Rholo Mba**

*Governor*

**David Elliott**

*Governor*

## Staff Governors

**Jessica Tidswell**

**Paul Spencer**

## Recently Joined Governors

**Tim Pedley**

*Governor*

**Chris Nicol**

*Governor*

**Charlie Petulla**

*Governor, joined March 2025*

**Juliet Le Breuilly**

*Governor, joined March 2025*

## Ex Officio

**Joanne Terry Marchant**

*Principal Highlands College*

**Robert Moy**

*Deputy Principal Highlands College*

**Kate Hobbs**

*Vice Principal Highlands College*

## In Attendance

**Sharon Ward**

*Clerk to the Governing Body*

**Samantha Clark**

*PA to the Principal*

# FULL BOARD MEETINGS

The Governing Body met on the following dates and discussed matters listed:

**17 October 2024**

- Principal's report
- Reports from sub-committees
- Development of D'Hautree site
- Campus maintenance and risk
- Governance developments
- Strategic plan ambitions

**12 December 2024**

- Principal's report
- Reports from sub-committees
- Overview of key organisational risks
- Zero-based budgeting and finance
- Campus update and funding
- Recruitment to board

**13 March 2025**

- Principal's report
- Reports from sub-committees
- Governor appointments and succession planning
- CYPES governance overview
- Policy approval
- Strategic plan
- College annual quality improvement plan

**12 June 2025**

- Principals report
- Reports from sub-committees
- New college website
- GB annual report and strategic plan
- Scheme of delegation
- Finance and risk

# GOVERNOR'S REPORT

It is a privilege to present my final annual report as Chair of Highlands College's Governing Board. This year, Highlands College has continued to deliver high-quality, inclusive education, serving over 5,000 students and supporting local businesses in developing essential skills for Jersey's economy. Our commitment to inspiring the futures of our students, building their skills, and transforming their lives remains steadfast, and the progress achieved reflects the dedication of our staff, students, governors, and partners.

## Strategic Context

Highlands College plays a vital role in Jersey's skills ecosystem, supporting school leavers, university students, apprentices, and adult learners.

We ensure our curriculum meets the evolving needs of local industries, including construction, care, finance, and digital technology, aligning our provision with the Government of Jersey's strategic priorities.

## Diversification of the Governing Board

The Governing Body has continued to diversify, bringing together a wide range of expertise from local business leaders, educators, and sector representatives, with **4 new appointments** in the academic year and a further one since the start of the new academic year. This diversification strengthens our governance and brings a wide range of perspectives and expertise to the Board.

I would like to take this opportunity to thank my fellow Governors. Their voluntary commitment of time, expertise, and robust scrutiny is invaluable. The Board continues to provide both support and challenge to the Executive Leadership Team.



## Strengthened Governance and Collaboration

Work has continued to strengthen governance approaches, both internally and outside of Highlands College. Highlands College Governing Board has, in addition to the diversification of the Governors' skills and capabilities, refocused its oversight to 2 core areas: Governance and Students.

The establishment of a **Finance and Risk** subcommittee ensures a strong focus on key governance matters, whilst the student focused **Quality, Standards and Safeguarding** sub-committee ensures that students are at the heart of everything that Highlands College do.

Collaboration with other educational institutions and government bodies is strengthening governance and accountability across Jersey's education sector.

## Key Achievements

- **Self-Assessment** – Highlands College's annual self-assessment rated the college as "Good with Outstanding features," highlighting positive student outcomes, innovative curriculum design, and strong partnerships.
- **Strategic Direction** – The new strategy focuses on enhancing learner pathways, employer collaboration, infrastructure investment, and embedding sustainability and inclusion.
- **New Campus** – Secured funding for immediate building needs and advanced plans for a new campus, central to the Government of Jersey Investment Fund and the "Investing in Jersey" Plan

## Challenges and Risks

Good governance requires honest assessment of risk. The Board remains acutely aware of the challenges we face. Financial sustainability remains a key concern, particularly in a high-inflation environment. Recruitment and retention of specialist staff are ongoing challenges, compounded by Jersey's competitive housing market. The Board continues to advocate for investment in our estate to ensure facilities meet modern standards.

