

MORLEY COLLEGE LONDON STRATEGIC FRAMEWORK 2021-25



A unique college within the learning landscape of London:
strong social values, exceptional creativity and commitment
to meeting the needs of students and their communities

Welcome

At Morley we are excited by the power of learning. The work of the College demonstrates the transformational capacity of learning for individuals, organisations and communities in all their diversity, in London and beyond.

Successful learning is inclusive. It brings out potential, restores self-belief and creates new opportunities in life and work. In this time of unprecedented challenge – as well as political, social, technological and environmental change – participation in learning has never been so important.

Learning fosters a shared understanding of our past, present and future. It gives impetus to the quest for knowledge and our acquisition of skills. It gives confidence that we have the capacity and resilience to adapt to change. It creates new friendships and collaborations, and it contributes to our physical and mental wellbeing, promoting a healthy balance between life and work.

In the coming years, Morley – now as a London-wide college with Centres in North Kensington, Chelsea and Waterloo – will seek to make a bigger and bolder contribution to learning in London.

Despite London being a unique city of opportunity, the Mayor of London's *Skills for Londoners Strategy* describes persistent challenges of inequality and educational disadvantage that must be addressed. The long-term impact on the UK of the COVID-19 pandemic will further amplify these challenges.

The Morley Team is committed to achieving positive change to address those challenges, and our Strategic Plan for 2021-25 provides the framework within which we will take forward this Morley Mission.

We welcome your views as we develop our Strategic Plan for 2021-25.

A handwritten signature in black ink that reads 'Stuart Edwards'.

Dr. Stuart Edwards
Chair of Governors

A handwritten signature in black ink that reads 'Andrew Gower'.

Dr. Andrew Gower
Principal and Chief Executive

Our Mission, Vision, Values and Strategic Goals

Mission ***Inspired by our founding principles of social justice, we are committed to empowering individuals and strengthening communities through the transformative impact of learning***

As a dynamic and diverse learning community, Morley College London is committed to realising the positive impact of learning to enable students to achieve their ambitions. 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 and economic well-being. 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.

Values ***Work together • Build trust • Pursue excellence • In the service of others***

Our values are a shared set of ideals by which we work as a college community; they define our college culture and are reflected in the behaviours and actions of staff in pursuing our Mission, recognising that at all times we are accountable to our students and the communities we serve.

Therefore, above all, ***we put our students first***. To do this we:

- ***work together*** (demonstrated by being inclusive, self-aware, supportive of change and committed to serving the full diversity of the communities around us) in order to
- ***build trust*** (developed through transparency of information, open communication, assuming positive intent and active listening) so that we can
- ***pursue excellence*** (through creative solutions, an entrepreneurial approach, striving for continuous improvement with consistent performance and delivery) because we are ***in the service of others*** (reflected by our unconditional positive regard, caring leadership, request for feedback and a commitment to making a team contribution).

Vision ***A leading London college where learning together inspires ambition and enables achievement***

Morley College London will develop its reputation for excellence as a leading London college offering outstanding learning opportunities in Arts, Culture, and Social and Applied Sciences. The College will be recognised as highly effective in supporting personal, academic and career development.

As one college with three outstanding centres in North Kensington, Chelsea and Waterloo, we will offer enhanced learning opportunities and experiences to serve the needs of an increasing number of students.

Strategic Goals

The central aim of our strategy is to achieve greater scale and financial resilience in order to realise three clearly stated Strategic Goals:

- Strategic Goal 1: **outstanding learning opportunities** delivered with an
- Strategic Goal 2: **outstanding student experience** that enables our
- Strategic Goal 3: **financial sustainability**.

