



STRATEGIC PLAN **2025/26 – 2027/28**

TRANSFORMING EDUCATION

INSPIRING INNOVATION



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Foreword from Chair and Principal & Chief Executive

We are proud to present our new Strategic Plan, a roadmap that charts an ambitious course for the future of our college, our learners, and our communities. With over a century of service to Belfast and Northern Ireland, our 2025/28 Strategic Plan builds on our legacy of resilience, innovation, and dedication to excellence in education and skills development.

This plan arrives at a pivotal moment for the Further Education sector in Northern Ireland and we need to ensure Belfast Met can play a central role in the transformation of the sector. While we face economic pressures, constrained public funding, and political uncertainties, these challenges also present unique opportunities for growth and innovation. The rapid pace of technological advancement including the implications of AI, evolving employer demands, and the need to address regional skills shortages call for a dynamic and responsive approach to education. By embracing these changes, we can position ourselves at the forefront of educational excellence and workforce development.

Fortunately, Belfast Met can play a crucial role in tackling these challenges. We are at the forefront of equipping individuals with the skills needed for the jobs of today and tomorrow; from addressing the demand for digital skills and green technologies to reskilling those whose industries are undergoing transformation. However, to achieve this, we must navigate barriers such as widening inequalities in access to education, and the need to adapt to rapidly changing industry requirements and technological advancements. The College needs to take into account the changing demography in the city and ensure that our curriculum is relevant to a wide range of learners, working in partnership with other providers to expand our relevance and reach and to ensure we are aligned to meet the economic and social challenges in our City Region.

Despite these hurdles, we are energised by the opportunities ahead. Belfast Met is uniquely positioned to make a significant impact, thanks to our outstanding staff, innovative curriculum, and strong partnerships across industry and our community. This Strategic Plan represents our collective continued commitment to our core values of Collaboration, Ambition, Respect and Excellence.

We would like to extend our sincere thanks to everyone who has contributed to this plan, from our staff and learners to our governors and external partners. Your passion, insights, and commitment are the foundation of Belfast Met's success.

As we embark on this next chapter, we do so with confidence in our ability to take up the opportunities to transform education and inspire innovation. Working in partnership we will build a brighter future for all.

Michele Corkey – Interim Chair, Belfast Metropolitan College

Damian Duffy – Interim Principal and Chief Executive, Belfast Metropolitan College

Our College



Our College

Our History

Belfast Met has been a distinguished centre of learning in our City Region for over 100 years. We were established in 1906 by the forward-thinking Belfast Corporation and have a rich history marked by resilience and relevance. Originally created to meet the City's industrial needs, we have played a vital role in fostering the innovation, creativity, and technical skills that have driven Belfast's prosperity. As we prepare to move into 2026 and mark 120 years, we recognise that we overcome challenges and celebrated achievements. With our enduring focus on relevance and adaptability, we continue to shape our legacy and embrace the potential of the future.

Our Role Today

We are Northern Ireland's largest Further and Higher Education college, serving over 12,000 learners annually and working to respond to the changing demographic profile of the city. Located in the heart of Belfast, we offer a wide range of full-time and part-time academic and vocational programmes, from A-levels and Apprenticeships to Degrees and professional development courses. With state-of-the-art campuses located across the city and a commitment to providing skills-focused education, our college plays a central role in preparing learners for the evolving demands of the workforce, supporting economic growth, and fostering innovation across industries. Despite the breadth of provision in the College we have also had to deal with constraints in recent years around the capacity in parts of our Estate to support growth areas in the curriculum, with additional pressures on learner numbers given the wide range of provision across the City and with ongoing challenges in recruiting specialist staff.

Supporting Economic Vision

We play a key role in supporting the Department for the Economy (DfE) and the Minister's economic vision, which focuses on four key objectives: increasing good jobs, promoting regional balance, raising productivity, and reducing carbon emissions. This Strategic Plan and our College Development Plans moving forward will be aligned to ensure the outcomes contribute to the performance indicators which enhance delivery of the economic plan. We will also consider the challenges which exist with long lasting problems around levels of educational attainment, deprivation and unprecedented levels of economic inactivity.

