

Strategic Plan | 2030

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Welcome

In what seems to be an unprecedented time of uncertainty, rapid change and development, we have felt it more important than ever as an organisation responsible for the provision of learning and education for so many, to dig deep, look hard and consider what is needed in the short, medium and long term future.

BMet 2030 sets out the strategy we have developed over the course of a year in collaboration with staff, students and stakeholders.

This strategy document:

- Introduces the reader to BMet.
- Describes our local and regional context and what that means for us in practice.
- Identifies national priorities and key points of future focus.
- Sets out our aspirational targets for 2030 and the framework for achieving them.
- Explains our approach to achieving each of our five strategic priorities.

We hope our plan excites you as much as it does us and we look forward to working with you to inspire futures and realise dreams.

Introduction

Birmingham Metropolitan College (BMet) is a college that is firmly focused on raising aspirations and improving life chances for young people and adults in Birmingham and its borders.

Underpinning BMet 2030, is an ambitious strategy firmly establishing BMet as an FE anchor institution in and for Birmingham. We intend to continue to accelerate our improvement strategy, so that high quality learning is delivered at every BMet college site with provision that equips local people with the skills and knowledge needed, to take them further in their careers.

Emsi Report

An EMSI commissioned report on the impacts created by BMet in 2019/20 shows the value in terms of life-time earnings for learners, revenue and social savings for society and gains in added taxes and public sector savings for taxpayers, which resulted in £308.7 million added income and a total of 11,911 average waged jobs. We intend to measure our impact every three years.

For every £1 spent by:

Learners

 **£4.80**
Gained in lifetime earnings for learners

Society

 **£5.30**
Gained in added UK revenue and social savings for society

Taxpayers

 **£7.20**
Gained in added taxes and public sector savings for taxpayers

Impacts created by BMet in 2019–2020

Added income

£24.9 Million

Staff and college expenditure impact

Average wage jobs, despite COVID

962

£829.9 Thousand

Learner expenditure impact

32

£283 Million

Added workforce skills impact

10,917

£308.7 Million

Total impact

11,911

BMet - A snapshot

15,000 students 898 apprentices	5,000 full-time 16-19 year olds	50% of students from areas of high deprivation	Signed up to FE Sustainability Road Map	Partnerships with employers across the region and beyond + The Greater Birmingham & Solihull Institute of Technology	Greater Birmingham Business & Professional Services Academy
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Birmingham is now the youngest city in Europe

There are significant challenges facing Birmingham and the West Midlands including Brexit, the pandemic and the cost of living crisis, which have impacted communities, businesses and individuals. There is significant demographic growth over the next five years as well as the need for businesses, large and small, to upskill and reskill their workforce to keep pace with and take advantage of technological sector changes. Indeed, Birmingham is now the youngest city in Europe and has a majority minority ethnic population.

This means BMet needs to be a good employer delivering on its civic responsibilities including being part of Birmingham's aim to be an anti-racist city as well as ensuring our college group has a modern skills and educational offer that truly provides opportunities for all young people and adults to start on or change their career paths. For example, BMet is proud of its work as the official further education partner at the Commonwealth Games in 2022 and we will ensure we play our part to deliver on its legacy in future years aligned to the communities, employers and other stakeholders that we serve.

BMet needs to continue to play a central part in Birmingham's ecosystem/s and play its part as a regional FE college for the benefit of its students, communities and employers it serves.

The growth in the youth population identifies the priority for BMet to provide exciting, rewarding and engaging learning and career opportunities.

Commonwealth Games Legacy - Opportunity

BMet is working towards becoming a member of the Youth Charter Community Campus in Birmingham, as part of the legacy of the Commonwealth Games. The 'Campus' model provides a social, cultural and economic opportunity for young people and communities across all six continents. The aim is to establish a global network of campuses, that

provide a cultural framework and a model of delivery to promote innovative and dynamic approaches within the UN 2030 Sustainable Development Goals. This exciting partnership will enable BMet to help build back the link between community sport and sustainability.

