

# BELONG THRIVE ACHIEVE PROGRESS

Strategic Plan *Vision 2030*



TAKING **MIDDLESBROUGH COLLEGE** HIGHER



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# Foreword

The coming years will be some of the most challenging our sector has ever faced. Economic and political uncertainty, rapid technological innovation, shifting skills demands and extensive forthcoming **post 16 and SEN reforms** will reshape the landscape for colleges across the country.

In addition, rising youth unemployment, sharply increasing school-leaver demographics and labour shortages in priority sectors, will continue to place short-term pressures on our organisation. This plan ensures we meet these challenges head-on, whilst ensuring a strong and sustainable organisation continues to deliver beyond 2030.

Over the past six months, we have listened carefully and widely. **More than 6,000 stakeholders**, including students, parents, employers, education and community partners, staff and civic leaders, have contributed their views, hopes and expectations of us and our area. Their insight has shaped every part of this strategic plan. It ensures we are not only ready to deliver on the government's reform agenda, but positioned to lead, influence, collaborate and innovate across the Tees Valley and beyond.

Our ambition for **our area, our employers**, and above all our students, has never been stronger. At the heart of this plan lies a simple but powerful mission: our students must **BELONG, THRIVE** and **ACHIEVE** in order to **PROGRESS** positively and, in turn, support our dual purpose to enhance our region's **ECONOMIC** and **SOCIAL** prosperity.

Everything we do, from curriculum design to employer partnerships, from campus investment to community outreach, is driven by this purpose. We want every learner who walks through our doors to feel part of something bigger, a college that believes in them, challenges them, and supports them to succeed.

As a leadership team, we recognise that no strategic plan can succeed without the dedication, professionalism and passion of the people who bring it to life every day. Our workforce, including teaching staff, support teams, specialist practitioners, leaders and everyone who contributes to the rhythm of college life, is central to our mission. Their expertise, resilience and unwavering commitment to our students ensure that Middlesbrough College remains a place where ambition is matched by action. As we look ahead to delivering this plan, we do so with deep gratitude for their work and with absolute confidence in their ability to support the very best outcomes for our students.

We want to thank every individual and organisation who contributed their voice to this process. Your honesty, your aspirations, and your belief in what Middlesbrough College can achieve have shaped a plan that truly reflects our community.

We look forward to working with you as we bring this plan to life. Together, we will ensure Middlesbrough College continues to be a place of opportunity, ambition and transformation for years to come.

A portrait of Dr Laura Woods, Chair of Governors, smiling and wearing a blue patterned top and an orange lanyard. The background is a blurred office setting.

**Dr Laura Woods**  
Chair of  
Governors

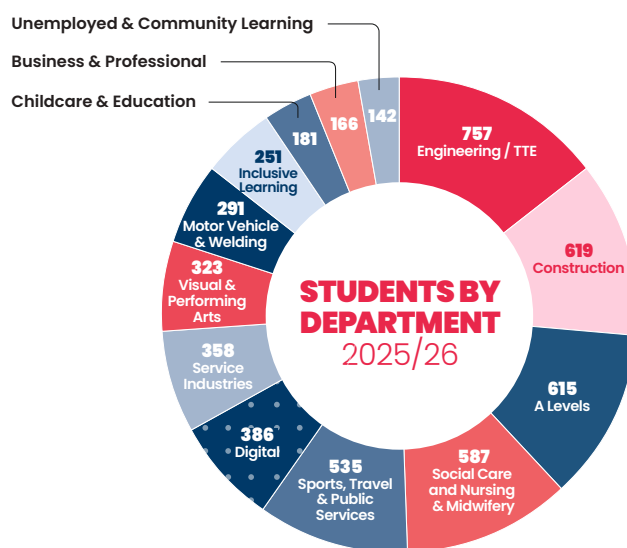
A portrait of Zoe Lewis, Principal & Chief Executive Officer, smiling and wearing a light blue blazer over a dark top. The background is a blurred office setting.

**Zoe Lewis CBE DL**  
Principal & Chief  
Executive Officer

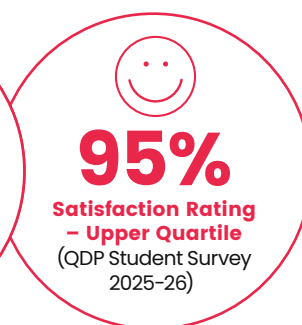
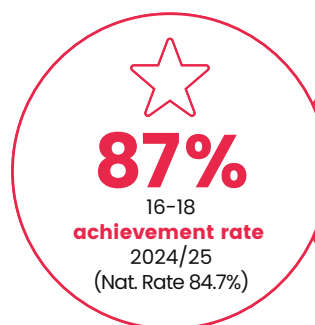
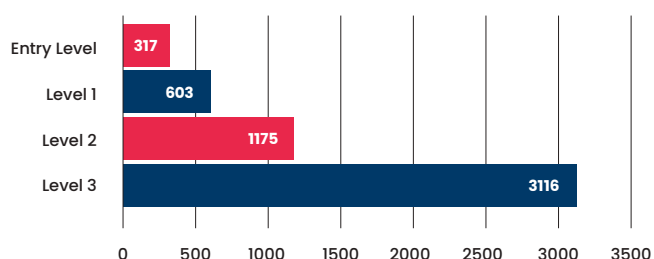