The plan includes investing in affordable childcare, creating better-paid apprenticeships, and funding skills development programmes. It also aims to boost productivity through R&D and foreign direct investment and accelerate decarbonisation efforts with a Net Zero Carbon Skills Action Plan. This vision seeks to foster economic growth while addressing social inequalities and environmental sustainability. In supporting the development and delivery of local economic goals we will work with Belfast City Council as a strategic partner to ensure that we can support the education, skills and employability agenda across the City Region.

Our Learners

Our learner profile has become increasingly diverse in recent years, reflecting the increasing diversity of Belfast as a whole, and highlighting that we are a modern and inclusive college which attracts learners from a wide range of diverse backgrounds. In 2024/25:

- **37% of our learners were aged 26 & over**
- **13% were from Black, Asian or other minority ethnic groups**
- **10% identified as LGBTQ**
- **27% lived in the most deprived areas in Northern Ireland**
- **14% self-reported having a disability**

Our Campuses

Our large diverse learner community reflects our role in offering accessible education and skills training to meet the needs of learners from all backgrounds and career stages. We have several campuses across Belfast, each serving different academic and vocational needs.

Titanic Quarter Campus: Located in the iconic Titanic Quarter, this is our flagship campus. It offers cutting-edge facilities for courses in IT, media, engineering, hospitality, and tourism, and is known for its modern, eco-friendly design.

Millfield Campus: Situated near Belfast city centre, Millfield Campus offers a wide variety of courses, including health and social care, science, and construction. It also houses excellent facilities for practical training, including science labs and workshops.

E3 Springfield Campus: Our e3 campus on the Springfield Road focuses on enterprise, employability, and economic development. This campus is designed for collaboration with businesses and community organisations, offering courses in areas such as business, IT, and digital media.

Castlereagh Campus: Located in East Belfast, the Castlereagh Campus offers courses in areas such as motor vehicle maintenance, aviation and engineering. It is equipped with workshops and specialist facilities to support practical training.

Girdwood Community Hub: This campus, located in North Belfast, provides community-focused courses and outreach programmes, helping make education accessible to local communities and supporting inclusive growth.

In the last 15 years in response to reducing enrolments we have increasingly moved away from having duplicate provision across each campus and more to a model where each campus specialises in specific curriculum areas. Given financial pressures this has helped ensure that learners have access to industry-standard facilities tailored to their fields of study and helped the College to consolidate and strengthen our provision.



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Our Operating Environment



Our Operating Environment

Our operating environment outlines the external and internal factors shaping our college's environment and influencing our strategic direction. It highlights the socio-economic, educational, and policy landscape in which we operate, along with the opportunities and challenges we face. This context underscores the critical role we play in responding to the evolving needs of learners, employers, and communities while addressing broader regional, national, and global trends. Understanding this environment enables us to remain agile, relevant, and resilient as we work to deliver on our vision and purpose.

Increasing Diversity and Youthfulness

Over the past two decades, Belfast has seen a significant increase in its ethnic and cultural diversity, with 10% of its residents now born outside the UK and Ireland. This wave of diversity has enriched the City's cultural landscape, sparked creativity and innovation, and drawn global businesses and talent to Belfast. The city is becoming increasingly youthful, which if effectively harnessed, offers promising potential for further economic growth.

Northern Ireland is experiencing similar trends, with growing diversity and a youthful population contributing to a dynamic and evolving society. This demographic shift presents unique opportunities for economic and social development across the region.

For Belfast Met, this demographic shift is reflected in the increasing diversity of our learner profile, and we are proud of our reputation as a modern and inclusive college serving individuals from a wide range of backgrounds. Equally the age profile of our learners is changing, and we need to reflect on how we create flexible opportunities for lifelong learning.

