Belfast Met at a Glance

Every year Belfast Met educates and trains over 30,000 people.

We are the largest College in Northern Ireland and the 6th largest provider of further and higher education in the UK.

We have an annual turnover of £60 million.

Our estate is in excess of 100,000m².

We have invested £60 million within the last 3 years in state-of-the-art facilities.

We employ 1,144 people (607 full-time and 537 part-time).

3,000 of our learners come from 100 different countries.

15,340 of our learners are adults.

1,549 of our learners are aged 60 or over.

45 native languages are spoken by our learner population.

918 young people are gaining industry experience through apprenticeships.

31% of the higher education taught in Northern Ireland’s further education colleges is taught in Belfast Met.

Almost one quarter of our higher education learners and almost half of essential skills learners are from Northern Ireland’s most disadvantaged areas.

94% of our learners feel Belfast Met is an excellent place to study.

We offer 507 courses from entry level through to level 7.
Belfast Met’s staff and learner successes are celebrated locally, nationally and internationally.

Corporate Awards:
All Ireland STAR Award 2013.
Customer First.
EFQM Mark of Excellence.
Frank Buttle Trust Kite Mark.
Investors in People.
ISO 9001, 14001, 16001, 18001.
Matrix.
National Training Awards.
NI Regional KTP Awards.
Pearson Teaching Award 2013.
FE Team of the Year.
Sustainable Ireland Awards 2011.
Unite Against Hate Award 2011.

Construction:
Ian Magee, Plastering and Dry Wall Systems, Gold Medal Winner, WorldSkills UK.
Philip Green, NVQ Level 3 in Bricklaying, Gold Medal Winner, WorldSkills UK.
Ken Wilson, NVQ Level 3 in Plastering, Gold Medal Winner, WorldSkills UK.
Joe McLarnon, Tutor, Advanced Construction Knowledge Test Medal for Excellence Award.

Fashion:
Laurence Fay, BSc Hons Fashion Management, BEST Innovation Award.
Patricia Isaacs, Tutor, Creative Techniques - Textiles Medal of Excellence Winner.

Hair and Beauty:
Giovanni (Arnie) Rodia, Hairdressing, Highly Commended, WorldSkills UK.

Hospitality and Catering:
Tyler Greer, NVQ Level 3, Silver Medal, 2012 Knorr Student Chef of the Year.
Team Belfast Met, Parade des Chefs, IFEX ChefsKills 2012.
Jonjo Kyles, IFEX Gold Medal, Student Culinarian of the Year.
Padraig Shielis, IFEX Silver Medal, IFEX Junior Chef of the Year.

IT and Computing:
Nicholas O’Hagan, NVQ Level 2, Finalist 2012 DEL Apprenticeship Awards.

Print and Journalism:
Iain McDowell, NCTJ Diploma, BBC Northern Ireland and the National Union of Journalists in Ireland, Paul Robinson Award.
Jason Ali, Level 3 NVQ in Machine Printing, Irish Print Student of the Year 2012.

Belfast Met has provided me with a pathway to progress to a university course. I never thought that would be possible.”

Leading the City to Work

“Belfast Met has proven to me what I can do, how much smarter I am than I thought and opened my eyes to what I really want to do.”

“Belfast Met has provided me with a pathway to progress to a university course. I never thought that would be possible.”

“The tutors are enthusiastic and their passion for their subject is infectious.”

“The facilities are outstanding and the teachers are like friends to me now.”

A word from our learners
We will keep investing in programmes that enrich us. Programs like the one at Belfast Metropolitan College which teaches students from West and North Belfast the skills they need for new jobs.

High praise from the US President

US President Barack Obama, Waterfront Hall, Belfast, 17 June 2013.

“Leading the City to Work

We will keep investing in programmes that enrich us. Programs like the one at Belfast Metropolitan College which teaches students from West and North Belfast the skills they need for new jobs.”

