

The title of the strategic plan, 'Strategic Plan 2025/6 - 2028/9', is written in a large, white, sans-serif font. The background is a solid orange color with a white curved shape at the top left.

# Strategic Plan 2025/6 - 2028/9

Our Strategy Our Future

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# Foreword from Chair & Principal & Chief Executive

## Introduction

We are proud to present our Strategic Plan for 2025/26 – 2028/29 which sets out the strategic objectives, vision, mission, and values of the College. This plan provides a roadmap for the College focused on long-term growth and sustainability.

Southern Regional College is one of the largest education providers in the Southern Region, with state-of-the-art campuses located in Armagh, Banbridge, Lurgan, Newry and Portadown.

The College operates across the two council areas of Armagh, Banbridge & Craigavon (ABC), and Newry, Mourne & Down (NMD) in the southern part of NI and has a dual mandate to promote economic growth and social inclusion and is the main provider of professional and technical education and training in the Southern Region.

The College enrolls approximately 20,000 students annually and with over 900 members of staff, our core purpose is to link individuals to work, assisting them in finding a job, keeping a job and getting a better job.

## Strategic Environment

The College plays a key role in supporting the NI Executives Programme for Government 2024-2027: Doing What Matters

Most, and the Department for the Economy's (DfE) Economic Vision, as set out by the Economy Minister in February 2024, which focuses on four key Priorities:

- **Good Jobs:** To increase the proportion of working-age people in Good Jobs so that working families enjoy a decent standard of living.
- **Raise Productivity:** To raise Productivity, which is the fundamental driver of economic growth and overall living standards.
- **Regional Balance:** To promote Regional Balance, ensuring that everyone shares in the benefits of prosperity.
- **Decarbonisation:** To reduce Carbon Emissions, in order to safeguard the planet for future generations.

This strategic plan and our College Development Plan 2025/26 have been shaped by a comprehensive consultation process, capturing contributions from internal and external stakeholders, thus ensuring alignment with priorities of regional stakeholders to ensure outcomes support the delivery of the Economic Vision and maximize the benefits for our learners, industry and local community.

We would like to extend our sincere thanks to everyone who has contributed to the delivery of this Strategic Plan.



**Dr T Moore**  
Chair, Southern Regional College



**Mrs. L Campbell**  
Principal and Chief Executive,  
Southern Regional College

# Our Guiding Principles

Our Vision, Mission, and values are the guiding principles that shape our strategic objectives and act as a roadmap for everything we do.



# Our Strategic Objectives



# Our College

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**Southern Regional College is one of the largest further and higher education providers in NI and has a strong local and national reputation. Maintaining a quality brand is essential for the College's success in attracting students and fostering positive external relationships. The College is well placed to provide learners, employers, and the local community with outstanding education and training opportunities across various levels, delivering outstanding quality in teaching, training, and business support and innovation.**

The College has a diverse student demographic across the Armagh, Banbridge, Craigavon (ABC) and Newry, Mourne, and Down (NMD) District Council areas which include 16 of the top 100 most deprived areas in Northern Ireland. The College is committed to creating a supportive and inclusive learning environment which puts the learner first.

Our commitment to inclusive excellence is reflected in proactive initiatives designed to support students from all backgrounds. These initiatives create a welcoming campus environment where individuals from diverse backgrounds—spanning all abilities, ethnicities, and religious origins—feel valued, integrated, and empowered to succeed.



# Curriculum Development

**The College continues to be a key driver in supporting the supply of skills solutions both locally and regionally whether through the College's apprenticeship provision or through its highly effective Business Support and Innovation Unit.**

As the demand and supply of skills solutions has never been more critical for the future economic growth of Northern Ireland, the College's curriculum offer continues to be targeted on the current and future skill needs of the local and regional economy.

The College aims to address three important areas through its curriculum offering and business support activities:

- economic development through the provision of courses designed to meet the needs of the local and regional economy particularly in identified DfE priority sectors;
- personal development through opportunities for further study and learning at all levels in preparation for working life and into retirement; and
- social development, allowing people from different community backgrounds to participate in a wide range of courses at all levels.

As the Life Sciences Curriculum Hub for the FE sector, the college will have a key focus on supporting companies and learners in the economically important sector.