Economic Powerhouse and Digital Innovation

Belfast is the economic powerhouse of Northern Ireland, with a dynamic labour market shaped by rapid economic, technological, and policy changes dominated by the public sector which is one of the largest employers including health and social care. The City has earned an international reputation in several high-value sectors and has been identified as one of the world's top 10 Digital Economies of the Future, making it the only UK City other than London to achieve this recognition. This accolade highlights Belfast's significant strides in digital innovation and its growing reputation as a leading hub for technology.

Northern Ireland is benefiting from Belfast's economic leadership, with the region experiencing increased investment and development in technology and other high-value sectors. This growth is fostering a vibrant business ecosystem and creating new opportunities for innovation and employment across Northern Ireland. Belfast Region City Deal is that first and largest of the City and Growth Deals

Emerging Industries and Skills Demands

Emerging industries such as green energy, advanced manufacturing, cybersecurity, and fintech are creating demand for new skill sets, while employers increasingly value

transferable skills such as communication, problem-solving, and teamwork. At Belfast Met, we will continue to be forward-thinking in our response to these advancements, and work with industry partners to adapt our curriculum. By doing so, we will ensure our learners acquire the skills and qualifications necessary to enter and thrive in the labour market, while continuing to position the College as a crucial contributor to economic development and workforce readiness within the city.

Northern Ireland is also experiencing these shifts, with a growing emphasis on developing a skilled workforce to support these emerging sectors. By aligning our educational offerings with regional economic priorities, we aim to contribute to the broader goal of making Northern Ireland a leader in innovation and sustainable growth.

Socioeconomic Challenges

Whilst Belfast Met benefits from the City's growing diversity and its status as an economic hub, we are also faced with socioeconomic challenges present within the region. Significant deprivation remains, with 53% of Northern Ireland's most deprived areas situated in the city. This affects educational outcomes, with many school leavers falling below the NI average in attaining 5 GCSEs and face higher unemployment rates after leaving school. Further, a large portion of Belfast's working-age population is economically inactive and lack formal qualifications. This is particularly severe in West and North Belfast, where the number of individuals without qualifications exceeds that in the South and East of the City.

Northern Ireland grapples with similar challenges, with pockets of deprivation and educational underachievement affecting various communities. Addressing these issues is crucial for the region's overall development and prosperity. By focusing on inclusive education and skills development, Belfast Met aims to play a pivotal role in bridging these gaps and fostering a more equitable society.

Need for Targeted Interventions

These existing disparities, coupled with the projections that 43% of Northern Ireland jobs will require degree-level qualifications by 2033, underscore the need for targeted interventions. Such interventions will enhance the qualification profile and provide equitable opportunities for residents in the city, enabling them to effectively contribute to the City's dynamic labour market. For Belfast Met, bridging this gap through targeted education and upskilling programmes is crucial to boosting employability, attracting investment, and driving economic growth in the city.

Northern Ireland as a whole faces similar challenges, with many areas requiring focused efforts to improve educational attainment and workforce readiness. By implementing targeted interventions across the region, we can ensure that all residents can gain the skills and qualifications needed to thrive in an evolving job market, thereby supporting the overall economic development of Northern Ireland.

Optimism for the Future

At Belfast Met we remain optimistic about Belfast's future. The city's history is one of resilience, and as it navigates its complex socioeconomic landscape, we will remain adaptable and innovative in our educational offer. In doing so, we will continue to meet the evolving needs of our city and its residents, ensuring that we remain a key contributor to Belfast and the wider regions ongoing success.

Our Vision



Our Vision

Together, we will be the College of Choice and the Partner of Choice for Communities and Learners, driven by our passion and Powered by Our People.

Our Purpose



Our Purpose

To develop the skills, knowledge and innovation of learners, employers and communities, aligned to the NI Economic Priorities.



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Our Values



Our Values

Our values define who we are and guide every action we take, driving our commitment to creating a supportive, ambitious, and high-achieving environment for our learners, partners, and community.

Collaboration: We build strong partnerships through engagement to achieve shared goals and deliver clear results.

Ambition: We pursue bold goals to benefit our learners, partners, and communities, creating a lasting positive impact.

