



Middlesbrough College Group Strategic Plan 2023 – 2025



MC Digital official opening by
Dave Coplin, The Envisioners CEO
and ex Microsoft UK

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Foreword

As we move into a world of unparalleled generational, political, economic and technological change, our mission 'to develop skills, knowledge and behaviour that help individuals **thrive** and enhance the region's economic and social prosperity' has never been more important.

This updated strategy highlights that our core priorities remain the same, whilst our courses and collaborations continue to evolve, strengthen and adapt.

Our determination to deliver high quality technical and professional education which drives the economy and supports rich career opportunities in our local area and beyond, will continue to directly support both the Government's skills agenda and that of our Tees Valley Mayoral Combined Authority and emerging Local Skills Improvement Plan.

Our dual purpose ensures that we do not simply focus on raising aspirations and promoting successful progression into high value jobs wherever and whenever they may exist; but that we also fulfil our obligation to our local community, to provide a place based offering, in a welcoming and harmonious atmosphere, whereby we can support those furthest from the workplace to develop their confidence through a programme of support and a comprehensive offer of second chance education and retraining.

At the very heart of our new strategy is our commitment to support individuals of all backgrounds to **thrive**.

Ensuring our students leave college with more than simply a qualification, but with valuable life skills which enrich their character, develop their understanding of the world around them, promote a healthy lifestyle, enhance their skills and attributes – and ultimately prepare them well to **thrive** in life and work.

Critical to this is ensuring our staff are also able to **thrive** at and beyond work. That they are curious and reflective individuals who are keen to learn from others, to collaborate utilising evidence where it is available and sharing good practice within and outwith our organisation to develop both themselves, their colleagues and their students.

This strategic plan has been developed in consultation with our stakeholders, which include civic partners, employers and their representative bodies, other local training providers and community organisations. Our strategy has underpinning commitments to collaborate with others and to maintain sustainable provision which manages public money responsibly and both increases aspiration and maximises the social mobility of students across the Tees Valley and beyond. It brings together our various operational strategies, to ensure we have the clarity, resources and focus required to manage risks effectively and to achieve our objectives in the coming years.

This strategy sets out our ambition and priorities to 2025 and we very much look forward to working with you in its delivery.



Rob Davies
Chair of Governors



Zoe Lewis
Principal/ Chief Executive



About us

Middlesbrough College Group has a rich history dating back to the early 1900's when local industrialists first established a training centre to ensure employers had access to the skills they needed for industrial growth at that time. Fast forward to our more recent past and the College today is made up of six previously independent organisations, each with their own proud legacy. Those organisations are Longlands College, Kirby College, Marton College, Acklam Sixth Form College, NECC training company and TTE engineering training company.

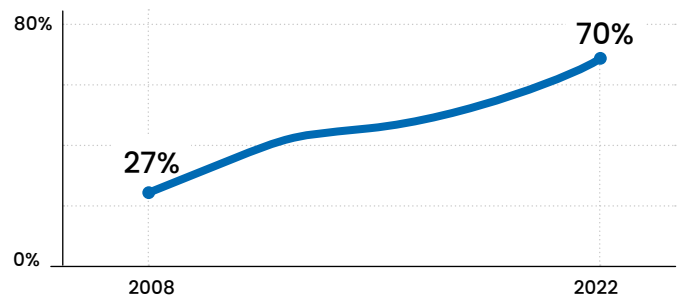


As the largest further Education College in Teesside, the College relocated to Middlehaven in 2008 to ensure students from across the wider conurbation could have greater access to the wide range of regionally significant technical and professional specialisms.

With regular insight and input from local employers, alongside careful and frequent mapping against our local economy, the College offers courses from Entry Level to Level 7 that support every sector of the economy including through:

- A Levels
- T Levels
- Vocational Courses
- Apprenticeships
- Adult part-time courses
- Higher Education courses
- Community learning
- Distance Learning

Strategic investments have shifted our provision mix over the years such that the percentage of full-time students studying in LEP priority sectors has grown from just over one quarter to 70% since our relocation.



The close map between courses and employment means very high proportions of our students progress to positive destinations as below:

96%
16-19

99%
Access to HE

96%
Higher Education

98%
of apprentices

83%
of employed adults
agreed their course had
helped them develop
the skills they needed

200+
learners with an
EHCP - achieve in line
with their peers

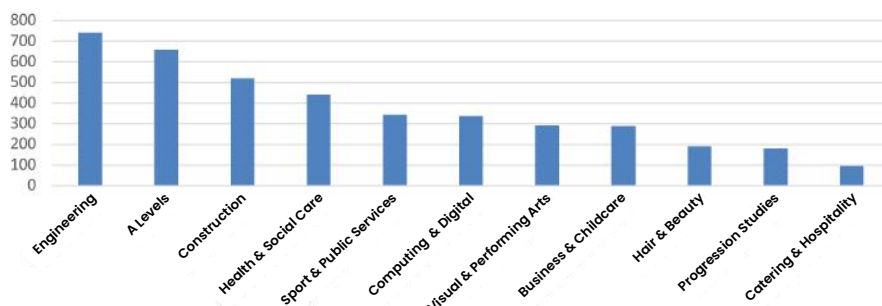


As an anchor institution, we employ over 1000 staff, with the majority based at our Middlehaven campus, and work with a small number of trusted subcontractors, alongside our own small regional offices to ensure we fully meet regional priorities.

