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for the Creative Industries

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North Kensington Centre
for Technical and Vocational Skills

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Waterloo Centre
for Adult Education

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Strategic Plan 2021—25

Introducing Morley College London
Our strategy • Where to find us
Realising our vision • Morley stories



We are London’s largest Institute of Adult Learning, passionately invested in lifelong learning for all adults, and uniquely positioned in central London, both north and south of the river.

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Welcome

Welcome to Morley College London
— an Institute of Adult Learning,
founded in 1889, making a unique
contribution to the further and
higher education learning
landscape of London.

Morley is a place of strong social values, creativity and a shared commitment to meeting the needs of students and the diverse communities from which they come.

At Morley, we're excited by the power of learning. Every day, the work we do demonstrates the transformational capacity of learning for individuals, organisations and communities that are as diverse as the city in which we live.

For these reasons and more, we're committed to learning being inclusive, to broadening participation, and to doing all we can to support people to keep learning.

To learn with Morley is to bring out your potential, restore your self-belief, and create new opportunities.

The period of this Strategic Plan, to 2025, will be a time of change, challenge and

opportunity, with both expected and unexpected impacts of the worldwide coronavirus pandemic, Brexit and technological change continuing to have a profound effect on people's lives and wider society.

Perhaps one positive Covid consequence is the groundswell of agreement that lifelong learning is important and to be encouraged at every age and stage of life. 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 supports progression in work. 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, now as a London-wide college with centres in North Kensington, Chelsea and Waterloo, Morley will seek to make a bigger and bolder contribution to learning in the capital and beyond.

Despite ours being a city of great opportunity, the Mayor of London's Skills for Londoners Strategy and Adult Education Roadmap describe persistent challenges of inequality and educational disadvantage that must be addressed.

The Morley team is committed to achieving positive change to address those challenges, and this plan provides the framework within which we will take forward our Morley Mission, working in close collaboration with partner educational institutions, employers, local authorities, and voluntary and community organisations.

We hope you find this plan a persuasive proposition. If you would like to partner with the College in some way, please do be in touch.

We look forward to working with you as a member of the vibrant, exciting and inclusive Morley family.

A handwritten signature in black ink, reading 'Leisha Fullick'.

Leisha Fullick
Chair of Governors

A handwritten signature in black ink, reading 'Dr. Andrew Gower'.

Dr. Andrew Gower
Principal and Chief Executive

Strategic context

2020 and 2021 have been extraordinary years, calling for an extraordinary response to our planning for the future.

As London, the UK and the world look to recover from an unprecedented period 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 the past 18 months on each and every one of our students, and it is in this context that we publish our Strategic Plan for 2021–25.

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, delivered both onsite and online.
- 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, and uniquely positioned in central London both north and south of the river.** The breadth of our offer is unrivalled, from study 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.

- **We are proudly committed to social justice,** a commitment that 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.

WORDS OF THE YEAR, 2020

SOURCE:
OXFORD ENGLISH DICTIONARY,
WORDS OF THE YEAR 2020

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

Morley College London: a snapshot

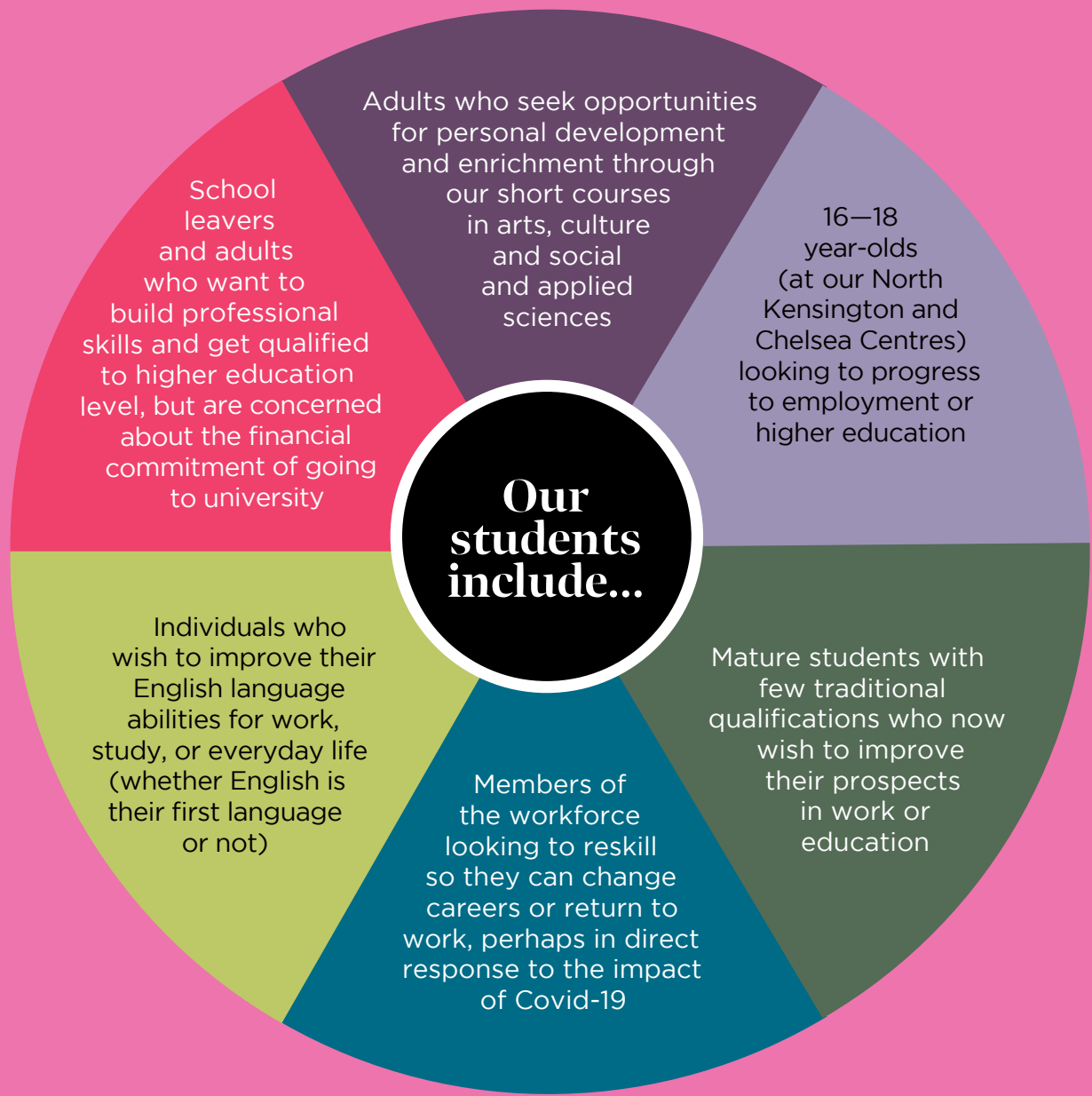
Morley is celebrated for its strong social values, its exceptional creativity and its commitment to meeting the needs of students and their communities.

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 teaching centres in North Kensington, Chelsea 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.



The power of three

3
centre college

3
strategic goals

3
home boroughs
(Lambeth, Southwark, Royal Borough of Kensington and Chelsea)

Over **30**
key partners

Students attending from all **33**
London boroughs
(including the City of London)

300

students at any one time studying jazz at Waterloo, arts and humanities at North Kensington, and English for Speakers of Other Languages (ESOL) at Chelsea

3,000+
courses by 2025

30,000+
enrolments by 2025

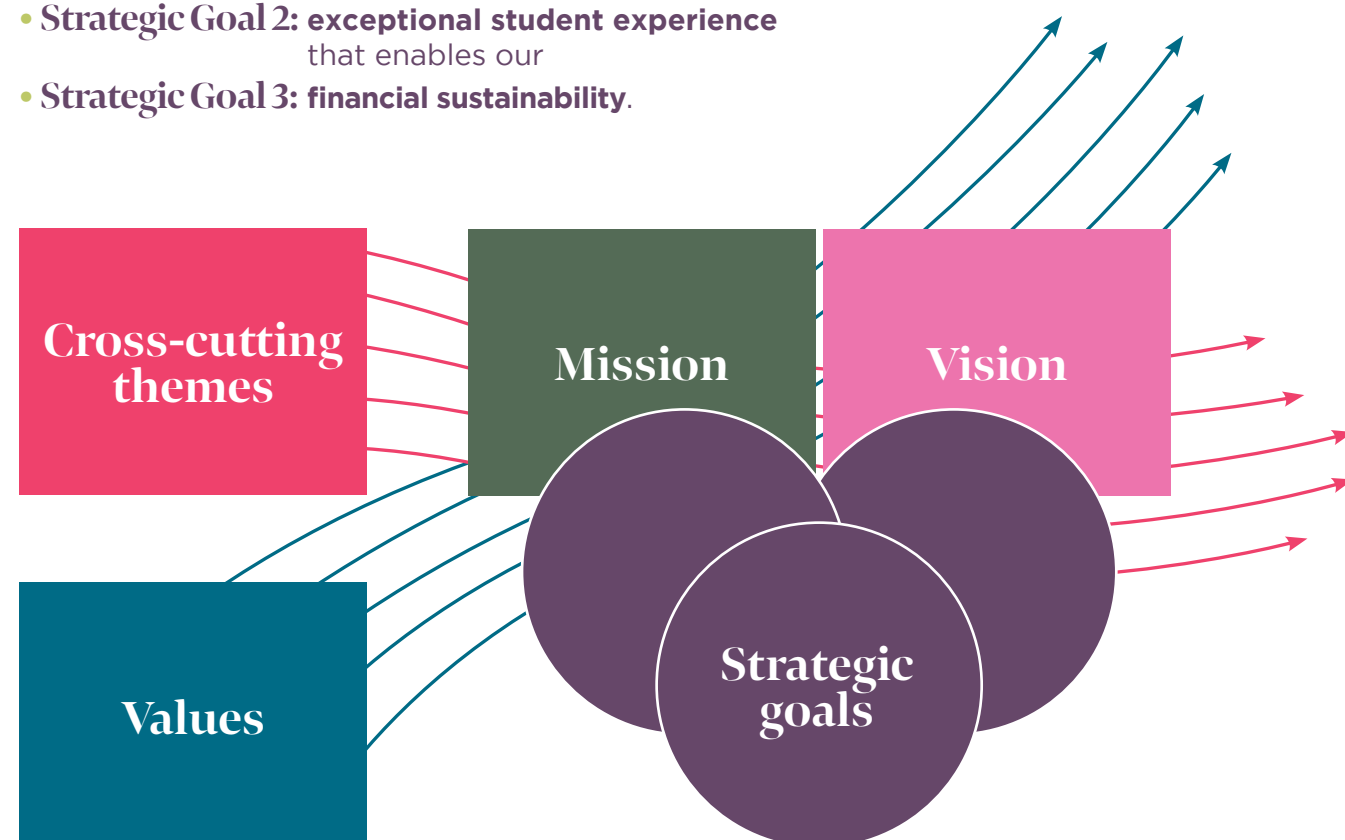
300,000+
listener minutes of Morley Radio podcasts since 2019

£3.3m
spent on upgrading our facilities at Waterloo in the past three years

Strategic framework

Driven by our mission and vision, defined by our values, and underpinned by four cross-cutting themes, 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.**



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.

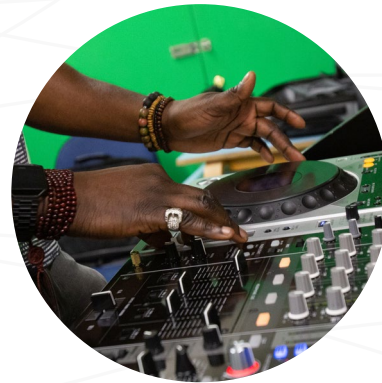
Vision

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 linked 'satellite' centres in the community, and a growing online presence — 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.