BMet – An anchor institution

As an anchor FE College in Birmingham, BMet was established to support and equip residents in our local communities to flourish and thrive. Civic engagement is at the heart of who we are and informs our planning with Birmingham City Council (BCC) and the West Midlands Combined Authority (WMCA); our collaboration with local communities and third sector organisations and our work with students and staff so that alongside others, we are able to play our part in making **Birmingham prosperous, inclusive, safe, healthy and green.**

The college regularly hosts events that support and nurture engagement in the democratic process such as hosting the hustings for the Police and Crime Commissioner. Staff and students are encouraged to take up voluntary roles supporting local organisations and initiatives and engage in local fund and awareness raising activities. In its work to become an anti-racist college, BMet is actively engaged in ensuring the full benefits of the city's diversity, having a transformative effect on people's lived experience and the city's reputation as a brilliant place to live and work.

Knowledge Quarter - Opportunity

BMet will be a pro-active and invested partner within the city's Knowledge Quarter, that surrounds our Matthew Boulton College campus. It is a joint venture through Birmingham City Council and property developers Bruntwood.

Inspired by the world's leading innovation districts, the Knowledge Quarter aims to drive the region's

innovation to contribute to the levelling up agenda, create higher value jobs within the city region and transform opportunity for the regional community.

The college will achieve this by working with its Knowledge Quarter partners for example through the Greater Birmingham and Solihull Institute of Technology.

PROUD TO BE AN OFFICIAL FURTHER EDUCATION COLLEGE FOR THE BIRMINGHAM 2022 COMMONWEALTH GAMES



Local and Regional Context and BMet's Future Focus

Pre-pandemic the West Midlands region was leading productivity and growth in the UK, attracting thousands of people to the region and home to a world class research and education ecosystem. Our region has been impacted significantly by the pandemic and continues to be challenged by current economic pressures.

We are committed to working in partnership with all our stakeholders including other education providers, community, businesses and industry groups and local and regional Government bodies, to build up our regional economy and improve opportunities for the regional community.

As a regional college anchored in our communities that we serve, BMet has a significant influence and

impact on the lives of students and the economy. We serve a range of stakeholders, demographics and industries predominately and proudly, by enriching the lives of our students to ultimately raise their employability and lifetime earning potential. This benefits local, regional and national businesses via the provision of qualified, trained employees into their workforce.

One example is our active membership of the North Birmingham Economic Recovery Board, working alongside the lead partner, Witton Lodge Community Association. As part of this membership, BMet is contributing to the development of an ambitious strategy with the aim of improving lives of local people.

Negative Impact of Covid

The pandemic has had a disproportionate negative impact on existing disadvantaged groups/communities. This underpins our future focus on working with stakeholders and employers, to support the region's unemployed population into work and in particular to develop opportunities through re-skilling

programmes to support priority groups including: groups with high levels of economic inactivity and/or unemployment, carers, refugees, women seeking to access employment in non-traditional sectors and the over 50's.

