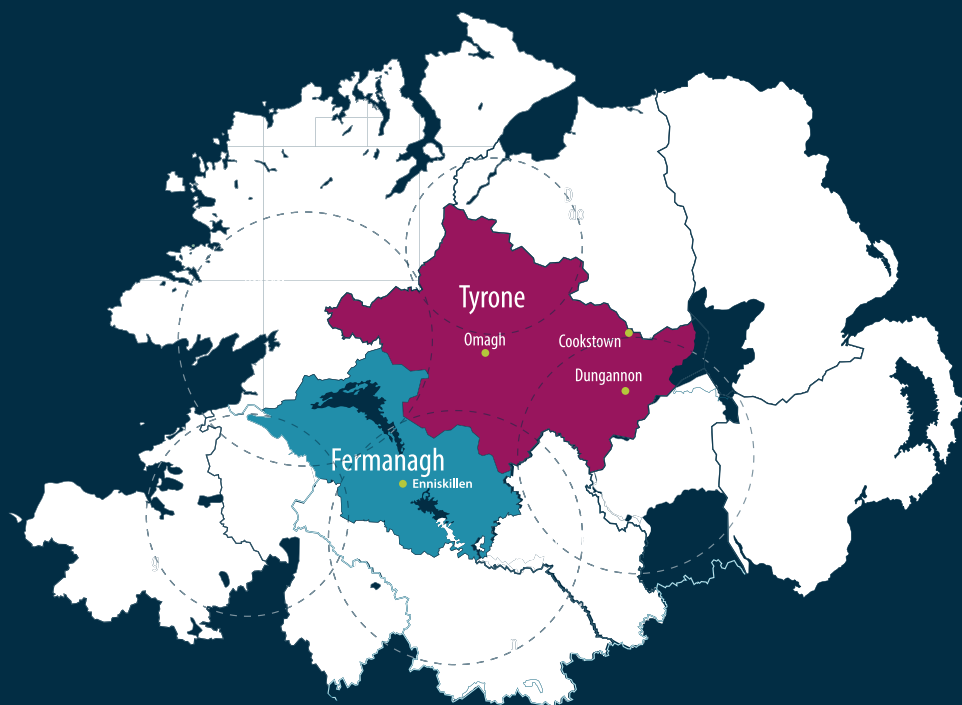




STRATEGIC PLAN 2025 - 2028

Learning for Life - Delivering a Sustainable Future for All

SWC
SOUTH WEST COLLEGE



Students
12,400



Enrolments
20,345



Campuses
5



Staff
550



Income
£50m

**Engineering and
Advanced
Manufacturing Hub
for FE Sector**

Chief Executive's Foreword



I am delighted to introduce South West College's Strategic Plan 2025–2028: Learning for Life – Delivering a Sustainable Future for All.

Set in the heart of the South West region of Northern Ireland, South West College is proud to serve communities across Fermanagh, Tyrone and the broader region delivering education, training and industry support services from campuses in Enniskillen, Omagh, Dungannon and Cookstown.

Through this new Strategic Plan, we reaffirm our commitment to enhancing skills development, industry support and social inclusion, the key drivers of economic growth in our region.

Over the next three years, our delivery will be informed by four strategic priorities:

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

We will place our learners at the heart of the College community, where our dedicated staff will provide a high-quality, inclusive, and supportive educational experience that enables every learner to reach their full potential. We strive to create a vibrant, engaging College environment that reaches beyond the learning environment into the world of work — nurturing not only academic excellence but also the transferable skills required by industry.

Our people and partners play a vital role in achieving our vision: **inspiring learning, empowering people**. We recognise the impact of strong governance, shared values, and meaningful partnerships in delivering positive transformation for learners, industry, and our wider society.

South West College is proud to support over 12,000 students each year through programmes co-designed with industry, delivered by in excess of 500 dedicated staff in modern well resourced facilities.

This Strategic Plan sets out a clear and purposeful roadmap — ensuring we remain agile, responsive, and sustainable in a changing world. On behalf of the College and our Governing Body, I am proud to endorse this Strategic Plan. It represents our ongoing commitment to our students, staff, partners, and the communities we serve. Together, we look forward to delivering on our priorities and building a better, more sustainable 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.