# Our STUDENTS

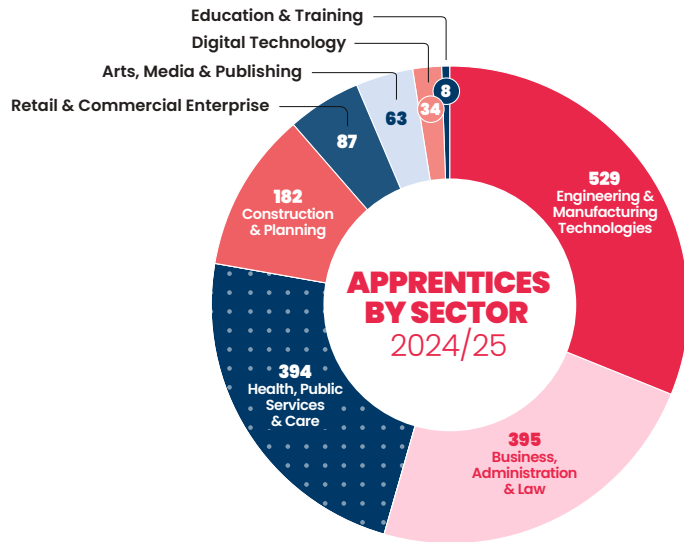
**5211**  
**SCHOOL**  
**LEAVERS**  
(16–19, inc. SEND 16–24)



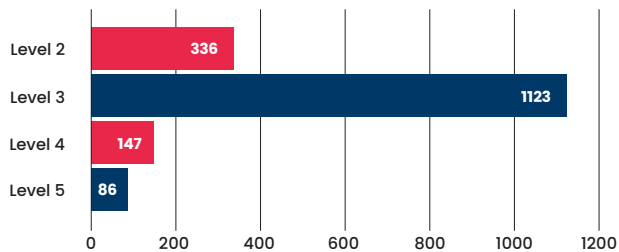
## STUDENTS BY STUDY LEVEL (2025/26)



# 1692 APPRENTICES IN LEARNING



## APPRENTICES BY STUDY LEVEL (2024/25)



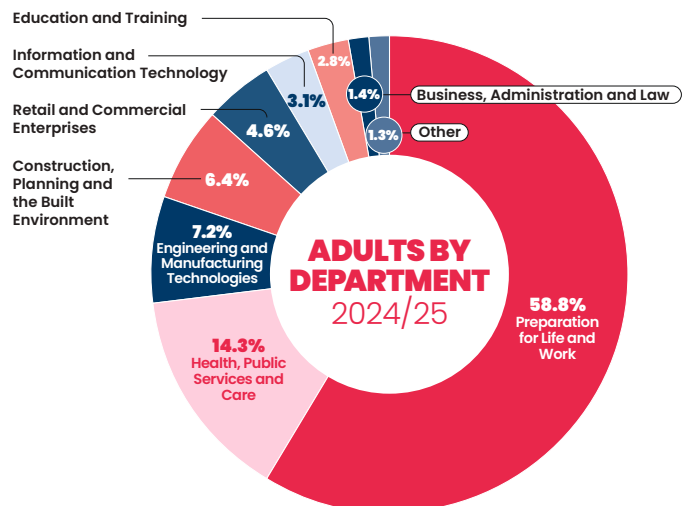
**76%**

apprenticeship overall  
**achievement rate**  
2024/25  
(Nat. Rate 65.7%)

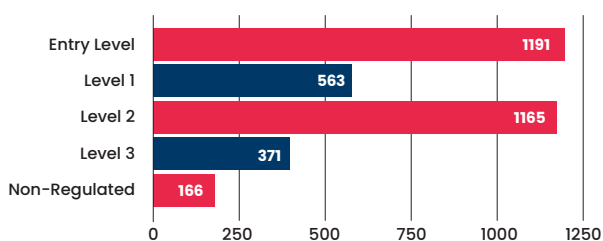
**94%**

apprenticeship exit  
survey **satisfaction**  
**rate** 2025/26

# 3456 ADULT STUDENTS



## ADULTS BY STUDY LEVEL (2024/25)



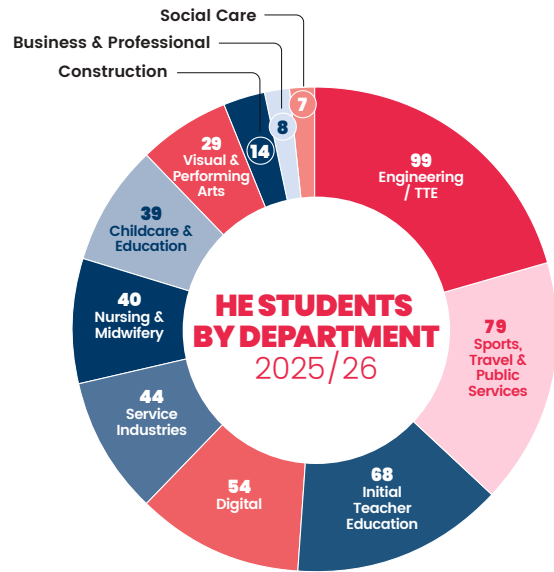
**93%**

19+ **achievement**  
**rate** 2024/25  
(Nat. Rate 87.4%)