<p>Strategic Goal 1:</p> <p>Create outstanding learning opportunities</p> <p>We will offer choice and flexibility to students by delivering a range of exciting and engaging courses in response to the interests of students and the learning needs of the communities we serve.</p>	<p>Strategic Goal 2:</p> <p>Deliver an outstanding student experience</p> <p>We will build the capacity and resilience to invest in high quality learning environments supported by high quality learning resources. With the support of funders, a comprehensive estates strategy will see significant investment into the North Kensington Centre.</p>	<p>Strategic Goal 3:</p> <p>Ensure financial sustainability</p> <p>Working within a closely defined Financial Strategy and maintaining an ESFA financial health rating of at least 'Good', we will ensure the sustainability of the College by growing our revenue (through student recruitment) while maintaining close control of costs.</p>
<p>Objective 1a:</p> <p>A demand-led, diversified and progressive curriculum</p> <ul style="list-style-type: none"> • Community engagement • Learning opportunities highly relevant to Morley's communities of location and practice • Essential skills in English, Maths and Digital • 'Signature curriculum' in Arts, Culture and Social and Applied Sciences • Progression pathways from introductory to higher levels of study: students developing interests and passions via short courses progressing to either recognised qualifications (up to degree level) or further skilled 	<p>Objective 2a:</p> <p>Outstanding learning, teaching and assessment</p> <ul style="list-style-type: none"> • As a college community we advocate a learning culture in which we are curious, interested and keen to learn • Students develop knowledge, skills and understanding that enable them to meet and exceed their learning goals • Students thrive in learning sessions, demonstrating the wider benefits and social impact of learning (e.g. health and wellbeing and confidence) • Academic staff are consistent in sharing their knowledge, creativity and artistry in ways that 	<p>Objective 3a:</p> <p>Realise the full diversity of our income</p> <ul style="list-style-type: none"> • Enhanced curriculum and business planning ensure the efficiency and effectiveness of college operations • Successful completion of renovation projects at North Kensington Centre and Chelsea Centre • Substantial progress in the fundraising capital appeal for the Waterloo Centre to fully renovate the Emma Cons Hall • A systematic and collaborative approach to marketing and communications to realise targets for growth

<p>practitioner training</p> <ul style="list-style-type: none"> • Impact for students: personal, academic and career development 	<p>enable students to succeed and to extend their studies</p> <ul style="list-style-type: none"> • Professional services staff deliver a service that is efficient and effective in organisation, operation and outcome • Staff wellbeing and professional development ensure consistent performance and high levels of job satisfaction 	
<p>Objective 1b:</p> <p>Work collaboratively with partners</p> <ul style="list-style-type: none"> • Engagement in learning is encouraged by a dynamic cultural programme (concerts, lectures, events, workshops and exhibitions) • Information, Advice and Guidance on local learning opportunities is available for people of all ages • IT systems and services make learning accessible and flexible • The impact of learning is extended through volunteering, work experience and social action projects by industry links, particularly with the creative industries, and through collaboration with individuals, partner educational institutions, employers, local authorities, and voluntary and community organisations 	<p>Objective 2b:</p> <p>Meet diverse learning needs</p> <ul style="list-style-type: none"> • Learning, teaching and assessment are creative and promote equality and diversity, with highly effective student engagement enabling all students, including the most able and the most disadvantaged, to make good progress • The standard of student work is high and, where appropriate, meets industry standards, contributing to student employability • Students are well-prepared for their next steps, moving on to sustained education, employment, training or apprenticeships, or to achieve greater independence in their personal lives and within their communities 	<p>Objective 3b:</p> <p>Maximise each income stream</p> <ul style="list-style-type: none"> • Modernisation of the learning environment and investment in staff and learning resources is contributing to financial sustainability by encouraging a growing number of student enrolments, supported by targeted and well-designed promotional campaigns • A systematic approach to quantifying and communicating the social return on investment achieved through Morley's work is ensuring that external stakeholders value the distinctive educational and cultural contribution the College makes • An entrepreneurial approach to partnership development is adding to college income • The 'Friends of Morley' alumni relations service is enhancing the external reputation and public awareness of the College and its development

Cross-Cutting Themes

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

- **digital transformation**: using digital systems and services to increase the efficiency and effectiveness of college operations, including marketing and stakeholder engagement, as well as to enhance educational impact through approaches to personalisation, curriculum innovation and skill acquisition.
- **environmental sustainability**: to promote a culture of organisational and environmental sustainability through initiatives relating to purchasing and procurement, renewable energy and recycling.
- **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 (including self-employment as a skilled practitioner).

Our Voice and Personality

Our aspiration is that when people read, watch or hear about Morley College London, they take away a view of the College as a learning provider that has its own personality and uniqueness, and one which is a thought leader in a number of educational fields.

We will develop a series of narratives that help tell the Morley story in order to cultivate such a view. Each narrative is founded on an area of high potential within the College, which is then mapped to an area of public debate and personalised to the uniquely Morley way of doing things.

We will be recognised for:

1. Our active role in the **community**

2. Making the places where we are **better places**

3. Addressing the **skills needs of the nation**

4. Being good for the **environment**

5. Working effectively in the **new normal, post-Covid-19**

6. Showing '**thought leadership**'

7. Being a centre of excellence for the **visual arts**

8. Being a centre of excellence for the **performing arts**

9. Being a leader in **music**

10. Being a hub for '**makers**' or creative entrepreneurs

These college-wide themes will be expressed through provision in our centres that, whilst uniquely and uniformly Morley, has its own personality:

