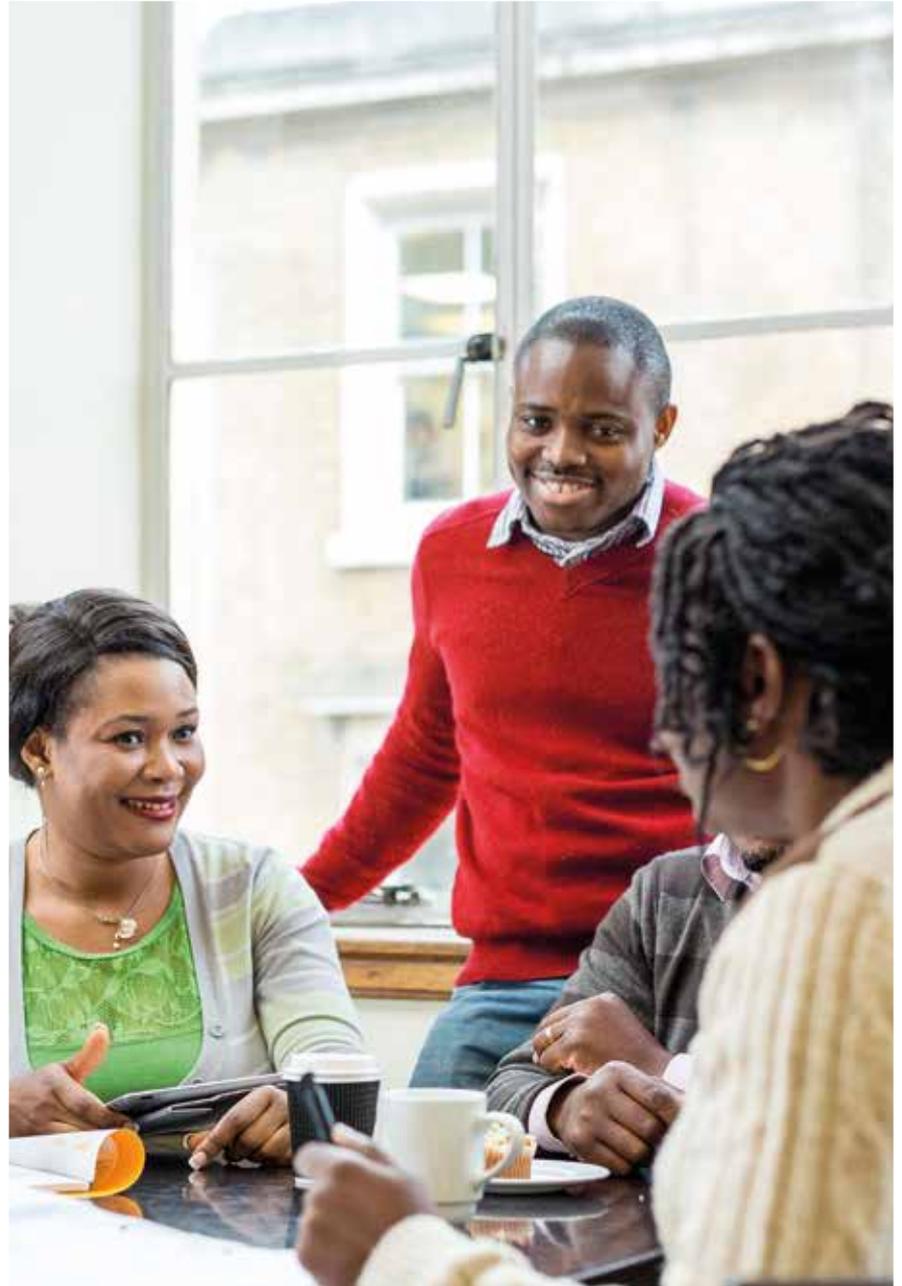


LEARNING  
FOR LIFE  
*at Morley*

# Morley College London

## Strategic Plan 2016 - 2020





# Welcome to Morley College London

Morley College London is a **specialist designated adult education college** located in Central London. It provides learning opportunities to over 13,000 people every year.

Morley was founded in 1889 for working men and women and developed from a series of 'penny lectures' by eminent scientists and scholars at the Old Vic Theatre. Today, Morley College London provides an inclusive adult learning environment that encourages and supports individuals to engage in learning, whatever their learning goals.