An Insight into some of our Partnerships

Andor Technology
Alternatives
Arts Council Northern Ireland
BBC Northern Ireland
Bill Energy
Belfast City Council
Belfast Harbour Commissioners
Belfast Health and Social Care Trust
Bombardier
BioBusiness Ltd
Brealemount Electrical and Hydraulics Ltd
BT Group
Confederation of British Industry
Castlereagh Borough Council
Caterpillar
Citi Group
City & Guilds
CVS Caremark
Deloitte
Department for Employment and Learning
Department for Social Development
Department of Culture, Arts and Leisure
Department of Education
Department of Enterprise, Trade and Investment
Department of Justice
Dong Energy
Edexcel
Farset International
Federation of Small Businesses
Fujitsu
Hastings Hotel Group
Hewlett Packard
Include Youth
Institute of Directors
Invest Northern Ireland
Kainos
Manchester Metropolitan University
Metartec
Microsoft
Momentum
Nacro
Northern Ireland Chamber of Commerce
Northern Ireland Prison Service
Northern Ireland Tourist Board
North, South, East and West Partnerships
Office of First Minister and Deputy First Minister
Probation Board for Northern Ireland
PricewaterhouseCoopers
Private Training Organisations
Oasis
Queens University Belfast
Siemens
Simon Community
South East Trust
Tesco
University of Cambridge
University of Dundee
University of Ulster
Belfast Met is regarded as a ‘place leader’, a social, economic and educational choreographer drawing together different strands of local activity. We offer courses and services across the whole of the City. We provide education and training at every level and deliver programmes and courses to address the skill needs of everyone – from those learning a new skill for leisure purposes through to entry level reading, numeracy and ICT, to degree and post-graduate-level study. It is this unique breadth and scope of provision which makes Belfast Met so important to the future of the City.

The College occupies a vast estate in excess of 100,000 m², concentrated on four main campuses across Greater Belfast: Castlereagh, Titanic Quarter, Millfield and Springvale. Yet learners want greater choice of what they study, how they study, when they study and where they study. With this in mind, we reach deep into communities delivering at a number of secondary facilities as well as in over 100 additional community locations in employers’ premises, schools, hospitals, family centres, health centres, churches and other publicly accessible buildings.

These locations are our vehicle for delivering skills and qualifications at the heart of the community as we become ever more agile in developing fast-changing and beautifully presented learning programmes.

Collectively all of our sites provide a central hub at Titanic Quarter and Millfield, and there is a north-south and east-west axis providing knowledge, innovation and skills development across the city.

Belfast Met is the largest further and higher education college in Northern Ireland and one of the largest employers within the Greater Belfast area. Enrolling some 30,000 learners every year and with a turnover of £60 million, the College parallels Belfast’s impact on the wider environment as a capital city and regional economic hub. We are ready to fully play our part in the recovery and growth of the area.

Belfast Met contributing to the Northern Ireland economy

With an annual turnover of £60 million, we:

- Serve 30,000 learners
- Employ 1,144 staff
- Engage with more than 500 employers and 100 community organisations

Inject £40 million into the economy in salaries and wages and purchase £5 million of goods and services in a number of key areas.

- ICT, Telephony and Business Services
- Exam Fees, Awards and Accreditations
- Wages and Salaries
- Sub-Contractors and Community Partners
- Estate and Facilities Management including Utilities and Construction
- Marketing and Communications
- Digital Industries
- Life and Health Sciences
- Advanced Engineering and Manufacturing
- Renewable Energy and Sustainable Technologies
- Management Development
- Creative and Service industries

We provide the talent for the sectors identified for growth.

Together: Building a United Community Strategy, May 2013
Belfast City Council Investment Programme 2012 - 15
Northern Ireland’s Economic Strategy 2012 - 20
Northern Ireland Programme for Government 2011 - 15

and we are central to Northern Ireland’s success and underpin Northern Ireland’s strategy and policy framework:
Richard O’Rawe
Chair of the Governing Body

I am very pleased to introduce Belfast Metropolitan College’s Corporate Plan for 2013 - 2016. The period 2010 - 2013 has been one of immense positive change for the College. As we reflect on our journey from stability to sustainability and ultimately to our success in this timespan we are reminded of the significant miles travelled so far.

I am extremely proud of the success and achievements we have made at Belfast Met; it is heartening to be part of such a wide-reaching, dynamic and relevant organisation. Of course our journey has not ended, and to realise our collective ambition of becoming an outstanding college there is still work to do.

Within this Corporate Plan we recognise the College’s key aspiration is to deliver outstanding education and skills, while transforming lives and contributing to the economic success of Belfast and Northern Ireland.

To do things differently, you have to think differently and so for the next three years we have identified four strategic priorities, our 4 Point Plan, upon which we will focus intensively.