“

Good college with outstanding features

”

## Future Outlook

During my tenure, the college has achieved substantial progress, including the college's recognition as "good college with outstanding features", the development of a new strategic direction, commitment to the campus and a renewal of governance. Highlands College now serves approximately **940 full-time students and over 4,000 part-time and adult learners**, with impressive success rates and strong employer partnerships. Investment in a new campus and ongoing collaboration promise a vibrant future for the college and the wider community.

As I retire as Chair, I am confident the Board will continue to champion technical and vocational education and secure the investment needed for the college's future. I extend my deepest gratitude to our dedicated staff, students, governors, and partners for their unwavering commitment.



# PRINCIPAL'S REPORT

This report reflects a year of significant progress and achievement across Highlands College and University College Jersey, aligned with our strategic ambitions for 2025–2029. It brings together key developments in Economy and Skills, People, Culture and Community, and Learning and Environment, showcasing the impact of our work on students, staff, and the wider island community.

## Economy and Skills

2025 has been a transformative year for curriculum development and skills provision.

Apprenticeships remain in high demand across sectors, with new programmes such as groundworks scheduled for next year. Our commitment to early engagement continues through skills camps and introductory courses for **170 schoolchildren annually**, fostering aspiration and resilience. Students have also demonstrated exceptional talent and problem-solving skills in local and off-island competitions.

A milestone is the launch of the **BSc (Hons) Business Accounting**, commencing September 2025, which will provide students with up to 75% accreditation toward Chartered Accountant status. Alongside this, a new **Masters in Research** is being introduced to strengthen academic pathways and enable local students to pursue postgraduate study without leaving the island.

Strategic partnerships have advanced significantly. Discussions with Jersey Electricity Company are progressing toward the creation of a **Low Carbon Heat Technology Academy**. We are also collaborating with the Social Work Strategic Board to shape the future of social work education on-island, ensuring that professional training remains accessible and relevant.

Despite financial pressures, the college has secured vital funding streams, including **£945k from the Levelling Up Fund** and **£745k in Inclusion Funding**, supporting programme development and inclusion initiatives. While challenges remain — such as space constraints, training in limited and outdated workshop spaces, our overall financial position has remained stable, and we continue to plan sustainable programmes aligned with Government priorities.



## People, Culture and Community

This year has seen major strides in leadership development and community engagement. The Succession Planning Project has progressed to Stage Four, identifying **30 critical roles** and launching tailored CPD opportunities. A comprehensive **Emerging Leaders Programme** will run throughout 2026, covering 12 key leadership topics delivered by external experts and successful internal leaders. These initiatives ensure a strong pipeline of future leaders and organisational resilience.

International collaboration remains a hallmark of our work, with continued exchanges with French institutions in Hospitality and Hair & Beauty, receiving excellent feedback. Community engagement has been exceptional, with **130 stakeholder events** delivered to enhance visibility, income generation, and partnerships. Highlands College has been commended publicly by the Chamber of Commerce for its outstanding contribution to education and skills.

Celebration and recognition have been central to our culture. The **University College Jersey Graduation** Ceremony was a resounding success, attended by **more than 230 guests** and praised by partner universities as a unique and exceptional community event. Sector awards and public commendations further highlight the impact of our work. The **Highlands Sixth Form** and **Apprenticeships awards** are sponsored by all sectors of the economy and showcase our talented and diverse student populations.

Our Strategic Plan was published in the summer term, supported by a robust

communications strategy to engage stakeholders. The launch of the CYPES Governance Portal and participation in leadership conferences will strengthen governance and collaboration across the education sector.