Respect: We value contributions, act with trust and integrity, and treat everyone with fairness and care.

Excellence: We strive for excellence daily, continuously improving and upholding the highest standards.

Our Strategic Objectives & Priorities



Our Strategic Objectives & Priorities

Our three strategic objectives set the foundation for achieving Belfast Met’s vision of excellence in further and higher education across Northern Ireland. These objectives are carefully crafted to address the needs of our learners, staff, and stakeholders, while aligning with regional and national priorities. They focus on enhancing the quality and accessibility of education, driving learner success, fostering innovation, strengthening community partnerships, and empowering our people - whose dedication, expertise, and passion are central to everything we do.

Objective 1 – College of Choice

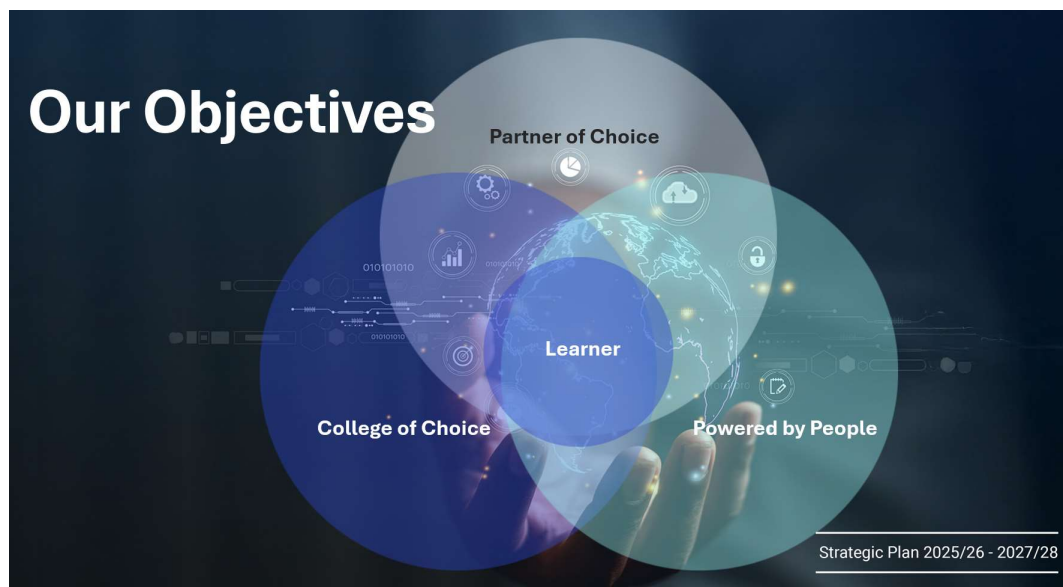
To be the ‘College of Choice’, we will offer innovative, high-performing programmes that provide an outstanding development experience and meet the evolving needs of learners, employers, and society.

Objective 2 – Partner of Choice

To be a ‘Partner of Choice’, we will continue to develop and deliver excellent service, innovative solutions, and impactful outcomes in partnership with employers, industry, and other stakeholders.

Objective 3 – Powered by People

To be ‘Powered by People’, we will recruit talented people, building a resilient ambitious culture, underpinned by a commitment to workforce development which will help build a high-performing, inclusive, and future-ready College.



Through these objectives, we will deliver meaningful outcomes that support personal growth, social inclusion, and economic development, ensuring our college remains a leader in transforming lives and building brighter futures.

Placing the learner at the core of our efforts ensures that we are focused on delivering a range of activities and outcomes which will improve the quality of our learner experience and their opportunities for progression.

The accompanying priorities reflect our commitment to delivering exceptional learning experiences, fostering innovation, and addressing the evolving needs of our learners, staff, and the wider community. By focusing on these areas, we aim to build a resilient, inclusive, and forward-thinking institution that empowers individuals, supports economic growth, and enhances the region's skills landscape. Together, these objectives priorities will guide our journey toward long-term success and sustainability.