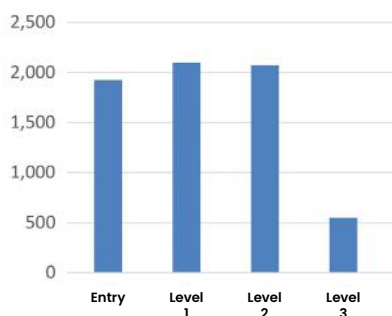
Over 13,000 students



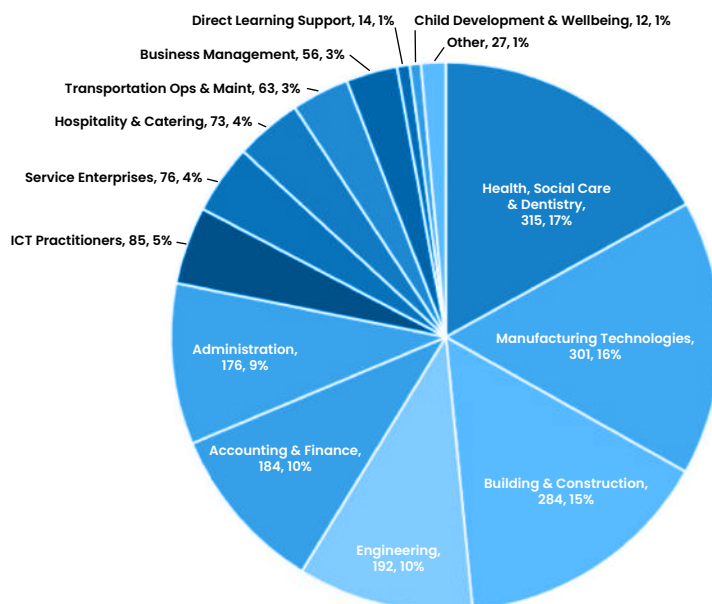
4,500 School leavers



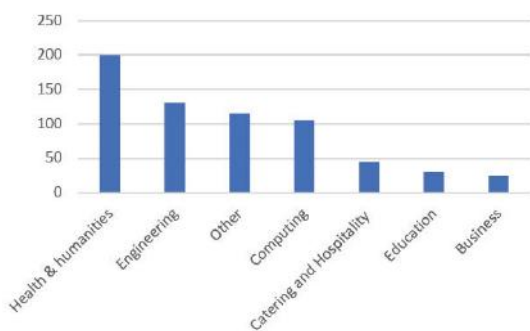
6,000 Adult learners



1,500 Apprentices



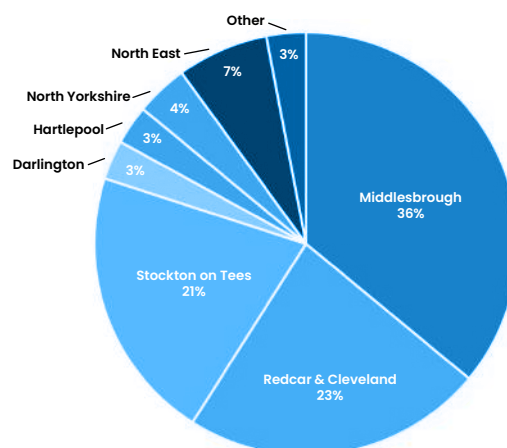
650 Higher Education learners



1,000 members of staff



Residency of learners



Tees Valley context

Tees Valley ranks as the second most deprived Local Enterprise Partnership (LEP) area in England with all five Tees Valley districts ranking in the most deprived 15% of local authorities nationally.

When comparing the Tees Valley local authorities, the employment rate is lowest in Middlesbrough at 64%.

Tees Valley has some of the country's highest economic inactivity rates with 25.4% of the working age population in Tees Valley being economically inactive in June 2020 compared to 20.3% nationally.

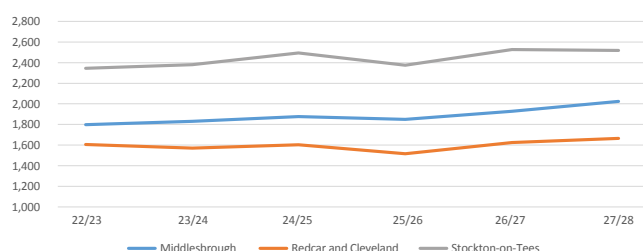
Youth unemployment whilst at a historic low, remains an issue with a higher than average number of 16-24-year olds unemployed and claiming benefits. In addition, a high and recently increasing number of 16-17-year olds are NEET (Not in Education, Employment or Training) with cost of living pressures placing greater pressure on these families.

Tees Valley has a higher percentage of 16-34 year-old residents starting an apprenticeship than nationally and apprenticeship achievement rates are consistently higher than national. However, apprenticeship starts are half what they were five years ago (55% lower) compared to a 45% drop nationally.

The percentage of graduates in employment 15 months after graduating matches the national rate. However graduate retention is an issue,

Demographics - Local 16 year olds

The number of school leavers is predicted to rise significantly over the period of this plan across the College's main local authority student residency areas:



with only 41% of Tees Valley graduates finding employment within the Tees Valley 15 months after graduating. Over a quarter of graduates (28%) were working in non-graduate roles, potentially displacing those with lower level skills into unemployment.

This is largely due to the Tees Valley having a lower percentage of professional level jobs available compared to nationally (37% compared to 42%) and the median gross annual full-time wage in Tees Valley is lower than nationally (£28,080 compared to £31,770).

73% of graduates from Higher Education Institutions (HEIs) in Tees Valley remain employed within the North East region 5 years after graduation.

Lack of qualifications is a significant barrier to employment. The percentage of Tees Valley residents with no qualifications (11%) is higher than national rates (7%) and the second highest of any SAP area.

The Tees Valley has seen increasing numbers of asylum seekers seeking local authority support. At September 2022, over 2000 required support – one of the highest rates in the country.

The Tees Valley is an area of skills devolution and as such the College receives its Adult Education funding through our local Mayoral Combined Authority and work closely with them to meet adult skills needs.



Tees Valley economy

Tees Valley has a conterminous, fully integrated Combined Authority, covering 300 square miles, with a population of around 676,000.

The region has a number of traditional industries, some of which have declined over time, resulting in job losses for many Tees Valley residents. However, many industries have successfully evolved and repositioned themselves in the economy – alongside emerging new growth sectors.

Tees Valley has significant sectoral strength and relatively high employment in higher productivity sectors such as Chemical & Process, Clean Energy, Low Carbon & Hydrogen and Advanced Manufacturing. Construction sub-sectors including civil engineering and specialised construction together with Logistics sub-sectors such as road freight transport are also well represented. Health and Social Care is one of the largest sectors for employment in Tees Valley, and there are also high volumes of jobs in public administration, defence, education and IT. We have emerging strengths in Digital and Business & Professional Services.

Tees Valley has a wide range of extensive development sites, opportunities and financial incentives including the Mayoral South Tees Development Corporation Teesworks the UK's largest industrial development zone and first Mayoral Development Corporation outside of Greater London.

