



M MORLEY
COLLEGE
LONDON

Strategic Plan

2026—2030

Morley Chelsea College
Morley North Kensington College
Morley College Stockwell
Morley College Waterloo

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Section 1: Foreword

This Strategic Plan is presented with a strong sense of purpose and commitment to shaping the future of education in London.

As one of the UK's most established and respected providers of specialist learning for adults and young people, Morley College London has consistently championed lifelong learning as a driver of social mobility, creativity, and economic resilience. Our ethos places inclusivity and social justice at the heart of everything we do, ensuring education remains a gateway to opportunity for all.

Building on Morley's strong learning culture, exceptional lecturers, world class learning spaces and unique cultural programme, the Plan seeks to deliver growth and resilience through a stronger focused institution that anticipates London's evolving skills needs, champions inclusion, and delivers transformative outcomes for learners, staff, communities and employers.

We recognise Morley's vital role in advancing education and community development, and we are committed through this Strategic Plan to realising partnerships that align shared objectives and strategic vision to achieve greater scale and financial resilience.

The Plan envisages a stronger, more resilient organisation that reduces risk, enhances sustainability, and delivers greater impact for our communities and London's skills eco-system.

Our ambitions are to deliver inclusive, high-quality, specialist education; to secure financial sustainability and operational innovation; to expand progression pathways and curriculum breadth; and to deepen community engagement and strengthen partnerships with employers and stakeholders.

We are committed to ensuring the continuity of our mission, building on our vision and identity to leverage Morley's brand strength, and developing operational capacity across our college campuses and centres in Central London both north and south of the river.

We are invested in local borough and neighbourhood leadership to meet local priorities, reflecting the communities we serve, and welcoming all to study or work with us.

We seek to create a dynamic and responsive London Anchor College dedicated to lifelong learning, social justice, community empowerment and economic growth.

This Plan amplifies the Morley Mission to empower people and drive productivity and prosperity in London.



Susan Bonett

Susan Bonett
Principal and CEO



Leisha Fullick

Leisha Fullick
**Chair of the
Governing Body**

Section 2: Mission, Vision and Values

Mission

In line with our founding principles, our Mission is to empower people through the transformative impact of learning, to develop their economic and social prosperity and drive innovation and productivity across London.

Vision

Our Vision is to be an inclusive college for London, where exceptional education and skills enable all learners to reach ambitious outcomes, delivering significant impact within London's skills ecosystem.

Values

- **Inclusion:** We drive equity and fairness by actively cultivating the rich diversity of London. Through mutual respect, we ensure that every individual feels seen, valued, and empowered.
- **Collaboration:** We recognise that together, we are more than the sum of our parts: we listen, hear, and respond, acting together to amplify our output. Working together allows us to consistently deliver a wider, more meaningful impact.
- **Innovation:** We lead change by anticipating tomorrow's challenges and empowering our community to pioneer transformational ideas. As a dynamic centre of excellence, our creativity keeps us trend-setting and deeply responsive.
- **Ambition:** We hold boundless aspirations for our learners, our staff, and our wider communities. Focused firmly on the future, we empower everyone we serve to reach their highest potential.

Section 3: Strategic Intent

Our strategic ambitions are mission-driven, guided by our Mission and Vision, and defined by our Values.

They are underpinned by a central commitment to embedding an inclusive culture for people and local places, widening participation, skills development, and unlocking barriers to engagement and learning for all.

Informed by the critical learnings of our previous strategic cycle, we are now uniquely positioned to amplify Morley's products, services, and cultural programme within the capital's experience economy.

By deliberately leveraging our recent investments in high-quality spaces and capitalising on our strong, stable base of returning learners, we will actively manage our reputational assets to grow visibility, high-value partnerships, and income, acting as a key anchor institution for our communities.

As digital expectations rise and new funding mechanisms like the Lifelong Learning Entitlement emerge, we are committed to accelerating our technological infrastructure and digital connectivity, expanding our digital reach, and diversifying our workforce to ensure our physical and online estates are fully curriculum-led and future-proofed.

To realise this ambition for 2030, our strategy is anchored by three core areas of focus: delivering exceptional education, driving inclusive and sustainable growth, and securing our future through institutional transformation.



Strategic Intent 1: Exceptional Education

Strategic aim

To deliver an ambitious, inclusive, and employer-led curriculum that empowers Londoners for good work through exceptional learning opportunities – from entry-level to postgraduate study – which reflects Morley’s longstanding commitment to creativity, community, and social purpose.

