



Strategic Plan 2021-25

Preliminary release v1.0: February 2021

Introduction

2020 was an extraordinary year, calling for an extraordinary response to our planning for the future.

Acquittal • Belarusian • BIPOC • Black Lives Matter • Bushfire • Cancel Culture • Coronavirus • COVID-19 • Impeachment • Lockdown • Mail-In • Moonshot • Net Zero • Reopening • Social distancing • Superspreader

Source: Oxford English Dictionary, Words of the Year 2020

As London, the UK and the world look to recover from an unprecedented year of uncertainty and change, so Morley looks to support students as they adapt to life with and after Covid, and in a country that now stands alongside rather than within the European Union.

Morley's previous Strategic Plan covered the period 2016-2020, and in that time, the College has experienced significant change, especially in the final year of the Plan: the impact of the joining of Kensington and Chelsea College through merger in early 2020 – coupled with the seismic effect of the Covid-19 pandemic on our operations – is still playing out.

But still playing out too is the impact of 2020 on each and every one of our students.

It is in order to effectively manage that process of change and adaptation to new circumstances – for us as an organisation, and in support of our students as individuals – that Morley College London is taking a staged approach to strategic planning for 2021-25.

Whilst the vision, mission, values, themes and goals outlined in this Preliminary Strategic Plan 2021-25 are essentially final, we take the view that – given the fast-changing world around us – our communities are best served by a willingness to further develop, to adapt, and to demonstrate agility.

Hence, this plan is a preliminary release, with enhancements to follow in anticipation of the start of the 2021/22 academic year.

We know already that the next five years is a story of continuing growth for Morley.

Growth of our physical estate – as we redevelop our facilities across our three main sites. Growth of our curriculum offer. Growth of our reach into London's communities.

And most importantly, growth of our deep-rooted commitment to serve the needs of learners, in London and beyond.

In a changing world, some things remain constant and uniquely Morley:

- **We are London's largest Institute of Adult Learning**, passionately invested in lifelong learning for all adults aged 16 and over, and uniquely positioned in central London both north and south of the river. The breadth of our offer is unrivalled, from

programmes for 16-18 year olds to Higher Education courses to courses at every age and stage of adult life, catering to a desire for personal fulfilment, academic progression and career development.

- We remain **one of the country's few Specialist Designated Institutions**, recognising our past, present and future responsibility in serving the public good.
- **Our belief in lifelong learning is driven by positive outcomes for individuals and communities.** We work with returning learners prompted by the need to reskill as the economy changes, young people looking to enter the labour market for the first time, adults seeking to improve their mental health, individuals who perhaps haven't considered formal 'learning' in a long time...and we deliver high quality, high impact teaching across a variety of subject areas and delivered in a variety of ways.
- **Our proud commitment to social justice**, which dates back to the founding of the College by Emma Cons in 1889.
- **We are more than the sum of our parts**, offering a programme of concerts, lectures, exhibitions, and events; reaching wide audiences through Morley Radio and Morley Gallery; providing excellent information, advice, guidance and enrichment; and maintaining a physical estate that acts as a community hub for education. Our aim is to enrich learning, and to break down barriers to education.

Release notes – February 2021

The context for the release of this Plan is an external environment in an unprecedented state of instability, caused by a number of factors:

- The continuing impact of the **Covid-19 pandemic**, both on public health and the economy. This calls for both a short-term response to adapt to life in various states of lockdown, and an assessment of the longer-term impact on education and the jobs market, including quantifying the accelerated impact of technology on delivery of learning and understanding the impact for Morley of the changing behaviours of Londoners.
- The conclusion of the **Brexit** process, and the nature of the UK’s relationship with the EU beyond 31 December 2020.
- Ongoing development of the long-term **Government skills policy**, to be outlined in a skills strategy and white paper due in early 2021.
- The changing **skills needs of Londoners** seen through the lens of the Mayor’s Skills for Londoners strategy, and borough-level skills strategies in Lambeth, Southwark and Kensington & Chelsea.