These are:
1. Put the learner at the centre of everything we do.
2. Deliver the highest quality possible in all we do.
3. Achieve the highest possible positive impact on the economic and social wellbeing of Belfast and Northern Ireland.
4. Strive to be an excellent organisation, growing sustainably, innovating and investing.

Delivering on the 4 Point Plan will require the continuous enhancement of our people, services and assets. Each of the strategic priorities in the 4 Point Plan will be supported by a number of corporate objectives and outcomes against which progress will be proactively monitored through our well established performance management process.

Belfast Met is now entering a new phase of development characterised by innovative and fast-changing curriculum programmes, better facilities and services, increased agility and customer responsiveness alongside strategic industry collaborations, which reinforce the role that skills and learning are playing in securing prosperity for the city of Belfast and region of Northern Ireland.

During the next phase of our development, we will raise the bar even higher in terms of our support to learners, local businesses and communities. The College will continue to build on the firm foundations laid in our curriculum, people and stakeholder engagement strategies. The intelligent use of technology will be central to any plan to achieve success in the future and therefore the successful implementation of our IT Strategy will place our College at the forefront of IT and technology-enhanced learning within the sector.

We want to offer the best possible environment for gaining skills and knowledge. This is the basis for the College’s Estate Strategy, which aspires to develop a physical presence that reflects innovation and change while ensuring that our students, staff and stakeholders have access to stimulating, highly functional and sustainable facilities. This will include the exciting and innovative developments proposed for our Castlereagh and Springvale campuses.

The essence of our business is transforming lives and enriching the communities that we serve. This would not be possible without the invaluable contribution of our staff, Governors, Principal and Chief Executive, all of whom are pivotal in the delivery of outstanding learning for successful futures.

We have a proud heritage and a rich history that defines Belfast Met as a beacon of hope and aspiration. Structures and strategies are in place and the way forward is clearly defined. The future of Belfast Met is exciting, positive and refreshing.

Our drive is for continuous improvement and our ambition to make a positive economic and social impact on our communities is unwavering.

We will embrace the challenges and opportunities that face us in the coming period, confident that we are reinforcing the foundations of an outstanding College where every learner is valued. We look forward to working with all learners and stakeholders to build a successful and prosperous future.
A message from the Principal

At the heart of this transformation is our total dedication and commitment to the success of every one of our learners. Our economy demands a flexible and skilled workforce to fill all areas of growth and opportunity.

We have developed a dynamic new curriculum that mirrors the priority growth areas identified for Northern Ireland and supports the delivery of the Northern Ireland Economic Strategy.

The benefits of re-engineering our curriculum are rippling throughout the College and the results speak volumes. Over the past three years, our student success rates have improved by 27% and retention rates by 9%. The College is now the sixth largest in the United Kingdom and we are recognised for our high quality and range of curriculum offer.

Our people are key to driving us forward to achieve our ambitions. A fit-for-purpose restructure has seen the appointment of a fresh new Executive Team and the launch of three dedicated faculties in the areas of Leadership, Science and Service Industries; Health, Care, Sport and Leisure; and Technologies and Academic Studies. They offer a much greater focus on establishing and delivering a relevant curriculum. We want to ensure that every member of our College family is equipped with the skills and tools to excel and hence we have created a four-year People Strategy. It provides the focus to build upon our internal talent and to ultimately drive our business performance towards results excellence.

Since the production of the last Corporate Plan, we have delivered a £60 million capital investment programme creating two iconic centres of learning: the Titanic Quarter campus and the e3 building at our Springvale campus. Going forward these cutting-edge facilities will set the standard for the remainder of the estate and will position us as a College with outstanding accommodation.

2010 - 13 has also been a highly successful period for staff and students. The College triumphed in the IFEX and BEST Awards and secured a number of gold medal successes in WorldSkills.

I also had the privilege of sharing in a number of College and staff successes, including scooping the FE Team of the Year title at this year’s prestigious Pearson Teaching Awards, being recognised as the Deloitte Employability Skills Trainer of the Year and lifting the City and Guilds Medal of Excellence.

Our buildings have also received a number of accolades including Environmental Project of the Year at the Sustainable Ireland Awards, a Royal Town Planning Institute award for Urban Areas and the Built Environment and, the prestigious Green Gown Award. These capture just a snapshot of the energy and talent that features in abundance at Belfast Met.