Skills exchange with students from Lycée Joseph Wresinski

## Learning and Environment

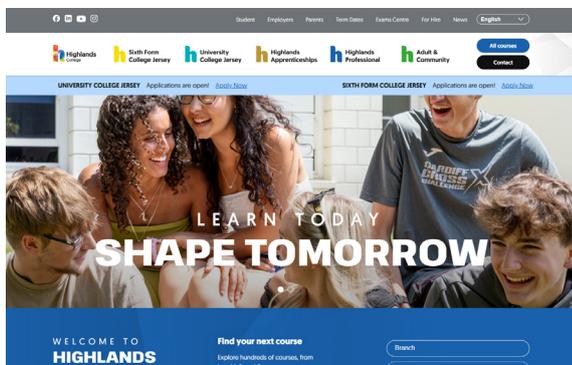
Innovation in teaching and learning has been a defining feature of 2025. The establishment of an **immersive technology classroom** during Easter has enhanced digital skills and strengthened links to degree-level provision. The redevelopment of the **Jersey Progression Qualification** has been completed and approved, ensuring clear progression routes for learners.

Our ongoing focus has been inclusion with excellent results being achieved by students with additional needs, they flourish here at the college. We were out of scope for the Island SEND review in 2025 – but our external expert has rated our practice as extremely effective, and we hold a quality kitemark for **Leading Parental Partnerships**.

Sustainability remains a core priority. We delivered **68 sustainability initiatives**, trained 19 staff in carbon literacy, and mapped sustainability content across courses. A thematic roadmap has been created to guide future goals, and

student representatives trained by SOS-UK have assessed climate education integration. While pockets of good practice exist, consistency remains a challenge, and further work is planned.

Our new Highlands College website launched successfully and has already achieved an **national excellence award**, demonstrating our ability to deliver complex projects to outstanding outcomes. Engagement analytics confirm its impact as a powerful platform for communication and community connection.



The new college website

Quality assurance processes have been strengthened through Self-Assessment Reports, validated by internal panels, and Progression Boards focused on supporting students at risk of non-completion. These efforts underpin strong outcomes: **90% achievement for full-time 16–19 learners** and **93% for University College Jersey students**.

Estate challenges persist, with ageing facilities and delayed timelines for redevelopment. However, maintenance funding was reinstated following ministerial intervention, and strategic discussions continue to advocate for a new campus. The public conversation has shifted from ‘if’ a new college will be built to ‘where’, reflecting growing recognition of the need for investment in modern facilities.



University College Jersey Graduation

## Conclusion

2025 has been a year of progress, resilience, and ambition. From launching new degrees and apprenticeships to embedding sustainability and strengthening leadership capacity, Highlands College and University College Jersey have delivered tangible achievements that benefit learners, employers, and the wider community. While challenges remain — particularly around estate redevelopment and financial resilience — the commitment of staff, students, and stakeholders ensures that we are well-positioned to meet the island’s future education and skills needs.

I extend my sincere thanks to the Governing Body and wonderful staff, for your continued support and guidance. Together, we will build on these successes and drive forward the strategic ambitions that underpin our shared vision for the future.

A handwritten signature in black ink that reads 'Jo Terry-Marchant'.

Jo Terry-Marchant Principal, Highlands College and University College Jersey

# RISK & OPERATIONS

Risk management at Highlands College continues to demonstrate a mature and structured approach, as highlighted in the previous external review and current governance practices. The college operates an organisational risk meeting every two months, conducting deep dives into new, heightened, and red risks. Outcomes are reported to the Senior Leadership Team six times per year and the Governing Board quarterly, ensuring robust oversight and accountability.

## Risk Management Maturity

The college's framework aligns with best practice, integrating risk identification, mitigation, and opportunity analysis into strategic planning. This proactive stance supports resilience and operational continuity, as evidenced by the Finance & Risk Committee's expanded remit and the adoption of **Zero-Based Budgeting** for financial clarity by CYPES.



## Current Risk Landscape

While many risks remain stable or reduced, two areas require continued focus:

- **College Estate** — The ageing estate remains a significant operational and financial risk. Despite progress on capital works [44 of 48 projects completed], the site's condition limits flexibility and impacts learning environments. Strategic engagement with Government of Jersey continues to secure long-term investment.
- **Car Parking & Campus Security** — Heightened risk due to increased usage by younger pupils with high needs and surface degradation. Three near-miss accidents were recorded in one month. A planning application for entrance/exit barriers has been submitted to reduce traffic and unauthorised access. Interim measures include caretaker monitoring and ticket allocation.