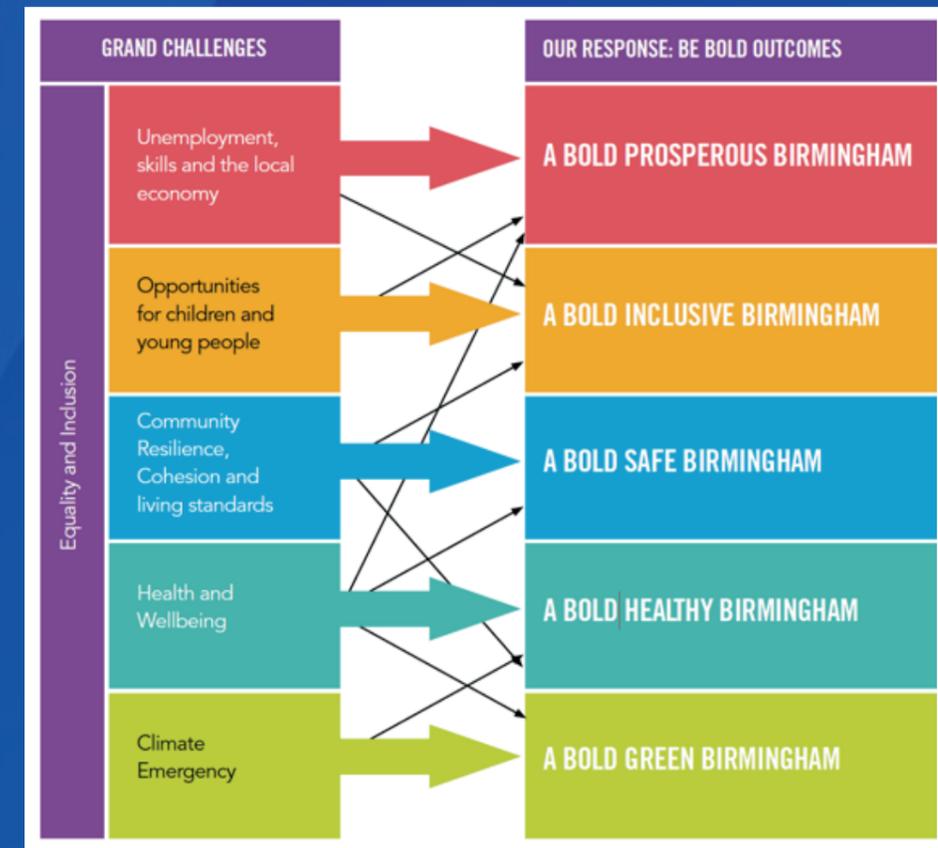
By equipping our students to develop new in-demand skills that match the regional business community needs, we aspire to support the business community to improve recruitment and their aim to diversify their workforce right now and in the future.

Birmingham focused

Birmingham City Council Corporate Plan 2022-26

BMet continues to develop its relationship with Birmingham City Council. Over the last two years, we have sought to influence and collaborate with the council for young people and adults.

Birmingham City Council – Corporate Plan 2020 to 2026



Extract from the Birmingham City Council Corporate Plan 2022-26

Overleaf are our commitments to the Birmingham City Council plan.

Our commitment to the Birmingham City Council plan

Supporting inclusive economic growth

BMet will develop our employer partnerships, to support the regional business community to improve its collaboration with the Further Education sector in order to support inclusive economic growth through connecting, developing, and recruiting from a diverse and local student population.

We will invest in our "Career, Advice and Guidance" activity to ensure that all students have access to personalised career guidance.

Tackling unemployment; Tackle homelessness

Continue to invest in our stakeholder relationships with the Department of Work and Pensions and other third sector and community-led referral agencies, to inform and educate work coaches and influencers about our training and work-led programmes including SWAPS and Sector Gateways.

Develop our newly launched community-led programmes to work in partnership with community leaders and influencers, to develop training that supports adults to retrain and reskill into new careers.

Attract inward investment in infrastructure

Collaborate with regional stakeholders, such as the West Midlands Growth Company and Knowledge Quarter, to support inward investment and business attraction to Birmingham, through positioning BMet as a key part of the city's economic eco-system, providing companies with a sustainable and diverse recruitment pipeline.

Tackle health inequalities

Promote health and wellbeing through our student services including mental health champions and performance coaches, and wraparound support for adults working with other agencies.

Maximise the benefits of the Commonwealth Games

Commit to the legacy from our partnership with the B2022 Volunteering Programme, through embedding volunteering into all student activity and working in collaboration with other Birmingham 2022 Commonwealth Games sponsor and partner organisations, to develop volunteering and inclusive work opportunities and becoming a partner of the Youth Charter Community Campus.

Make the city safer; Protect and safeguard vulnerable citizens

Continue to work with others as part of a multi-agency approach to support our most vulnerable students. To raise awareness of safeguarding and PREVENT, through our enrichment and tutorial programmes and staff Continuing Professional Development.