Objective 1: College of Choice

To be the 'College of Choice', offering innovative, high-performing programmes that provide an outstanding development experience and meet the evolving needs of learners, employers, and society.

At Belfast Met, we aspire to be the College of Choice - a trusted and valued institution dedicated to placing learners and economic contributions at the core of everything that we do. Our objective is to provide high-quality education and skills development, fostering opportunities for lifelong learning which help our learners progression in life and work.

The current educational landscape offers both opportunities and challenges. Employers are looking for individuals with the skills to meet the demands of priority sectors such as life & health sciences, advanced manufacturing, materials and engineering, fintech / financial services, software & cyber, screen industries, and low carbon / net zero. The College will continue to work closely with Belfast Region City Deal to lead on developing skills and employability opportunities and feed this analysis back into the development of our curriculum. We also recognise the growing opportunities in the public sector and aim to address them through support for capacity building and apprenticeship. At the same time, learners need technical and transferable skills to innovate and thrive in an environment shaped by technological advancements, economic uncertainty, and societal changes.

As Northern Ireland continues to navigate the challenges which are a result of legacy issues, we must adapt to the increasing competition for learners and the pressing need to bridge skills gaps. By providing innovative, flexible, and high-performing programmes, we will ensure that Belfast Met continues to meet the needs of learners, employers, and communities while delivering on our commitment to inclusive growth and lifelong learning.

We will deliver on this objective by:

- 1. Delivering an exceptional learner experience** – Providing holistic, inclusive support services to empower learners to reach their potential, supporting the delivery of inclusive pathways.
- 2. Ensuring curriculum relevance and quality** – Designing and delivering economically relevant programmes shaped by our Curriculum Framework which will be informed by employer and partner engagement, as well as labour market intelligence.
- 3. Delivering high quality learning, teaching and training** - Fostering high-quality, engaging, and innovative teaching and learning practices supported by skilled and motivated staff.
- 4. Driving digital innovation and flexibility** - Using technology to expand flexible learning options like blended, online, micro-credentials and part-time lifelong learning pathways, to meet the needs of our diverse learners and employers.

By staying agile and responsive to the needs of learners and stakeholders, Belfast Met will help everyone reach their full potential and make a significant impact. We take pride in our inclusivity and will continue to build on our past successes as the College of Choice being central to the success of the Belfast Learning City.

Objective 2: Partner of Choice

As a ‘Partner of Choice’, we will continue to develop and deliver excellent service, innovative solutions, and impactful outcomes in partnership with employers, industry, and other stakeholders.

At Belfast Met, we recognise that strong partnerships are essential to extending our reach, supporting workforce development, and community growth to enhance local economic development. We will continue to commit to fostering meaningful collaborations that are mutually beneficial to the College and our partners. Whether working with local businesses to develop a highly skilled workforce, partnering with community organisations to expand educational access, or engaging with industry leaders to drive economic progress, we will be a key anchor institution that stakeholders turn to for expertise, reliability, and results.

Our commitment to excellence, responsiveness, and shared success sets us apart as a valued partner. We strive to understand the evolving needs of employers, educators, and communities, ensuring that our programmes and initiatives align with real-world demands. Through innovative solutions, customised training, and collaborative projects, we will continue to build lasting relationships that strengthen our region and enhance opportunities for learners, professionals, and organisations.

We will deliver on this objective by:

1. **Driving inclusive growth** - Collaborating with key organisations to improve social mobility through programmes that support individuals in accessing further education, training or employment.
2. **Building delivery partnerships** – Working together with key stakeholders to co-design and deliver skills, training and employability solutions that address the evolving needs of the economy and society.
3. **Partnering on Local Economic Development** - Playing a pivotal role in actively shaping and influencing future local economic development opportunities for the City and region through our continuous engagement in various City partnerships and shaping our provision to meet need.
4. **Building New Pathways for HE** – Partnering with HEIs and employers to expand the range work-based learning solutions, including expanding higher education within further education.