In this context, our priorities for the next phase of the Plan’s development are:

1. With an unwavering commitment to supporting our students’ immediate learning needs, **prioritising our short term Covid-19 response**, including:
 - a. enhancing our direct curriculum response to the pandemic, “Upskill, Reskill, Enjoy”,
 - b. initiating a range of Covid-19 business risk mitigations, including engaging with Government schemes such as the Kickstarter programme and adjusting our fundraising strategy to cater to immediate need as well as long-term capital requirements,
 - c. reprofiling our finances in the context of the Covid-19 pandemic and in doing so, revisiting our resourcing model to ensure it is fit for purpose,
 - d. recalibrating our promotional activity to cater to a changing market, initially through developing a sound understanding of the impact of marketing interventions on a post-pandemic market, and
 - e. continuing to engage proactively with the world around us to support immediate learner and stakeholder needs to the best of our abilities.
2. **Refining our curriculum response to a changing landscape** by:
 - a. developing our signature curriculum: arts, culture and social and applied sciences,
 - b. reviewing our curriculum and management approach to Essential Skills including ESOL (English for Speakers of Other Languages)

- c. developing an understanding of the longer-term impact of the Covid-19 pandemic (and the likely recession to follow) on the employability needs of Londoners,
 - d. developing an understanding of the impact of Brexit on the skills needs of Londoners,
 - e. responding directly to the upcoming FE Skills White Paper, including the Lifetime Skills Guarantee announced in September 2020,
 - f. developing a response to the anticipated 'mental health/wellbeing pandemic' that will follow the Covid-19 pandemic,
 - g. adapting to the Spending Review announced in late 2020,
 - h. taking stock of the impact of the pandemic on the behaviours of learners in order to inform the modes of delivery that we offer, and
 - i. segmenting our market in order to better understand how to reach them.
3. Establishing a **clear and compelling narrative for each of our three physical Centres**, and a strengthened narrative around our 16-18 study programmes.
 4. **Undertaking detailed scoping of our 'fourth centre'**, including capacity building to ensure effective digital delivery where relevant, further refining our concept of modes of delivery (currently online, online+ and in-centre), and developing an approach to online provision of learning resources.
 5. To **consolidate the merger**, including:
 - a. Developing our brand,
 - b. Devising a cross-college Estates Strategy, including prioritising the redevelopment of our North Kensington Centre, investment in the Carlyle Building at our Chelsea Centre, and continuing the fundraise towards Phase II of the Morley Forward project to renovate our Waterloo Centre,
 - c. Completing staff alignment to the three-centre model of delivery, and
 - d. Allowing new management structures and processes to evolve and bed in.
 6. Developing **clear priority plans** for our cross-cutting themes:
 - a. Equality, diversity and inclusion.
 - b. A digital strategy (realising the benefits of digital transformation), which includes provision for those who are digitally excluded.
 - c. A plan for environmental sustainability.

- d. An internal review of wider skills development that ensures Morley's offer is as impactful as it needs to be in the context of employability needs post-pandemic.
7. **Appointing a Chief People Officer** to support us in building a strong team ethos during a time of uncertainty, and undertaking internal communications interventions that maintain the sense of the Morley Team (both permanent and variable hours staff) and help manage the anxieties and support the wellbeing of staff.
8. **Keeping our operations under continuous review** to ensure we maintain focus on the 'here and now' as well as looking to the future - with the expectation of further disruption due to potential lockdowns etc, and to anticipate changed expectations as a result of societal and behavioural change prompted by the pandemic. Teaching and learning will continue to be monitored via the college Quality Enhancement Framework, and the management team will keep all other operations under active review.

We will publish a finalised Strategic Plan 2021-25 in late summer 2021.