Tackle poverty and inequality; Empower the citizens and enable the citizen voice; Promote and Champion diversity, civic pride and culture

We are not simply a group of campus buildings where "education happens", but instead a college that has a significant role in the inclusive growth and development of the city economy and in serving the people in the city. We will continue to do this through empowering our staff to be role models and civic leaders in the communities that we serve; to support and invest in activity and events that champion diversity, civic pride and culture such as through our partnerships with the Multicultural Apprenticeship Awards, Pride of Birmingham, Inspirational Youth Awards and LoveBrum and through our work to become an anti-racist college.

Support and enable all children and young people to thrive; Improve outcomes for adults with disabilities and older people

Through our college culture "Ready Respectful Safe" combined with our investment into teaching and pastoral activity, we are committed to providing opportunities for all of our students, both young people and adults with an inclusive, welcoming and supportive college environment to enable each and every student to thrive.

We will seek investment to better improve opportunities and accessibility for students with disabilities, through developing an inclusive sports centre and by working in partnership with other civic organisations such as Birmingham City Council, launching Accessible Apprenticeships and Supported Internships.

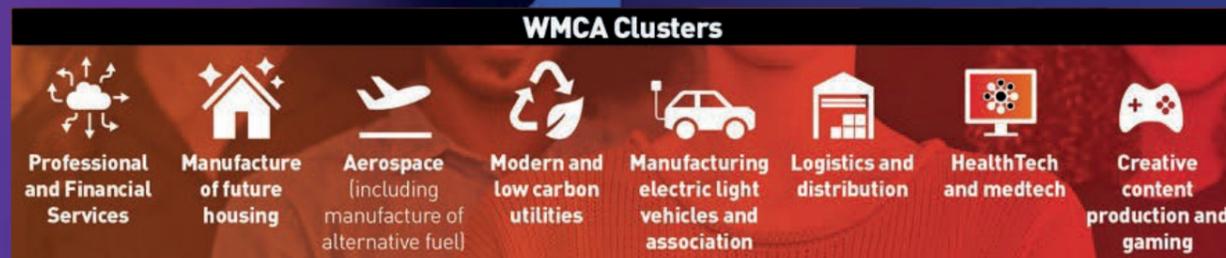
Continue on the route to Net Zero, Be a city of nature

Continue to develop green spaces across our estate, meet our FE Sustainability Roadmap objectives, including working towards net zero and engaging our staff and students to shift behaviours.

Regional Context

For future economic growth, the West Midlands Combined Authority (WMCA) research identifies key economic clusters* where the West Midlands has recognised strength and experience and are also identified as areas of market opportunity. Through our vision, we will continue to develop and align our curriculum to service these primary clusters, whilst at the same time continuing to invest in other sectors

that have identified regional and national niches, such as the creative industries which has been growing at twice the rate of the general UK economy. Business and Tourism is another good example, as the region benefits from a £24million Business and Tourism Programme to capitalise on the Commonwealth Games and Sport, through the new infrastructure and multiplier effect expected from the Games.



Dynamic Partnerships

Our strong relationship and partnership with the regional Chambers of Commerce through the Birmingham and Solihull Chambers, means that we are looking forward to being an integral part of the delivery of the regional "Local Skills Improvement Plan (LSIP)" which has been designed by the government to put

employers at the centre of the skills system in their region and to build a stronger, more dynamic partnership between employers and further education providers. For example, running through all clusters is digital transformation and this will be a key theme explored through the Local Skills Improvement Plans (LSIP).

BMet highlights - wins with Amazon Web Services and Fujitsu

Our students have taken part in national challenges competing with other colleges in competitions set by global giants Amazon Web Services and Fujitsu (sponsored by WMCA). In each, our students have been victorious and thoroughly enjoyed the real life industry placements.



For more of our highlights see pages 18 -19.



Fastest Growing Tech Sector

Birmingham is home to the fastest growing tech sector in the UK, with a predicted increase to 52,000 technology roles by 2025. BMet continues to invest in our stakeholder engagement to understand and work with sectors on the current and anticipated technology-led sector advancements and skills needs. BMet, in partnership with colleges across the region has recently successfully received government funding through the Strategic Development Fund, to innovate and grow training programmes across digital within five main strands: Industry 4.0, Health, Electric Vehicles and Vendor Qualifications, with BMet taking the lead on the activity for the FinTech strand.

Strong relationships

BMet is well positioned to enhance its relationships with employers through its membership of the North Birmingham Regeneration Task Group, Greater Birmingham and Solihull Institute of Technology, Birmingham City Council sub-groups, College West Midlands Group, Knowledge Quarter, the Collab Group and strong links with the Greater Birmingham Chamber of Commerce and its apprenticeship work with hundreds of SMEs (Small Medium Enterprises) and large employers. By investing in sector-led employer boards, our aim is to address the identified skills needs in priority sectors and clusters, for example – developing training programmes in advanced manufacturing and digital skills required for advanced methods of construction – through our Construction Employer Board in partnership with the Careers College Trust and other partners.

In 2022 BMet changed its approach to adult delivery, focussing on specific groups, in line with the WMCA priorities. BMet will ensure progression routes and a wider breadth of provision at levels 2 and 3. A particular focus for BMet is the delivery of programmes that enable young people and adults to go into entry level jobs in associated health specialisms (e.g. dental technicians). To this end, BMet will build its relationship with the new Greater Birmingham and Solihull Integrated Care Board and community health partnerships, to ensure BMet future planning meets local needs.

Community Matters

In 2022 the college joined the West Midlands Adult and Community Learning Alliance, chaired by Birmingham City Council. BMet has a renewed focus on how we support residents who are furthest from the labour market and need support to become more

independent, as well as those who are or will be job-ready more quickly for employment or who are self-employed. Part of this renewed focus will be to collaborate with local community organisations, such as Witton Lodge Community Association and other partners of the North Birmingham Economic Recovery Board, to support local developments such as the Peddimore Regeneration Infrastructure Development and the proposed enterprise hub in Erdington. BMet will continue to support and collaborate with other community organisations, having now established a model for delivery and support. This work will grow in line with WMCA funding or alternative grant income.

NEETs

BMet will continue to work with 16-24 year old Not in Education, Employment or Training (NEETs), The college has been part of a CCF (College Collaboration Fund) NEET project with eight other West Midlands colleges, local authorities and the WMCA in 2020/21, we are now part of the Colleges West Midlands NEET Intervention Partnership Strategic Group - with the aim of developing intervention strategies to prevent young people in addition to developing reengagement initiatives. BMet are also part of the Birmingham City Council led 14-25 Strategic Group (NEET Strategy), the purpose of this group is to work in collaboration to reduce NEET and not known young people across the city and to strive for one hundred percent participation.

The college will continue its relationship with Harborne Academy, supporting the Academy in its deliberations on being part of a multi-Academy trust. The government requires all schools to become part of a multi-Academy trust by 2030.

Career Advance Academy

BMet will relaunch its Career Advance Academy. Initially designed in 2020 to help those whose career was negatively impacted because of Covid-19. The Academy will boost the skills of job seekers across the city, as well as offering upskilling and retraining opportunities for everyone.

We are investing our resources to support the relaunch of this venture and will call on our strong relationships with the local business community to shape the offer.

Our aim is clear – to help retrain individuals with the skills and experience that the local economy needs.

New Deeper Devolution Deal

This deal secures wide-ranging new powers and a budget windfall in excess of £1.5 billion to level up the region.

A few highlights from the Deeper Devolution Deal

- A landmark housing deal worth up to £500 million.
- Fiscal devolution, including retention of business rates for the next 10 years.
- Up to six levelling up zones to target investment and encourage jobs and regeneration in areas agreed between the WMCA and Government.
- Measures to tackle digital exclusion, including greater influence over high speed broadband investment across the region and a £4 million fund for devices and data to get more people online.
- Greater local responsibility for developing and delivering careers advice and a partnership with Department for Work and Pensions.
- Devolution of the Bus Service Operators Grant and a new partnership with Great British Railways, to offer greater local oversight and control of public transport services.