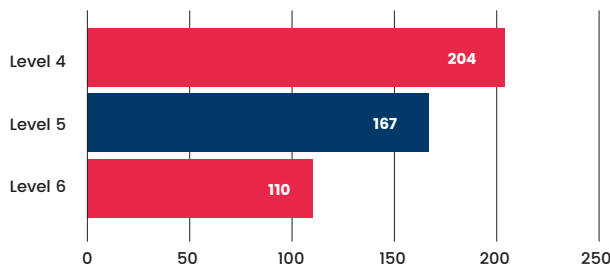
**96%**

**Satisfaction Rating**  
– Upper Quartile  
(QDP Student Survey  
2025–26)

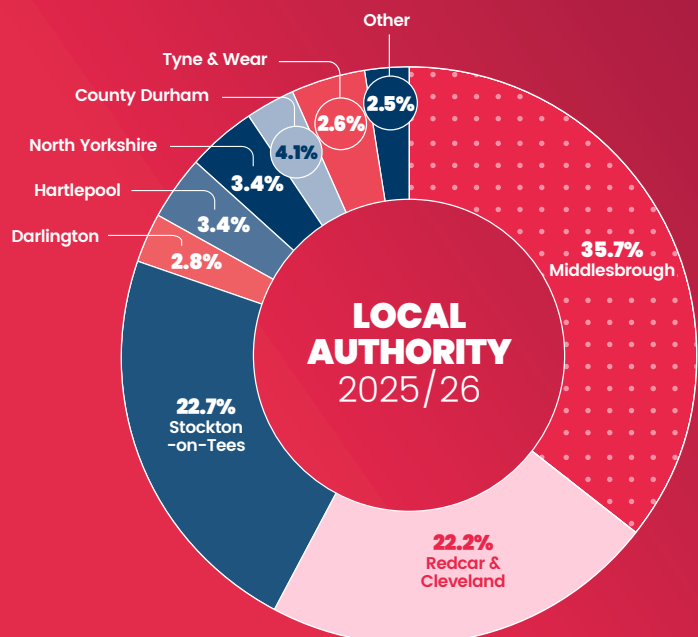
**481  
HIGHER  
EDUCATION  
STUDENTS**



**HE STUDENTS BY STUDY LEVEL (2025/26)**



# RESIDENCY OF ALL LEARNERS





## GRADUATION

Middlesbrough College's higher education provision, University Centre Middlesbrough, supports students to achieve university-level qualifications through flexible, career-focused study. By combining academic excellence with strong employer links and progression opportunities, we equip learners with the skills, confidence and experience to succeed in work, further study and beyond.

## STUDENT VOICE IN ACTION

Student leadership continues to play a vital role in shaping the Middlesbrough College experience. Through our Student Presidency, learners are empowered to influence decision-making, champion inclusion and strengthen communication across the College community. Their leadership creates meaningful change and supports a culture where every student feels heard, valued and empowered to thrive.



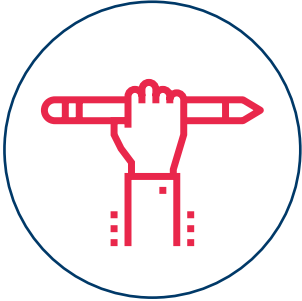
## POWERING THE NET ZERO WORKFORCE

Through strategic partnerships with industry, Middlesbrough College is developing the skills pipeline for the region's growing clean energy sector. The Net Zero Industry Scholarship creates clear pathways into high-demand technical careers, combining financial support, industry-recognised training and hands-on experience to ensure local people are equipped to lead the transition to a low-carbon economy.

# Our STRATEGY



## OUR VALUES



**WORK  
HARD**



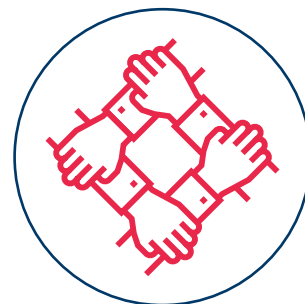
**AIM  
HIGH**



**RESPECT  
OTHERS**



**DO WHAT'S RIGHT**



**SUPPORT ALL**

## OUR MISSION

Empower our students to  
**BELONG, THRIVE, ACHIEVE** and **PROGRESS**

Enhancing our region's  
**ECONOMIC** and **SOCIAL PROSPERITY**

# Our LEADERSHIP



Our leaders will proactively influence skills policy, support whole sector improvement and successfully manage change.

## NEW FOR VISION 2030:

Expand policy influence locally and nationally.

Support whole sector improvement and development.

Ensure leadership capacity to pivot to change.

## WE WILL CONTINUE TO:

Play an active role in the development of national and local skills policy.

Maintain a strong and capable governing body which reflects local sector priorities and professional skills and expertise.

Build strong local partnerships, which accurately assess, identify and implement collaborative solutions to local concerns.

Work collectively to raise the profile of FE and technical education.

Showcase and share excellent practice with a view to system wide improvement.

Work with others to develop evidence from which the sector can learn and improve.

Ensure leadership capacity to create a culture of continuous improvement whilst effectively succession planning our leadership and governance structures.





