



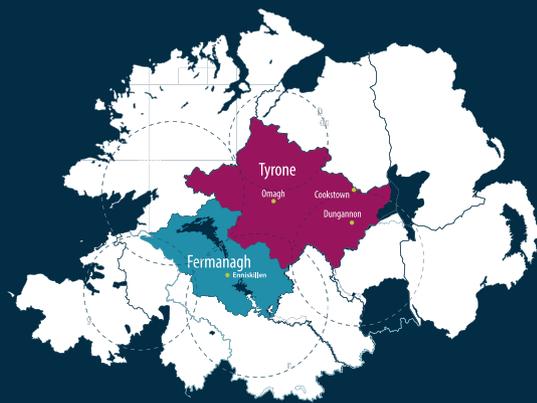
# STRATEGIC PLAN 2025 - 2029

Inspiring Learning and  
Shaping a Sustainable Future



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Cookstown  
Dungannon  
Omagh &  
2 x Enniskillen Sites

  
Campuses  
5\*

Engineering and  
Advanced  
Manufacturing Hub  
for FE Sector



Staff  
740



Learners  
12,400



Enrolments  
20,345



Income  
£50m

## Principal's Foreword



I am delighted to introduce South West College's Strategic Plan 2025–2029: Inspiring Learning and Shaping a Sustainable Future.

South West College exists to empower people, strengthen communities, and shape a thriving, inclusive economy across Fermanagh, Tyrone, and beyond. With over 13,000 learners and more than 700 staff, we are proud to be one of the region's largest and most impactful institutions – delivering high-quality education, skills, and innovation support from our campuses in Enniskillen, Omagh, Dungannon, and Cookstown.

This Strategic Plan sets out our shared ambition for the next four years, built around four priorities:

- Learner Experience
- Partnerships and Collaboration
- Sustainability
- Governance and Culture

Our learners are at the heart of all we do. We will continue to provide a vibrant, inclusive and supportive learning environment – equipping learners of all ages with the skills, confidence, and creativity to thrive in a changing world.

Through strong partnerships with employers, communities, and education providers, we will ensure our curriculum is relevant, our campuses are welcoming, and our impact is lasting. We are particularly proud to lead cross-border collaboration on major initiatives that promote peace, inclusion and innovation – helping to build a more connected and resilient region. Given our status as Engineering and Advanced Manufacturing Hub for the FE sector, the College continues to have a key focus on supporting companies and learners in this economically important sector.

Our work is underpinned by our core values – Respect, Accountability, Engagement and Commitment. These values shape how we lead, how we teach, and how we support one another. They reflect our belief that education must be both excellent and equitable, rooted in service and driven by purpose.

Aligned with the priorities of government and our local councils, this plan is both ambitious and achievable. It reflects our belief in the power of education to inspire progress and enable opportunity.

On behalf of the College and our Governing Body, I am proud to endorse this Strategic Plan. Together, we will inspire learning, empower people, and shape a better future for all.

Celine McCartan | Principal and Chief Executive

# Our Vision, Mission and Values

The ambitious goals outlined in this plan are united by our College Vision, Mission and Values, providing a basis and reference point for everything that we do.



## Our Vision

Inspiring Learning - Empowering People



## Our Mission

South West College works in partnership to provide inclusive lifelong learning opportunities, to enrich lives, support business and to promote community, economic and social wellbeing.



## Our Values

Respectful | Accountable | Engaging | Committed





- PROGRAMME FOR GOVERNMENT OBJECTIVES**
- Globally competitive and sustainable economy
  - Ending Violence Against Women And Girls
  - Better Support For Children and Young People with Special Educational Needs
  - Safe Communities

- DFE\* ECONOMIC VISION**
- Good Jobs
  - Regional Balance
  - Raise Productivity
  - Decarbonisation

- FODC\*\* & MUDC\*\*\* PRIORITIES**
- People & Economies
  - Economy, Infrastructure & Skills
  - Environment
  - Safe Communities

- SUSTAINABLE DEVELOPMENT GOALS**
- Quality Education
  - Sustainable Communities
  - Industry & Innovation
  - Inclusive Economic Growth



# SWC Strategic Planning and Delivery Framework 2025-2029

Our plan has been shaped by a comprehensive consultation process, capturing contributions from internal and external stakeholders and supported by a rigorous analysis of key regional strategies. Ensuring alignment with the priorities of regional stakeholders to maximise the benefits accruing for learners, local industry and communities is a key focus for South West College.