- The UK's first formally designated transport sandbox, to deliver cleaner and safer vehicles and innovative transport services to our streets faster, while supporting new jobs and investment.
- A commitment to devolve retrofit funding from 2025, to allow the WMCA, and partners, to set priorities for investment in insulation and green energy for homes.
- A commitment to a new partnership with national arts and culture organisations, to shape their investment in regional cultural priorities.

For BMet this deal provides a positive and sustainable focus on priorities, that align with our ambition to be a significant contributor to skills development in Birmingham and the city region.

West Midlands and Warwickshire Local Skills Improvement Plan (LSIP)

The draft LSIP supports the WMCA clusters and focusses on the cross-cutting themes of digital and green skills and associated leadership and management capabilities in the region, and aims to build on existing research and meaningful collaboration with partners to:

- develop understanding of the immediate and future skills needs of employers
- facilitate an agile and responsive skills system
- help stimulate investment in skills, creating meaningful employment and in-work progression opportunities for local residents

National Priorities and BMet's Future Focus

The White Paper Skills for jobs:

Lifelong learning for opportunity and growth underpins our commitment to expanding and growing our apprenticeship offer, as well as Level 4 and Level 5 programmes in line with regional skills needs. The post Brexit and COVID landscape continues to challenge our ability to remain competitive and deliver a thriving economy. We await further reform following Government reviews into Post 18 Funding Review; the Level 4 and Level 5 review; the Level 3 review; and the next spending review. However, the White Paper has set a clear direction regarding Higher Technical Qualifications, a future adult entitlement, a stronger alignment with employers through the LSIP, further WMCA devolution asks as well as flexibilities including Digital boot camps and the National Skills Fund.

There are still uncertainties in the qualification landscape both for 16–18-year-olds and adults. Challenges in the immediate future for BMet, are the introduction of T Levels starting in 2023/24 and then potential rollout across all relevant curriculum areas at Level 3, with the associated transition programmes at Level 2 from 2024/25 onwards.

We do not know yet the full extent of the withdrawal of other Level 3 qualifications or the changes at Level 2 and below for 16–18-year-olds, but BMet will align these to priority sectors locally, regionally, and nationally. BMet will continue to strengthen its A Level provision and its focus on English, Maths, Digital, Work Ready and Work Real, as central planks to 16-18 programmes. The key challenge will be to ensure we can still provide appropriate education and training to individuals who do not wish to study T Levels, or A Levels and part of this mix will be our apprenticeship offer.

The SEND (Special Educational Needs and Disabilities) Review:

Right support, right place, right time – this review is concerned with schools, how local authorities should operate and a regional approach to commissioning, and should mean there will be more clarity on local arrangements for young people and vulnerable adults including provision. The challenge for BMet remains to improve the quality of its provision to at least Good and we are making good progress towards our next full inspection. This has been and will remain a growth area for the college due to the demographic growth over the lifetime of this strategic plan. Part of this growth will be through the introduction of supported internships/inclusive apprenticeships and consolidation of relevant pathways. For the medium-term, BMet will consider providing a specialism in line with local need, alongside working with partners with consideration of our physical capacity to grow this discrete provision, for example, in disability sports.

In line with the government's Careers Strategy:

Making the most of everyone's skills and talents', BMet is in a good position regarding its careers support offer to 16–18 year olds. It has one of the largest cohort of students who apply and are accepted for university progression through UCAS. In the future, the college's focus will be to develop a more integrated careers approach with curriculum areas and to continue to enhance careers support for adults, in partnership with other local organisations such as the Health Exchange and Suited for Success.

BMet is committed to developing its HIGHER LEVEL SKILLS offer.

Alongside its membership and programme offer through the Greater Birmingham and Solihull IoT, BMet will continue to build sustainable relationships with the universities serving Birmingham. BMet will seek progression agreements, as well as delivery of programmes and opportunities, to enhance BMet level 3 curriculum through university outreach work. It will look to develop or apply to deliver Higher Technical Qualifications or equivalent qualifications such as opportunities through the HN Flex with Pearson and the Open University. A key challenge for the college is the recruitment and retention of staff expertise, particularly in hard to recruit areas such as construction and engineering. We will seek innovative approaches with employers and/or other providers in these sectors.