## KEY STATISTICS:

### Ofsted Good with **Strong** skills and **six Outstanding** features!

Behaviours  
& Attitudes  
**Outstanding**

Personal  
Development  
**Outstanding**

Leadership  
& Management  
**Outstanding**

Quality of  
Education  
**Good**

Adult Learning  
Programmes  
**Outstanding**

Apprenticeship  
**Outstanding**

Provision for Learners  
with High Needs  
**Outstanding**

Education Programmes  
for Young People  
**Good**



Education  
Endowment  
Foundation

**namss** National Association for  
Managers of Student Services

## DELIVERED THROUGH:

*Strategic Plan, Accountability Agreement.*

# Our INCLUSION



We will provide a safe, welcoming, inclusive and supportive environment where our community can belong and thrive.

## NEW FOR VISION 2030:

Create and implement an inclusivity strategy which includes:

- ↳ A graduated approach
- ↳ Individual support plans
- ↳ Investment in welfare and learning support roles
- ↳ Narrow gaps between learner groups

Expand our partnerships to increase the number of Supported Internships.

## WE WILL CONTINUE TO:

Support vulnerable groups and those with special educational needs.

Maintain a calm, supportive, safe, respectful and welcoming environment for all – which encourages students to attend and actively participate in their learning.

Create a positive culture where safeguarding is an important part of everyday life, and where staff and students do not accept bullying, harassment, discrimination or abuse in college or online.

Actively promote and embed equality of opportunity and celebrate diversity in our community, ensuring all students are given a fair and equal opportunity.

Provide strong, inclusive information, advice, guidance and support that meets the needs of all students and prospective students through our careers programme strategy.

Listen carefully and respond positively to our prospective students, current students and parent/carer voice.

Target student financial support to those most in need, to remove barriers, improve participation and to support positive transition and outcomes.

Work in partnership with others to adapt our support and our offer to meet changing local needs.



## KEY STATISTICS:



Students living in  
a deprived area

2025/26  
**40.0%**



Student population  
from a BAME group

2025/26  
**21.3%**



Student  
agreement that the  
**college encourages  
respect of people  
from different  
backgrounds**

(QDP Student Exit Survey 2026)

2025/26  
**97.0%**

**AoC Beacon  
Award Winner  
2024**

Excellence in Careers  
and Enterprise



2026 awarded  
whole-college  
**matrix  
Standard**  
for excellence in IAG

## DELIVERED THROUGH:

*Inclusion, Thrive and Careers Strategies.*

# Our CURRICULUM



We will remain at the forefront of curriculum reform, deliver a responsive, industry-led curriculum, aligned to policy and labour market need.

## NEW FOR VISION 2030:

Respond positively to curriculum reform, including expanding and/or developing:

- ↳ T Levels
- ↳ V Levels
- ↳ Foundation Certificates
- ↳ Occupation pathways
- ↳ English and mathematics stepping stone qualifications

Secure Foundation Degree awarding powers.

Prepare for Lifelong Learning Entitlement (LLE) and delivery of higher education units.

## WE WILL CONTINUE TO:

Show leadership in the implementation of national and local skills policy.

Continue our focus on skills priority sectors.

Ensure our curriculum is well sequenced and meets changing economic needs.

Ensure positive progression rates between levels and to final positive destinations.

Offer an innovative 'Thrive' tutorial programme that enriches students' time at college, fosters active citizenship through social action, and develops skills through competitions, preparing learners well for their next steps.

Effectively assesses starting points, learner progress and participation, to inform effective, timely interventions.

Ensure key skills such as literacy, numeracy, spoken communication (oracy), digital and financial capabilities are developed at every opportunity.

Be ambitious for our students, ensuring they not only meet their potential but make excellent progress from their starting points.

Provide a high-quality enrichment offer that broadens learners' experiences, supports personal development, and builds employability and citizenship skills.



## KEY STATISTICS:



Over 70% of young learners studying on courses **aligned with skills priority sectors**



**Over 800  
students on  
T-LEVELS**

**Largest  
provider  
of T-Levels  
within the  
north east  
of England**



## DELIVERED THROUGH:

*Curriculum Strategy, HE Strategy, Transition Plan.*

# Our AMBITION



We will drive our '*Taking Teaching Higher 2*' strategy to ensure all learners make strong progress from their starting points, achieve high outcomes and progress to sustained, high quality destinations.

## NEW FOR VISION 2030:

Offer an externally validated, sector leading further education teacher training programme.

Play a leading role in sector improvement through the EEF (Education Endowment Foundation) Evidence Partnership and wider collaborations.

Implement '*Taking Teaching Higher 2*' to contribute to improving regional educational outcomes by ensuring strong progress for all students.

## WE WILL CONTINUE TO:

Embed a whole college culture of evidence informed teaching that promotes professional curiosity, collaboration, inclusion and consistently high impact practice.

Utilise the KEEP framework to deliver high-quality professional development for staff, fostering an open, reflective feedback culture.

Develop high quality teachers for the future through enhanced early career support and clear progression pathways.

Strengthen and streamline the quality cycle to secure consistently high standards through timely intervention, clear accountability and robust self assessment.

Use benchmarking and performance insight to identify gaps, target improvement and sustain performance above national rates across key measures.



