



Morley College London

Governor Recruitment – May 2022

Why become a governor?

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

We are celebrated for our strong social values, our exceptional creativity and our commitment to meeting the needs of students and their communities.

As London's largest specialist Institute of Adult Learning, we play a key role in delivering the priorities of the Mayor of London's Skills for Londoners Strategy (2018) as set out in more detail in the Mayor's Skills Roadmap (2022), as well as borough-level skills strategies in Kensington and Chelsea, Lambeth and Southwark.

We advocate lifelong learning as vital for personal achievement, academic progression and career development. In line with the Mayor's strategy, we aim to empower Londoners to access the education and skills to participate in society and progress in education and work; and to meet the needs of London's economy and employers.



Waterloo Centre

Since merging with Kensington and Chelsea College (KCC) in February 2020 we have been developing an exciting new curriculum, delivered from our three main centres in Chelsea, North Kensington and Waterloo – all of which are benefiting from substantial investment – as well as online. An Ofsted monitoring visit in April 2022 found that we had made significant progress across all areas, including establishing a shared vision, creating an effective management structure and enhancing the quality of provision.

Our new Strategic Plan 2021-25 is seeing us bouncing back from the challenge of Covid-19, working with a diverse range of students and other stakeholders to create an inclusive learning community and finding innovative solutions to the employability and wellbeing needs of Londoners.



Chelsea Centre

The pandemic has, however, had a severe impact on student recruitment and on fee income in 2020-21 and 2021-22. In these times, it is more important than ever to have strong systems of risk management and financial control, overseen by a supportive but questioning board, with skilled, independent-minded governors working as a team in the interests of learners and their communities. We are currently looking for another financially-qualified governor who shares our values and is inspired by our vision. We would expect this governor to be a member of, and possibly in due course to chair, our Audit Committee.

Morley College London has a long-standing commitment to equality, diversity and inclusion. We were the first institution of our kind to admit men and women on an equal footing. As the communities that we serve have become more diverse ethnically, so have our workforce and our student body. We have recently adopted a new Equality, Diversity and Inclusion Statement (incorporating a strong anti-racism statement) that commits us to challenge under-representation at all levels. Some of our local communities are not as well represented as we would like at the highest levels of our organisation, and we are keen to use this opportunity to enhance the ethnic diversity of our Board.



North Kensington Centre (prior to renovation)

This pack gives details of who we are, why you should think of joining us and how you can apply for this role.

About the College

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 our communities of place and of practice. The merger came about with the strong support of local stakeholders, and this enabled us to secure government finance for investments totaling £32.3 million to renovate the North Kensington and Chelsea Centres and to develop a new, broader and more inclusive curriculum. These investments are in addition to the £3 million that the College has already spent and the further sums that it is aiming to raise to transform facilities at Waterloo over the next ten years.

Our **mission**, inspired by our founding principles of social justice, is to empower individuals and strengthen communities through the transformative power of lifelong learning.

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

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.

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

You can find out more about the College by visiting:

- www.morleycollege.ac.uk (our main website)
- www.morleyradio.co.uk (student performances, podcasts and a range of other programmes)
- www.morleygallery.com (showcasing our students' work in the visual arts)
- athome.morleycollege.ac.uk (to get a flavour of College life)

Appendix 1 describes a fictionalised 'week in the life' of the College

About the role

Becoming a Governor of Morley College London is a fantastic opportunity for you to use your knowledge and experience to help a wide range of people from different backgrounds, with different learning styles and with different goals.

Our students include:

- members of the workforce looking to reskill so they can change careers or return to work, perhaps in direct response to the impact of Covid-19;
- mature students with few traditional qualifications who now want to improve their prospects in work or education;
- 16-to-18-year-olds (at our North Kensington and Chelsea Centres) looking to progress to employment or higher education;
- individuals who wish to improve their English language abilities for work, study, or everyday life (whether English is their first language or not);
- school leavers who want to build professional skills and get qualified to higher education level, but are concerned about the financial commitment of going to university; and
- adults who find opportunities for personal development and enrichment through our short courses in arts, culture and social and applied sciences.

As a Governor, you'll work with our Senior Leadership Team to set College strategy, so as to meet the needs of both current and future learners. You will keep a close eye on how well we are doing this, ensuring that we continue to provide both our local communities and 'communities of practice' across the country with the skills that they need. Your background and experience in finance will be a key asset in helping us develop as an institution in line with our guiding principles, so you can help make a real difference in the areas you feel most passionate about.

A strong commitment to advance equality, diversity and inclusion runs through our new Strategic Plan, so you won't be surprised to learn that we are looking for Governors from a wide range of backgrounds, drawing on the richness of heritage, background and life experience that London offers. People of African, Caribbean and Asian heritage are well represented in our local and neighbouring boroughs, and we would like to see them better represented on our Board.

The role of Governor is voluntary and unpaid (although we do reimburse Governors for any expenses); it is nevertheless highly respected, as well as personally rewarding. You will have the opportunity to develop new skills, whether in board-level leadership or team working or simply in the application of your existing knowledge and experience in a new setting. All these skills are highly valued, and many people find that the experience of working as a Governor provides a boost to their own career development.

A detailed role description is at Appendix 2.

What you will do

The full Governing Body (the Board) normally meets four times a year. It also meets informally twice a year for an extended strategy development session working alongside the Senior Leadership Team. Much of the work of scrutinising proposals, monitoring performance, and generally providing an appropriate combination of support and constructive challenge to the Principal and the Senior Leadership Team, is delegated to committees. Most governors serve on one or two committees.