We do have international students at BMet and as we grow our Level 3 and higher skills provision, we will consider developing international student numbers in select sectors. UCAS insights data predicts significant growth in this area for HE providers and the government views education as a key growth sector for the UK. The challenge for BMet will be establishing our credibility and operational links. This is a medium-term priority for the college to investigate.

The pandemic has accelerated changes to curriculum delivery and blended and/or distance learning will become part of this college's delivery. BMet currently offers a small provision of discrete on-line programmes, targeted at adults who need to refresh or upskill to enhance their career prospects or meet business need. However, the most notable change over the coming years will be an increase in the blended model for adults, who are in work which will align to our delivery from level 2 and above. This is in line with national expectations (Skills for Jobs White Paper and Post-18 Review of Education and Funding) to see an increase in more flexible models of delivery for adults and would fit well with the launch of the lifelong learning entitlement in 24/25 academic year.

Apprenticeships remain an area for growth for the college.

Like other providers, the pandemic did challenge the growth and quality of our apprenticeship offer. However, BMet has seen growth in new areas such the food and drink sector and the continuation of apprenticeships with a new 5-year contract with BMW and a renewed increasing interest in dental and pharmacy. Quality was judged as 'Good' in December 2021 by Ofsted. The national changes to successful outcomes for apprentices (minimum 65%) and expectations for new timely touchpoints, as well as reviews linked to loss of funding, if not evidenced correctly add to the complexity of managing apprenticeships. The challenge for BMet will be to ensure we have sufficient high-quality resources and infrastructure, to scale up incrementally over the next three years and then to sustain this level of growth. In the future we may investigate, in line with LSIPs (Local Skills Improvement Plans) and the WMCA Regional Plan, whether to pursue registration to become (in partnership or not) a 'flexi-apprenticeship agency.'



Strategic Plan 2030



Strategic Plan 2030

BMet highlights



BMet students have their say on anti-racism with leading youth-focused giant Leaders Unlocked

FINTECH SKILLS FRAMEWORK
A Blueprint for Further Education In Birmingham and the West Midlands
April 2023



BMet launches first FinTech short course and further education 'blueprint'



BMet students' top-class digital skills lead to an overall win in national Amazon Web Services youth-focused challenge



BMet's first regional employer board meeting under the Career College model – held to further cement construction skills needs



Rising BMet engineering student crowned apprentice of the year



Fujitsu team challenge gives BMet student innovators a healthy win



Enterprising BMet business students join board of influential consortium of employers



BMet awarded with the accolade of excellence in Training & Education – Greater Birmingham Chambers of Commerce



BMet forms Digital Technology Employer Board – creating business connections for an innovative curriculum



Fujitsu innovation centre – following student win!



40 SWAPS in 2022!



BMet's environment-friendly initiatives lead to third place win in National Planet Earth Games



Students win in Centre of Excellence in Mathematics National Competition



Launch of the Cyber Hub!



Careys and BMet College launch Groundworks SWAP

The national achievement rates for 21/22 have been published by the Department of Education and we are one of the best general further education colleges in Birmingham for 16-18 year olds, including apprenticeships in terms of student success.

To read the stories behind the headlines visit bmet.ac.uk/news

Vision, Values, Strategic Priorities



In developing our vision, values, and strategic priorities, we have consulted with our staff, students and stakeholders. We believe that our vision and values provide clear direction for a college that is for Birmingham and at the heart of Birmingham.



Our Strapline

Inspiring Futures, Realising Dreams



Our Vision

We aim to provide excellent learning opportunities to serve the needs of Birmingham and the city region.



Our Values

- We are passionate to see our students achieve their full potential.
- We create an environment that is ready, respectful and safe.
- We celebrate Equity, Diversity and Inclusion
- We are inspired to continually develop our professional practice.
- We are three colleges, one team.