## KEY STATISTICS:

**1 of only 6**  
Education  
Endowment  
Foundation (EEF)  
evidence partnership  
colleges

★  
**43.5%**  
of A Level students  
secured **A\* to B**  
**grades** (2025)

**30%**  
  
of sixth form students  
went to **Sutton 30**  
**universities** (2025)

**73%**  
of T Level students  
achieved high grades at  
**Merit to Distinction**  
(2024/25)



All **learner and**  
**apprenticeship**  
**achievement rates**  
significantly **above** the  
national average

## DELIVERED THROUGH:

*Taking Teaching Higher 2, ITE and English & Mathematics Strategies.*

# Our PARTNERSHIPS



We will build strong partnerships, adapting our offer to meet workforce needs.

## NEW FOR VISION 2030:

Deepen place-based partnerships to:

- ↳ Support and expand bespoke employability and NEET programmes
- ↳ Introduce foundation apprenticeships and apprenticeship units.
- ↳ Expand work placement opportunities, scholarships and apprenticeships
- ↳ Develop an impactful Teacher Industry Exchange programme
- ↳ Improve student destinations
- ↳ Develop collective solutions to regional challenges

## WE WILL CONTINUE TO:

Listen and respond to employers and other key stakeholders such as Mayoral Strategic Authorities and job centres, to adapt our courses, curriculum, skills and competencies to meet their needs.

Co-create workforce solutions that meet local stakeholder priorities and reflect responsive market intelligence.

Work with other anchor institutions to expand place based partnerships, drive economic impact and strengthen employment pathways.

Expand high quality work experience placements and industry exposure for all our students.

Drive high levels of employer satisfaction with our service and with our students.

Support the development and expansion of our high value industries and companies looking to invest in the Tees Valley.

Improve positive destinations for our students through deepening partnerships with job centres, employers and apprenticeship/degree apprenticeship support.

Actively support employers to grow apprenticeships, developing high quality and inclusive knowledge, skills and behaviours, to improve their business productivity.



## KEY STATISTICS:



**2,000**

Actively engage with over 2,000 employers annually



**Deliver at least 16 employer forums** per year across a range of industry sectors



**50+**

We offer over 50 Apprenticeship standards

Apprentice achievement rates in the **TOP 10** nationally for GFEs



**97%**

Employer Satisfaction Rating (QDP 2026)

**Over 2,750**

full-time students accessing external work experience annually



**68%**

of unemployed adults who studied on a bespoke programme gained employment

## DELIVERED THROUGH:

*Curriculum Intent, Employer Engagement Strategy.*

# Our TEAM



We will become an employer of choice by building a fair, supportive and high-performing culture where people grow, thrive and perform at their best.

## NEW FOR VISION 2030:

Maintain our high staff satisfaction rates, through investing in a new People Strategy which:

- ↳ Expands and invests in our workforce to meet short-term growth
- ↳ Responds to staff consultation feedback
- ↳ Ensures high quality delivery in skills shortage sectors
- ↳ Enhances the support we can offer our students

## WE WILL CONTINUE TO:

Foster a 'one team' culture where all staff live our values every day.

Invest and plan proactively for a sustainable future workforce.

Develop strong leadership, people and change management at all levels.

Support wellbeing, inclusion and sustainable working practices.

Build skills, capability, professional confidence and innovation.

Foster collaboration and amplify staff voice.

Promote high standards, performance and accountability.

Recognise, reward and retain great people.

Invest in an enhanced employer assistance programme.

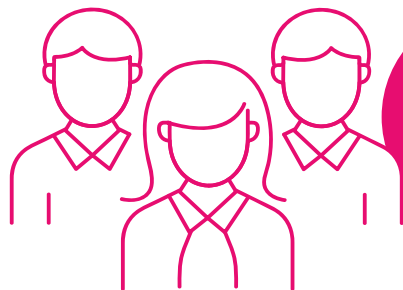
Benchmark regularly to ensure positive workforce metrics.



## KEY STATISTICS:

**Over  
1,200  
staff**

(2025/26)



**80 new  
roles by  
2030**

**3.1%**  
of our workforce  
are **APPRENTICES**  
(June 2026)

## What our staff say... (July 2025)

96% believe  
their work  
**colleagues**  
are **supportive**

98% **feel  
supported**  
by their  
manager

96% **would  
recommend**  
the college  
as a place  
to work

93% believe  
they have  
**gained new skills**  
whilst working at  
the college

## DELIVERED THROUGH:

*People Strategy, Equality & Diversity Strategy.*

# Our ENVIRONMENT



We will expand and maintain our world-class campus, offering industry leading facilities and technology for our staff, students and community.

## NEW FOR VISION 2030:

Achieve Net Zero at our Middlehaven campus by 2030.

Deliver an ambitious capital plan which responsibly expands our campus and delivers a new bespoke adult education centre.

Deliver Phase 2 of our digital transformation strategy including:

- ↳ Big data
- ↳ AI leadership
- ↳ Cloud systems
- ↳ Business innovation

## WE WILL CONTINUE TO:

Maintain a proactive and vigilant approach to health and safety, ensuring we keep all staff, students and visitors safe.

Deliver our digital transformation strategy including maintaining our Microsoft showcase status and implementing Big Data and AI strategies.

Develop innovative digital technologies and highly skilled digitally competent staff to enhance the learning experience of all our students.

Reduce our energy usage and embed sustainability principles throughout the College.

Provide extensive and robust business continuity, cyber security and disaster recovery.

Expand community and business access to our facilities.

Ensure a high quality, well maintained and world leading campus – which responds proactively to staff, learner and employer views.