Sectors for growth

Over half of the new jobs created will require higher level technical, science and digital skills. 45% of these are considered to be in more senior and managerial roles.

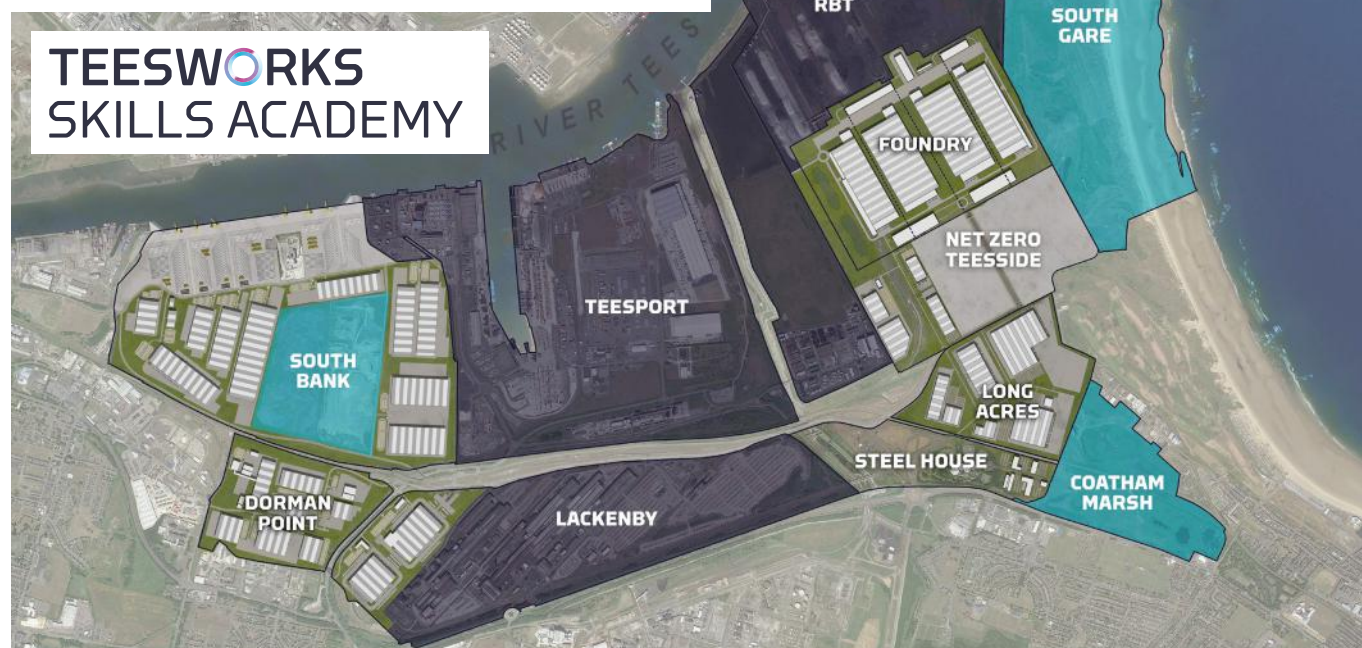
High growth is anticipated in:

- Advanced manufacturing
- Process, chemicals and energy
- Logistics
- Health and biologics
- Digital and creative
- Culture and leisure
- Business and professional services

High Volume Employment

46% of replacement jobs will be across a range of levels, including entry level jobs offered as part-time opportunities and apprenticeships. High volume replacement is expected in:

- Public administration, defence and education
- IT, media and other service industries
- Production industries
- Professional and business services
- Healthcare





Teesworks has recently been named the UK's largest Freeport, with the potential to create 18,000 high-skilled, good-quality jobs supporting the offshore wind, clean energy, chemicals and processing, and advanced manufacturing sectors. Also, at the heart of the Teesworks site, Net Zero Teesside will be the UK's first carbon capture utilisation and storage facility (CCUS). The project is set to decarbonise the area's carbon-intensive businesses by as early as 2030.

Tees Valley has high ambitions for jobs growth and high levels of replacement demand in the following sectors:

The Tees Valley Local Skills Improvement Plan (LSIP) is due for publication in May 2023. This will focus on the following key sectors and Middlesbrough College is working closely with the North East England Chamber of Commerce to support its development. We are fully committed to responding to its recommendations which will support the sectors below:

Green Energy / Net Zero – in two phases:

Immediate: Construction, Transport

Longer term: Green Energy/ Net Zero Manufacturing

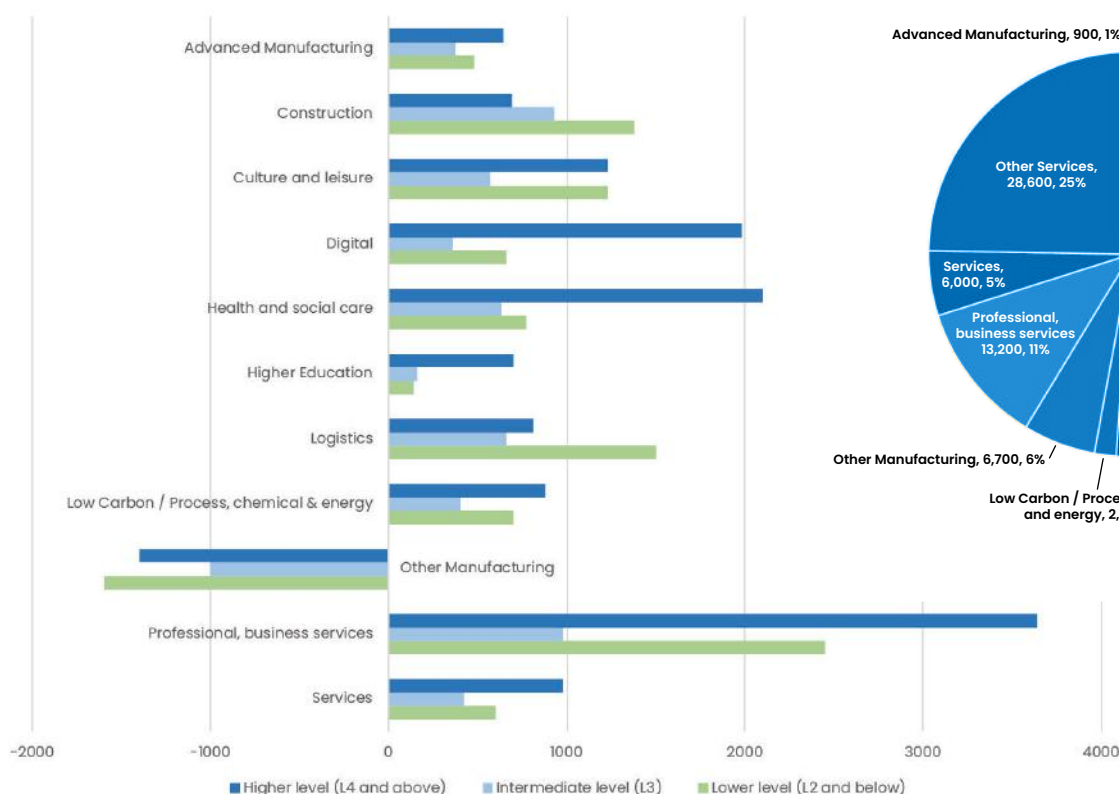
Health and Social Care

Immediate requirement – high volume, current jobs

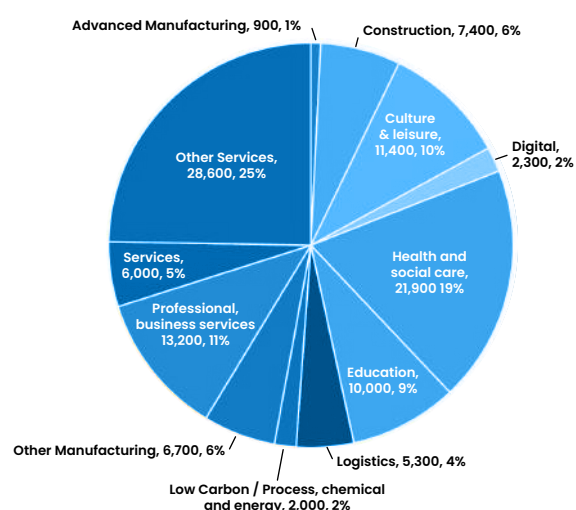
Cross sector skills

- Digital
- Professional
- Project Management
- Finance

Additional jobs by qualification level 2016 – 2026



Replacement demand by sector 2016 – 2026



Developing our curriculum

Our curriculum offer is developed through feedback from a network of important stakeholders and labour market information including:



Key:

SAP – Skills Advisory Panel
 LSIP – Local Skills Improvement Plan
 HTQ – Higher Technical Qualification
 TVCA – Tees Valley Combined Authority
 ESOL – English for Speakers of Other Languages
 LMI – Labour Market Information

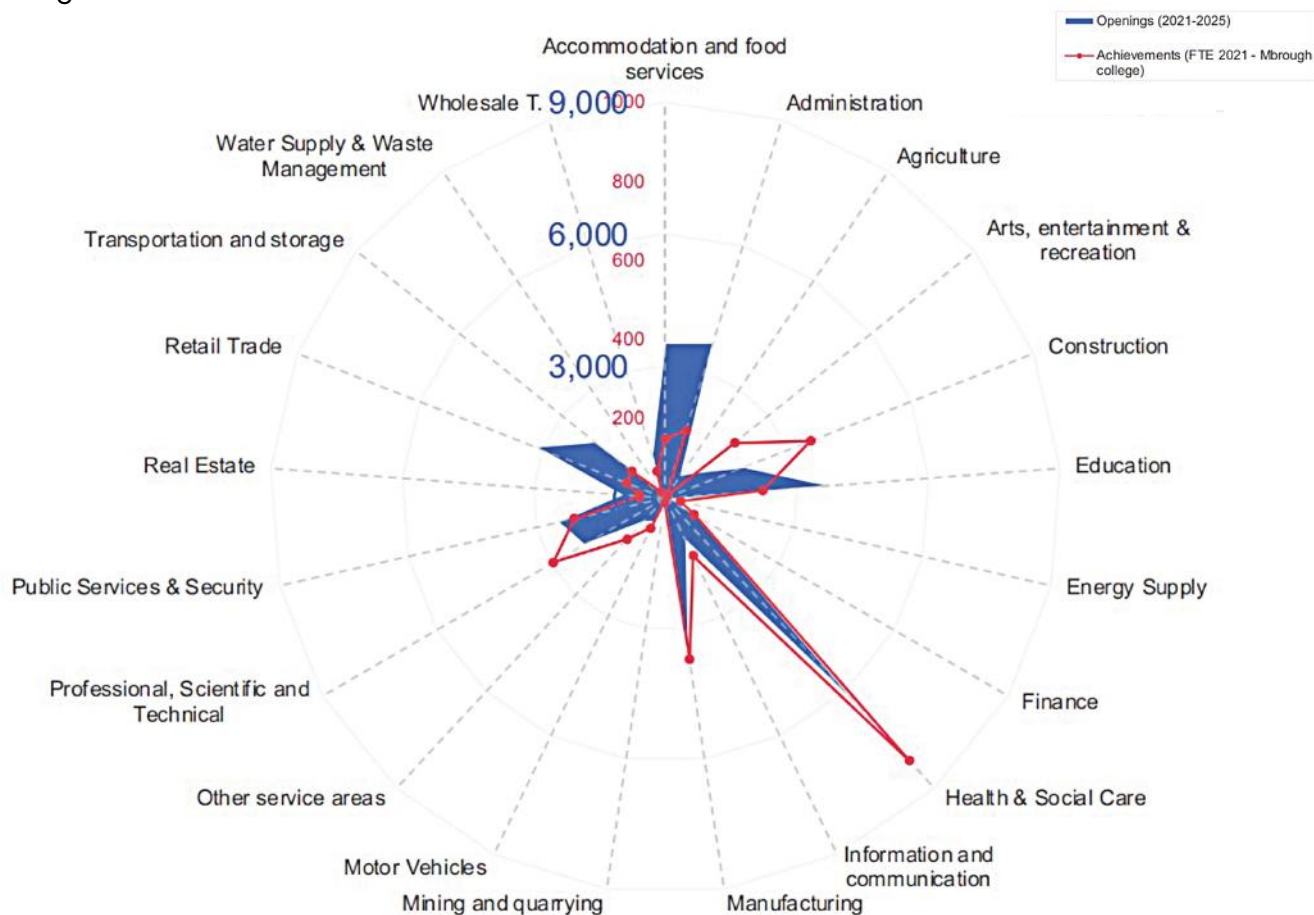
DWP – Department for Work and Pensions
 IOT – Institute Of Technology
 STDC – South Tees Development Corporation
 NEET – Not in Education, Employment or Training
 SDF – Strategic Development Fund

