



STRATEGIC PLAN

2025-2029



www.highlands.ac.uk





CONTENTS

Introduction	4
About Us	5
6th Form College Jersey	6
University College Jersey	7
Highlands Apprenticeships	8
Highlands Professional	9
Adult & Community Education	10
The Story So Far	12
Learning & Innovation	13
Putting the Community First	14
Financial Sustainability & New Campus	15
Our Mission	16
Our Values	17
Ambitions & Commitments	19
Economy & Skills	19
People, Culture & Community	20
Learning & Environment	21
Academy Restaurant	22
Hair & Beauty Academy	23
Highlands Foundation	24
Inclusion	25
Our Sponsors	26



INTRODUCTION

Highlands College has undergone a transformative four years, from expanding its curriculum, deepening its community impact, raising educational outcomes across all areas, to being rated a 'Good college with outstanding features'.

Since the last strategic cycle, we have introduced 22 new Sixth Form programmes, eight new university-level degrees, and five new apprenticeship pathways - reflecting our commitment to relevant, future-focused education. From a pioneering Social Work degree to courses in Renewable Energy, our curriculum now better reflects the demands of a changing island.

In support of learner progression, we have redesigned 12 Jersey Progression Qualifications (JPQs), equipping students with clearer, stronger pathways from Level 1 to higher levels of study. Meanwhile, innovative programmes such as Design Engineer Construct, Uniformed Services, and Digital Games have been launched to meet the interests and ambitions of 16–19-year-olds.

Our Adult and Community Education Centre also unveiled a bold new strategy - prioritising flexibility, lifelong learning, and personal enrichment for adults across our community.

These developments are already delivering results; with an outstanding 90% attendance rate and a 96% overall pass rate across Sixth Form, University College Jersey (UCJ), and Apprenticeships, Highlands College is delivering on its promise of high-quality, inclusive education.

This Strategic Plan sets out our next steps - building on firm foundations and moving forward with clarity, confidence and purpose.

ABOUT US

At Highlands College, we are committed to providing clear pathways for education and career progression. Our five major sub-brands help young people, parents, employers and islanders navigate the wealth of learning opportunities available, ensuring students are our priority.



h 6th Form
College Jersey



h University
College Jersey



h Highlands
Apprenticeships



h Highlands
Professional



h Adult Community
Education



Highlands College makes students feel cared for and not just a number



h 6th Form College Jersey

Our full-time Sixth Form offer supports young people as they transition from school into adulthood.

With a diverse curriculum spanning 16 subject areas at both intermediate and advanced levels, and a focus on personal development through initiatives like our Future Skills programme, students leave not only qualified but prepared for life beyond education.

KEY STATISTICS

— **98%** progressing into employment or further study within two months of graduating.

— **97%** pass rate

Good sized classes, good student-teacher relationships and good resources, along with opportunity.



h University College Jersey

University College Jersey (UCJ) delivers UK-accredited degrees that allow students to access higher education locally.

With 10 degree pathways, smaller class sizes, and exceptional academic support, UCJ students consistently outperform their UK peers - earning internationally recognised qualifications that open doors in competitive job markets.

KEY STATISTICS

- **97%** pass rate
- **96%** success rate in progressing to higher education or employment
- **93%** of students moving on to further study or work within one month of graduating.
- **75%** achieving a First Class or 2:1 Honours degree.

I'm very grateful for the help and support I've already been given.



h Highland's Apprenticeships

Our apprenticeship programmes offer the opportunity to earn while you learn - combining hands-on industry experience with academic study.

Apprenticeships at Highland's College support career progression, higher earning potential, and in many cases, the foundation for future business ownership.

We are proud to support more than 420 apprentices across a variety of routes, spanning sectors from early years education and electrical installation to culinary arts and carpentry. Designed to meet the island's evolving skills needs, our offer continues to grow, with new programmes in areas such as Electrical Installation, Youth Work, Play Work, Ground Works, and Hospitality Management.



Highlands College's strengths are that it cares about its students and takes good care of its environment and property, so students don't have any problems

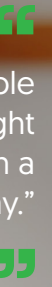


h Highlands Professional

For those already in employment, Highlands Professional provides the upskilling opportunities needed to advance careers.

Many learners are sponsored by employers who recognise the value of lifelong learning. From leadership and project management to healthcare and technical skills, our programmes drive personal and professional growth.

“ACE has been good for keeping people involved in the community who might otherwise be unable to socialise in a positive way.”



h Adult Community Education

Our Adult and Community Education (ACE) provision brings together a vibrant community of adult learners.

Opportunities see islanders explore new interests, gaining practical skills and enriching their lives. Whether it's mastering a new language, improving DIY skills, or deepening understanding of biodiversity, our courses promote personal growth, social connection, and lifelong learning at every stage of life.

Research demonstrates adult learning supports better mental and physical wellbeing, social and civic connection and enables adaptability.

700
SIXTH-FORM
STUDENTS

700
HIGHLANDS
PROFESSIONAL
STUDENTS

Highlands College
has nearly

500+
 **LOCAL**
Employer Partners

450
APPRENTICESHIPS
STUDENTS

178
UNIVERSITY
COLLEGE JERSEY
STUDENTS

50+
STAFF ACTIVELY
INVOLVED in the
COLLEGE BUDDY
SCHEME
to enhance well-being

Awarded the
unicef 
SILVER: RIGHTS
RESPECTING
SCHOOL AWARD

We have the
LARGEST
& most
INCLUSIVE
SIXTH FORM
on the island.

 **94**
of our staff have studied
SUBSTANTIAL
QUALIFICATIONS

TRANSFORMING LIVES

Words from Highlands College
Principal, Jo Terry-Marchant.



As we reflect on the years 2020 - 2024 at Highlands College, we can take great pride in the journey we have undertaken, the challenges we have overcome, and the progress we have made in transforming the lives of our students. From the moment they enrol to the day they leave, our commitment has been to add real value to their educational experience, equipping them with the skills, knowledge and confidence to thrive in the future.

The College has achieved great progress through the drive and dedication of its staff, students and partners. The mission of “Transforming Lives” has largely been realised against the backdrop of huge societal change.

LEARNING AND INNOVATION

We have achieved and sustained high levels of student satisfaction, with achievement rates consistently around 90% and excellent positive next steps for our graduates. Our Future Skills tutorial programme, embedded across all full-time courses, develops academic skills and nurtures well-rounded individuals, ready for the modern world.

I am most proud of our ability to break down barriers to education, particularly for students from disadvantaged backgrounds, and more recently, Ukrainian refugees. We champion inclusivity, and the performance of students with additional needs stands as a testament to this commitment. Not only do they perform as well as their peers - where gaps exist, they are marginal - but in many cases, they exceed expectations. Our success in this area positions us as a leading institution.

Investing in our staff has been key, with many pursuing further study, up to, and including, master's level. Internal progression remains strong, ensuring we retain talent and expertise within the College. Despite the challenges of Covid-19, staffing gaps and an ageing workforce, we proactively implemented strategies to support staff wellbeing. As a result, self-assessments of well-being have improved, and sickness rates have declined - a testament to our commitment to a supportive and sustainable working environment.

Whether through leadership roles, participation in Democracy Week, engagement in voter awareness initiatives, or earning the Silver Rights Respecting Schools Award, our students not only find their voice but use it to effect real change within the College and the wider community.

To uphold the highest standards, we have reinforced our quality assurance framework, establishing a dedicated team to both challenge and support colleagues.

Our approach to curriculum design remains dynamic – from newly validated degrees to Jersey Progression Awards for schools, the fiscal stimulus to social recovery programmes, we understand that staying the same is not an option.

PUTTING THE COMMUNITY FIRST

At Highlands College, our commitment to the community is evident in the partnerships we have built. We work with hundreds of organisations, collaborating with those whose values align with ours to develop meaningful educational provisions.



External reviews confirm the profound impact of our work, from voluntary organisations to school outreach initiatives that support parents with limited literacy and numeracy skills. Our role in the community is further recognised through business investments and prestigious events such as Sixth Form Awards and Graduation ceremonies.

International connections were made to inform our sustainability work, student exchanges with France, and fundraising efforts for Kenya. Locally, pan-island partnerships and skills competitions provide students with valuable opportunities to excel.

During Covid-19, our response was exceptional. Staff volunteered in schools and testing stations, while students adapted to online learning. With Ministerial support, we reopened workshops earlier than any other educational setting, demonstrating resilience and commitment.

Financially, we have encouraged mature discussions about resource allocation, leading to significant progress.

FINANCIAL SUSTAINABILITY AND A NEW CAMPUS

At Highlands College, we are committed to using resources efficiently to meet both current and future needs. We have successfully secured increased funding for sixth form and adult education, ensuring continued investment in high-quality learning experiences.

Every area of the college has benefitted from renewal; however, our ageing buildings require major investment to prevent disruption to student learning and meet growing demands.

Employer training has expanded, offering excellent value for money. Sustainability remains a key focus, with students actively evaluating how we address sustainability goals. With mobile laptops available to all students and staff, we have significantly reduced printing and improved digital access. Carbon Literacy training has been offered to all staff and students at the college, with many taking up the opportunity.

Additionally, we have introduced new employer training to develop green skills and technological expertise. Sustainability in terms of the curriculum is improving, and learners are now educated to be assessors of how we address the sustainability goals in our work, through weekly curriculum mapping. As we look to the future, our next steps will be critical in ensuring Highlands College continues to thrive as a leader in education and sustainability.

OUR MISSION:

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 in today's fast-moving economy.

OUR VALUES

INCLUSION

1

We embrace a culture of belonging where everyone, regardless of background or identity, is valued and respected. Our community celebrates diverse perspectives and harnesses potential.

SUSTAINABILITY

2

We are committed to fostering a sustainable future by encouraging environmentally responsible practices, delivering training in skills to tackle climate change, empowering people to take positive action.

CREATIVITY

3

We inspire and nurture creative thinking and problem-solving, encouraging innovation and the ability to approach challenges from different perspectives through collaboration.

SKILLS

4

We prioritise the development of practical, transferable skills so our students and staff flourish in an ever-evolving world. Our focus is on equipping individuals with the tools needed to thrive both professionally and personally.

INNOVATION

5

We embrace innovation and continuous improvement, encouraging solutions using technology to enhance learning.

**10+ LANGUAGES
SPOKEN BY OUR STAFF**



**97%
PASS
RATE AT LEVEL 1**

**ALL STAFF
RECEIVED SPECIALIST
MENTAL HEALTH
TRAINING**

**£2,000+
RAISED FOR
LOCAL CHARITIES**

**97%
PASS
RATE AT LEVEL 2/3
VOCATIONAL
COURSES**

**27%
INCREASE IN STAFF SATISFACTION IN
MENTAL HEALTH &
WELLBEING SUPPORT**

**98%
PARENTS
FEEL THE COLLEGE PROVIDES
HIGH-QUALITY
LEARNING
OBJECTIVES**

**91%
PARENT
SATISFACTION
RATE**

**93%
PASS
RATE AT LEVEL 3**

**133
STAFF MENTAL
HEALTH & WELLBEING
EVENTS IN 2023-2024**

**93%
SUSTAINED
POSITIVE
DESTINATIONS
ACROSS THE COLLEGE**



AMBITIONS & COMMITMENTS: **ECONOMY & SKILLS**

We will make strategic investments which offer value for money and deliver substantial benefits to Jersey. We will offer high-quality industry training which contributes to the Island's economic and social well-being. We will back businesses and employers, address skills gaps and drive innovation to maximise productivity. We will work tirelessly to address local priorities through collaboration and partnerships, both on-island and across jurisdictions.

- Diversify and increase apprenticeship, degree and professional up-skilling programmes by using technology to support accessibility.
- Secure, adequate resources to develop programmes in critical skills shortage areas and to support the aim to achieve carbon neutral status for the island.
- Enable research hubs to grow so that future skills needs can be anticipated and therefore addressed.
- Use AI to reduce administrative burden, increase our responsiveness and eliminate waste.
- Ensure training develops skills in highest demand based on current international research; creative and analytical thinking, problem-solving, initiative, active learning, social influence, technology use and design, innovation, sustainability and resilience.
- Be a driver for increased social mobility through educational programmes.
- Secure resources for the development and delivery of an increased lifelong learning offer for adults 19 plus.

PEOPLE, CULTURE & COMMUNITY

We will continue to develop a strong sense of community encouraging collaboration, inclusivity, and mutual support between students, staff, islanders, businesses and industry. We will nurture a diverse environment with inclusion at its heart. We will empower students to be productive in a sustainable way. Students will develop a sense of being a global citizen. We will use our creativity to be the best public asset we can be, providing a hub for students, industry, and the whole community to access high-quality education for life.

- Achieve quality marks for inclusive practice for staff and students, which will include assessing status, upskilling, sharing good practice and demonstrating gains for students & staff.
- Continue to promote the social and economic value of the work we do to attract support and investment so that we can have an even greater impact on the lives of learners.
- Offer international exchange opportunities and work/industry placements to broaden students' and staffs' global perspectives and incorporate global issues and cross-cultural understanding into the curriculum to cultivate a sense of global citizenship.
- Diversify our Governing Body to reflect the community we work for and to further utilise their skills and experience.
- Establish innovation hubs and creative spaces to encourage creativity and collaboration. Engage with industry partners to create opportunities for students and staff to showcase their creative work and contribute to the community.
- Deliver a succession plan which maps the development of all staff and aligns with our ambitions to enable a thriving and sustainable future.
- Continue to invest in mental/physical health and care about the wellbeing of our staff and students so that they enjoy their work and study and are resilient and productive.
- Deliver a college "approach to change" policy operating at the highest levels of transparency and accountability, ensuring all stakeholders are informed and involved in the decision-making process.

LEARNING & ENVIRONMENT

We deliver learning throughout life to ensure adults and young people have the skills needed for healthy and successful lives. To achieve this, we will offer a rigorous curriculum leading to excellent outcomes. We will inspire students, staff and Islanders by learning in a future-proofed and leading educational facility. We will create and expand opportunities for academic, professional, and personal growth, through ensuring every Islander has high-quality teaching using the best technologies available to enhance their learning. We will integrate sustainable practices and principles into every aspect of the College, ensuring minimal environmental impact.

- Achieve ongoing development of a rigorous future-oriented curriculum that aligns with industry standards and prepares students for evolving job markets by engaging industry in the co-design of new programmes.
- Establish a 'Leadership in Learning Academy' for all staff to receive ongoing professional development.
- Equip classrooms and learning spaces with state-of-the-art technology to facilitate interactive and engaging learning experiences for students and staff.
- Implement college-wide sustainability initiatives in accordance with the Environmental Association of Universities and Colleges framework, our college "Sustainability Pledge" and the Government's Carbon Neutral Road Map.
- Integrate sustainability education into the curriculum, encouraging students to engage in environmental issues and practices and upskill adults to deliver green technologies and measure their impact.
- Continue to develop partnerships with local businesses and organisations to create opportunities for internships, apprenticeships, and community-based projects that promote lifelong learning and technological skills.
- Increase the offer of a variety of enrichment programmes, workshops, and seminars that support staff and students' personal development, career growth, and readiness for change.
- Sustain our comprehensive support systems that include learning support, careers advice, counselling and multi-agency working for our community by securing inclusion funding and ongoing equitable resourcing for vocational and technical education.
- Secure investment during the lifespan of this Strategic Plan into new facilities which are watertight, safe, flexible and adaptive to meet current and future island needs.



h Academy Restaurant

The Academy is Highlands College’s high-quality commercial training restaurant, where Culinary Arts and Hospitality students gain hands-on experience in both front-of-house service and kitchen operations.

Under the guidance of expert chef lecturers and a dedicated restaurant manager, students develop essential skills in a professional hospitality environment.

Renowned for its outstanding food and service, the Academy Restaurant uses seasonal, locally sourced ingredients, ensuring an exceptional dining experience. This real-world training builds confidence, technical expertise, and leadership skills, equipping students for success in Jersey’s hospitality industry.



I AM SO IMPRESSED!
LOVED THE FOOD, SUCH A HIGH STANDARD



1230 SATISFIED CUSTOMERS

IT WAS SUPERB!

ABSOLUTELY ★★★★★ EXCELLENT

QUALITY FOOD
AMAZING SERVICE
GREAT ATMOSPHERE



h Hair & Beauty Academy

The Hair & Beauty Academy at Highlands College has been training future stylists and therapists for more than 40 years, making it Jersey's largest and most established training academy with the sector.

Enthusiastic trainees provide the latest hair and beauty services at affordable prices, gaining real-world experience in a professional salon environment.



991
TREATMENTS
Given to the public



LOCAL
AWARD



194
NEW CLIENTS



NATIONAL
AWARDS

A large, multi-story, light-colored building with a central tower and a cross on top, surrounded by trees and a clear sky.

h Highlands Foundation

Established in 2019, the Highlands College Foundation is an independent charity dedicated to supporting students across all areas of education at Highlands College. Its mission is to ensure that current, prospective, and past students have access to the financial support, equipment, and guidance they need to reach their full potential.

In the academic year 2023 – 2024, the Highlands College Foundation supported 29 learners either financially or by signposting them to additional charities and services.

Funds are raised through private donations, industry sponsorships, contributions from partner charities and organisations, and fundraising events. Some funds are ringfenced for specific provisions and initiatives, ensuring targeted support where it is needed most.

Students can apply for support for a variety of reasons, including bursaries, funding for extra-curricular opportunities, access to additional learning equipment, and improvements to student facilities. The Foundation also facilitates Alumni Mentoring, connecting past students with current learners to provide valuable guidance and inspiration.

Through its work, the Highlands College Foundation plays a vital role in removing barriers and enriching the student experience.

OUR SPONSORS



OUR SPONSORS

HIGHLANDS COLLEGE STRATEGIC PLAN 2025-29



+ MANY MORE KIND SPONSORS ACROSS HIGHLANDS



www.highlands.ac.uk