## KEY STATISTICS:

State-of-the-art  
**£130m**  
campus

with further  
development  
to come



Targeting Net Zero  
Middlehaven Campus  
by 2030

One of only 12  
**Microsoft  
Showcase  
Colleges**  
in the country



**£1.1m**  
invested  
in LED upgrades  
& solar PV (2026)



**£6.1m**  
programme  
for air source heat pumps  
& expanded solar underway



Tees Tech Award  
Winner 2026  
for Digital  
Transformation

## DELIVERED THROUGH:

*Estates & Sustainability Strategy, Business Continuity Plan,  
Health & Safety Policy and Digital Transformation Strategy.*

# Our RESILIENCE



We will prepare and deliver a strong financial plan that includes responsible yet ambitious investment in our staff, students and campus, whilst ensuring robust student record and risk management.

## NEW FOR VISION 2030:

Utilise our financial strength to invest responsibly in our:

- Staff
- Student support
- Short-term campus expansion needs
- Digital strategy

Achieve at least 'GOOD' financial health and maintain at least 40 days cash throughout the plan.

## WE WILL CONTINUE TO:

Grow our students in line with demographics and produce robust financial plans that ensure investment in staff and students whilst ensuring our financial sustainability.

Target c.£30m of capital investments to meet strategic estates, capacity and technological needs.

Proactively manage organisational risk.

Maintain strong audit performance and ongoing regulatory compliance.

Produce accurate, transparent, insightful and timely financial and student record information to secure funding and aid decision making.

Embed continuous improvement in financial controls and processes.



#### KEY STATISTICS:

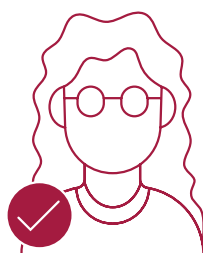
**£75m**  
**income**

(2026/27)



**£30m**

Capital investment over five years  
of which **£20m** grants secured



Student numbers

**>11,000**

per annum

Maintain

**> 40 Cash Days**

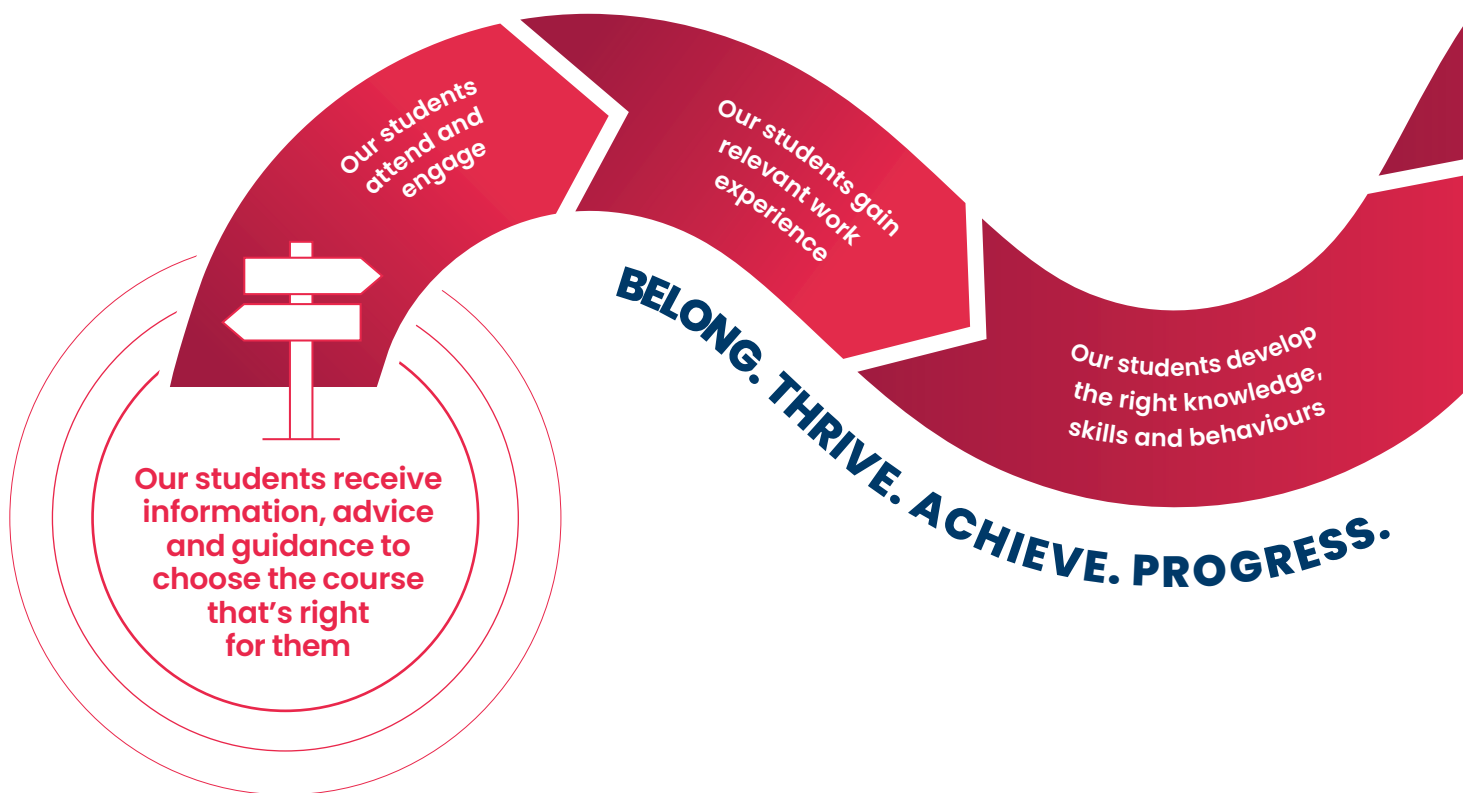


#### DELIVERED THROUGH:

*Five-year Plan, Financial Statements, Risk Management Strategy,  
Internal & External Audits.*