Being a "Partner of Choice" underscores Belfast Met's dedication to forging impactful and sustainable partnerships that empower individuals, strengthen communities, and drive economic and social progress in Northern Ireland.

Objective 3: Powered by People

To be 'Powered by People', we will recruit talented people, building a resilient ambitious culture, underpinned by a commitment to workforce development which will help build a high-performing, inclusive, and future-ready College.

At Belfast Met, we firmly believe that our greatest asset is our people. In the face of an evolving economic landscape, our commitment to transformation through our people remains steadfast. We want to build a culture which is people-oriented and collaborative in which our people are supported and enabled to reach their full potential. We understand that a motivated and empowered workforce is the key to achieving our strategic objectives, and we are dedicated to fostering an environment where every individual can thrive.

Through creating an outstanding employee experience, our people will be inspired, recognised and enabled to make our vision of excellence in further and higher education a reality.

We will focus on putting people at the heart of how we do business, via strategic people practice creating a high-performing, inclusive, and future-ready college. We will build a strong organisational culture underpinned by our core values and associated behaviours. We will enhance our employer brand to attract and retain top talent and we will meet evolving business and skills needs through strategic workforce planning.

Putting our 'Powered by People' objective into this strategic plan highlights that building on the collective skills, creativity, and dedication of our people is and will be key to the College's future success and innovation.

By prioritising our people, Belfast Met will drive long-term resilience, success and sustainable growth. We are committed to creating an inclusive workplace where employees feel valued, engaged, and proud to be part of our community. Our People and Culture strategy will be central to this transformation, ensuring that we remain at the forefront of educational excellence.

We will deliver on this objective by:

- 1. Building a people oriented, collaborative and inclusive college culture:** Establishing a fair, open, people-oriented environment where our employees feel valued, engaged and proud to be part of Belfast Met, underpinned by our values and behaviours.
- 2. Providing the conditions for our people to excel:** Delivering an outstanding employee experience that builds capability and drives high performance amongst our staff, where careers are meaningful, and employees feel a strong sense of purpose and commitment to our collective goals.
- 3. Attracting, retaining and developing top talent:** Positioning Belfast Met as an employer of choice, attracting, retaining and nurturing top talent and leadership capabilities to enhance performance.
- 4. Promoting and enhancing employee wellbeing:** Encouraging personal growth and prioritising wellbeing as a college community which cares for each other.

This will enable Belfast Met to establish itself not only as a hub of educational excellence for learners, but also as a leading workplace that values, empowers, and invests in its employees. 'Powered by People' reflects our dedication to fostering a supportive and inclusive environment where everyone can thrive, contribute, and take pride in being part of the College and honouring the legacy of all the dedicated staff who have created the fantastic institution we are today.

Our Strategic Enablers



Our Strategic Enablers

To support delivery of our Strategic Plan 2025/28 and to build a sustainable college, we will continue to invest in our professional services, including financial services, data governance, digital infrastructure and estate. To make this happen, we will prioritise our resources and reduce the process complexity into simpler, more effective ways of working. Our Strategic Enablers set out how we will deliver this:

Strategic Enabler 1: Financial Sustainability Framework

Strategic Enabler 2: Data Governance Framework

Strategic Enabler 3: IT & Digital Services Framework

Strategic Enabler 4: Estate Strategy & Sustainability Framework

Strategic Enabler 1. Financial Sustainability Framework

Our Financial Sustainability Framework will articulate how we will meet our strategic and operational financial demand, with a strong focus on maintaining our long-term sustainability. The overall aim is to maximise our income and transform our costs to strengthen our financial resilience so that we can invest in our staff and students and our operating environment. The framework will also set out how we will deliver our strategic goal of financial sustainability.

Strategic Enabler: 2. Data Governance Framework

Our Data Governance Framework will set out our vision for how we will use data to achieve our strategic objectives within a data driven culture. We value our data as a key asset, providing the basis for insight that supports our decision-making and the delivery of our strategic objectives. In addition, good management of our data will play a critical role in helping us remain secure and compliant. This will underpin the delivery of data governance and insight and the mitigation of security and compliance risks which is a central component of our Digital Framework.