College Strategic Developments 2015 – 2022:

In the last seven years, the College has responded to stakeholders through delivering the following strategic developments:

- A £20m investment in STEM facilities (2015) and subjects; such that now 70% of our school leavers are studying in 'priority' sectors rising from one quarter since our move to Middlehaven
- The acquisition of a respected apprenticeship training company (NECC training) covering complementary sectors and a wider geographic reach across the North East of England – creating Northern Skills, the apprenticeship and training arm of the College (2016) which focuses on technical and professional apprenticeship training including dentistry, accountancy, engineering and digital
- Becoming an active partner in the North East Institute of Technology collaboration (2019) – developing higher technical qualifications to meet local needs
- Utilising devolved flexibilities to develop new and improved bespoke employer led provision (BELPs) through our new adult and community learning centre (2019)
- Transferring TTE, a strategically important specialist engineering training provider into the group (being adjacent to a new Freeport) (2020)
- Delivering T Levels from 2021
- Supporting Freeport inward investors, through a collaboration with local providers as part of the Teesworks Skills Academy consortium (2021)
- Working in partnership with our employer representative body (ERB) to develop a Trailblazer LSIP and delivering associated Strategic Development Fund projects (SDF) (2021–22)
- Investing in skills shortage areas, opening T Level digital & construction centres in 2022

These investments have resulted in the College having a close match to professional & technical job openings in our local area:



Source: Lightcast, jobs and education data

Curriculum development priorities to 2025

Economic priorities

Microsoft skills:

These are cited as the number one skill set required across job vacancies within the Tees Valley and as a Microsoft showcase college (in 2022) we aim to develop these key skills in all of our students.

National priority / STEM specialists:

Our commitment to support STEM industries continues with the most recent focus on 'T' i.e. (technology) following extensive expansion in engineering courses over recent years. Our priority to deliver the government's agenda through developing T Levels, skills bootcamps, IoT courses and HTQs will continue in this vein.



Supporting the 'Green' revolution:

Whilst we already have 22 courses which develop green skills, we will expand these specialisms to meet the ambition for net zero 2050 and the requirements set out in the LSIP trailblazer including:

- Power
- Industrial energy
- Homes and buildings
- Transport
- Enabling decarbonisation

Bespoke adult retraining:

We will continue to respond to current employer need through developing bespoke courses such as; care, catering and hospitality, logistics, security, forklift truck, transport (LGV/HGV) construction trades including ground works, cladding, plant operations and many more.

Social priorities

Adult basic skills and ESOL:

Given the low levels of literacy and numeracy in our area, we will expand adult basic skills and ESOL provision to improve self-confidence, employability, social integration and productivity.

Support the growing needs of the Health and Care sector

We will work with the NEECC who are leading on the Tees Valley LSIP to ensure we fully meet the growing needs of the health and care sector and NHS.



Inclusive curriculum

We will expand our support for those most vulnerable; students with SEN, care experienced young people, students supported through Children in Need plans, those supported through Child Protection plans, children claiming universal credit in their own right and those who may be vulnerable, exploited, missing or trafficked. We will expand our work with local authorities and schools to support those who are at risk of or have become NEET (Not in Education, Employment or Training) through targeted transition support and alternative provisions.



School Leavers

- Respond positively to qualification reforms
- Expand T Levels and work placements
- Expand and enhance our digital courses linked to skills shortage areas and digital skills of all learners
- Improve our transition work for school leavers and enhance our in-year re-engagement offer to reduce NEETs
- Develop a partnership with World Skills UK to enhance our practices and embed world class competencies and standards
- Develop each individual to be active citizens through our **Thrive** programme – including social action projects

Adults

- Support the TVCA skills priorities including expanding our own bespoke employer led programmes
- Deliver the new National Skills Fund and reform our offer for lifelong learning
- Expand community learning including digital entitlement and basic skills training
- Support those new to our area for whom language is a barrier

Apprenticeships

- Continue to expand our apprenticeships offer in skills shortage areas and in particular at the higher levels
- Expand our work with levy paying employers

High Needs Students

- Extend supported internships and adapt our personalised learning offer

Higher Education

- Meet the growth targets set out in the NE Institute of Technology partnership
- Respond to the Office for Students (OFS) targets

Commercial / International

- Retain existing and expand new international clients – providing an on-site and on-line high quality technical offer, exploiting cross selling opportunities
- Expand our commercial course offer, particularly in skills shortage areas
- Open our campus for all on a 'not for profit' basis

Strategic plan priorities 2023–2025

Taking Teaching Higher

Our Taking Teaching Higher Strategy, was developed in 2021 and seeks to ensure:

- We empower all our practitioners across the College to utilise up to date evidence based practice
- Practitioners innovate through technology enhanced learning
- We create an environment of self-reflection and continuous improvement to support our learners to make good progress and **thrive**, becoming valued employees and active citizens

The strategy was launched in the summer of 2021 alongside a programme of significant investment in mentoring and professional development capacity, and a new leadership arrangement reporting into our Governors' Standards Committee.