# Our **STUDENT SUCCESS**

## HOW WE MEASURE IT



Each year, we publish our accountability statement setting out 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 students  
gain sustained  
employment

**BELONG. THRIVE. ACHIEVE. PROGRESS.**

Our students achieve  
with high grades

Our students  
progress to positive  
destinations

Our students,  
their parents/carers  
and employers are happy



# ABOUT US

## A brief background

**Middlesbrough College has a rich and proud history, with roots that can be traced back to the 1800s through a number of predecessor institutions.**

In more recent decades, the College has evolved through the bringing together of six previously independent organisations.

Together, these milestones tell the story of our development into the dynamic, forward-looking college we are today.



# Shaping our **CURRICULUM & PLANNING**

Every facet of this strategic plan has been informed by extensive consultation with stakeholders across education, employment, industry and local government, alongside a comprehensive review of national, regional and local policy agendas.

We have also carefully considered the social, economic and demographic profile of our local communities to ensure the strategy is responsive, ambitious and aligned to the current and future skills, education and workforce needs of the region.

## **STAKEHOLDER FEEDBACK**

- ↳ Students, Prospective Students and Parents
- ↳ Mayoral Strategic Authorities
- ↳ Employer Representatives
- ↳ Local Authorities
- ↳ Employer Advisory Boards
- ↳ Education Bodies
- ↳ DWP/Jobcentre Plus
- ↳ Charities and The Third Sector

## **EXTERNAL POLICY INFLUENCES**

- ↳ Skills England
- ↳ Industrial Strategy
- ↳ Skills for Jobs White Paper
- ↳ SEN White Paper
- ↳ Post-16 Education & Training
- ↳ Growth and Skills Levy
- ↳ Local Skills Improvement Plan
- ↳ Local Growth Plan
- ↳ Youth Guarantee
- ↳ Get Tees Valley Working
- ↳ Institute of Technology
- ↳ Technical Excellence Colleges



# OUR CAMPUS



**From 2027**  
New adult and community learning  
centre opening on Russell Street

**2018**  
2 Queens Square  
Adult Community Learning  
(Sector skills academies)

**2015**  
STEM  
Centre

**2021**  
(NEIoT)  
Institute of  
Technology

**2024**  
TTE  
Relocation

**2025**  
TTE  
Modular  
Builds

## STRATEGIC INVESTMENTS

Middlesbrough College has consistently realigned its curriculum to meet local economic needs by responding to employer feedback, stakeholder priorities, and labour market intelligence, with a strong focus on expanding technical and professional provision and tailoring delivery to industry demand. This has been supported by sustained strategic investment in our campus facilities and resources.

Together, these developments have strengthened our employer partnerships, increased training capacity in priority sectors, and ensured alignment with emerging industries, including green technologies.

## OUR OUTREACH CENTRES



Newcastle



Sunderland

**2012/13**  
MC6 Sixth Form

**2022**  
T Level Digital Centre

**2022**  
T Level  
Construction  
Centre

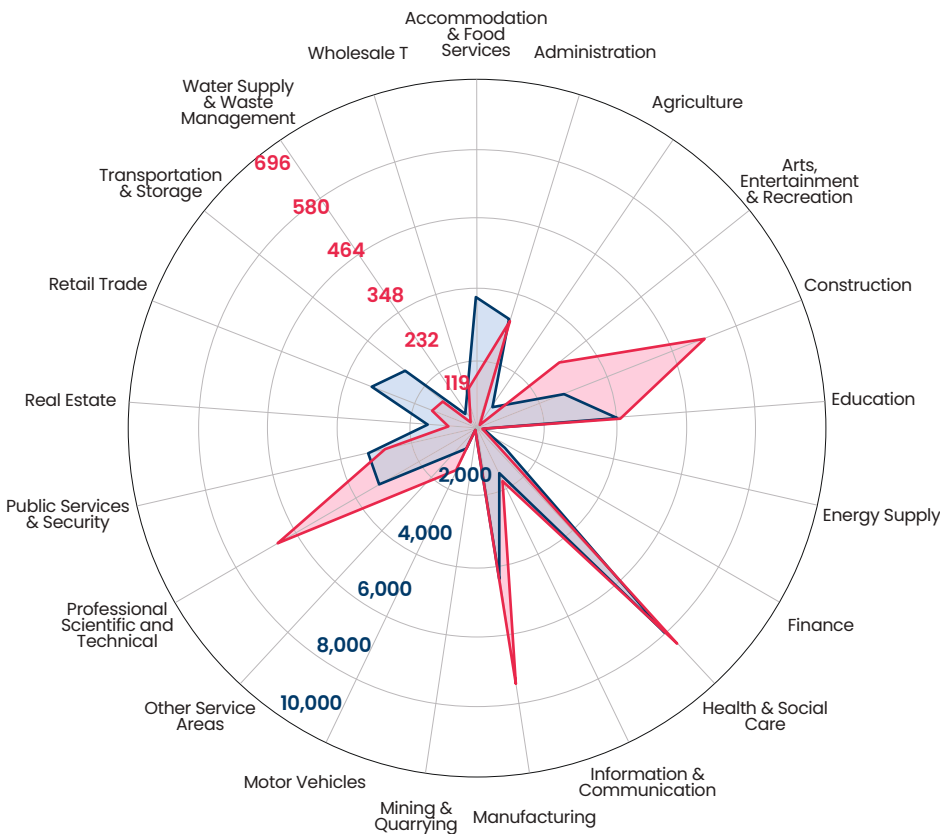
**2008**  
Middlesbrough  
College moved  
to Middlehaven  
town centre site