## Opportunities

Several risks present opportunities for improvement and innovation:

- Estate renewal aligns with sustainability goals and Jersey's Future Economy vision.
- Digital infrastructure upgrades enhance resilience and support hybrid learning.
- Embedding sustainability across operations strengthens reputation and student engagement.

# CAMERON AIRD

CREATIVE DIRECTOR AT  
ABOVE AND BEYOND VISUALS



*Highlands  
Connected*



Alumni speaking at Sixth Form Awards

# FINANCIAL STATEMENT

The Governing Board with the Senior Leadership team retain full responsibility for the financial stewardship of Highlands College and University College Jersey.

Throughout 2025, the Finance & Risk Committee continued to exercise rigorous oversight of the college's financial position, ensuring that resources were used responsibly and in line with Government of Jersey expectations. The Committee met regularly to monitor performance, review forecasts, and provide assurance to the Board regarding the effective management of public funds.

## Financial Performance and Forecasting

The college sustained a disciplined and transparent approach to financial management during the year. Regular reporting cycles, mid-year financial reviews, and close collaboration with the Government of Jersey supported robust forecasting and decision-making.

In September 2025, Finance predicted a year-end deficit of £140,954.

The college has ensured continuity of service, meeting all operational and educational commitments without compromising quality or provision. Prudent measures and careful oversight helped contain financial pressures within acceptable and planned parameters.



£298.75 raised for charities at the Christmas Fayre

## Oversight of Key Investments

During 2024/2025, the Finance & Risk Committee oversaw a range of planned investments essential to maintaining the learning environment. Priority areas included:

- Development and refurbishment of **classroom spaces** to support evolving curriculum needs. Some delayed due to financial pressures.
- Upgrades to college-wide **IT infrastructure**, including significant improvements to switch systems.
- Enhancements to **student amenities and facilities** to improve the overall campus experience.

All investments were assessed as necessary, value-for-money, and aligned with the college's longer-term strategic priorities.

## Income Generation and Budget Approach

The college continued to strengthen its approach to income generation, supported by a modest fee increase approved by the Treasury. This measure aims to improve financial sustainability and ensure the college can continue to deliver high-quality vocational and academic education.

A notable development in 2024 was the introduction of **Zero-Based Budgeting** by CYPES. This approach provided new insights into cost drivers and resource needs, aiming to support CYPES to plan more accurately and supporting the Committee's oversight of financial decision-making.

## Conclusion

The Governing Board is satisfied that Highlands College and University College Jersey have maintained **strong financial discipline** throughout 2024/2025, despite pressures and income-related challenges.

The Finance & Risk Committee will continue to monitor performance closely, support sustainable budgeting practices, and ensure that the college remains financially stable while delivering high-quality education to the island community.

## Government of Jersey Budget

**Budget from CYPES** £14,029,000

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### Earned Income

Course Fee Income	£3,165,654
Retail Income	£361,891
Miscellaneous Income	£238,464

**Total Income** £3,766,009

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### Expenditure

Civil Service	£3,772,879
Teachers & Lecturers	£7,913,615
Head & Deputies	£921,748
Manual Workers	£698,325
Learning Support Assistants	£1,048,546
Temporary Staff	£89,529
Supplies & Services	£2,308,013
Administrative Expenses	£215,394
Premises & Maintenance	£844,934
Finance Costs	£4,939

**Total Expenditure** £17,817,917

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### Summary

Earned Income	£3,766,009
Expenditure	£17,817,917
Net Expenditure	£14,051,908
Net Budget from GoJ	£14,029,000

**Deficit** -£22,908\*

### Finance Note

The September 2025 year-end forecast was a deficit of £140K; this has been reduced to £22K due to staffing vacancies and reflects strict cost controls (delayed spend on non-staff items). Sickness levels are higher than normal and specialist cover is hard to find. The budget need for human resource and learning environments is an ongoing pressure for 2026.

\* Figures as of 7 January 2026.

# PERFORMANCE ANALYSIS

**Strong performance  
across all provision**

## Quality, Standards and Safeguarding Committee

The Quality, Standards & Safeguarding Committee has provided strong oversight throughout the year, ensuring that learner outcomes, curriculum quality and safeguarding practice continue to meet the expectations of the Governing Body. Overall performance indicators remain positive, demonstrating resilience across the Further Education (FE), Apprenticeship and Higher Education provision delivered through University College Jersey (UCJ).