Taking **teaching** higher

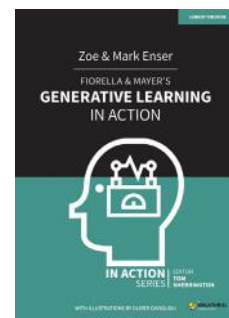
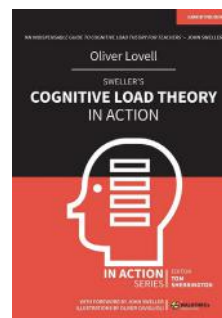
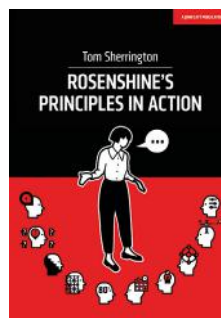
This strategy will contribute to the teaching and learning cycle as set out below:

1. Understanding the curriculum intent
2. Creating a supportive and developmental environment
3. Developing positive behaviour & attitudes to learning
4. Advancing deep thinking and mastery
5. Using assessment effectively to maximise learning
6. Progressing to higher level or employment

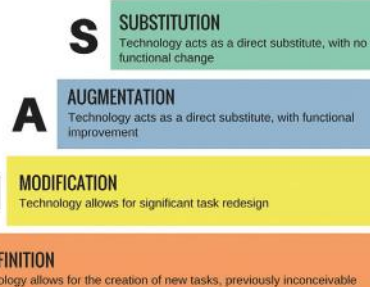
The strategy will be delivered & monitored through:

- A comprehensive programme of both internal and external continuous professional development including extensive use of "How 2's" and coaching / sector professional qualifications
- A comprehensive suite of quality assurance mechanisms
- An annual review process which feeds into the following year's CPD plans

Evidence Informed Practice



THE SAMR MODEL
Dr. Ruben R. Puentedura



ENHANCEMENT
TRANSFORMATION

Technology Enhanced Learning

Helping people thrive

Central to this plan is our commitment to help both our staff and students to **thrive**.

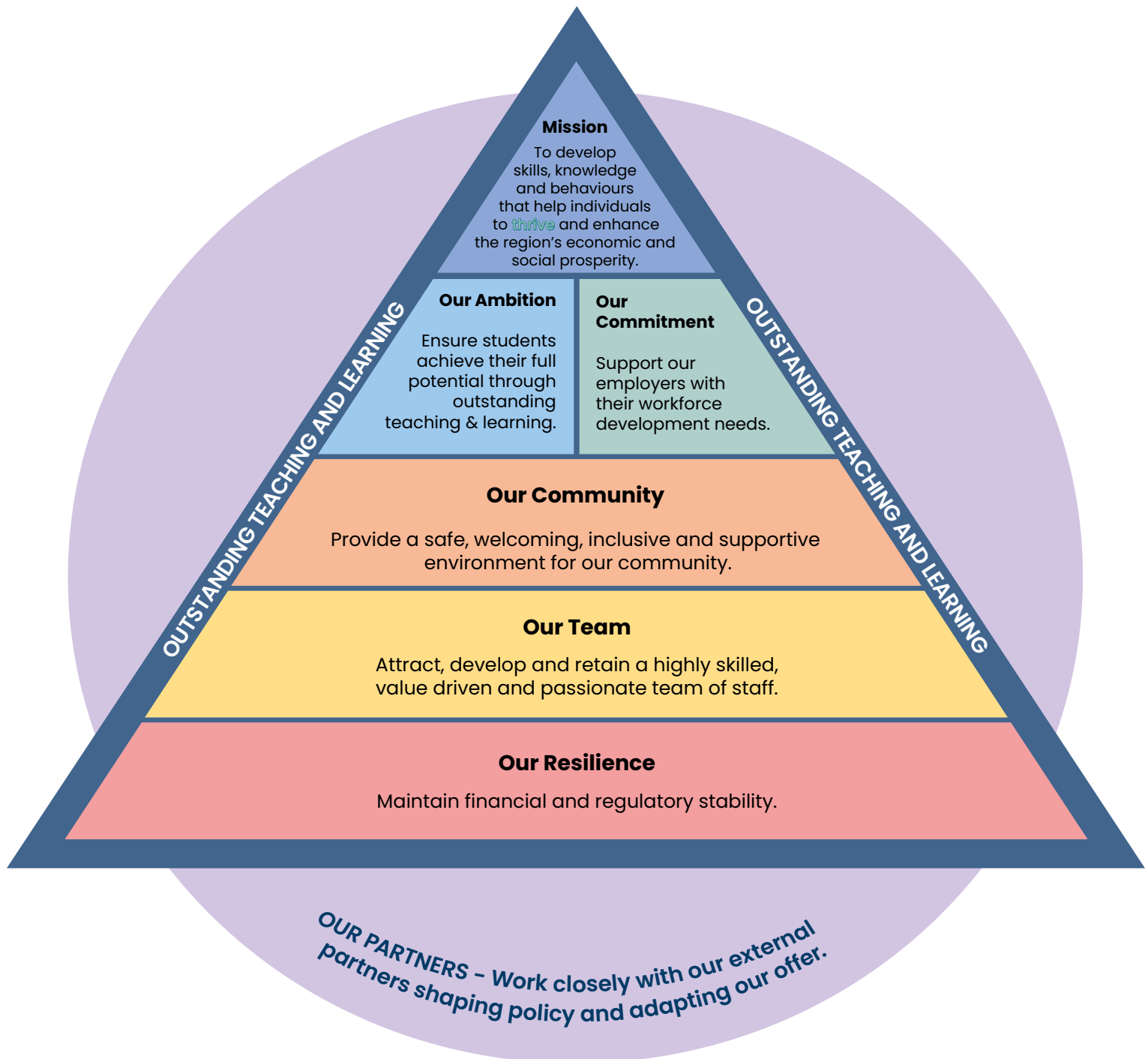
Our two 'Thrive' programmes do just that, supporting all individuals to regularly assess their skills, reflect on their development and support needs, access activities that both support and enrich their lives, and external experiences that share good practice or

develop their awareness of the wider world and employment market. Through excellent teaching and staff development our **Thrive** programmes can respond flexibly to these needs and ensure a cycle of continuous development and reflection, creating a growth mindset and ensuring our people become the best they can be.



Our mission

To develop **skills, knowledge** and **behaviours** that help individuals to **thrive** and enhance the region's **economic** and **social prosperity**.



Our Partners

Work closely with our external partners shaping policy and adapting our offer.