**2020**  
T Level  
Health  
Wards

# Alignment of Forecast **JOB OPENINGS** with **STUDENT ACHIEVEMENT**

Forecast average annual job openings, 2025-2029 (*blue outer scale*) vs Middlesbrough College FTE achievements, 2024/25 (*red inner scale*)

- Avg. annual openings (2025-2029)
- Achievements (FTE 2024/2025 - M'bro College)



## STRONG ALIGNMENT

Evident in Health and Social Care, Manufacturing, Construction and Education categories, where provision meets or exceeds demand, reflecting strategic priorities.

## UNDER SUPPLY

Most pronounced in Retail and Logistics, where demand significantly exceeds learner output. These gaps reflect the contract types and entry-level skill requirements in these high-volume roles.

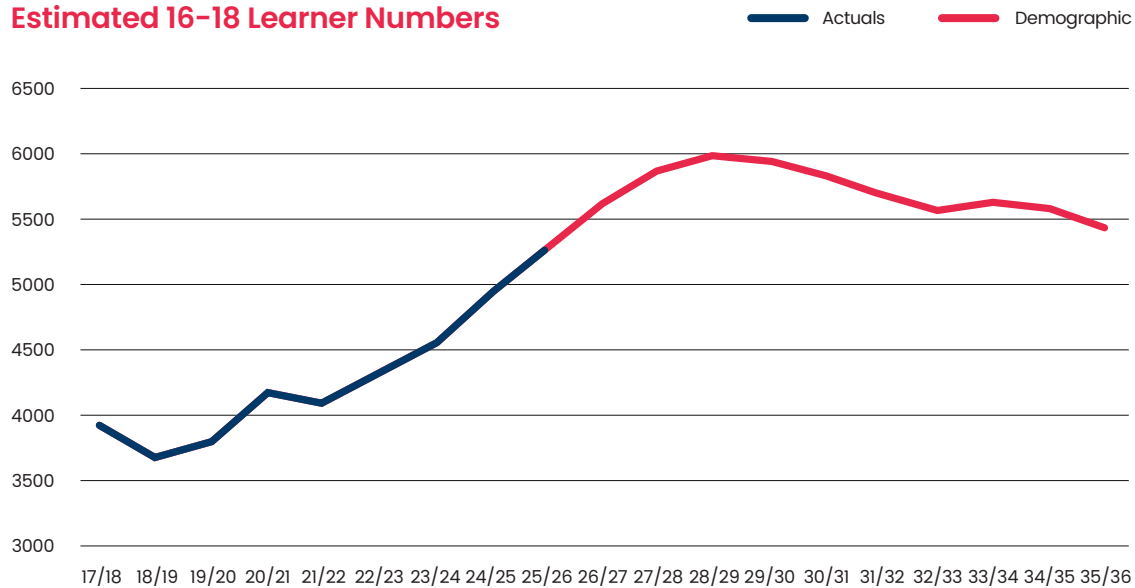
**This data informs targeted curriculum planning to best support Tees Valley economic needs and improve progression outcomes.**

# Our **CONTEXT & PLACE**

## CHANGING DEMOGRAPHICS

We must plan and manage our campus, resources and finances responsibly to ensure we can effectively respond to significant changes in the local 16–18 demographic over the lifetime of this plan and beyond.

### Estimated 16–18 Learner Numbers



## TEES VALLEY CONTEXT



### Low wages

Approximately 15% less than the national rate (£2,800 gross pay per month in Tees Valley, compared to £3,300 nationally).



### Low job density

0.71 jobs for every working-age resident in Tees Valley, compared to 0.85 in Great Britain.

### High youth NEETs

16–17-year-olds known to be Not in Education, Employment or Training (2025).

**Tees Valley:** 5.2%  
**National:** 3.4%  
–0.2 2024 to 2025;  
+0.2 nationally

### Qualifications gap

Level 3 attainment at age 19 is 7 percentage points lower in the Tees Valley (51%) than the national average (58%) (2023/24).

### Skills & Employment



**Tees Valley Population**

**England Population**

**England Population**



**England Population**

**England Population**

# Meet some of our 2,000 **EMPLOYER PARTNERS**



## OUR PUBLIC VALUE STATEMENT

**Middlesbrough College is committed to adding value to the social, economic and physical wellbeing 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 wellbeing 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.





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