Our focus for the future is clear. We want to lead this great City of ours to work by providing education, training and skills that will contribute to individual, community and economic prosperity. Over the next three years we will improve our responsiveness to learners, employers and communities. We will remain focused on teaching and learning and engaging our students fully.

The progress made over the last three years could not have been possible without the contribution, dedication and commitment of our learners, staff, Governors and partners, all of whom have and will be instrumental in the achievement of our ambition.

I anticipate a great future and over the next three years and beyond look forward tremendously to working with everyone whose life, job or interest comes into contact with Belfast Met.
While the current operating environment remains challenging and will continue to do so, at least in the medium term, the outlook for Belfast's future is positive.

Belfast is a vibrant, exciting, ambitious city which has seen its economy evolve from an industrial giant to a pioneering IT and Business Services hub. It has a growing reputation as a top cultural and tourism destination and as a leading venue for world-class events. Emerging from conflict, it has continued political stability, a young population and a skilled workforce: it is fast becoming a location of choice for foreign direct investment.

As with the rest of the world’s developed economies, the economic downturn is having a fundamental impact on local people, communities and businesses. Employment levels in the region have fallen and there has been a rise in unemployment, with young people and graduates being hit particularly hard.

The Northern Ireland Programme for Government 2011 - 2015 has identified its primary aim as growing the economy and tackling disadvantage. The Northern Ireland Economic Strategy 2012 - 20 also makes it clear that a key purpose of further education is to improve the skills of the region to bring about the economic growth that will lift Northern Ireland out of recession and into economic prosperity again.

Given the economic challenges we continue to face, Belfast Met is acutely aware that our City and region have some major issues to address if the 2020 workforce is to meet the demand of employers.

The economy clearly remains the top priority for the Executive. The aspiration for our Corporate Plan, therefore, must be to support this economic aspiration by ensuring that Belfast Met delivers a curriculum today that will provide the talented workforce of tomorrow.

We will do this by focusing on those entering or about to enter the labour force for the first time, up-skilling the existing workforce and ensuring those currently excluded from the labour force are provided with the support and skills to compete for jobs, retain jobs and progress up the skills’ ladder.

The future for Greater Belfast and Northern Ireland

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The need to up-skill
As over 75% of the 2020 workforce will have already completed their compulsory school education, there must be a renewed focus on the up-skilling or re-skilling of these people. As a result, employers will require support to see and embrace the wider skills’ agenda and encourage and support their staff to gain more knowledge through training.

The need to address sectoral imbalances
There will be an increased need for people with qualifications in STEM subjects at all levels. Forecasts predict that degree subject requirements will become more skewed towards Science, Technology, Engineering and Maths (STEM) areas such as physical sciences, mathematical and computer sciences, engineering and technology, creative arts and design (‘imagineers’ rather than pure art) and less skewed towards subjects aligned to medicine and education.

The need to increase management and leadership skills
It is not enough, though, to have a workforce with the right skills – that workforce needs to be utilised effectively and this is where good management and leadership plays a vital role.

The need to strengthen the private sector
The aim of rebuilding and rebalancing the Northern Ireland economy, in the aftermath of a sustained global economic downturn will remain the primary goal of the Executive’s collective efforts. Our vision for the Northern Ireland economy is based on a sustainable and growing private sector, with a highly skilled and flexible workforce operating in productive and innovative firms that are competitive in global markets.

We are actively promoting the development of a strong, world-class College, that not only has a transformative impact on individuals, employers and their local communities, but also makes a real difference to the economic and social well-being of the nation and its global success.

Principal and Chief Executive of Belfast Met
Marie-Thérèse McGivern
The future for Belfast Met

At Belfast Met we are committed to playing our part to support this great City’s drive to achieve its potential. Working with public, private and community partners we are committed to understanding the future demand for skills and to delivering a curriculum that will meet this demand, resulting in a talented workforce for today and tomorrow.

We play a vital role, locally, nationally and internationally supporting businesses large and small. We aim to make a transformative impact on individuals, employers and their local communities, making a real difference to the economic and social wellbeing of Northern Ireland and its global success.

Within the City we work alongside schools, community groups, employers, and partner with organisations like Belfast City Council and Bombardier to deliver their ambitions and objectives.

On a national level, we work alongside some of Northern Ireland’s larger employers and Government agencies to help achieve the aspirations laid down in the Northern Ireland Programme for Government 2011 - 15.