**Retention** [enrolled and finished course] continues to be a key strength across the college. It remains high at 95%, including strong performance in Sixth Form and Apprenticeships, and 95% within University College Jersey (UCJ). Retention for priority groups, Multi-Lingual Learners (MLL), Jersey Pupil Premium (JPP) learners, Additional Learning Support (ALS) learners, Student Life (SL) referrals, and Disabled Students' Allowance (DSA) learners, also remains secure, with outcomes generally ranging between 94–100%. Work continues to improve the accuracy and consistency of reporting for Multi-Lingual Learners (MLL) and Student Life groups [students with challenges like living in care] to ensure full digital visibility across dashboards.

**Achievement** for 2024/25 is broadly positive. Sixth Form achievement is 92%, Apprenticeships remain particularly strong at **94%**, and UCJ at 93%, with pass rates above KPI targets. Improvement

work is underway in curriculum areas where progress needs acceleration, including Psychology & Criminology, Sport, Digital Technologies and specific Sixth Form subjects. Programme-level interventions, including Support & Development Programme (SDP) activity, will continue into 2025/26 to achieve continuous improvements.

**Attendance** remains close to or above the college's 90% benchmark, with Sixth Form attendance at 90% [91% excluding English and Maths (E&M), Apprenticeships 88%, and UCJ between 92–96%. Additional monitoring and support are in place in areas where attendance presents greater challenge.

Safeguarding, inclusion and well-being needs remain high-volume and high-impact. The Student Life team has delivered 574 pastoral contacts and managed 308 referrals, with Health, Well-being and Study Support (HWSS) supporting approximately 5% of Sixth Form learners. Children looked After (CLA) engagement and attendance patterns remain strong.

The quality of Teaching, Learning and Assessment (TLA) continues to improve, supported by a robust quality cycle. 84% of learning walks observations met expectations, with clear evidence of strengthened sequencing, structure and learning climate. Targeted enhancement work continues in a small minority of courses.



Our Level 2 Hairdressing students teamed up with EYECAN for an unforgettable experience in inclusive hairdressing.



Lunch & Learn - Embracing Neurodiversity



Experience Days



Appreciations Cards for Staff

# ENGAGING WITH STAKEHOLDERS

Highlands College continued to strengthen relationships with its core stakeholder groups - students, prospective students, staff, parents, employers/partners and alumni - through a range of initiatives designed to enhance inclusion, well-being and collaboration.

## Student Voice and Experience

Positive engagement with learners across the college, age 14+, remains a priority. Mechanisms such as the annual student survey, the student voice group, and the Student Ambassador Leadership Team, ensure learner experiences inform decision-making.

Enrichment opportunities, in conjunction with the compulsory **Future Skills** tutorial programme for full-time students, support personal development. Partnerships with the organisations including the **YES Project** and the **Jersey Youth Assembly** continue to strengthen students' confidence, communication skills, and engagement with the wider community.

Engagement with local schools and sixth forms, alongside transition days and enhanced transition support, strengthened pathways for prospective students into college.

Students also participated in UK and pan-island skills competitions and were celebrated at major award events including Sixth Form, Apprenticeships and the UCJ graduation.



Pan-Island Skills Competition



Apprenticeship Week - Little Oaks Nursery Visit

## Staff Engagement and Well-being

Staff well-being remained a priority. Colleagues were supported through the launch of **Well-being Connect**, providing a confidential space for mental health and well-being conversations.

Additional initiatives included the expanded well-being resource library on 'Teams', weekly bulletin updates with advice, guidance and tips for looking after yourself, a reinvented Staff Book Club, yoga sessions, the Dementia Jersey Friends talk and International Hot Chocolate Day.

The **Buddy Up Scheme** encouraged acts of kindness across departments and Reconnect sessions at Café Connect have also supported informal peer connection.

## Communication and Digital Engagement

The launch of the **new college website** transformed the experiences of prospective students, parents, staff and wider stakeholders.