Morley College London is a Company Limited by Guarantee and a **registered charity**. The Governing Body acts as the Board of Directors for the purposes of Company Law and its members are trustees of the Charity. The College is partly funded by the Skills Funding Agency (SFA) and is inspected by Ofsted.

Morley College London specialises in **Arts, Culture and Applied Sciences**, with a diverse range of programmes that include Art and Design, Music and Performing Arts, Languages and Humanities, Applied Sciences and Health, English for Speakers of Other Languages (ESOL), English and Mathematics. The provision, much of which is non-accredited, ranges from short courses of less than five weeks to programmes of a full year's duration. The College currently offers accredited programmes from Entry Level to Level 3 and non-accredited courses from beginners to specialist provision. During 2014-15, **13,353 students enrolled onto 30,074 courses**, with 53.8% of the College's students black and minority ethnic learners. Some 73.2% of students were women and 14.1% of students declared a disability and/or a learning difficulty. The largest age band is 25-44 years old, representing 24.6% of all students, with 14% of students being over 65 years old.

Morley College London is located on the border between **Lambeth and Southwark**. Based on the average ranking of local authorities within the English Indices of Deprivation 2015, Lambeth and Southwark are ranked respectively as the 8th and 9th most deprived boroughs in London, and the 22nd and 23rd most deprived in England. The College holds a contract with Lambeth Borough Council for the provision of Community Learning. Morley College London is a **culturally diverse learning community**, with more than 132 languages spoken in the two local boroughs and over 120 languages spoken by the student body. In 2014-15 44% of students were from Lambeth and Southwark, and the College is also well-placed to serve the learning needs of adults in Westminster and Camden, the community of commuters working in London, and adults from further afield able to travel to the College via public transport. The College is **close to the transport hub of Waterloo station** and also to London's leading arts centre, the Southbank Centre, on the South Bank of the River Thames.

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# Introduction to the Strategic Plan 2016 - 2020

The status of **Morley College London** as a Specialist Designated Institution (SDI) denotes our past, present and future responsibility in serving the public good through the provision of broad-ranging, accessible, community-focused educational courses and experiences that are designed to meet a diverse range of adult learning needs.

In all that it does, **Morley has the clear ambition to be outstanding**, holding firm to long-established institutional aims to address social exclusion and promote community cohesion, and to support skills development, employability, digital inclusion and social mobility.

**Over the last few years Government funding has increasingly prioritised skills-based training, especially apprenticeships.** A system of student loans, rather than direct funding to education providers, has also been introduced. These factors have required Morley to adapt its programmes and diversify income streams to reduce its overall reliance on direct Government funding. We expect this trend to continue and thus maintaining our financial sustainability will need to underpin everything we do, whilst ensuring we remain focused on our Mission.

Morley will continue to design and deliver inclusive learning experiences that are outstanding in building confidence, knowledge and skills; in helping to address inequalities; and in celebrating the value and pleasure of learning. Importantly, this Strategic Plan not only reaffirms Morley's continuity of service, it also seeks to deepen and extend the impact of the College within the communities that it serves, enhancing quality, being open to new opportunities and effective in communicating the wide-ranging impact of the College's work locally, nationally and internationally.

A vital requirement for Morley's continuity of service is to maintain its physical estate, and in particular the main college buildings on Westminster Bridge Road. **The College has an ambitious property master plan** that, when funds are available, will be developed in phases and which is designed to improve physical access, to support curriculum innovation, enhance the student experience and extend opportunities for public lectures, performances, exhibitions and workshops.



Morley is committed to breaking down barriers of access to education, working with partners in Lambeth and Southwark, and in neighbouring boroughs, to bring learning to learners within their communities. Morley tutors are expert in designing learning experiences that build confidence, including for adults with learning difficulties, recognising, for example, the life-changing impact for students and their families brought by the acquisition of knowledge and skills in **English, Mathematics and Digital Literacy**. Morley is all about the joy of learning for all and the positive impact successful learning has in bringing out potential, restoring self-belief and creating new opportunity. The College is committed to focusing the transformational power of education for the individual and the communities within which they live and work.