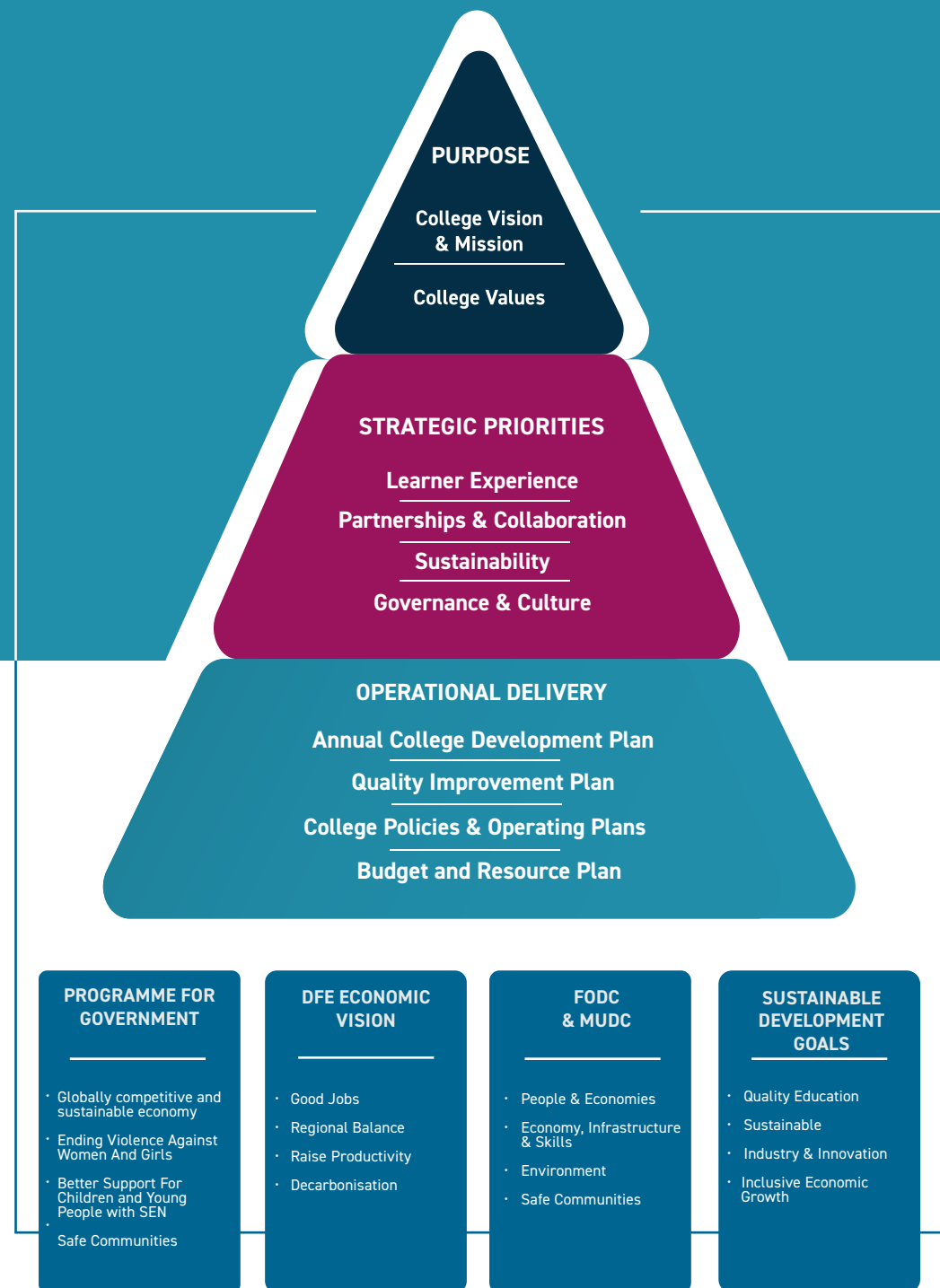
Our Values
Respectful | Accountable | Engaging | Committed





SWC Strategic Planning and Delivery Framework 2025-2028

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.