A few individual Governors also have responsibilities for monitoring and championing at board level particular aspects of the College's work:

- careers education and guidance
- development
- equality, diversity and inclusion
- health, safety and sustainability
- safeguarding.

The great majority of meetings are held in the late afternoon. Board meetings, strategy development sessions and some committee meetings are currently held in-centre at either Chelsea, North Kensington or Waterloo (with occasional meetings at our satellite centre at Stockwell). The majority of committee meetings are held remotely, using Microsoft Teams.

We expect all Governors to participate fully in training and development activities to gain an understanding of how the College works and the environment in which it operates. As well as arranging in-house training and development sessions, and encouraging governors to attend training and development events run by the Association of Colleges, the Education and Training Foundation and others, we run a Governor Engagement Programme which enables each Governor to see the College at work and to engage with staff and students. For new governors, our in-house governance team runs a comprehensive induction programme and a 'buddying' system is in place to ensure that every new governor is supported by an established governor with relevant experience.

Governors are normally appointed for an initial term of up to four years and may subsequently be re-appointed. When considering appointments and re-appointments, the Governing Body looks not only at the skills and knowledge of each individual candidate but also at the balance of skills and knowledge available to the Governing Body as a whole, including the extent to which the Governing Body has access to the views of different stakeholder groups.

No governor may serve for more than eight years (an exception may be made for a governor who has been elected Chair or Vice-Chair, who may serve for a further four years).

Further information about the role of a governor is available on our website www.morleycollege.ac.uk/about/our-governance, where you will also find information about the current governing body.

How to apply

If you would like to be considered for appointment as a Governor of Morley College London, please send your application to the Clerk to the Governing Body and Company Secretary at the address given below not later than 12.00 noon on Monday 27 June 2022.

Applications should comprise:

- an up-to-date CV
- a supporting statement demonstrating how your skills and experience meet the requirements set out in the role description and the criteria for appointment
- contact details (email and telephone) for two referees.

Morley College London is an equal opportunities employer and welcomes applications from suitably qualified people from all sections of the community regardless of race, religion, gender, disability, age, sexual orientation or other protected characteristic.

We aim to let you know by 30 June whether or not we would like to discuss your application further. If so, we will arrange interviews during the week beginning 4 July with a view to making appointments when the full Board meets on 18 July.

Applications should be addressed to:

Martin McNeill
Clerk to the Governing Body and Company Secretary
martin.mcneill@morleycollege.ac.uk

If you would like any further information, please email the Clerk to the Governing Body and Company Secretary at the address given or telephone 020 7450 1848

Appendix 1: 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 – over the last year it has 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 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.

Appendix 2: Role description and criteria for appointment

PURPOSE OF THE ROLE

1. As a member of the Governing Body of Morley College London (the 'Governing Body'), to play a full part in College governance, including:
 - setting the strategic direction of the College, evaluating progress and making adjustments as required
 - assigning roles and responsibilities
 - establishing and modelling the College's values and ethos
 - ensuring that appropriate systems are in place to achieve the College's strategic aims and manage the concomitant risks
 - developing leadership
 - ensuring that the College fulfills its charitable objectives and that it and its staff meet the expectations of those to whom we are accountable, including learners, employers, local communities and communities of practice.
2. On request, to provide independent but non-professional advice to the Principal and Senior Leadership Team on any issues affecting the governance or management of the College.
3. To act as an ambassador for the College in the wider community.

PRINCIPAL DUTIES

1. Preparing for, attending and participating in full meetings of the Governing Body ("board meetings"). There are normally four board meetings a year, each lasting between two and three hours, in addition to two half-day strategy development sessions.
2. Undertaking professional development as required. Training materials are provided regularly to enable governors to keep up to date with developments in the College and in the environment (including the regulatory environment) within which it operates, supplemented by occasional board development seminars in-centre or online. Governors also have access to training and other events run by the Association of Colleges (AoC) and the Education and Training Foundation (ETF). Induction training is provided for all new Governors.
3. Participating in the Governor Engagement Programme, learning (usually in a group) about the work of the College's teaching and professional services staff, and meeting relevant staff and students, to gain an understanding of how the College works and of the sort of issues that staff and students face from day to day. Governors provide feedback to the Board annually.
4. Attending at least some of the public and private events at which important stakeholders are present.
5. Serving on one or more of the College's standing committees, each of which meets three or four times a year. There are currently five standing committees:
 - Audit
 - Finance, Resources and Fundraising
 - Quality and Standards
 - Remuneration
 - Search and Governance.
6. From time to time a Governor may also be asked to contribute their expertise to a task-and-finish group established by the Governing Body or by College management or to serve in a non-executive capacity on a standing College committee. Governors may also be asked to participate in senior staff appointments or the letting of major contracts.

We estimate that the time commitment required of each external Governor is a minimum of 10 to 15 hours a month. This includes an allowance of one hour's preparation time (on average) for each hour that the Governor is expected to spend in a Board or committee meeting, but does not include the time spent travelling to and from meetings or events.

CRITERIA FOR APPOINTMENT

Essential criteria

1. Not disqualified from becoming a charity trustee or company director
2. Normally able to attend at least 80 per cent of board and committee meetings, to participate in other College events and to undertake professional development as required.
3. Passionate about education and the difference that it can make to individuals and communities
4. An effective communicator, able to support, encourage, challenge and persuade colleagues and stakeholders
5. Able to analyse and understand complex problems from a variety of different points of view
6. Committed to Morley College London's vision and values
7. Professionally qualified as an accountant (CCAB or equivalent)

Desirable criteria

1. Keenly interested in one or more of the College's significant areas of activity.
2. Familiar with one or more of the communities (local communities or communities of practice) that the College seeks to serve.