As an institution founded on democratic principles, this Strategic Plan is rightly informed by the views of the extended learning community of Morley, as a result of extensive consultation with students, staff, governors and external stakeholders. **We look forward to working with you, and thank you for your support as we embark on this new phase in the success of Morley College London.**

**Peter Davies CB CBE**  
(Chair of Governing Body)

**Dr Andrew Gower**  
(Principal)

# Mission

**To empower individuals and strengthen communities through adult education in Arts, Culture and Applied Sciences.**

As a dynamic and diverse learning community, Morley College London is committed to encouraging greater understanding of the Arts, Culture and Applied Sciences. We value creativity and are driven by the needs, interests and aspirations of our students, the shared ambitions of our stakeholders and the expertise of our staff.

In keeping with the founding principles of Morley, in the spirit of social justice, the College advocates lifelong learning as a vital contributor to personal fulfilment, academic progression and professional advancement. By enabling access to education, and thereby the acquisition of knowledge and skills as a shared enterprise, Morley College London is a force for public good within the communities that we serve.

# 2020 Vision

For ambitions to be **inspired and achieved through learning.**

## Outstanding learning opportunities

By 2020 Morley College London is acknowledged locally, nationally and internationally as an outstanding adult education college specialising in the Arts, Culture and Applied Sciences, with a progressive range of participatory programmes from introductory through to higher levels of learning.

Academic and artistic excellence remains central to the ambitious, enterprising and welcoming culture of the College, and ensures ever increasing recognition of Morley as a destination within London's thriving cultural scene through an engaging programme of high quality concerts, performances, workshops and exhibitions.

## Outstanding student experience

By 2020 Morley College London is acknowledged as highly effective in meeting the diverse learning needs of the communities we serve. The quality of learning opportunities and the associated student experience create a compelling proposition. The passion for learning embodied by the staff team through their subject knowledge, enthusiasm, professional practice and external professional networks, ensures expert and innovative learning, teaching and assessment. In addition, the creative application of digital technology is increasingly a distinguishing feature of Morley's approach in addressing social exclusion and enhancing the flexibility and personalisation of learning.

## Financial sustainability

By 2020 Morley College London has established key strategic partnerships to extend its reach and influence. A growing reputation in responding to the needs of employees and their employers through workplace learning and professional training draws creatively on Morley's specialist areas of subject expertise. Effective financial controls and an increasingly diversified funding model are enabling operational stability and accurate forward planning.

# Values

**Our values are a shared set of ideals that inform and enable pursuit of our Mission and enable focus on our Vision.**

At Morley we learn for enjoyment, for achievement, and to satisfy a curiosity of knowing, and are at all times accountable to each other and to the communities we serve.

As a learning community we remain committed in renewing Morley's founding principles. Above all, we put our students first, which means that we:

- Respect diversity and promote equality
- Evolve, adapt and develop to meet students' needs
- Nurture potential and inspire ambition
- Enhance the positive impact and outcomes of learning
- Work in partnership to achieve shared ambitions

## Our Three Strategic Goals





# Strategic Goals 2016 - 2020

This Strategic Plan builds on past achievements, celebrating Morley College London's illustrious past whilst **focusing on creating its future.**

It is a plan that defines Morley's strategic direction in the coming five years, with our priorities expressed in the statement of three overarching Strategic Goals:

- Create outstanding learning opportunities;
- Deliver an outstanding student experience;
- Ensure financial sustainability.

The achievement of the Strategic Goals will be driven and directed by the two objectives of each Goal. Clear focus will be maintained on the **positive impact** to be realised by 2020 as set out in the vision statement for each Strategic Goal, supported by detailed strategic planning, and with implementation monitored through Key Performance Indicators.

The Strategic Goals provide **clarity of intent** to ensure Morley maintains its founding purpose whilst being responsive to the needs of contemporary adult learning. Threaded through the Strategic Goals are three cross-cutting themes that the Plan seeks to progress as part of the culture of Morley:

- Digital inclusion: using digital learning technology to stimulate curriculum innovation, enhance learning and address social exclusion through students' acquisition of digital skills (managing information, communicating, transacting, problem-solving and creating);
- Progress: ensuring sustained and substantial progress in the achievement of each student's individual learning goals, as well as opening up advanced learning opportunities, where there is strong student demand, to facilitate progression to higher education, training and/or employment;
- Employability: a shared perspective on employability as a set of achievements – skills and personal attributes – that contribute to success in working life, informed by clear line of sight between the academic disciplines taught at Morley and employment opportunities.