Key pillars

- **An egalitarian and aspirational ethos:** We will maintain the highest expectations for all learners, with those furthest from education or employment supported to achieve transformative outcomes, reduce economic inactivity and bridge attainment gaps across London’s diverse communities.
- **Industry-led specialisms:** We will design and deliver a curriculum co-constructed with staff, learners, and industry partners. We will leverage our expert, artist and dual professional educators and specialist facilities – from creative studios to digital media suites – to ensure learning is vocational, relevant, and rigorous, underpinned by local and national skills need within London’s priority growth sectors and the green transition.
- **Exceptional learning environments and enrichment:** We will maximise creative studios and digital media suites, performance spaces and specialist workshops, labs and simulation suites to provide exceptional learning experiences. We will widen our sector-leading enrichment offer rooted in Morley’s creative heritage, so that personal development and industry-facing opportunities strengthen confidence, employability, and essential life skills.
- **Flexible and expanded provision:** By extending our curriculum offer – including offering AI-enabled and blended learning – and expanding our reach beyond traditional boundaries, we will develop more accessible delivery models that meet the needs of modern learners and London’s evolving and diverse workforce.
- **Strategic innovation and growth pathways:** Employing the broadest spectrum of funding opportunities for young people and adults, including the Lifelong Learning Entitlement (LLE), we will innovate with new specialist creative, science and digital programmes, and apprenticeships in screen, performance, teacher training, and law. We will create clear, coherent inclusive talent pipelines into London’s skills ecosystem, ensuring our curriculum remains employer-led and forward-looking.

A vision for 2030

In 2030, Morley will be a vibrant, outward facing institution, serving a community of thousands of learners. Our curriculum will be recognised for its co-creation, innovation, inclusivity, and creative excellence. Our community will be a model for inclusion, where a diverse talent pipeline of students and staff reflects the richness of London’s boroughs, ensuring that more Londoners – and a global community of learners – benefit from Morley’s transformative educational offer and contribute to the capital’s productivity.

Strategic Intent 2: Growth

Strategic aim

To drive growth by bringing a commercial mindset to the Morley brand, leveraging our cultural assets and expertise to widen participation, support the experience economy, and diversify income without compromising our charitable mission.

Key pillars

- **Commercialisation for Mission:** We will be “mission-led but commercially minded,” investing in capacity to monetise our physical assets, estate, intellectual expertise, specialist CPD and consultancy within the local economy.
- **Our USPs:** We will harness our unique cultural platforms – including Morley Radio, Morley Gallery, and the Penny Lectures – to build brand visibility and maximise commercial potential, and to deepen connections with new learners, local communities, audiences and donors.
- **High-value partnerships:** Through a formal Partnership Framework, we will scale our impact by collaborating with industry leaders, anchor institutions, and cultural, commercial, or community partners. This will extend our reach, generate new opportunities for learners, and support the growth of high-quality commercial and community-facing activity.
- **Demand-led courses:** We will ensure that our course offer aligns with market demand – where demand is defined both by audience research and the broader policy landscape – and London’s productivity ambitions. We will actively reposition our courses where relevant, pivoting to today’s market.
- **Engagement for growth:** We will continue to expand our reach through multiple avenues of engagement, from consumer marketing to school liaison to fundraising.

A vision for 2030

Morley will be recognised as a premier destination for employer upskilling, inclusive talent development and creative residencies. Our business development pipeline will be robust, with a meaningful percentage of total income generated through diverse commercial activity and a seamless, modern customer journey across all digital and physical touchpoints. Morley will remain rooted in its charitable purpose, while achieving sustained growth, increased participation, and continued enhancement of the broader Morley offer for all learners.

Strategic Intent 3: Transformation

Strategic aim

To secure Morley's future by investing in our people, driving digital transformation, and exercising rigorous financial stewardship, creating a high-performing organisation that is agile, sustainable and productive.

Key pillars

- **People:** We will implement an Inclusive People Strategy – aligned to sector-benchmarked pay and 'good work' principles – and embed continuous professional development to attract and retain expert staff.
- **Place:** We will align our Estates Strategy with curriculum intent and business development innovation to achieve a shared service mindset and maximise the impact of our physical footprint on our local places, whilst driving green growth and maintaining our commitment to net zero by 2040.
- **Financial stewardship and diversification:** We will maintain a disciplined approach to budgeting and "value for money," building systems, reporting and processes that unlock efficient and responsive resource allocation. This will support a more agile, diversified income model that increases our resilience against funding shifts.
- **Digital transformation and AI:** We will build a "digitally confident" culture, addressing technical debt and legacy systems to create an integrated ecosystem where AI, automation and digital connectivity enhance quality and reduce staff workload.
- **Data-driven decision making:** A robust organisational data strategy will underpin our planning, ensuring accurate funding claims, precision in curriculum resource allocation, and a deeper understanding of market demand for skills.