Morley College London: a snapshot

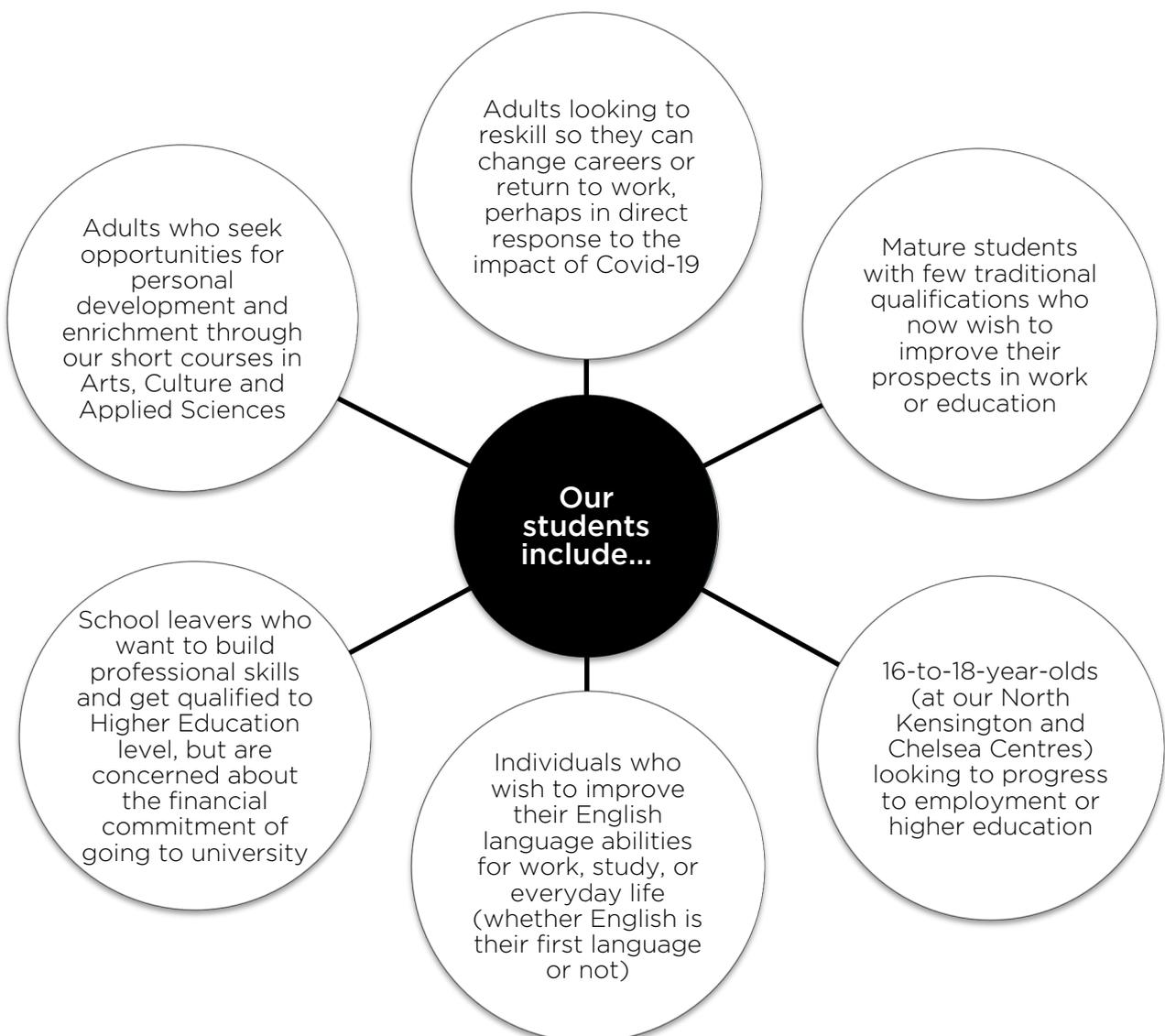
Morley College London is a unique college within the learning landscape of London.

It is celebrated for its strong social values, its exceptional creativity and its commitment to meeting the needs of students and their communities.

We advocate lifelong learning as vital for personal achievement, academic progression and career development.

The College took its present form in February 2020 following the merger of Morley College London and Kensington and Chelsea College. Both institutions had long shared the same values, with roots going back to the 19th century and a proud record of serving learners in their respective boroughs and beyond.

The merged college, operating from three main Centres in Chelsea, North Kensington and Waterloo as well as online, aims to meet the learning needs of a growing number of students, and to be a force for public good within the communities that we serve.



Our mission, vision and values

Mission **In line with our founding principles of social justice, our mission is to inspire individuals and strengthen communities through the transformative impact of lifelong 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 and to advance social mobility, the College advocates lifelong learning as a vital contributor to personal and economic well-being. By enabling 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.

Vision **Our vision is to be a leading London college where learning together excites ambition and enables achievement.**

Morley College London will secure its reputation for excellence as one of the capital's leading providers of outstanding learning opportunities in Arts, Culture, and Social and Applied Sciences, whilst also working in partnership with local communities to ensure their skills needs are met.

The College will be recognised as highly effective in supporting personal, academic and career development, and through this, a key enabler of social justice.