Strategic goals

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.

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.

**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.

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 The Mayor's 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, designed 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

- Collaboration 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 (IAG) 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 for Technical and Vocational and Skills.

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 — both in the real world and online — meets contemporary needs 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 whilst 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 and Chelsea
- Substantial progress in the fundraising capital appeal for the Waterloo Centre including the renovation of the Emma Cons Hall
- A systematic and collaborative approach to marketing and communications to realise targets for growth in student recruitment
- 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:

taking a proactive stance in challenging inequality and discrimination, and building on the inherent strength through diversity amongst our staff, student and stakeholder communities. Includes working towards 'Investors in Diversity' status awarded by the National Centre for Diversity (and encapsulated by the acronym FREDIE: Fairness, Respect, Equality, Diversity, Inclusion and Engagement) and working in partnership with the FE Black Leadership Group to advance the diversity of staff in college leadership.



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; and supporting the education of learners on matters of sustainability, environmentalism and climate emergency.



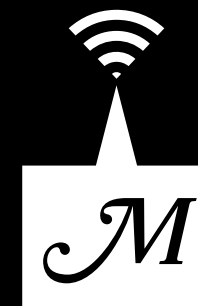
employability and wider learning outcomes:

a commitment to supporting Londoners in developing the skills that they need to progress in (and into) employment, and to develop broader 'fusion skills' that support them in achieving the wider outcomes they need to flourish in life and work.

Where can you learn with Morley?

Our main in-person delivery of teaching takes place across three principal centres (North Kensington, Chelsea and Waterloo), and three satellite sites (Stockwell, Rotherhithe and Canary Wharf).

Community learning provision is peripatetic across multiple London boroughs.



Morley Digital Learning

The onset of the Covid-19 pandemic has accelerated the take-up of online and remote learning technologies.

Born of necessity, our experience in online delivery of teaching and learning now represents an opportunity to deliver the Morley offer via digital channels.

Our vision is to create a Morley Digital Learning proposition that coexists with and complements the unrivalled experience of learning alongside others in a physical environment that offers exceptional facilities, and provides an online entry point for students who may lack the confidence to walk through the doors of one of our teaching centres.



North Kensington Centre for Technical and Vocational Skills

A community hub with a strong belief in the transformative power of learning

Chelsea Centre for the Creative Industries

A creative industries powerhouse that offers an 'art school' experience



Stockwell Centre

The hub of our Community Learning provision south of the river



Waterloo Centre for Adult Education

A centre of excellence for adult learning anchored by 130+ years of history



Lewington Centre (Rotherhithe)

Essential Skills provision for local people, with childcare facilities on site

Morley College at Canary Wharf

In development: a retail environment for our creative skills students, with digital skills provision for local residents and employees



The Chelsea Centre for the Creative Industries

The Chelsea Centre for the Creative Industries is a space within which students have the opportunity to explore their potential for creativity not only within those industries that we know as creative, but also through creative learning processes.

Our curriculum offer is founded on the belief that real world industry skills are born of an approach that is highly collaborative — where different creative disciplines overlap and connect on a daily basis — and delivered in specialist facilities by practitioners whose experience is founded in the creative industries themselves.

With provision geared for both 16–18 year olds and adults at all ages and stages (including those keen to pursue higher education), our broad curriculum offer is built around three pillars:

- Art, including courses in Fine Art and Creative Practice
- Design, including courses in Fashion, Graphics and Interior Design
- Media, including courses in Games Design, Esports, Film and Photography.

The Centre's offer is complemented by our Essential Skills provision, which is offered cross-college.

Over the coming years, we will continue to enhance and develop our extensive facilities, which are located in the 'foothills' of two of Chelsea's most creative streets — Fulham Road and King's Road — and within easy reach of Chelsea's Design Quarter. Our ambition is to provide state-of-the-art spaces that inspire Londoners to learn.



The vaulted fine art studio on the ground floor is one of Chelsea Centre's most inspiring creative spaces.

In the community:

a Covid case study

The photograph opposite, called 'PPE Volunteer', was taken by the photojournalist Joe Newman at our Chelsea Centre during the first wave of the pandemic. The image speaks powerfully to how Morley's Chelsea Centre sought to serve its local communities during the pandemic.

It documents how volunteers and local staff — supported by Director of Estates Nigel Garrigan — responded to a desperate plea for help from the nearby Royal Brompton Hospital when promised supplies of PPE (personal protective equipment) did not arrive.

Classrooms and communal spaces were transformed overnight into a popup PPE factory with sewing machines and the expertise of the fashion department put to new uses. Volunteers manufactured gowns to a specified pattern using materials such as surgical theatre drapes.

Amazingly, the volunteers went on to produce over 30,000 gowns in a three-month period. When their work was drawing to a close, we received a letter of appreciation from the Royal Brompton, bringing home just how significant the contribution was.

Joe Newman's 'PPE Volunteer' photograph has taken on its own special significance for Morley. It was one of 100 out of 31,000 entries chosen for the National Portrait Gallery's 'Hold Still' exhibition depicting life during lockdown.

The selection was made by a panel including HRH The Duchess of Cambridge

and the Director of the National Portrait Gallery. Joe's photograph was one of five singled with a glowing tribute in the Director's Choice: "This is such a compelling image of the ingenuity and selflessness displayed by so many over the last few months. The side light coming in from the window is also fantastic — like a Vermeer!"

"This is such a compelling image of the ingenuity and selflessness displayed by so many over the last few months. The side light coming in from the window is also fantastic — like a Vermeer!"

Joe has since been interviewed on the Morley Gallery Podcast on Morley Radio. He described his experience as one of the volunteers at the PPE factory and how he came to document this as a photojournalist, as well as reflecting on his photograph appearing in the Queen's 2020 Christmas Message, when Her Majesty spoke of the Parable of the Good Samaritan.

Morley Gallery has exhibited a wider series of photographs taken by Joe at the PPE factory both online, in the midst of lockdown, and in the Chelsea Centre itself once circumstances allowed.