On the international stage we support Invest Northern Ireland and our exporting employers to help achieve Northern Ireland’s export and foreign direct investment ambitions. In addition, we seek to recruit learners from overseas to study here in Belfast Met: the future of our economy lies in overseas trade and welcoming learners from overseas helps internationalise the College and offers another dynamic experience for our learners.
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<td>Deliver programmes that transform lives</td>
<td>We can help to lead the City to work...</td>
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<tr>
<td>• Belfast City Council</td>
<td>• Achieve – the Belfast Bursary Fund</td>
<td>• Contribute to a well-educated, skilled population</td>
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<td>• Schools</td>
<td>• Belfast Met Trust Scholarship Scheme</td>
<td>• Build work-readiness among local people</td>
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<td>• Knowledge Transfer Partnerships</td>
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<td>• Assured Skills Programme</td>
<td>• Contribute to a well-educated, skilled population</td>
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<td>• Customised Training</td>
<td>• Build work-readiness among local people</td>
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<td>• Offer job-seeking skills</td>
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<td>• Threshold Programme</td>
<td>• Increase social mobility</td>
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**Across Northern Ireland**

- Large-scale employers

**Support Government**

- Northern Ireland Programme for Government 2011 - 2016
- Northern Ireland Economic Strategy 2012 - 20
- Support exports and ensure we have the workforce for foreign direct investment
- Support global employers
- Operate on an international stage across Europe, North America, Australia, Middle East, India and China

We can help to lead the City to work...

- Provide work ready talent
- Develop strong partnerships with business
- Help businesses prosper
- Increase employment, income and well-being

**Globally**

- Invest Northern Ireland
- Northern Ireland Tourist Board
- Government agencies
- Exporting employers

**Support Government**

- Support exports and ensure we have the workforce for foreign direct investment
- Support global employers
- Operate on an international stage across Europe, North America, Australia, Middle East, India and China

We can help to lead the City to work...

- Provide or enhance the skills needed to support future growth
- Build competitiveness in global markets
- Support strong inward investment
- Help sustain growth and higher productivity

The operating environment for Belfast and Northern Ireland is incredibly challenging and Belfast Met is not exempt from these challenges as the availability of public funding continues to decline.

With this in mind, we aim to maximise revenue-generating opportunities from new sources, diversifying our income streams to ensure we achieve our ambitions to be relevant, innovative, responsive and flexible to the learners, communities and businesses we serve.
Our Mission and 4 Point Plan

As the economy and skills’ agenda has transformed in recent years, so too has Belfast Met. Our focus for the next three years is to deliver on our 4 Point Plan which combines to achieve our Mission.

This 4 Point Plan is underpinned by research and insights ensuring that we respond to the needs of our learners and industry thereby playing our role in ensuring Belfast and Northern Ireland achieves its full potential.

Many of the actions in this plan cannot be delivered by Belfast Met alone and we will work with our partners from across the public, private, community and voluntary sectors to ensure we make a real difference to the people and communities we serve in Belfast and Northern Ireland.

Our Mission is to provide outstanding education and skills that will transform lives and contribute to the economic success of Belfast and Northern Ireland.

- **Value our people**
  - The success of our learners depends on all Belfast Met staff who we will encourage, challenge and support to achieve their true potential.

- **Value our Customers**
  - We will ensure that we are a ‘customer first organisation’ in which positive and timely engagement is fostered with all customers, learners and key partners.

- **Innovate for success**
  - We will exploit our expertise to benefit the economic and social base of Belfast and the region.

- **Provide value for money and improve services**
  - We will deliver high quality, value for money services at all times and strive to continuously improve our offer.

- **Work in partnership**
  - We will work with others to ensure that our combined efforts contribute to the continued success of our City and Northern Ireland as a whole.

- **Welcome all**
  - We will provide an inclusive culture in which every individual is encouraged to participate fully and is treated with dignity on the basis of their ability.

Principles and Values

Our approach to implementing the Mission and 4 Point Plan will be based on the following principles which we value and will apply to all that we do.
Put the learner at the centre of everything we do

Belfast Met will work to ensure that every learner achieves their potential and has every opportunity to progress to employment, training or further education.

Deliver the highest quality possible in all we do

Belfast Met will guarantee the highest quality internationally validated programmes that respond to the needs of learners and businesses.
Belfast Met will develop relevant high-quality programmes. We will work in partnership with our staff, learners and the wider community to deliver programmes that will meet demand and fully play our part in achieving the outcomes of the Northern Ireland Programme for Government, 2011 - 2015.