## Strategic Goal 1

# Create Outstanding Learning Opportunities

In order to achieve **Strategic Goal 1** we will:

### OBJECTIVE 1A:

Offer a demand-led, diversified and progressive curriculum

### OBJECTIVE 1B:

Work collaboratively with partners

By 2020 **Morley College London** will deliver a distinctive, creative curriculum specialising in Arts, Culture and Applied Sciences that prioritises student satisfaction, placing the interests, ambitions and needs of students at the heart of decision-making.

**Learning opportunities** are highly relevant to Morley's communities of location and practice, based on a thorough understanding and analysis of local and national economic, social and cultural contexts. As a leading college in its approach to community engagement and learning, Morley continues to provide accurate, timely and impartial student guidance that enables informed choices about learning programmes and progress to the next stage of students' education, training or employment.

### KPIs\* USED TO MONITOR PROGRESS IN THE ACHIEVEMENT OF STRATEGIC GOAL 1

- Conversion rate of student interest (online enquiries) to application/enrolment
- The percentage of planned provision actually delivered
- Recruitment benchmarked against local demographics (Lambeth and Southwark)
- Student progression rates
- External stakeholder satisfaction
- External reputation in the local community (Lambeth and Southwark)

\*KPIs: Key Performance Indicators



*“As a result of the course I have gained a wider knowledge of piano repertoire, and I plan to study for my Master’s degree at a conservatoire.”*

Madelaine Jones  
Advanced Piano Performers

The wide range of learning opportunities with progression pathways from introductory to higher levels of study are clearly communicated to students who join Morley College London for general interest and wellbeing, or to achieve specific qualifications that enable academic progress or career advancement. Information learning technology is increasing flexibility of access to learning for students in college, online or in the workplace. Learning opportunities are animated by a vibrant cultural programme, by links to industry, particularly the creative industries, and also through collaboration with individuals, partner educational institutions, employers, local authorities, voluntary and community organisations.

### PLANNING TO SUPPORT ACHIEVEMENT OF STRATEGIC GOAL 1

- Curriculum Strategy
- Learning, Teaching and Assessment Policy
- Student Engagement Policy
- Student Support Policy
- Marketing and Communications Strategy
- Partnerships Strategy
- Property Strategy

## Strategic Goal 2

# Deliver An Outstanding Student Experience

In order to achieve Strategic Goal 2 we will:

### OBJECTIVE 2A:

Deliver outstanding learning, teaching and assessment

### OBJECTIVE 2B:

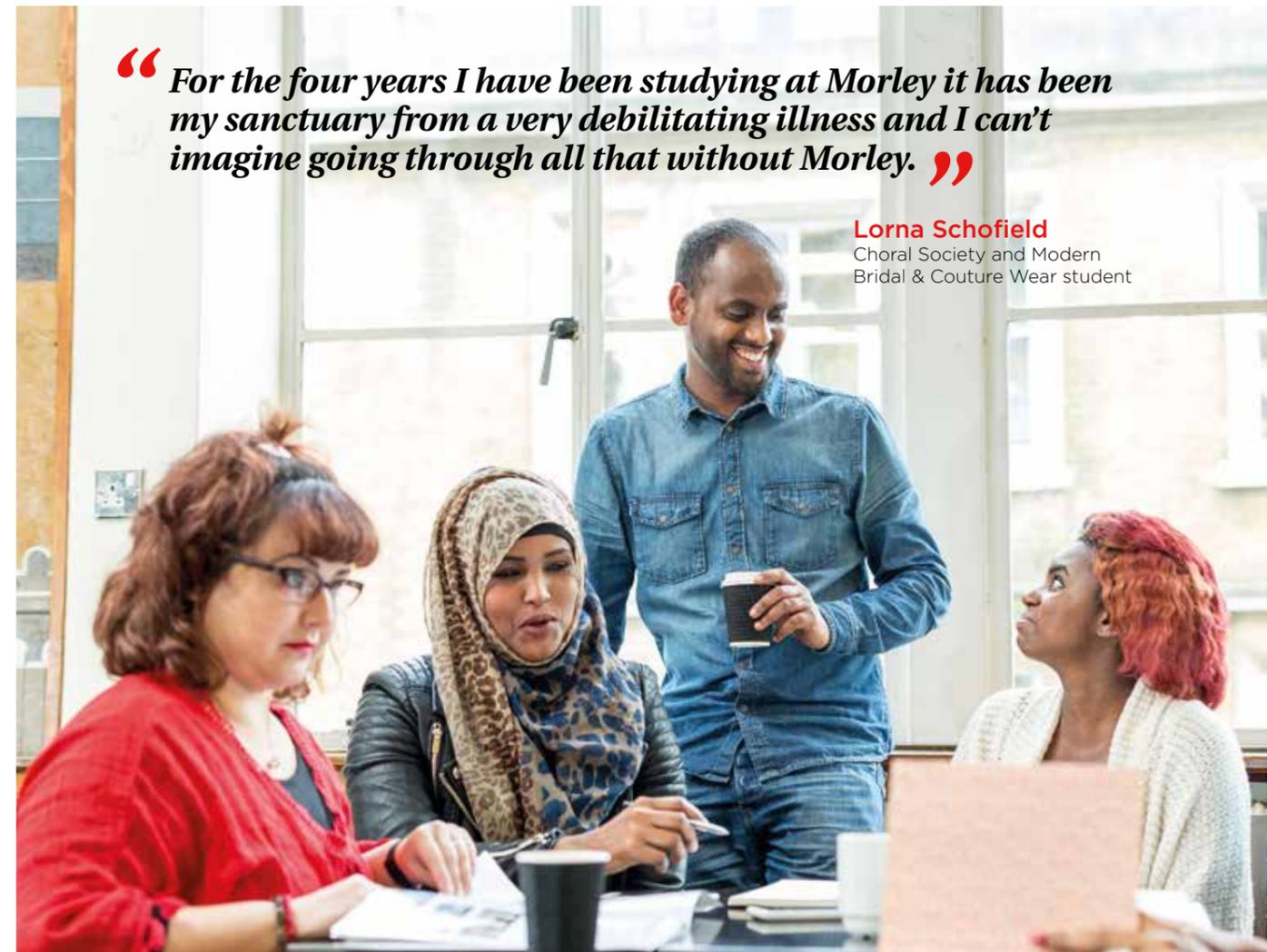
Meet diverse learning needs

By 2020 Morley College London will have further enhanced its reputation for participatory learning in **Arts, Culture and Applied Sciences**, as an institution where students are curious, interested and keen to learn, and where students thrive in learning sessions, developing knowledge, skills and understanding in the successful meeting of their learning goals.

Academic staff contribute to the outstanding student experience as highly effective in sharing their creativity, artistry, knowledge and practice in ways that enable students to succeed and to be ambitious in continuing and extending their studies.

### KPIs USED TO MONITOR PROGRESS IN THE ACHIEVEMENT OF STRATEGIC GOAL 2

- Student satisfaction
- Student retention, attendance and achievement rates
- Student progression rates from community provision to college-based provision
- The quality of teaching
- The percentage of students who were unemployed and seeking work at the start of their course who are in employment or furthering their education six months after course completion
- Staff satisfaction



*“For the four years I have been studying at Morley it has been my sanctuary from a very debilitating illness and I can’t imagine going through all that without Morley.”*

**Lorna Schofield**  
Choral Society and Modern  
Bridal & Couture Wear student

Professional services staff are similarly vital in contributing to a student experience that meets students’ expectations and needs, delivering a service that is efficient and effective in organisation, operation and outcome.

Learning, teaching and assessment is creative and promotes equality and diversity, with highly effective student engagement, supported by Information Learning Technology, to enable all students to make good progress including the most able and the most disadvantaged. The standard of student work is high and, where appropriate, meets industry standards, thereby contributing to student employability. **Students are exceptionally well-prepared for their next step**, moving on to sustained education, employment, training or apprenticeship, or achieving greater independence in their personal lives and within their communities.

### PLANNING TO SUPPORT ACHIEVEMENT OF STRATEGIC GOAL 2

- Curriculum Strategy
- Learning, Teaching and Assessment Policy
- Student Engagement Policy
- Student Support Policy
- Marketing and Communications Strategy
- HR Strategy
- IT Strategy
- Partnerships Strategy
- Finance Strategy
- Property Strategy

## Strategic Goal 3

# Ensure Financial Sustainability

In order to achieve **Strategic Goal 3** we will:

**OBJECTIVE 3A:**  
Increase the diversity of our income

**OBJECTIVE 3B:**  
Maximise each income stream

By 2020 Morley College London will have adapted and developed its approach to curriculum and business planning to sustain income as well as continually increase the efficiency and effectiveness of its operations. Ongoing diversification of learning opportunities (Strategic Goal 1) are in turn enabling a diversification of income from student fees, from employers on behalf of their employees, from public funding, and from external contracts associated with the College's expertise in community education and in subject specialisms.