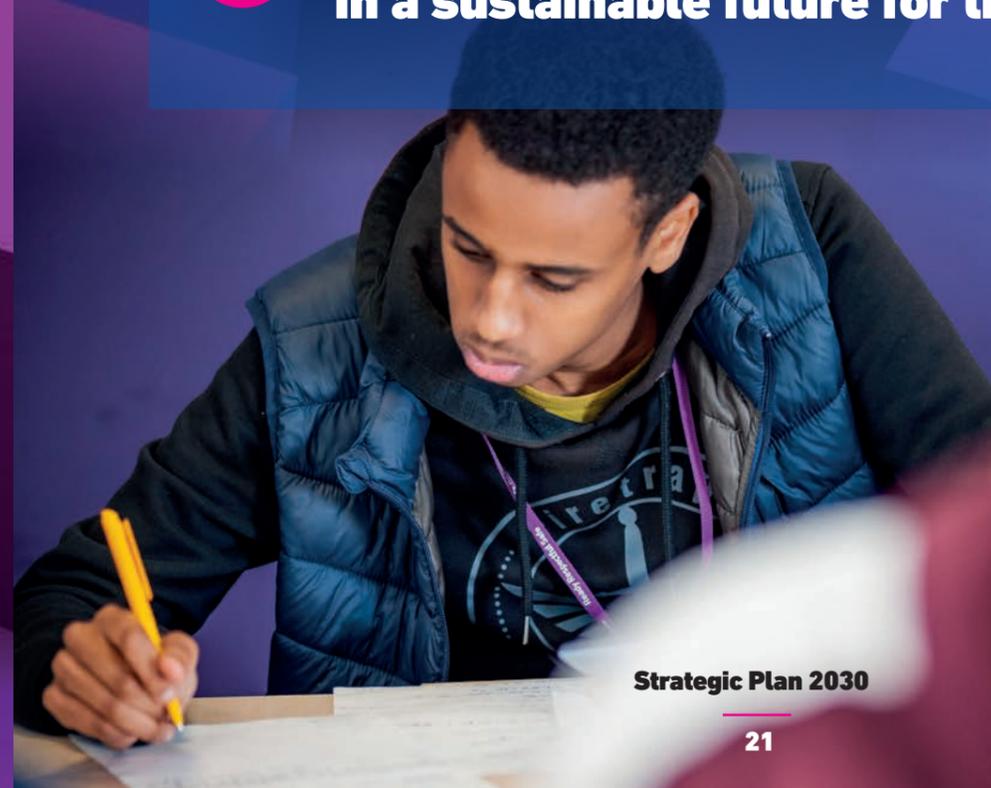
Strategic Priorities

Our priorities focus on our students, communities, employers, staff, and other key stakeholders. The associated KPIs (Key Performance Indicators) are in appendix 1.

Strategic Priorities

Our strategic priorities are to:

- 1 Be a significant contributor to skills development in Birmingham and the city region**
- 2 Provide a consistently high quality learning experience**
- 3 Equip our students for the future**
- 4 Be an inspiring place to work**
- 5 Have a strong financial base to invest in a sustainable future for the college**



BMet 2030: Aspirational targets

To be a highly valued provider of choice by all stakeholders



Cross-Cutting themes

BMet will continue to collaborate with employers through the Local Skills Improvement Plan, to develop those essential skills for young people and adults that employers need. The LSIP report sees the development of essential skills as critical to meeting employer needs listing communication, collaboration, problem solving, innovation and commercialisation in employability and practical application of technical skills to be developed.

As an employer, BMet is on its own digital transformation journey, as well as focusing on ensuring it can deliver the sector led technological skills and basic digital skills employers and people need. Investment remains a key challenge, but the college is committed to this.

The themes of equity, diversity and inclusion, and sustainability will underpin our culture and behaviours to ensure as individuals, teams and an organisation, we contribute positively to improving our college and we are responsive to and for the communities we serve.



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