The College provides professional and technical skills training in more than 25 areas to over 1,400 trainees and apprentices delivered in skills training centres in Armagh, Newry and Portadown.

The College ensures alignment of its curriculum provision with the educational policies and priorities set by the Executive and the Department for Economy, including: The Skills Strategy, Programme for Government and more recently the 4 priorities of the Economic Vision, as set out by the Economy Minister in February 2024:

- Good Jobs
- Raise Productivity
- Regional Balance
- Decarbonisation

All curriculum development adheres to the key priorities of the DfE as well existing curriculum frameworks such as Higher-Level Apprenticeships, Level 2 and 3 Apprenticeships, Traineeship and any specific initiatives or areas of focus such as Business Support and STEM initiatives.

The College remains committed to its core areas of business, namely:

- Further and Higher Education (including Essential Skills).
- Skills training through Apprenticeships NI contracts.
- Schools' Partnership Provision; and
- Community engagement.



# Partnership & Collaboration

**In our bid to continue to build a strong educational future and focus, the College has established an impressive portfolio of industry links on local, regional, national, and international scales. There are over 18,000 VAT and/ or PAYE registered businesses within the southern region.**

- The main industry sectors in the southern region include manufacturing, agri-food, construction, business and financial services, pharmaceutical, health and social care, childcare, retail, hospitality and tourism. The College is committed to working closely with employers from these sectors to ensure the curriculum meets their needs through Apprenticeships, Higher Level Apprenticeships, and upskilling programmes. Typically, the College engages with 1,200+ businesses annually for Apprenticeships and business support solutions.
- The College's Business & Economic Engagement Unit (BEE) plays a major role in identifying and responding to the needs of local business and industry, supporting increased daily engagement with businesses with a particular focus on supporting non-innovating businesses to innovate and for innovative businesses to collaborate.
- Through the delivery of our 3-year Business and Economic Engagement strategy our Business & Economic Engagement unit works cohesively with Curriculum and Apprenticeship teams to meet the needs of industry by ensuring an economically relevant, responsive curriculum.
- The College fully participates in the Labour Market Partnerships and Local Economic Partnerships across ABC and NMD district councils and is an active member of local Chambers of Commerce and Trade, NI Chamber and other local business networks.
- The College is committed to enhancing stakeholder collaborations to establish sector-leading practices and develop innovative solutions to enhance opportunities for our students and the wider economy.
- The College is committed to developing partnership with a range of local voluntary and community providers to enhance its curriculum offering and is currently partnering in 5 externally funded PEACEPLUS programmes and will continue to actively explore external funding opportunities available through externally funded programmes.



# Our Campuses

The College continues to progress the implementation and delivery of its Estates Strategy which remains a key strategic priority. The business case for Armagh, Banbridge and Craigavon campuses has successfully delivered modern industry standard campuses at Armagh and Banbridge.

The College continues to implement its Estates Strategy to deliver a new state-of-the-art campus at Craigavon to replace the existing Lurgan and Portadown campuses and develop an Innovation Centre in Newry City.



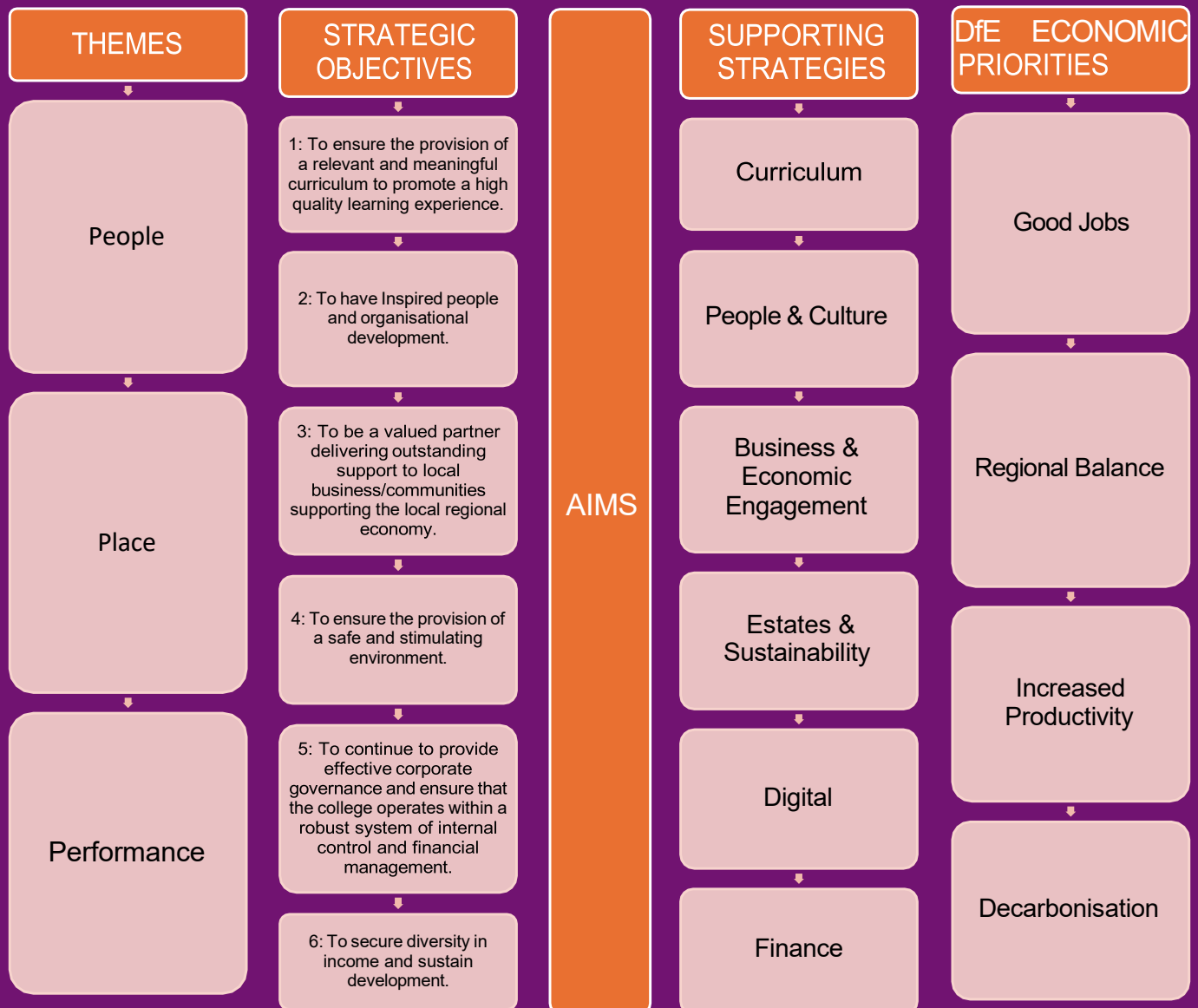
# Delivering Strategy - Strategic Alignment

The Governing Body maintain oversight of progress against the Colleges strategic objectives, aims and College Development Plan targets. This focus upon results informed the development of the College’s Strategic Plan 2025/29.

- Curriculum
- People and Culture
- Business & Economic Engagement
- Estates and Sustainability
- Digital
- Finance

The College Executive and Senior Management have developed supporting operational strategies and related initiatives by which cover the following development areas:

Progress against the aims, objectives, and outcomes contained within these strategies will be monitored through the Colleges internal reporting framework.



# Strategic Aims

## PEOPLE

Over the next 4 years, Southern Regional College will provide an inclusive, high-quality learner experience and curriculum that will support the delivery of DfE economic priorities, and align with regional needs and progression pathways, empowered by the expertise of a highly skilled and motivated workforce.

### **Objective 1: To ensure the provision of a relevant and meaningful curriculum to promote a high-quality learning experience.**

At Southern Regional College we aspire to place the College at the heart of lifelong learning within the region to strengthen economic and workforce development, to enhance social cohesion and to advance individuals' skills and learning.