Achieve the highest possible positive impact on the economic and social well-being of Belfast and Northern Ireland.

Strive to be an excellent organisation, growing sustainably, innovating and investing.

We will maximise our contribution by embedding excellence into all that we do.
Put the learner at the centre of everything we do
Belfast Met will work to ensure that every learner achieves their potential and has every opportunity to progress to employment, training or further education.

Corporate objectives
1. Create a successful learning environment that places the learner and their success at the heart of our work.
2. Deliver an excellent curriculum that is aligned to the needs of employers.
3. Deliver skills and qualifications that create opportunities for sustainable employment.

Outcomes
1. 75% of successful learners into employment or further study.
2. Increase success in all substantive qualifications by 4 percentage points to 76%.
3. 31% of our training and education programmes in priority skills areas.
4. Increase our provision of a safe, secure, supportive learning environment for all from an average score of 83% to 87%.

We will do this by...
Creating a successful environment.
- Striving for ‘best in class’ teaching and learning activities that inspire learners in their chosen subject.
- Identifying and responding to consumer, economic and social trends that are shaping Belfast Met and the sector.
- Gathering and acting on best practice from colleges internationally.
- Developing evidence based positions and strong advocacy statements in relation to issues that impede the success of Belfast Met’s learners and the competitiveness of Belfast and Northern Ireland as a whole.

Delivering an excellent curriculum
- Delivering high quality, relevant education and training aligned to the growth areas identified in the Northern Ireland Economic Strategy 2012 - 20.
- Actively engaging employers in the design and delivery of the curriculum, positioning Belfast Met as the number one partner for skills development and economic success.
- Active engaging with employers to integrate skills and employment support so as to improve employability access and progression channels for our learners.
- Developing sophisticated online and blended platforms for relevant curriculum clusters.

Strategic linkages
Deliver the highest quality possible in all we do
Our Mission and 4 Point Plan

Belfast Met will guarantee the highest quality internationally validated programmes that respond to the needs of learners and businesses.

Corporate objectives
1. Maintain a focus on what the College does best that is central to its overall Mission.
2. Sustain and improve our responsiveness to learners, employers and communities.
3. Be recognised regionally, nationally and internationally as outstanding in all our main curriculum areas, in all modes and contracts of delivery.

Outcomes
1. Ensure that at least 90% of our learners would recommend Belfast Met to others.

2. Increase the level of favourability among key stakeholders by 3% to 85%.

3. Every teacher provides ‘good or better’ teaching and learning experiences.

4. Achieve 20 external quality benchmarks for Belfast Met such as Education and Training Inspectorate (ETI), Matrix Revalidation and national/international staff and student awards.

We will do this by...
- Identifying and responding to consumer trends, economic and social trends that are shaping Belfast Met and the sector.
- Responding to stakeholder feedback and improving the stakeholder experience to maximise return on investment and impact.
- Developing, managing and continuously reviewing the quality of teaching and learning, the relevance of the programmes and the quality of learner support.
- Designing and delivering staff development programmes.
- Creating a culture of reward and celebration and encouraging staff and learners to apply for awards.
- Building a College recognised locally, nationally and internationally for excellence.
- Optimising the best communications tools to ensure our intentions are heard and understood.

Strategic linkages
Achieve the highest possible positive impact on the economic and social well-being of Belfast and Northern Ireland.
Our Mission and 4 Point Plan

Belfast Met will develop relevant high-quality programmes. We will work in partnership with our staff, learners and the wider community to deliver programmes that will meet demand and fully play our part in achieving the outcomes of the Northern Ireland Programme for Government, 2011 - 2015.

Corporate objectives

1. Deliver the skills the economy needs and ensure our offer is consistent with the nature and level of demand.

2. Work in partnership with higher and further education institutions, schools, local government and employers in ways that support collaboration and the achievement of common goals.

3. Review and enhance existing collaboration with Belfast’s extensive neighbourhood and community partnerships to ensure relevancy and to secure participation in College provision.

Outcomes

1. Increase by a further 30% the number of people aged 26 - 45 engaged in vocational and accredited learning.

2. Increase income from training contracts by at least 100%.

3. Increase Schools Partnership contracts and income by a further 20%.

4. Increase income from alternative sources by at least 8%.

5. Refine our community education and community development offer by December 2014.

We will do this by...