We will:

- Listen closely and be advised by our stakeholders and respond swiftly to the priorities identified by national government, by our Local Skills Improvement Plan (LSIP), by the Tees Valley Combined Authority Strategic Economic Plan 2016-2026 and by our local employer partners
- Use our experience and knowledge to actively influence skills policy at both a national and local level and show leadership through our proactive implementation of these
- Work collaboratively with organisations to benefit our local community and economy
- Work closely with schools and Universities to ensure positive progression rates and reduce those not in education and employment
- Develop partnerships with employers and employer representative organisations meet their workforce needs and ensure a smooth transition between education and employment
- Regularly assess our curriculum offer against current and future labour market needs and adapt our provision accordingly, ensuring up to date skills knowledge and behaviours as identified by employers are included throughout
- Strengthen our partnership with the Open University, Pearson Education and our partners in the North East Institute of Technology - enhancing our flexible and affordable higher level offer
- Develop close partnerships with charities, community groups, job centres and other agencies who can support our students to succeed
- Listen and respond to our students, parents/guardians and other stakeholders to improve our education offer and experience

Our Ambition

Ensure students achieve their full potential through outstanding teaching & learning.

We will:

- Deliver outstanding teaching, learning and assessment - with a particular emphasis on enhancing the personal development of our students - including our digital learning and **Thrive** tutorial programme
- Ensure all students achieve their aspirations and make significant progress from their starting point
- Ensure positive progression rates between levels and to higher education, apprenticeships, sustained employment, self-employment or career enhancement
- Provide added value to all our students, by developing their skills, behaviours, competencies and entrepreneurial skills which prepares them for life and employment
- Develop the literacy, numeracy and digital skills of all our students to increase their life chances
- Develop innovative digital technologies and highly skilled digitally competent staff to enhance the learning experience of all our students
- Ensure high student satisfaction rates and positive learner voice on all programmes
- Ensure our teachers use up to date evidence to improve their practice and deliver high student outcomes
- Provide students with a wide range of opportunities to engage with employers, including work experience, guest speakers, industry visits, educational trips and skills competitions



Our Commitment

Support our employers with their workforce development needs.

We will:

- Co-create bespoke workforce development solutions with employers, to enhance business growth and productivity
- Meet employer demand, to create a full and comprehensive workforce development offer
- Work with employers to ensure that all apprentices develop high quality knowledge, skills and behaviours, supporting them in their personal development which will help contribute to increased business productivity
- Support the development and expansion of our high value industries and companies looking to invest in the Tees Valley
- Actively support the STEM agenda across all levels of the Education system
- Lead and participate in regional skills partnerships and competitions
- Expand our engagement with employers and adapt our curriculum design and delivery in response
- Ensure all Study Programme students are provided with high quality work experience, including expanding our T Level industry placements
- Ensure high levels of employer satisfaction

Our Community

Provide a safe, welcoming, inclusive and supportive environment for our community.

We will:

- Support and enrich the social, cultural, economic, sustainable and physical wellbeing of our community
- Create a positive culture and ethos where safeguarding and vigilance are an important part of everyday life and that all statutory duties in relation to safeguarding are met
- Provide an environment in which students feel safe because staff and students do not accept bullying, harassment, discrimination or abuse in college or online
- Provide a calm, supportive, positive and disciplined environment where students, staff and visitors feel welcome, safe, valued and respected
- Actively promote and embed equality of opportunity and celebrate diversity in our community and ensure that all students are given a fair and equal opportunity to an outstanding student experience which allows them to **thrive**
- Provide a vibrant enrichment and **Thrive** programme tutorial offer which complements our curriculum and enhances skills, knowledge and behaviours that help individuals to **thrive**, promoting positive citizenship and social action
- Ensure continued commitment and provide high quality, integrated and timely student learning support services including for those with special educational needs and disabilities, language barriers and mental health
- Provide outstanding information, advice, guidance and support that meets the needs of all students and prospective students through our careers strategy
- Listen carefully to the student voice which is representative of the student population and respond swiftly in order to provide the best possible student experience



Our Team

Attract, develop and retain a highly skilled, value driven and passionate team of staff.

We will:

- Support our staff to **thrive**, reflect and develop their personal and professional attributes
- Maximise the potential, talent and performance of our staff through effective leadership, support, resourcing, training and development
- Continually foster a 'one team' culture based on a common set of goals, values and equality for all
- Adopt a workforce plan which addresses skills shortage areas, BAME representation, expands apprenticeships and develops succession plans for key roles
- Ensure we demonstrate the highest standards of customer service and always expect the highest standards of our students
- Listen carefully to staff and respond to suggestions to improve the College and its service to students, employers and the wider community
- Place a high emphasis on wellbeing and managing workload to ensure our staff sickness and turnover levels remain below national rates
- Promote a culture that recognises and celebrates achievement
- Actively promote and embed a culture of agile working to support the wellbeing of our workforce

Our Resilience

Maintain financial and regulatory stability.

We will:

- Ensure strong financial stability and meet bank covenants and ESFA health ratings at all times
- Continue our campus and digital investment plans to maintain an outstanding, state of the art learning environment – across all sites
- Ensure our College operates to the highest standards of health and safety
- Strive to become net zero by 2030 and promote sustainability in all we do.
- Open our facilities for community and charity use on a not for profit basis
- Provide a forum which regularly assesses, monitors and manages risk
- Ensure adequate arrangements are in place to safeguard our data and reputation and to ensure continuity of our business
- Ensure our governing body maintains a broad range of skills and experience, able to set and review our strategic plan with objectivity and 'value driven' decision making and provide appropriate levels of challenge and support to ensure its delivery



Financial plan 2021–2025

Income & Expenditure (£m)	2021	2023	2025
Income	46.8	52.7	54.6
Pay	28.5	30.9	31.9
Non Pay	11.7	16.4	16.5
Depreciation and Interest	4.1	5.3	6.1
One Off Costs	0.1	0.1	0.1
Operating Surplus / (Deficit)	2.4	0.0	0.0
EBITDA	4.9	3.4	4.1

Balance Sheet	2021	2023	2025
Fixed Assets	76.4	87.3	84.8
Net Current Assets	3	1	1
Borrowing	11.3	10.1	11.8
Reserves (excluding pension liabilities)	31.3	28.4	27.9
Cash At Bank	6.6	1.9	1.4
Financial Health	Outstanding	Good	Good

*“Our £30m campus and digital development plan has almost come to an end and we are confident this will support growing numbers of school leavers, new priority qualifications and sectors, and rising expectations of the use of technology in learning and at work. This current financial plan will ensure our focus is firmly rooted in developing our staff and students to **thrive** in this challenging economic climate alongside a determination to manage public money wisely, as we move through this new era of public sector classification”*

Middlesbrough College Governing Body, December 2022

Campus & digital plan



Since relocating to Middlehaven in 2008, the corporation has authorised significant investment in the campus, social areas and digital capability of the College. The final piece of our campus plan is to relocate TTE to the main site and to develop the capacity and capability to support emerging green sectors. This project is scheduled for completion with an opening date of Summer 2024.

This development will make the College one of the largest engineering training providers in the country for school leavers and will directly support local and LSIP priority and emerging sectors.



Risks

Key external risks to us achieving our strategic plan:

Our Ambition

Post COVID impact on apprenticeships, employment & school leaver grades
Increasing cost of living concerns amongst students and their parents
Teacher and FE staff shortages cause disruption for students

Our Commitment

A weak economy limits our ability to secure apprentice and industry placements

Our Community

Post COVID impact on attendance, behaviour and increasing mental health and safeguarding concerns

Our Team

Teacher shortages exacerbated by lack of parity of FE pay with schools, Universities and industry

Our Resilience

FE funding remains low and public sector controls reduce our ability to borrow and to be responsive to emerging priorities

Our Partners

Priorities sometimes conflict between local, national and employer demands

Public value statement

Middlesbrough College is committed to **adding value** to the social, economic and physical **well-being of the local community** it serves.

We are committed to **raising aspiration**, increasing opportunity and providing a foundation for **sustainable economic** growth and prosperity.

Central to our responsibility is our work with partner organisations and our obligation to enrich the **social, cultural, economic and physical well-being** of our whole community.

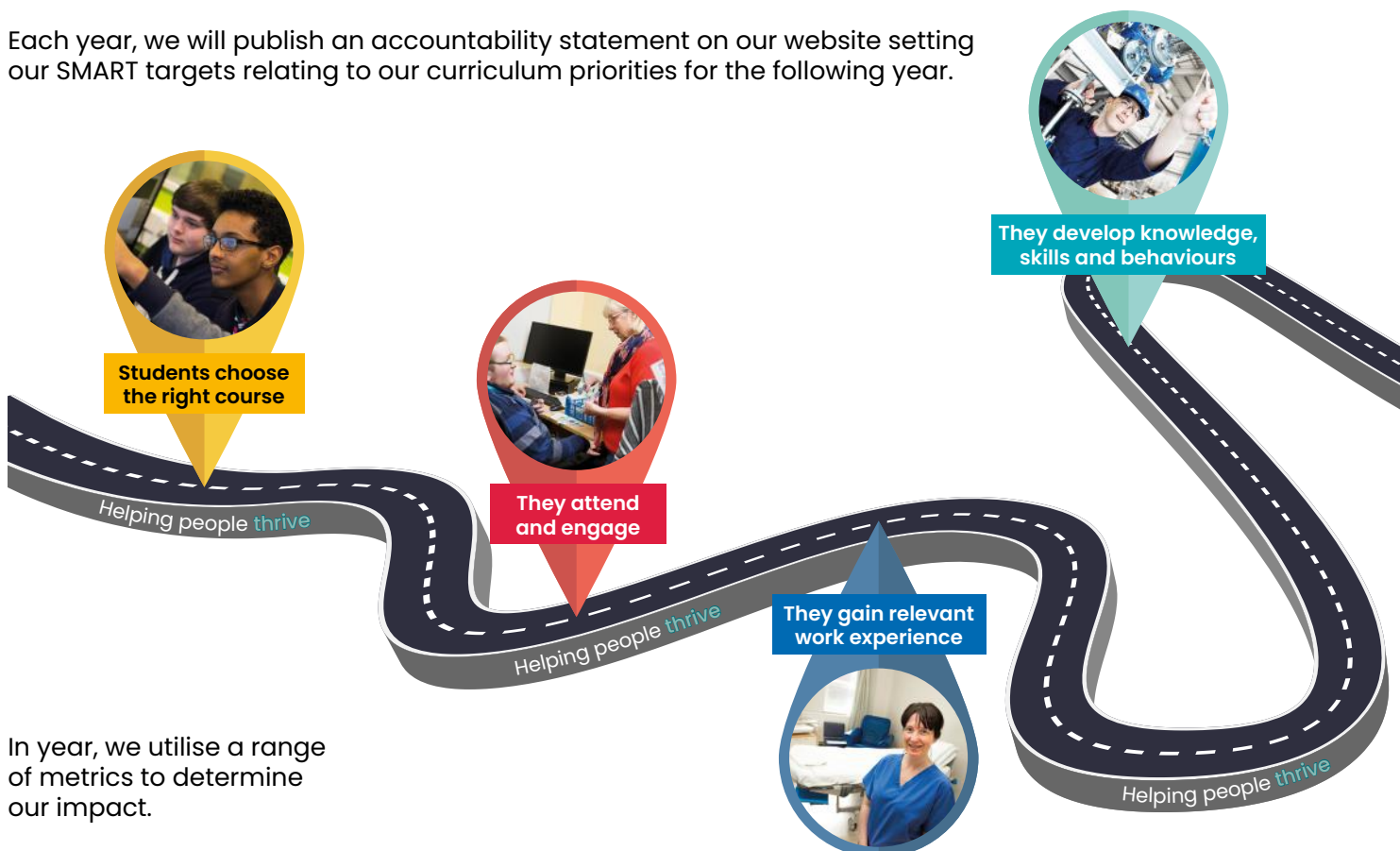
In practice, this means we are ready, willing and able to **respond** to the needs of our community whatever and wherever they may be.

In making this commitment we may be challenged to work in new ways and, at times, our own **capability or capacity** may be tested.

We are nevertheless **determined to devote** ourselves to, and measure ourselves against, this endeavour.

How we measure our success

Each year, we will publish an accountability statement on our website setting our SMART targets relating to our curriculum priorities for the following year.



In year, we utilise a range of metrics to determine our impact.

Our values



Take Responsibility

Aim High

Respect Others

Work Hard

Do What's Right

Challenge Yourself

Take Pride



Accreditations and Awards



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Taking **you** higher