Strategic Enabler 3. IT & Digital Services Framework

Our IT & Digital Services Framework outlines our vision to harness digital innovation to support teaching, learning and supporting processes. By leveraging the latest technology, we aim to provide an inclusive, engaging and efficient teaching and learning environment that meets the needs of our diverse learners, colleagues, employers and partners. We will continue to deliver excellence in digital innovation and technology services, providing distinctive, specialised, and inclusive platforms for education and support services.

Strategic Enabler 4. Estate Strategy & Sustainability Framework

Our Estate Strategy & Sustainability Framework will ensure that the College has an appropriate estate to meet current and future business needs. Our estate must be appropriate in terms of size, location, quality and configuration. The Strategy and Framework will be underpinned by our commitment to an effective capital investment plan and a planned preventative maintenance programme. It will consider how the estate supports the achievement of the College's strategic objectives, setting out the priorities and actions required in managing our assets efficiently and effectively, whilst also addressing the Climate Change Agenda through our 2030 Sustainability & Climate Action Plan.



Strategic Plan 2025/26 - 2027/28

Our Key Performance Indicators



Our Key Performance Indicators

As we embark on a new strategic journey, our Key Performance Indicators will play a pivotal role in helping us to measure progress and ensuring accountability. These indicators are designed to reflect our commitment to excellence in education, learner outcomes, and operational efficiency. They will enable us to track the impact of our programmes and initiatives, identify opportunities for improvement, and align our efforts with the needs of learners, staff, and stakeholders across the region.

The Strategic Plan will sit alongside our annual College Development Plan which sets out our key performance targets in respect of learners enrols, apprentices and business programmes. Work is ongoing to try and integrate the key planning and reporting obligations for the College across all our performance metrics which will help provide a more holistic view of our performance, quality and sustainability. By focusing on measurable goals, we will drive innovation, enhance learner success, and contribute to the regional economy through high-quality further and higher education.

1. **Learner Retention Rate** – More than 91% of learners continue in their studies from enrolment to completion.
2. **Achievement Rate** – More than 86% of learners successfully achieve their qualifications.
3. **Progression Rate** – More than 80% of our learners' progress into further education, employment, or training.
4. **Stakeholder Satisfaction** – Consistently achieve more than 85% satisfaction among stakeholders.
5. **Learner Satisfaction** – Consistently achieve more than 90% satisfaction among learners.
6. **People and Culture** – Creation of a modernised three-year People and Culture strategy to support our ongoing transformation and success.
7. **Financial Performance** – Consolidate our financial position and live within our budget and maximise revenue streams to deliver a sustainable financial position.
8. **Corporate Governance** - Comply with all corporate governance obligations required as a non-departmental public body (NDPB).
9. **Sustainability** – Achieve a reduction in carbon footprint or energy usage as set out in our Sustainability & Climate Action Framework 2030.
10. **Digital** - Enhance digital infrastructure to increase user engagement, reduce operational costs and streamline processes, through the implementation of advanced analytics, automation, and cloud solutions.

Reporting Our Progress

How will we measure and monitor our success?

To ensure the effective delivery of this Strategic Plan, we have developed a robust and transparent approach to performance monitoring.

Quarterly Tracking: We will systematically track progress against the supporting activities outlined under each of our strategic commitments. This will ensure that we remain on course and can address challenges promptly.

Annual Reporting: Progress against our 10 KPIs Strategic Indicators will be reviewed and reported annually. These indicators provide a clear, measurable overview of how effectively we are achieving our objectives and priorities.

Continuous Improvement: By embedding a cycle of evaluation and reflection, we will identify opportunities to refine our approach, ensuring that our Strategic Plan delivers meaningful and sustained impact for our learners, staff, and stakeholders.

This commitment to rigorous monitoring and reporting will ensure accountability and transparency as we strive to achieve the ambitions set out in this Strategic Plan.



STRATEGIC PLAN **2025/26 – 2027/28**

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