- Using research and insights to identify emerging demographic trends and emerging product opportunities.
- Developing, implementing and delivering a year round training offer.
- Developing, implementing and delivering a year round employer support offer.
- Reviewing and enhancing our community education and community development offer in partnership with community colleagues and Belfast City Council to ensure a relevant, needs-based offer.
- Clustering and positioning market ready product (such as Cloud Computing Academy, City of Belfast Business School).
- Offering blended learning solutions to learners, businesses and local communities.
- Delivering compelling, targeted business to business sales campaigns.
- Developing evidence-based positions and strong advocacy statements in relation to issues that impede the success of Belfast Met’s learners and the competitiveness of Belfast and beyond.
- Advising key Government departments on the formulation and implementation of policy in relation to the future of further education and skills.

Strategic linkages


Strive to be an excellent organisation, growing sustainably, innovating and investing
We will maximise our contribution by embedding excellence into all that we do.

Corporate objectives
1. Invest in the skills, tools and support to empower our people to be excellent.
2. Provide a service that is flexible, relevant and adds real value to local employers.
3. Provide an inclusive culture in which all individuals are encouraged to participate fully and are treated on the basis of their abilities.
4. Maxmise income and utilise it to deliver an excellent curriculum as efficiently as possible.

Outcomes
1. Increase the number of staff who are proud to work for Belfast Met by 6 percentage points to 75%.
2. Achieve 10 external quality benchmarks for Belfast Met such as EFQM Business Excellence Model, Investors in People, Investors in Diversity and national/international staff and student awards.
3. Achieve financial breakeven by maximising the use of public funds and securing income from alternative sources.

We will do this by...
- Creating an ambitious, entrepreneurial, customer first culture.
- Supporting continuous learning through our people for our people.
- Empowering our people to manage performance; to challenge, rethink and redesign processes; to share information; and to provide quality leadership.
- Developing our leadership strengths, taking them forward to a new level.
- Celebrating staff success through a staff awards scheme.
- Driving a flexible, curious, evidence-based high performance culture.
- Embedding the Improving Teaching and Learning Programme.
- Continuously reviewing delivery models and practices to maximise efficiencies and return on investment for funders.
- Future proofing and developing the College estate to meet the needs of customers.
- Upgrading the College’s information technology infrastructure and information systems.
- Proactively managing risk and working with partners to ensure that the treatment of risk is such that it serves to protect the interest of all parties.
- Engaging with key stakeholders and maximising the opportunities to win contracts and secure additional grants.

Strategic linkages
### Strategic priority

<table>
<thead>
<tr>
<th>Corporate Outcomes</th>
<th>Target for 2013/14</th>
<th>Target for 2014/15</th>
<th>Target for 2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Put the learner at the centre of everything we do</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Successful learners into employment or further study</td>
<td>Baseline</td>
<td>70%</td>
<td>75%</td>
</tr>
<tr>
<td>Success in all substantive qualifications</td>
<td>72%</td>
<td>73%</td>
<td>76%</td>
</tr>
<tr>
<td>Training and education provision in priority skills areas</td>
<td>28%</td>
<td>29%</td>
<td>31%</td>
</tr>
<tr>
<td>Provide a safe, secure, supportive learning environment for all</td>
<td>83%</td>
<td>85%</td>
<td>87%</td>
</tr>
<tr>
<td>2. Deliver the highest quality possible in all we do</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At least nine out of 10 learners recommend Belfast Met to others</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td>Stakeholder (employer and opinion former) satisfaction levels</td>
<td>82%</td>
<td>85%</td>
<td></td>
</tr>
<tr>
<td>Every teacher provides ‘good or better’ teaching and learning experiences</td>
<td>75%</td>
<td>90%</td>
<td>100%</td>
</tr>
<tr>
<td>External quality benchmarks and national / international staff and student awards</td>
<td>10</td>
<td>15</td>
<td>20</td>
</tr>
<tr>
<td>3. Achieve the highest possible positive impact on the economic and social well-being of Belfast and Northern Ireland</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of people aged 26 - 45 engaged in vocational and accredited learning</td>
<td>5,000</td>
<td>6,000</td>
<td>7,000</td>
</tr>
<tr>
<td>Income from training contracts</td>
<td>£3.5m</td>
<td>£6m</td>
<td>£8m</td>
</tr>
<tr>
<td>Schools Partnership contracts and income</td>
<td>£2.59m</td>
<td>£2.61m</td>
<td>£2.68m</td>
</tr>
<tr>
<td>Income from alternative sources</td>
<td>£3.4m</td>
<td>£3.6m</td>
<td>£3.7m</td>
</tr>
<tr>
<td>4. Strive to be an excellent organisation, growing sustainably, innovating and investing in learning</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff who are proud to work for Belfast Met</td>
<td>69%</td>
<td>75%</td>
<td></td>
</tr>
<tr>
<td>External quality benchmarks and national / international staff and student awards</td>
<td>3</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>Achieve financial breakeven by maximising the use of public funds and securing income from alternative sources</td>
<td>Breakeven</td>
<td>Breakeven</td>
<td>Breakeven</td>
</tr>
</tbody>
</table>
Our Governing Body is comprised of members who are drawn from a wide range of backgrounds bringing extensive, invaluable experiences to the management of our business. They are all unpaid volunteers and in addition to serving on our Governing Body and sub-committees, our Governors give freely of their time in support of a whole range of College activities and initiatives. The Governing Body meet at least six times per year.