A well-developed Friends of Morley membership service is enhancing the external reputation and public awareness of the College. A rigorous approach to quantifying and communicating the social return on investment achieved through Morley's work is ensuring external stakeholders value the **distinctive educational and cultural contribution** it makes.

**KPIs USED TO MONITOR PROGRESS IN THE ACHIEVEMENT OF STRATEGIC GOAL 3**

- Financial performance
- Room optimisation
- Operational surplus as a percentage of income
- The percentage of staff costs as a percentage of income
- Diversification of income streams



Morley is supported by an increasing range of key influencers with whom the College is active in communication to emphasise the College's public value and the positive impact it achieves for individuals and the communities within which they live and work.

A closely managed and carefully phased investment in the College's **Property Strategy** is being supported by capital grant allocation and charitable donations. Modernisation of the learning environment is contributing to financial sustainability by encouraging a growing number of student enrolments in response to a growing range of learning opportunities and ongoing enhancement of the physical environment.

**PLANNING TO SUPPORT ACHIEVEMENT OF STRATEGIC GOAL 3**

- Curriculum Strategy
- Student Engagement Policy
- Marketing and Communications Strategy
- HR Strategy
- Partnerships Strategy
- Finance Strategy
- Property Strategy

# Past, Present and Future

## Past

Established in 1889, and with its roots stretching back some years before that, Morley College London is one of the country's oldest and largest **specialist providers of adult education**. Its original philanthropic, charitable foundation is a distinguishing feature of the institution within the UK Further Education and Skills Sector.

Founded to address the learning needs of Waterloo and north Lambeth, an area of great poverty at the time, as the Morley "Memorial College for Working Men and Women", it was the first institution of its kind to admit both men and women on an equal footing. This **spirit of inclusion and sense of mission** to the most disadvantaged in society has been maintained throughout Morley's history and continues today: putting our students first underpins all we do.

## Present

While attracting students from across London and beyond, we continue to serve our local community: in 2014-15 44% of students were from Lambeth and Southwark, we hold a contract with Lambeth Borough Council for the provision of Adult and Community Learning, **work in partnership** with a host of community groups across the two boroughs and **serve as a cultural hub** for the area through its vibrant programme of exhibitions, concerts, lectures and other events. In particular, Morley is proud to provide a base for such organisations as the Centre for Young Musicians (a division of the Guildhall School of Music and Drama), with its focus on developing talented young musicians from south London.

1. Music Pods



2. Montage Bridge



## Future

Morley College London continues to adapt and evolve in order to meet the learning needs of a growing number of adults within the communities that it serves. The College's ambitious property master plan is essential in order to **meet future learning needs**.

The first, enabling phase of development will be completed by September 2017. When the two further substantial phases are achieved, subject to capital investment, the **fully enhanced Morley College London** will have full disabled access; an expanded range of new courses; new and enhanced learning facilities; and an outstanding programme of lectures, performances, exhibitions and workshops open to the general public.

3. Main Entrance



# What Our Students Say

The best thing about studying at Morley is:

**“ How accessible it is and the amount of courses available. ”**

**Hannah Crossley**  
Spanish student

**“ The tutor I had and the freedom to learn & develop my ideas. ”**

**Francesca Quine**  
Advanced Textiles student

**“ Developing skills, in a challenging and supportive environment, with an excellent tutor and a great group of fellow students. ”**

**Caroline Love**  
Painting and Drawing student

**“ The quality of teaching. ”**

**Sampath Rajapakse**  
Access to Health and Human Sciences student

**“ The creative environment and the quality of teaching. ”**

**Val Jenkins**  
City & Guilds Photography student

**“ The concept of working in parallel with a studio recording class is inspired. ”**

**David Bishop**  
Jazz Studio Ensemble student

**“ The quality of teaching, and the rigorous pedagogy of teachers, and their commitment to the ethos of inclusivity and empowerment. ”**

**Ramona Metcalfe**  
Mask for the Actor student



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