The inclusion of the **ReciteMe** accessibility tool has been widely utilised by users with translation needs, visual impairments and those who are neurodivergent.

Social media growth further strengthened engagement with stakeholders (with a 63% increase in followers across Facebook, Instagram and LinkedIn).

Parent communication also deepened through newsletters, LPPA preparation and well-received on-site events, with **98% of parents and carers reporting satisfaction**.

## Community, Employer and Alumni Engagement

Employer and partner involvement remained strong, reflected in **100% positive feedback** through our venue hire process and a 10%+ growth in sponsorship, including significant support from MasonBreese, Dandara and Affinity. Alumni engagement increased by 24%, with former students contributing as guest speakers, through website features and lunch and learn sessions.



Art students revamping the Waterfront underpass



Jersey Shelter Trust Soup Kitchen

# SUSTAINABILITY

At Highlands College, sustainability is a shared value that shapes how we teach, learn, and operate. Guided by Jersey's Future Economy Vision and the UN Sustainable Development Goals (SDGs), we continue to embed sustainable thinking into every part of college life.

## Curriculum & Student Engagement

Our students are driving the future of sustainability education.

- Highlands received the **Innovative Curriculum Design Award** for the development of new Future Skills Sustainability Units, recognising our leadership in preparing learners for a changing world.
- The Future Skills Tutorial Programme now includes interactive learning on carbon footprints, recycling, and the 17 SDGs.
- Second-year students successfully completed an SDG Project, linking classroom learning to real-world environmental challenges.
- Through a partnership with SOS-UK, 21 students across 16 courses mapped sustainability in their learning, revealing that 59% of college teaching now includes sustainability skills.

## Staff Development & Leadership

Our commitment extends to staff development and leadership.

- 25 members of staff completed in-house **Carbon Literacy Training**, pledging actions to reduce their climate impact.
- New CPD opportunities for all staff—academic, administrative, and support are helping embed sustainability as a “whole-college” commitment.
- The Sustainability Committee meets regularly to track progress, reporting directly to the People, Culture & Environmental Board.



Foundation Learning students hosted a Halloween cake sale

## Community & Partnerships

We're proud to share our sustainability journey with the wider community.

- Events such as the **Cultivate Bake Off** bring sustainability to life for students and the community.
- Partnerships with **Affinity Wealth** and the Government of Jersey strengthen the link between education, enterprise, and environmental responsibility.
- Students carried out a beach clean as part of their qualification, and the college also hosted a collaborative event on the future of **sustainable motor vehicles**.



Sixth Form Freshers' Fayre



Apprenticeship Awards



Supporting Young Women in STEM

## Operations & Next Steps

Our sustainability efforts also extend to the way we run our campus.

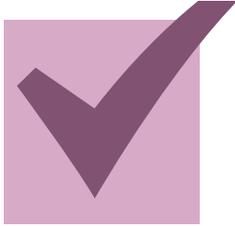
- A termly **Sustainability Newsletter** promote greener habits.
- Our **Sustainability Roadmap** includes priorities such as active travel, biodiversity audits, and improved recycling facilities.

Looking ahead, Highlands and University College Jersey will continue to integrate sustainability into teaching, staff development, and employability pathways, ensuring our graduates are equipped to lead and innovate for a more sustainable island future.



Apprenticeships remain a key success story at Highlands College

# OUR YEAR IN NUMBERS



**95%** Course completion

Sixth form, apprenticeships and university



of teaching now includes **sustainability skills**



**Full-time learners**  
[aged 16-19]



**University  
College Jersey**



**68**

**Sustainability initiatives** delivered



**100%**

**Positive venue  
hire feedback**



**98%**

**Parent and carer  
satisfaction**

**h** **h** **h** **h** **h** **h** **h**

**h** **h** 6th Form  
College Jersey **h** **h** **h** **h**

**h** **h** **h** **h** **h** University  
College Jersey **h**

**h** **h** Highlands  
Professional **h** **h** **h** **h**

**h** **h** **h** **h** **h** Adult Community  
Education **h**

**h** **h** Highlands  
Apprenticeships **h** **h** **h** **h**

**h** **h** **h** **h** **h** **h** **h** **h**

**h** Highlands  
College