Governing Body:
Richard O’Rawe (Chair)
Dr Ian Walters (Vice Chair)
Governors:
Frank Bryan
Joseph Eagleson
Sam Hagen
Very Revd Dr Norman Hamilton
Patricia Haren
Ivor Johnston
Wendy Langham
Marie-Thérèse McGivern
John McGrillen
Coirín O’Grady
Prof Kenneth O’Neill
Lindsey Smith
David Taylor
Student Governor:
Eimhíar MacFarlane
Staff Governors:
Michael McCamley
Kevin McKeaveney
Secretary:
John McAndrew

Senior Leadership Team:
Marie-Thérèse McGivern
Principal & Chief Executive
Justin Edwards
Assistant Chief Executive & Director of Curriculum
Damian Duffy
Director of Development & Learner Services
Elaine Hartin
Chief Operating Officer
Gillian Magee
Head of Corporate Development
Colin Daysh
Head of Information Technology / Information Support
Brenda Duffy
Head of Faculty - Technologies & Academic Studies
Suzanne Gray
Head of Faculty - Leadership, Science & Service Industries
Siobhan Lyons
Head of Business Development
Gillian Mayhew
Head of Finance
Michelle McCaughley
Head of Corporate Communications & Marketing
Paul O’Connor
Head of Learner Services
Greig Twaddle
Head of Estate & Facilities Management
Sinead Walsh
Head of Faculty - Health, Care, Sport & Leisure
Vacant
Head of HR

A guide to qualifications and levels

<table>
<thead>
<tr>
<th>Level</th>
<th>Title</th>
<th>Equivalent to</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>Doctorates</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>CIPD Level 7 Postgraduate Diploma in Personnel and Development</td>
<td>Masters Degrees Postgraduate Certificates and Diplomas</td>
</tr>
<tr>
<td>6</td>
<td>CIPS Level 6 Graduate Diploma in Purchasing and Supply</td>
<td>Bachelor Degrees Graduate Certificates and Diplomas</td>
</tr>
<tr>
<td>5</td>
<td>BTEC Level 5 Higher National Diploma</td>
<td>Foundation Degrees Higher National Diplomas Diplomas of Higher Education and Further Education</td>
</tr>
<tr>
<td>4</td>
<td>IAM Level 4 Diploma in Administration Management</td>
<td>Certificates of Further Education</td>
</tr>
<tr>
<td>3</td>
<td>BTEC Level 3 Extended Diploma QCF Level 3 NVQ Diploma BTEC Level 3 Diploma BTEC Level 3 Subsidiary Diploma</td>
<td>Three GCE A Levels Three GCE A Levels Two GCE A Levels One GCE A Level</td>
</tr>
<tr>
<td>2</td>
<td>BTEC Level 2 Diploma BTEC Level 2 Extended Certificate</td>
<td>Four GCSEs A*-C Two GCSEs A*-C</td>
</tr>
<tr>
<td>1</td>
<td>BTEC Level 1 Certificate/Award</td>
<td>GCSEs D - G</td>
</tr>
<tr>
<td>Entry</td>
<td>Entry Level Certificates and Awards</td>
<td></td>
</tr>
</tbody>
</table>