This case study illustrates Morley at its best, serving its local community through the practical artistic endeavours in which the college specialises — fashion, photography, radio, exhibitions — but in ways that could not have been previously imagined.



This 'PPE Volunteer' photograph by Joe Newman has taken on its own special significance for Morley. It was one of 100 out of 31,000 entries chosen for the National Portrait Gallery's 'Hold Still' exhibition depicting life during lockdown.



The North Kensington Centre for Technical and Vocational Skills

Morley's North Kensington Centre sits at the heart of a community whose strength and diversity inspires our local vision — to provide opportunities for progressive learning that bring about positive change for all.

We do this through building enduring links with local partners, be they young people determined to succeed in a future career, adults seeking to brush up their essential skills, employers keen to attract diverse talent to their workforce, or community partners who need space and good facilities within which to continue and develop their valuable work.

Our current partners include the Portobello Business Centre, the Kensington and Chelsea Chamber of Commerce, the Royal Borough of Kensington and Chelsea and individual community entrepreneurs, whose insight directly contributes to curriculum development and innovation.

Our vision is to become a centre of innovative learning for local adults, building on our strong history of both academic and skills-based community learning.

We offer high quality education provision both in short courses and on qualification programmes from introductory to advanced and higher learning.

Our flexible curriculum – rooted in providing technical and vocational skills that reflect the needs of a modern economy — is focused on three areas:

- Business and IT, including courses in Business, Finance, Computing and Digital Innovation
- Health, Education and Science, including courses in Childcare, Healthcare, Public Services and Teacher Training
- Arts and Humanities, including Access to Higher Education, 3D Arts, and in the future Music and Performance.

Essential Skills provision — including English language courses for speakers of other languages — thrives in North Kensington.

The multi-million pound upgrade to our college building is expected to be completed by late 2022. The facility, modernised in its entirety, will expand resources for our 16–18 year old learners, and — perhaps most significantly — will make the college much more visible and accessible to all, including the immediate community.

The North Kensington Centre will benefit from a multi-million pound refurbishment in the early 2020s.

In the community:

a Covid case study

Morley's North Kensington Centre for Technical and Vocational Skills sits at the epicentre of the local community and takes an active role in supporting local residents and those who work in the area in the aftermath of the Grenfell Tower tragedy in 2017.

It is a vital part of our ongoing commitment to our community that Grenfell features not only in activity relating to the memory of those lost, but to the story of our future.

In commemorating the third anniversary of the tragedy — during the height of Lockdown 1.0 in June 2020 — our staff and students designed and took part in a Green for Grenfell art and photography project.

In commemorating the third anniversary of the tragedy — during the height of Lockdown 1.0 in June 2020 — our staff and students designed and took part in a Green for Grenfell art and photography project.

Creating their own symbolic Grenfell green heart using whatever creative means available in their homes and gardens, images were combined in an online commemorative mural, creating a moment of solidarity with those in our community perhaps most adversely affected by the ongoing pandemic.

During the same period, we donated Covid-safe space for Grenfell United to create green scarves, which were tied to

gates, fences and lampposts in the local area during the commemorative period in summer 2020. The facility also produced Green for Grenfell face coverings for the local community. And Morley Radio published two Grenfell Stories, capturing the perspectives of two members of the Grenfell community.

Our work to support the community during the course of the first phase of the pandemic culminated in a six-week project during the summer to create Morley Heart Gardens. Students present and future worked with local business start-up initiative Grow2Know, founded by Morley's Inspiring Ambition Award 2021 winner and North Kensington resident Tayshan-Hayden Smith.

This has resulted in a permanent reflective garden for students and staff to spend time in before and after college and during breaks from learning and teaching. The garden design, renovation and planting project was part of a range of young person and community engagement activities resulting in a permanent commemoration including a human-sized trellis green heart, which will eventually sit at the front of the newly renovated and extended college site, for all college and local community members to see as they arrive or pass.

The College's broader role within the community was recognised in Grenfell United's documentary "REMEMBER GRENFELL", which was broadcast in 27 June 2020. Local activist Toby Lauren-Belson talked about the importance of the college as "a really valuable community asset".



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The Waterloo Centre for Adult Education

The Waterloo Centre is one of the oldest adult education centres in the country. Classes began in Waterloo in 1889 at the site of the Old Vic theatre, with Morley moving to its current Westminster Bridge Road site in 1924, where it has thrived ever since.

The choice of courses at the Waterloo Centre is kaleidoscopic, with over 2,500 classes on offer across twenty programme areas covering the Visual & Digital Arts, Music & Performing Arts, Humanities & Applied Sciences, and Essential Skills. The Centre also delivers community learning and outreach programmes to widen participation in adult education across three boroughs: Lambeth, Southwark and Lewisham.

As well as being a vibrant adult education centre, with over 50 classrooms and specialist studios, Waterloo is also a cultural venue and hub. The Centre features Morley Gallery, several exhibition spaces, two concert halls, the Johnny Harris Studio Theatre, and also Morley Radio studios. These facilities put the Waterloo Centre in the unique position of being both a college and a cultural venue in its own right, with a stunning arts programme of work created by the students themselves.

Our vision for the Waterloo Centre builds on its historic legacy and specialism as a college built from progression opportunities. This progression comes in three forms, with Morley at the heart of each:

- 1) We will strengthen the local network for community progression into the Waterloo Centre. This includes recognition of the centre as an anchor institution with local boroughs; investment in community learning centres that have a local reach; and

development of a curriculum that enables an increased number of students to cross the threshold into the Waterloo Centre itself.

- 2) We will design a curriculum network for progression within the Waterloo Centre. This includes developing an outcomes framework that recognises and measures progress towards wider outcomes, including transferable employability (fusion) skills, and working across multiple subject areas to create an innovative and distinctive curriculum that captures the imagination of Londoners, fires their enthusiasm and challenges them whilst learning with us.
- 3) We will develop a city-wide network for onwards progression beyond the Waterloo Centre. This includes engaging with employers in the multi-billion-pound developments south of the river; extending a 'creative skills highway' that connects the Centre with colleges and employers to improve pathways and avoids unnecessary competition; and developing external partnerships that act as connectors to our curriculum including in the creative industries, in the life sciences, and in health and social care.

Waterloo is the leading centre for adult education, at the heart of our capital and at the heart of a progression network that connects people to the skills, courses and work that they will need to flourish in this decade of uncertainty.

Morley's Waterloo Centre is in the midst of a multi-year upgrade programme, including a new courtyard entrance and foyer, and state-of-the-art gallery and radio studios.

In the community:

a Covid case study

Morley's Waterloo-based Community Learning team, supported by Lambeth Adult Learning, works in partnership with St Thomas' Hospital to support their VIP Singers Group.



VIP stands for Visually Impaired People, and membership ranges from those who've never been able to see, to those with degenerative conditions, to sighted and supportive allies.

In normal circumstances the group meets at the hospital every Saturday morning, but with the onset of lockdown, from summer 2020 the group met via videoconference instead.

Going online was a challenge in itself: it's doubly difficult to tap in an email address and navigate to the right link when you're visually impaired. But the group didn't doubt they'd master the technology...and they duly did.

Normally at Christmas, the singers do 'ward rounds' at the hospital to lift the spirits of those having to spend the festive season at St. Thomas's, complete with a keyboard on a trolley with Rudolph in the driving seat.

The peculiar circumstances of 2020 called for something different and, in the autumn, Morley tutor Cerys Hogg continued to support the group through

lockdown by working to produce a Christmas themed performance on video, which was premiered at a major fundraising event in early December before being uploaded to YouTube for all to see.

It was a great thing to focus on. As the group couldn't get together in person, they needed an aim which brought them all together virtually. With lockdown going on it was good to focus on something special and being creative gave the group a reason to practice their singing.

Singer Maria said: "In this time of Covid it was so important to do something."

Singer Maria said: "In this time of Covid it was so important to do something."

It was a serious amount of work: getting great performances recorded on video by multiple singers, and then hours of editing, knitting together 20+ streams of video into a coherent whole.

But Cerys took the view that if a job was worth doing, it was worth doing well: "I wanted to do it justice," she said. The results speak for themselves and can be viewed at https://youtu.be/UoGV_fftHCo



Morley's Waterloo-based Community Learning team, supported by Lambeth Adult Learning, works in partnership with St Thomas' Hospital to support their VIP Singers Group.

Implementing the Strategy

Our strategic approach

Our Strategic Plan is underpinned by a series of supporting strategies and plans that expand on specific delivery areas. They are:

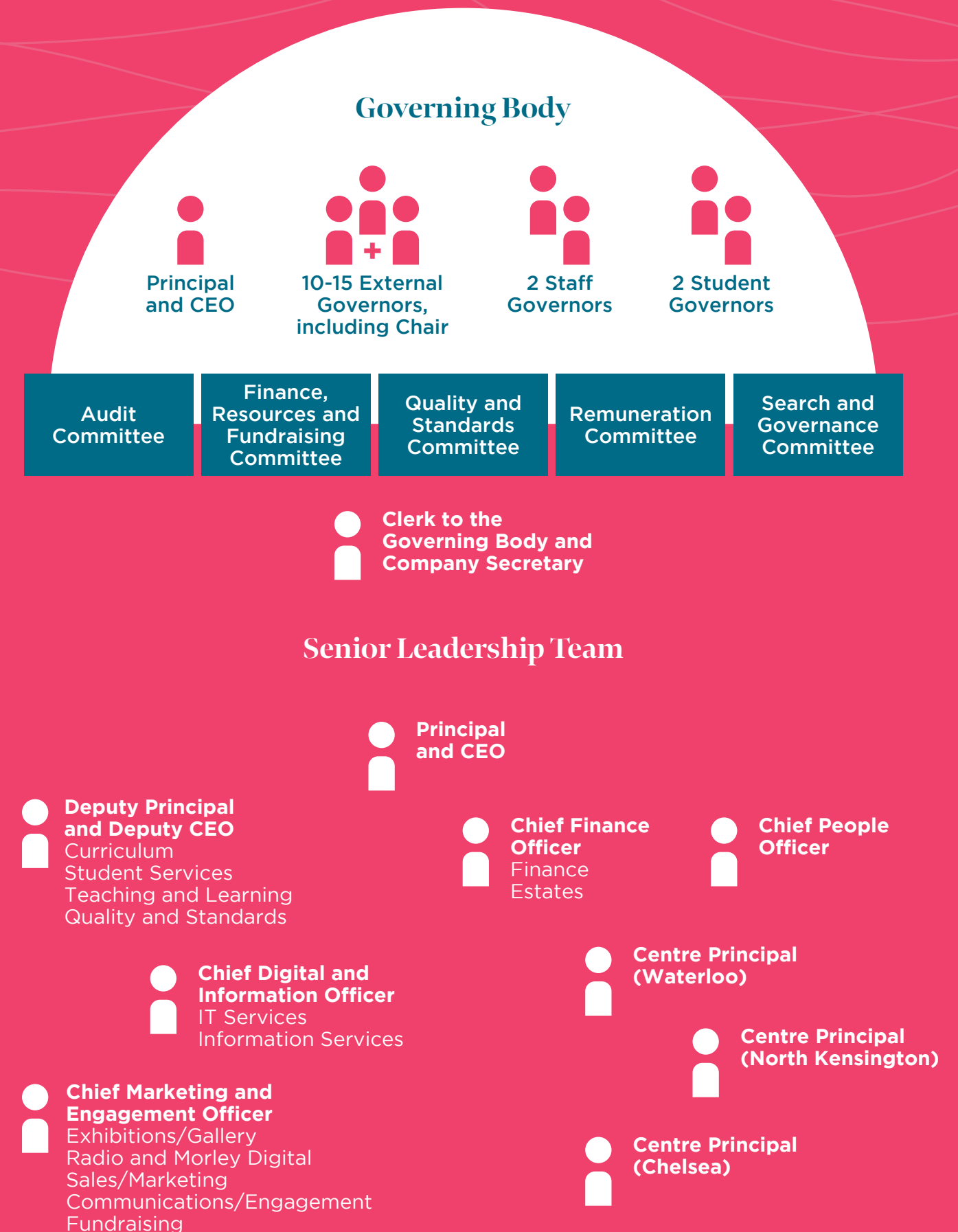
- **Strategies** that share the 5-year outlook of the Strategic Plan, and are led by members of the college's Senior Leadership Team. These expand on the following areas:
 - Curriculum
 - Estates
 - Digital
 - External Engagement
 - Finance
 - Marketing
 - People

- **Centre plans** for North Kensington, Chelsea and Waterloo that share the 5-year outlook of the Strategic Plan, are led by Centre Principals, and deliver against the centre-specific visions outlined on pages 20–31 of this document.
- An **Annual Business Plan**, which drives activity year-on-year, supported by annual quality and service enhancement processes.

Cross-cutting themes are embedded throughout each strategy and plan, with major developments outlined in the Annual Business Plan.

All decisions of the Governing Body and Senior Leadership are informed by student voice. The college has an active Student Council, comprising students from all three centres and from all main types of programme, elected by their peers. Student Governors sit on the Board of the Governing Body and on its Finance, Resources and Fundraising and Quality and Standards Committees, and most internal college committees include student representatives.

Strategic leadership



Roadmap

The College will take a systematic approach to delivery of its Strategic Goals, as indicated by the selected milestones below

2025

2024

2023

2022

2021

Delivery of Strategic Goals 2021–25

Physical estate

Curriculum and quality

Equality, diversity and inclusion

Digital transformation

Staff

Sustainability

Cross-centre progression pathways in advanced and higher learning

Launch of Morley Digital Learning

Enhanced curriculum and business planning, drawing on the expertise of National Leaders of Further Education

Signature curriculum established across all three centres

Working towards Investors in Diversity accreditation, using the framework to embed Fairness, Respect, Equality, Diversity, Inclusion and Engagement in our daily practices

Harness developing technologies to embrace the future of education at Morley including Artificial Intelligence, Internet of Things, Big Data and Cloud Computing

Establish and maintain a five-year replacement strategy for server infrastructure and endpoints

Morley becomes a Microsoft Showcase College

The creation of a single Digital Learning Environment (DLE)

All teaching staff to achieve the Microsoft Innovative Educator certification

Focus on embedding our Morley values and developing our approach to employee engagement so that all colleagues champion Morley as a great place to work

Build our approach to health and wellbeing to support colleagues through uncertain times

Launch of Established Managers Development Programme

Morley Staff Summit to reflect on achievements during 2021-24 and embark on intensive planning for 2025 and beyond

Revised Friends of Morley scheme introduced to support long-term sustainability

Establishing our Development Network to support fundraising ambitions

Launch of roadmap to net zero

Sustainable energy procurement implemented

Fatmata's Story

Since Fatmata was a little girl, she wanted to be a nurse, to help people and ease their pain.

That's why she's been studying at Morley College London to build up her skills to become a nurse.

Morley College London is proud of people like Fatmata who put themselves on the frontline to care for us when we are at our most vulnerable.

Fatmata's journey in becoming a nurse has been a long and challenging one.

But she worked hard and recently received four offers from universities to study as a nurse, thanks to completing her studies at Morley College London.

“From a young age, I have wanted to become a nurse to assist people.”

Fatmata says: “Basically most of my life, I've been helping people one way or another.”

Originally from Sierra Leone, Fatmata came to live in the UK 12 years ago when she married her husband Mohamed.

Since enrolling in Morley College London in 2015, Fatmata has juggled her studies with life as a mother of three children (she gave birth to her youngest as a student) and work as a care assistant.

“It's been challenging, especially during the pandemic — doing online classes while the children are doing online classes.”

But she's very thankful for the support that Morley College London and its tutors and staff have given her. Without the childcare facilities Morley supplies, she never would have been able to study as a working mother.

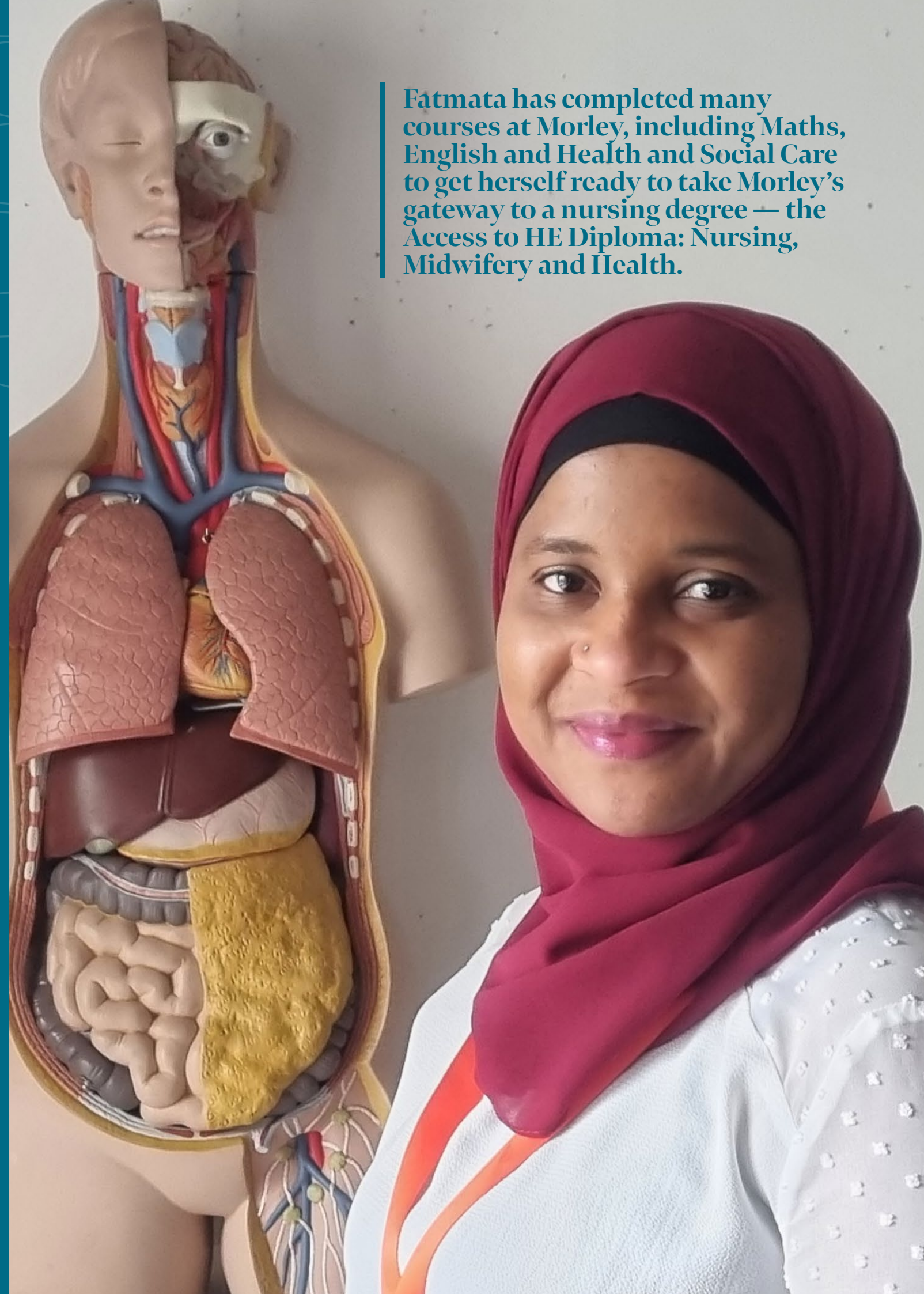
Fatmata has completed many courses at Morley, including Maths, English and Health and Social Care to get herself ready to take Morley's gateway to a nursing degree — the Access to HE Diploma: Nursing, Midwifery and Health.

The Access to Midwifery and Nursing Diploma is an intensive programme that provides students with the foundation knowledge of the healthcare profession and human anatomy and physiology.

Fatmata has four conditional offers from universities to study nursing but hasn't decided which one to take yet. The degree course will start in September. She says she is looking forward to it.

“I think nursing is a very rewarding job,” says Fatmata. “To be honest, I don't look at the money side, I look at the joy it brings out more than anything and being able to help someone who can't help themselves and hearing their thank yous ... that's more valuable to me. I'm happy to be on that journey.”

Fatmata has completed many courses at Morley, including Maths, English and Health and Social Care to get herself ready to take Morley's gateway to a nursing degree — the Access to HE Diploma: Nursing, Midwifery and Health.



A photograph of Simeon, a man with short dark hair, wearing a white Nike hoodie. He is standing in front of a brick building with a blue sign that reads "NORTH KENSINGTON CENTRE" and "PART OF MORLEY COLLEGE LONDON". A large stylized "M" logo is also visible on the sign. A quote is overlaid on the top left of the image.

“I understand what it’s like to be injured and be away from your sport and the detrimental effects it can have on your mental health and your wellbeing and to allow people to get past that with my help, that is the main goal.”

Simeon’s Story

Simeon knew working as a chef wasn’t something he wanted to do for the rest of his life.

He had worked his way up from a job peeling potatoes to becoming the head chef at one of London’s finest restaurants. But he wasn’t happy.

So he enrolled at Morley College’s Access to Sports Science course.

And now, little over a year later, the 35-year-old father of two is on his way to starting at King’s College London and achieving his dream of becoming a sports therapist or nutritionist.

Simeon grew up in the Ladbroke Grove area, and says he was never academically-minded. He says he liked to “mess around” when he was at school and wasn’t the most focused student. When he left school at 16, he felt he didn’t have many options, so taking a low-level job in a restaurant was something he could do.

But after years of hard work, Simeon decided to go with his passion — sports!

“I’ve always been involved in sports,” he says. “I was an amateur boxer, and I do a lot of jujitsu as well, and muay thai, I go to Thailand every two years to take part in competitions there. So I’ve always had that interest, so alongside the food and

nutrition side of it, that’s always been my general passion — the science behind it — the reason we do certain things.

“I understand what it’s like to be injured and be away from your sport and the detrimental effects it can have on your mental health and your wellbeing and to allow people to get past that with my help, that is the main goal.”

Simeon wanted to go directly into the Access to Sports Science course. “I didn’t have the grades, so I had to go back and do my maths and my English as well. I had to raise my standards to get onto the course. I had to get a GCSE equivalent of a grade C (now a grade 4).”

Returning to education as an adult learner, Simeon can see why some younger students get distracted with so much going on in their lives: “There’s a vibrancy about them, they don’t get too bogged down in their education.” He may even see a younger version of himself in some of them.

But as an adult learner, he says he has a sole purpose and his dedication to learning has meant he’s already had four offers — including “the one I really wanted to get into, which was pretty decent”, King’s College London.

“I didn’t expect to get into any university, if I’m being honest. I didn’t come from an academic background. Maybe I underestimated my level.

Abbie's Story

Abbie wasn't exactly sure what she wanted to focus on when she started Morley College's Foundation Diploma in Art & Design.

The talented teenager had enjoyed studying art in her A-Levels. But she didn't know if she loved art or just the attention and support she had received from her teachers, some who she'd known throughout her school career.

"I could have gone straight to university had I applied, but three years is a big commitment of time and money," Abbie says.

"I really liked my A-level art teachers, so it was kind of 'Do I like it because I like this environment or do I like it because I like this?' I had a teacher who was really inspiring, but I kind of thought it was him. But then being here on my own and realizing actually that that's what I really enjoyed."

Abbie, from Tottenham, chose Morley College's Foundation course in Art and Design to move out of her comfort zone and explore what she wanted to do. "Our first topic was making art from found objects. And I just kinda carried on doing what I did in A-Levels."

In the year since she started, Abbie has discovered her love of art is real and she's been able to flourish, exploring all sorts

of creative arts and finding her niche in sculpture.

Abbie says she loves the freedom that Morley has given her, understanding that everyone is different and that she need not judge herself by others.

Abbie's now all set to continue her education and study sculpture at the University of Arts London in Camberwell.

Abbie puts down her success to the small class sizes and individual attention she gets from tutors at Morley. She sees this as one of Morley's most compelling features.

Despite the challenges of Covid, students studying Foundation Diploma in Art & Design at Morley have been able to do a lot of face-to-face time with their tutors and study on site.

"There's only about 35 of us in our course, so it's really quite tight and you get to know the people you're working with closely. We have so many tutorials and sometimes people complain, but I love it. There's very few places where you get that much feedback."

Abbie puts down her success to the small class sizes and individual attention she gets from tutors at Morley.





Paul's Story

Paul was a computer network engineer when he decided he needed a career change. He'd been volunteering at a Hackney pub, helping with the live music, when he realised that being a sound technician was much more fun than working in the banking industry.

Paul, 48, admits now that when he began his music production course at Morley College London in 2017 he wasn't thinking much about his career prospects. He just wanted something a bit more fulfilling than the daily grind of working in the high-pressured City of London. He decided to expand his skills in sound engineering and after visiting a few colleges, decided on Morley College London.

"Morley was a great place for me to study music production," Paul says. "Not only does it have superb facilities like a full-size SSL desk and an incredible mic locker, but I really appreciated the variety of recording opportunities from small jazz groups right up to recording concerts by the Morley Chamber Orchestra. The class sizes weren't too large and courses were very 'hands on'."

Paul says tutors would also help students get their portfolios together. Not being particularly career minded, Paul wasn't necessarily interested in that though; "I just decided that I would just follow my nose a bit really," says Paul. "There wasn't really any great plan apart from realising that I was enjoying it. That was the main thing. Morley provides two pathways

— performance and production, with students able to explore different aspects of the music industry. Both pathways have joint modules, so besides learning about microphones, mixing desks and music production, Paul also learned about fundamentals of the music industry.

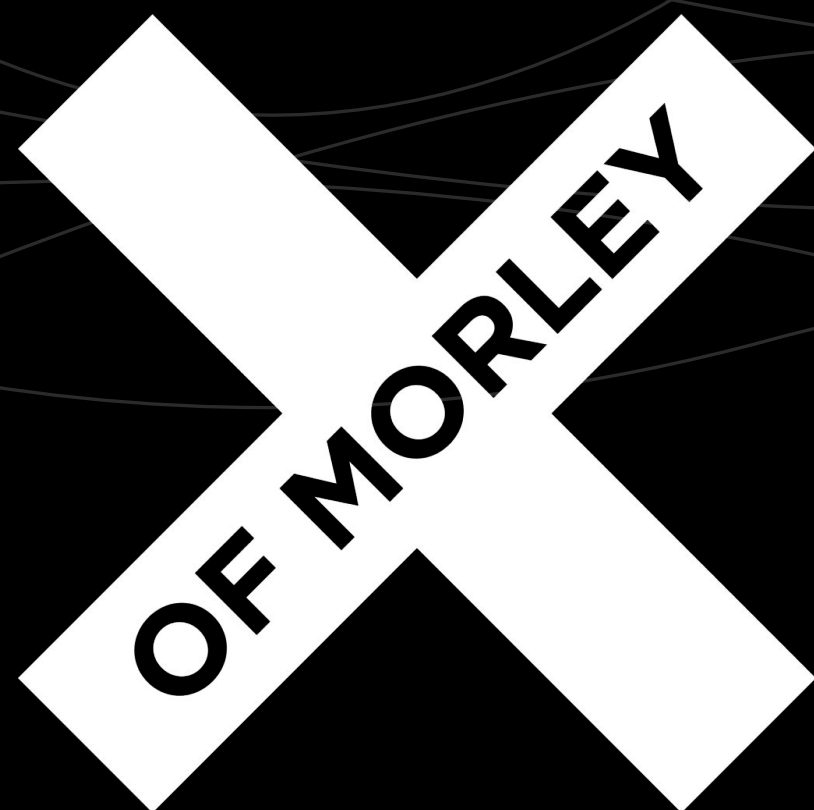
"I was doing it for its own sake as much as anything else because I enjoyed the, you know, the experience of learning."

Paul initially completed a BTEC HNC in Music (Production) at Morley and after those two years, he decided to undertake an additional top up year and gained a BA (Hons) Music (Production).

After completing his studies, Paul was able to secure a job at Morley Radio, working as a studio technician and sound engineer. Paul loves the fact that he's been able to continue working at Morley College London, a place that he enjoyed so much as a student.

"I love the fact that there's so much musical heritage in the college from Holst and Tippett to Cornelius Cardew and Daphne Oram. When I walked through the Waterloo Centre I loved hearing the music coming out of the different classrooms — it just has a really nice vibe."

"I decided that I would just follow my nose a bit really," says Paul. "There wasn't really any great plan apart from realising that I was enjoying it. That was the main thing."



The X of Morley is our approach to telling the stories behind the “X factors” that define life at our college.

Launched in mid-2021, the X of Morley shines a light on the uniqueness that is Morley College London.

From “Fashions” to “Diversity”, “Specialisms” to “Creativity”, “Performers” to “RESTARTers”, the campaign is as varied and colourful as Morley itself.

www.xofmorley.com



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 — completely refurbished in time for the beginning of the 2021 academic year, the Gallery supports students to display their works, as well as showcasing the impressive in-house permanent collection and hosting a number of carefully chosen external exhibitions.

On a Wednesday evening,

all three centres are buzzing with activity: a jewellery or ceramics class in 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 the Morley Heart Gardens, which welcome visitors to the North Kensington Centre for Vocational and Technical Skills. 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.

Come Friday, 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 the Waterloo Centre for Adult Education. 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.**