Priority One

Learner Experience

To 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 Support

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

Quality Teaching and Learning

2. Providing all learners with excellent teaching & learning, delivered in industry standard facilities, to maximise learner outcomes.

Learner Experience

3. Delivering an exceptional learner experience with a diverse portfolio of extracurricular activities that aligns to the interests and aspirations of all.

What we will do:

Learner Support

- Prioritise learner pathways and progression opportunities, including the provision of quality careers advice.
- Consistently align student services and learning support provision to evolving needs.
- Further develop support services to assist additional SEN learners enter meaningful employment.
- Continue to promote safeguarding and well-being, enhancing our focus on preventing violence against women, girls and other vulnerable groups.

Quality Teaching and Learning

- Invest in the continuing professional development of our staff ensuring that learners acquire current and industry relevant knowledge and skills
- Support the pedagogical development of our lecturing staff to continuously enhance teaching standards.
- Utilise data and evidence to drive performance improvement across all provision, increasing retention and achievement by at least 1% annually.
- Enhance the opportunities available for learners to develop the wider skills they need to succeed.
- Prioritise capital investments that enhance learner facilities and the quality of teaching and learning provided.
- Provide a 3-year curriculum vision, which ensures provision is aligned to the sectors most relevant to our economy and the needs of the local industry, maintaining a focus on leadership of the FE sector Engineering and Advanced Manufacturing.

Learner Experience

- Empower learners by enhancing enrichment opportunities beyond the classroom, including participation in skills competitions and international mobilities.
- Increase emphasis on 'learner voice' activities and feedback so learners can 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.

Priority Two

Partnerships and Collaboration

To be the partner of choice for industry, academia and the Community & Voluntary Sector to promote place based economic and societal development.

Key Objectives

Skills Provider

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

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 region.

What we will do:

Skills Provider

- 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.

Collaboration

- Support the delivery of DfE economic priorities, notably productivity, in collaboration with the FE sector.
- Establish strong and strategic partnerships that are mutually beneficial and aligned to our SWC priorities and meeting rural need.
- Collaborate with schools and academic partners regionally and internationally to provide opportunities that support the development of our region.
- Enhance engagement with the Community & Voluntary sector to form sustainable partnerships and maximise the funding and resources available to benefit our communities, disengaged young people and those furthest from the labour market.

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 regions 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.

Priority Three

Sustainability

To embed a culture of sustainability across the College delivering an energy efficient sustainable estate, address Net-Zero needs and compliance with 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

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

Sustainable Curriculum and Industry Support

3. Recognition 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

- Implement the actions set out in our Sustainability Strategy and Net Zero Action Plan.
- Increase bio-diversity 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.
- Grow the Research & Innovation support available to local businesses to accelerate the development of low carbon products & processes.

Priority Four

Governance and Culture

To be a financially stable & value driven College with secure systems in place.

Key Objectives

Governance

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

Finance

2. Financial stability, meeting the evolving needs of the region and operating a balanced budget.

People and Culture

3. Embedding 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 that are tasked with delivering College strategy and development plans to promote effective implementation.



Monitoring, Reporting & Review

The overall responsibility for delivery of the Strategic Plan will sit with the Senior Leadership Team. The College's Governing Body, responsible for the strategic direction of the College, have been instrumental in the development of this plan and will have a fundamental role in its monitoring and annual review going forward.

Implementation of the Strategic Plan will be driven via Annual Operating Plans, which will be aligned to our Quality Improvement Plan and College Development Plan. The Operating Plans will be led by members of the College's Senior Leadership Team and will provide detail on the actions, performance indicators and reporting periods assigned to support the delivery of each priority.

The Strategic Plan will be subject to an annual rolling review to ensure it maintains alignment with any College developments and changes in the external operating environment. Monitoring of progress and reporting will be led by the College Planning & Development function, with the Governing Body receiving a biannual progress report on the effectiveness of the Strategic Plan's discharge.

Your Future is Our Focus



028 8225 0109



www.swc.ac.uk



Cookstown | Dungannon
Omagh | Enniskillen