We will deliver on this objective by delivering against the following aims:

- 1.1 To provide a curriculum portfolio that meets the current and future needs of individuals and employers.
- 1.2 To widen the educational participation of those most marginalised in society.
- 1.3 To support our local schools in the delivery of the entitlement framework through the provision of professional and technical courses at key stage 4 and post GCSE.
- 1.4 To embed an effective system of self-evaluation and quality improvement leading to sustained improvement in teaching and learning and wider support services.
- 1.5 To use data and evidence to drive performance leading to increased achievement, retention, and achievement rates.
- 1.6 To develop and embed new innovative, flexible and responsive delivery methods to meet the needs of individuals and support life-long learning.
- 1.7 To effectively promote the College and increase brand recognition.

### **Objective 2: To have Inspired people and organisational development.**

We understand that to be a high performing College we need to invest in our people, building a culture which supports our staff to reach their full potential. We recognise that a highly skilled, well-motivated and empowered workforce is key in achieving our strategic objectives.

We will deliver on this objective by delivering against the following aims:

- 2.1 To maintain and promote an environment that will foster equality, respect for diversity and difference and employee wellbeing.
- 2.2 To achieve IIP Silver and IIP Health and Wellbeing Accreditation
- 2.3 To promote staff wellbeing.
- 2.4 To commit to the continued professional development of staff to ensure their skills and qualifications support the delivery of a high-quality curriculum and support service.
- 2.5 To develop and support a sustainable workforce.

# Strategic Aims

## PLACE

### **Objective 3: To be a valued partner delivering outstanding support to local business/communities to strengthen the local regional economy.**

We recognise the importance of developing strong partnerships and working in collaboration with the FE sector, our local businesses and communities in delivering DfE economic priorities.

We will deliver on this objective by delivering against the following aims:

- 3.1** To stimulate business innovation and productivity through a range of business support services.
- 3.2** To improve the skills and employability of the local and regional workforce.
- 3.3** To work collaboratively and in partnership with key stakeholders to co-design and deliver training and employability solutions, including supporting SEN learners to participate in meaningful employment opportunities.

### **Objective 4: To ensure the provision of a safe and stimulating environment.**

We recognise the importance of creating a college environment that both supports the delivery of DfE economic priorities, notably decarbonization, and inspires learners to achieve their potential.

We will deliver on this objective by delivering against the following aims:

- 4.1** To provide a modern fit for purpose estate.
- 4.2** To provide a stable ILT infrastructure and service that meets the needs of learners and delivers business critical systems.
- 4.3** To promote and maintain a positive health and safety culture at all levels throughout the organisation.
- 4.4** To embed the UN Sustainable Development Goals in all aspects of college life and to provide students with the knowledge, skills and attitudes to promote sustainable development, and meet the challenges of Net Zero.
- 4.5** To embed sustainable practice in all aspects of college operations.



# Strategic Aims

## PERFORMANCE

### **Objective 5: To continue to provide effective corporate governance and ensure that the college operates within a robust system of internal control and financial management.**

Through ensuring that the College operates within an effective governance and financial management framework, the College can ensure the right decisions are made for the benefit of our students and stakeholders.

We will deliver on this objective by delivering against the following aims:

- 5.1 To maintain and enhance financial management arrangements to ensure best use of financial resources
- 5.2 To ensure that an effective system of risk management, governance and financial control operates at all levels within the College.
- 5.3 To ensure continued compliance with college policies, procedures and statutory requirements.
- 5.4 To meet the requirements set out in the DfE partnership agreement and College Development Planning processes.

### **Objective 6: To secure diversity in income and sustain development.**

We fully recognise that to deliver our strategic objectives considering the significant financial challenges faced by our Economy; by identifying opportunities we can continue to meet the needs of learners, employers and communities while delivering inclusive growth and lifelong learning opportunities.

We will deliver on this objective by delivering against the following aims:

- 6.1 To actively explore external funding opportunities available through externally funded programmes.
- 6.2 To determine how innovative technologies (e.g. AI) can be leveraged to increase operational efficiency and streamline curriculum provision.



# Monitoring, Reporting and 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 supporting operational strategies, College Policies and Annual Operating Plans linked to our College Development Plan, Budget, and Whole College Quality Improvement Plan. Each aim will have assigned leads, actions, milestones, and performance indicators — enabling clear tracking of progress.

Progress will be monitored on an ongoing basis by the Senior Management 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.

Southern Regional 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.





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