# SWC Strategic Priorities



# Priority One

## Learner Experience

Over the next four years, SWC will offer a high-quality curriculum and learner experience that is supportive and inclusive of all learners and is aligned to progression pathways and regional needs.

### Key Objectives

#### Learner Pathways and Progression Opportunities

1. Create a safe and inclusive College environment that inspires and supports all learners to achieve their full potential.

#### Quality Teaching and Learning

2. Provide excellent teaching and learning in industry-standard facilities to maximise learner outcomes.

#### Learner Support and Empowerment

3. Deliver an exceptional learner experience through a diverse portfolio of extracurricular activities that align with the interests and aspirations of all learners.

### What we will do:

#### Learner Pathways and Progression Opportunities

- Prioritise the provision of quality careers advice to guide learners in their educational and professional journeys.
- Ensure that learners have the opportunity to progress from their current level to their desired level in their chosen field, whether they are employed or not.
- Provide a 3-year curriculum vision and plan aligned with sectors most relevant to the economy and local industry needs.

#### Quality Teaching and Learning

- Invest in the continuing professional development of staff to ensure learners acquire current and industry-relevant knowledge and skills.
- Support the pedagogical development of lecturing staff to continuously enhance teaching standards.
- Utilise data and evidence to drive performance improvement across all provisions, aiming to increase retention and achievement by at least 1% annually.
- Prioritise capital investments that enhance learner facilities and the quality of teaching and learning provided.

#### Learner Support and Empowerment

- Continue to promote safeguarding and well-being, with a focus on preventing violence against women, girls, and other vulnerable groups.
- Consistently align student services and learning support provision to evolving needs and further develop arrangements and processes to assist additional Special Educational Needs (SEN) learners in entering meaningful employment.
- Enhance opportunities for learners to develop wider skills needed for success and support project-based learning, participation in skills competitions and international mobilities.
- Increase emphasis on 'learner voice' activities and feedback, ensuring learners have a meaningful role in the operation and development of the College.
- Liaise with stakeholders and alumni to ensure their feedback influences current and future delivery.

2025 BASELINE



Individual  
Learners  
12,859

# Priority Two

## Partnership & Collaboration

Over the next four years, SWC will be the partner of choice for industry, academia and the Community & Voluntary Sector to promote place-based economic and societal development.

### Key Objectives

#### Skills Provision

1. Ensure the College is recognised as the premier talent solution partner for industry, harnessing Work-Based Learning and delivering focused upskilling initiatives to support evolving industry need.

#### Partnership and Collaboration

2. Position the College at the centre of an educational and development ecosystem, bringing together organisations to maximise benefit for citizens across the region.

#### Industry Support

3. Ensure industry support for innovation, productivity and entrepreneurship is efficient and effective with the College positioned as a conduit, leveraging external support from specialist partners into the Enniskillen region i.e. Enniskillen Workhouse\*.

### What we will do:

#### Skills Provision

- Strengthen our engagement with employers and industry bodies to identify, understand and co-design solutions to their specific skills needs.
- Prioritise the introduction of additional accessible learning models, which reflect industry and learner needs.
- Expand the number of apprenticeship programmes we offer, including Higher Level Apprenticeships, in line with industry need.
- Increase the number of people aged 25+ enrolled in upskilling programmes.

#### Partnership and Collaboration

- Support the delivery of DfE economic priorities, notably productivity, in collaboration with the FE Sector.
- Provide leadership of the Advanced Manufacturing & Engineering Hub for the NI FE Sector.
- Develop further strategic partnerships to support the economy and local industry.
- Effectively deliver externally funded projects, notably Peaceplus portfolio, in conjunction with partners.

#### Industry Support

- Reinforce the College's position as a significant delivery partner for key funders to maximise the alignment of provision and services with regional priorities.
- Realign the facilities and services provided by our Innovation Centre network to meet the evolving needs of the region's industrial base.
- Position the Workhouse\* as a central hub within the regional innovation ecosystem, fostering strategic partnerships that drive business growth, empower entrepreneurship, and create meaningful pathways for learners and the wider community to engage with industry opportunities.

2025 BASELINE



**17 Partners on**  
**4 PeacePlus Projects**

# Priority Three

## Sustainability

Over the next four years, SWC will embed a culture of sustainability across the College delivering an energy efficient sustainable estate, address Net-Zero needs and compliance with Environmental, Social and Governance (ESG) legislation.

### Key Objectives

#### Educating Communities

1. Foster a commitment to the UN Sustainable Development Goals among our staff and learners to create a "better and more sustainable future for all".