As one college with three outstanding centres in North Kensington, Chelsea and Waterloo – as well as an emerging fourth 'centre' that encompasses community learning and virtual learning, bringing Morley directly to students – we will offer learning opportunities and experiences that serve the needs of an increasing number of students whose diversity matches that of the city in which we live.

Values

Work together • Advance diversity • Build trust Pursue excellence • In the interests of others

Our values are a shared set of ideals by which we work as a college community; they define our 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** – we are inclusive, self-aware, supportive of change and committed to the power of effective strategic partnerships – and
- **advance diversity** – by working closely with our local communities – in order to
- **build trust** – which is 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, and maintaining focus on outcomes for learners – because we work
- **in the interests of others** – reflected by our unconditional positive regard, caring leadership, request for feedback and a commitment to making a team contribution.

Our 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: **exceptional student experience** that enables our
- Strategic goal 3: **financial sustainability**.

Strategic goal 1: Create outstanding learning opportunities

We will offer choice and flexibility to students by delivering an ambitious range of exciting and engaging courses in response to the interests of students and the learning needs of the communities we serve.

Objective 1a: A demand-led, responsive, diversified and progressive curriculum

- Learning opportunities that respond to national skills needs and are highly relevant to Morley's communities of location and practice (as outlined in Skills for Londoners and borough-level skills strategies)
- A portfolio of community learning opportunities designed to meet local needs
- Essential skills in English, Maths and Digital, marketed to actively encourage adults to feel comfortable returning to education
- '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 practitioner training
- Impact for students: personal, academic and career development
- The ability to move at speed to address need

Objective 1b: Providing experiences outside the classroom for informal learning

- Work collaboratively with partners
- Engagement in learning is encouraged by a dynamic cultural programme (concerts, lectures, events, workshops and exhibitions) and enrichment offer
- Information, Advice and Guidance on local learning opportunities is available for people of all ages
- The use of digital technologies to 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

Strategic goal 2: **Deliver an exceptional student experience**

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.

Objective 2a: **Outstanding learning, teaching and assessment**

- 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 enable students to succeed and to extend their studies
- 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

Objective 2b: **Meet diverse learning needs**

- 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 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
- The standard of our college estates meets contemporary need through providing superb learning spaces

Strategic goal 3: **Achieve financial sustainability**

Working within a closely defined Financial Strategy, we will work towards achieving the sustainability of the College by growing our revenue (through student recruitment) while maintaining close control of costs.

Objective 3a: **Realise the full diversity of our income**

- 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
- A whole-college approach to fundraising to support both capital and revenue income requirements

Objective 3b: **Maximise each income stream**

- 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

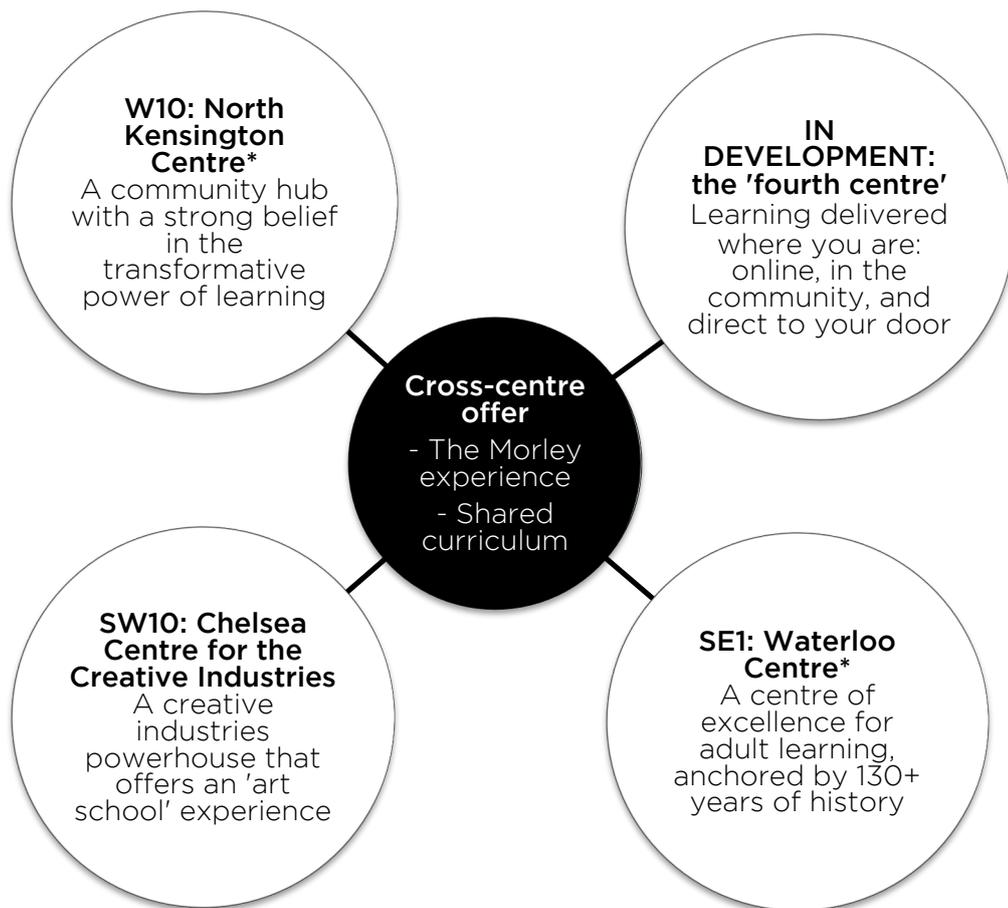
The Strategic Goals provide clarity of intent to ensure Morley maintains its founding purpose while being responsive to the needs of contemporary learning in London. Threaded through the Strategic Goals are four **cross-cutting themes** that this plan seeks to progress as part of the culture of Morley:

- **equality, diversity and inclusion:** recognising that there is inherent strength through diversity amongst our staff, student and stakeholder communities, and encouraging the development of this strength across all areas of our work. Includes working towards 'Investors in Diversity' status as awarded by the National Centre for Diversity.
- **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:** promoting a culture of organisational and environmental sustainability through initiatives relating to purchasing and procurement, renewable energy, recycling and external communications.
- **employability and wider learning outcomes:** a shared perspective on outcomes that contribute to success in work and in life.

Where can you learn with Morley?

A four-centre college

We deliver learning in three principal physical sites – Waterloo, North Kensington, Chelsea – as well as via an emerging ‘fourth centre’ which is founded on the principle of Morley delivering direct: online, in the community, at home or at the office.



* NOTE: we expect to adopt epithets at North Kensington and Waterloo from September 2021

What's it like to learn at Morley?

A week in the life

There's an exciting energy about Morley...year-round and London-wide.

A wintry Monday morning early in the New Year might see a group of 16-year olds returning to their Esports BTEC at the Chelsea Centre for the Creative Industries. They're part of the first cohort to study for this cutting-edge course that'll gear them up for a career in the emerging world of gaming and entertainment.

There's always room for a classical concert on a Tuesday lunchtime. Held at Waterloo's Emma Cons Hall, and more recently live streamed online too, the audience counts staff, students and members of the public amongst its number. Patrons might wander over to the Morley Gallery afterwards – by mid-2021, it'll have been completely refurbished, supporting students to display their works as well as showcasing the impressive in-house permanent collection.

On a Wednesday evening, all three centres are buzzing with activity: a jewellery or ceramics class at North Kensington, a millinery or pattern cutting workshop at Chelsea, the chameleon-like Pelham Hall at Waterloo temporarily transformed from a sculpture gallery to a life modelling class. The place comes alive in the evening, as Londoners pursue their passions with Morley.

A summer Thursday might see a group of students doing tai chi in front of the North Kensington Centre. The calm is a contrast to nearby Portobello Road Market, but these students are on a mission: they're here as part of a summer enrichment programme that will keep their brains ticking over before the start of the new academic year.

As the weekend nears, Morley Radio is on hand with a blend of insightful podcasts and punchy playlists to see in a Friday evening. DJs-in-waiting cut their teeth here, taking inspiration from seasoned pros who are keen to support the next generation of broadcast talent.

On Saturday mornings the stirring pulse of the Morley Jazz Orchestra fills the corridors at Waterloo. Take a walk around and you'll see choirs, bands, soloists and recording studios at work too...we take our music seriously here, as former Musical Directors Tippett and Holst and Vaughan Williams would expect.

Sundays are for socialising, and with great amenities on every Morley doorstep – there's buzzy Golborne Road at North Kensington, culture-rich Lower Marsh and the Southbank at Waterloo, and the fashionable King's Road at Chelsea – you'll find members of our community out in force, talking up the week to come.

And then...we do it all again.