#### Net-Zero Achievement

2. Embed a roadmap to net zero by 2050, prioritising the achievement of milestones by 2027.

#### Sustainable Curriculum and Industry Support

3. Be recognised as a leader in the development of sustainable curriculum; upskilling our staff, learners, businesses and local community.

### What we will do:

#### Educating Communities

- Educate the College community on the UN Sustainable Development Goals.
- Create a culture of carbon literacy within the College community.
- Work in close partnership with key stakeholders, particularly local schools, to champion sustainability at every opportunity.

#### Net-Zero Achievement

- Implement the actions set out in our Sustainability Strategy and Net Zero Action Plan.
- Increase biodiversity, developing outside space and wellness areas for each campus.
- Commit to making our estates more energy efficient through reducing our net energy consumption.
- Ensure capital investments prioritise more sustainable and energy efficient campus infrastructure.
- Develop and implement college-wide initiatives that put sustainability at the forefront of resource management.

#### Sustainable Curriculum and Industry Support

- Regularly review our curriculum and develop new ways of ensuring sustainability is embedded into our provision.
- Upskill College staff in the delivery of green skills, renewable technologies and sustainable construction methods.
- Provide industry with the green skills and talent needed to meet the challenges of achieving Net Zero targets.
- Grow the Research & Innovation support available to local businesses to accelerate the development of low carbon products & processes.



# Priority Four

## Governance & Culture

Over the next four years, SWC will be a financially stable & value driven College with secure systems in place.

### Key Objectives

#### Governance

1. Be recognised as a progressive, effectively governed Further Education College working to deliver our mission, underpinned by robust governance and financial systems and procedures.

#### Finance

2. Ensure financial stability, to meet the evolving needs of the region and operate a balanced budget.

#### People and Culture

3. Embed our values and seek to engage widely to be an effectively governed, value-driven, Further Education College, with systems and processes to support delivery.

### What we will do:

#### Governance

- Meet the requirements set out in the DfE Partnership Agreement and College Development Planning processes.
- Identify risks and opportunities and work to address these through effective business continuity planning and Governing Body challenge and support.
- Ensure new developments are aligned to the strategic direction of the College.
- Drive continuous improvement in all elements of provision through robust Quality Improvement Planning.
- Uphold high standards of compliance with legislative and statutory duty commitments.
- Continue to invest in digital technologies that are reliable, enhance services and meet the highest levels of cyber-security.

#### Finance

- Ensure robust financial management and control across the College.
- Identify and realise appropriate opportunities to generate additional income and create efficiencies.
- Explore how innovative technologies, including AI, can improve efficiency and the quality of curriculum provision and services.
- Consider sustainability in all aspects of resource management and delivery.

#### People and Culture

- Implement and review our People Plan to ensure a sustained focus on our most valuable resource, 'our people'.
- Deliver a programme of ongoing staff and trade union engagement to enhance communications and maintain a positive working environment.
- Embed a coaching culture to foster professional growth and empower our workforce.
- Continually streamline and develop our systems and processes to meet evolving demands and enhance user satisfaction.
- Appropriately resource and support those tasked with delivering College strategy and development plans to promote effective implementation.





## Monitoring, Reporting & Review

Responsibility for the delivery of this Strategic Plan rests with the College's Senior Leadership Team, with strategic oversight provided by the Governing Body. Both have been instrumental in shaping this plan and will ensure its objectives are delivered effectively.

Implementation will be driven through aligned College Policies and Annual Operating Plans linked to our College Development Plan, Budget, and Quality Improvement Plan. Each priority will have assigned leads, actions, milestones, and performance indicators – enabling clear tracking of progress.

Progress will be monitored on an ongoing basis by the Planning and Development team, with formal updates provided to the Governing Body on a biannual basis. The Department for the Economy will monitor the College's progress and performance of the deliverables under this Strategic Plan.

The Strategic Plan will be subject to an annual rolling review to ensure it remains aligned with College developments and the external environment. Where necessary, updates will be made to reflect new challenges, opportunities, or shifts in policy.

South West College is committed to transparency and accountability. Key outcomes and achievements will be shared with stakeholders and the wider community, ensuring that progress towards our vision is visible and meaningful.

# Your Future is Our Focus

South West College works in partnership, to provide inclusive lifelong learning opportunities, to enrich lives, support business and to promote community, economic and social wellbeing.



028 8225 0109



[www.swc.ac.uk](http://www.swc.ac.uk)



Cookstown | Dungannon  
Omagh | Enniskillen