A vision for 2030

Morley will build a culture that supports everyone to be and do their very best. Our offer will be enhanced through partnerships across London's arts and innovation sectors. We will achieve outstanding financial health, enabling sustained reinvestment in our people and facilities. We will be a seamlessly connected, data-mature institution recognised regionally as a model for digital transformation and innovation in adult education.

Section 4: Morley in 2026

Morley College London enters the 2026–2030 strategic cycle from a position of structural advantage: the institution is debt-free, asset-rich, and characterised by robust financial resilience.

This solid fiscal baseline positions the College to pursue managed, demand-led growth, expand widening participation initiatives, and maintain operational stability despite institutional funding volatility across the wider community, adult, further and higher education landscape.

As one of the UK's largest specialist providers of adult education, Morley commands a comprehensive curriculum portfolio. This spans essential baseline competencies (encompassing English, maths, and digital skills), accredited provision from foundational to higher levels for both adults and young people, and sector-leading short course specialisms across the creative arts, industries, and social and applied sciences.

This academic core is augmented by a sophisticated cultural infrastructure, incorporating Morley Gallery, Morley Radio, and a comprehensive curated public programme of events. These assets drive learner acquisition, enrich the student experience, and present a unique, premium brand for learning within the capital.

The college's operational footprint has undergone vital systemic expansion. Diversifying beyond our historic Waterloo headquarters, Morley has fully embedded high-performing operations into North Kensington and Chelsea, expanding our impact and market share across key parts of London. This expansion has included a high-value Higher Education (HE) framework and targeted 16–19 provision, and has been achieved while successfully navigating external regulatory shifts, funding compression, and changes in regional commissioning.



Designer: Chelsea Brown
Photographer: Asimina Giagoudaki

Morley’s role as an anchor institution within the London skills ecosystem is a critical strategic advantage. High institutional visibility, deeply embedded institutional trust with London Borough local authorities, and sustained joint ventures with both civic and commercial organisations allow Morley to successfully draw learners from every individual London borough and the City. This comprehensive market reach establishes a highly scalable, diversified, and sustainable growth template for the coming decade.

Backed by a high-calibre faculty of dual-professional and specialist practitioners, Morley delivers outstanding retention and returner rates.

We remain committed to ensuring that a consistent and exceptional experience is delivered systematically across all service points.



Morley by numbers

Students	9,400 Learners
Enrolments	22,000 enrolments annually
Courses offered	2,800 from Entry to Masters level
Targets sectors represented	15 distinct technical/professional sectors, including five of the eight Core Sectors defined in the 2025 Industrial Strategy
Progression rate	95% into employment or the next stage of education including Higher Education
Geographic market share	Learners drawn from across all 32 London Boroughs plus the City of London
Social outcomes	95% report a positive social outcome of learning at Morley, with 88% reporting an increase in wellbeing
Student satisfaction	90.8% of students respond “I would take my next course at Morley”
Achievement rates for 16-18 years olds in GCSE maths and English	Maths 84% English 86%
Overall achievement rates	16-19 83.6% Adult 94.5% All 94.0%

Data sources: internal records, Morley Destinations Survey 2024/25, Morley course evaluation survey 2024/25, Ofsted's Further Education and Skills Inspection Tool [FESIT], Morley QAR dashboard

Context

Includes learners across all provision types, including locally-funded community-based learners, fee-paying short course learners, 16-18 year olds and Higher Education learners.

Includes 15,200 adult enrolments, constituting 7.5% of all adult learners in London funded by the GLA.

One of the capital's broadest adult learning offers.

Deep cross-sector coverage mapping directly to regional and national skills needs, including (within the Industrial Strategy): Creative Industries, Digital and Technologies, Financial Services, Life Sciences, Professional and Business Services

Outperforms the regional London average of 80% as defined in the 2024/25 London Learner Survey (GLA).

Maximum regional systemic reach spanning the entirety of Greater London

Social outcome matches the regional London average of 95% as defined in the 2024/25 London Learner Survey (GLA). Increase in wellbeing outperforms the regional London average by 7 percentage points.

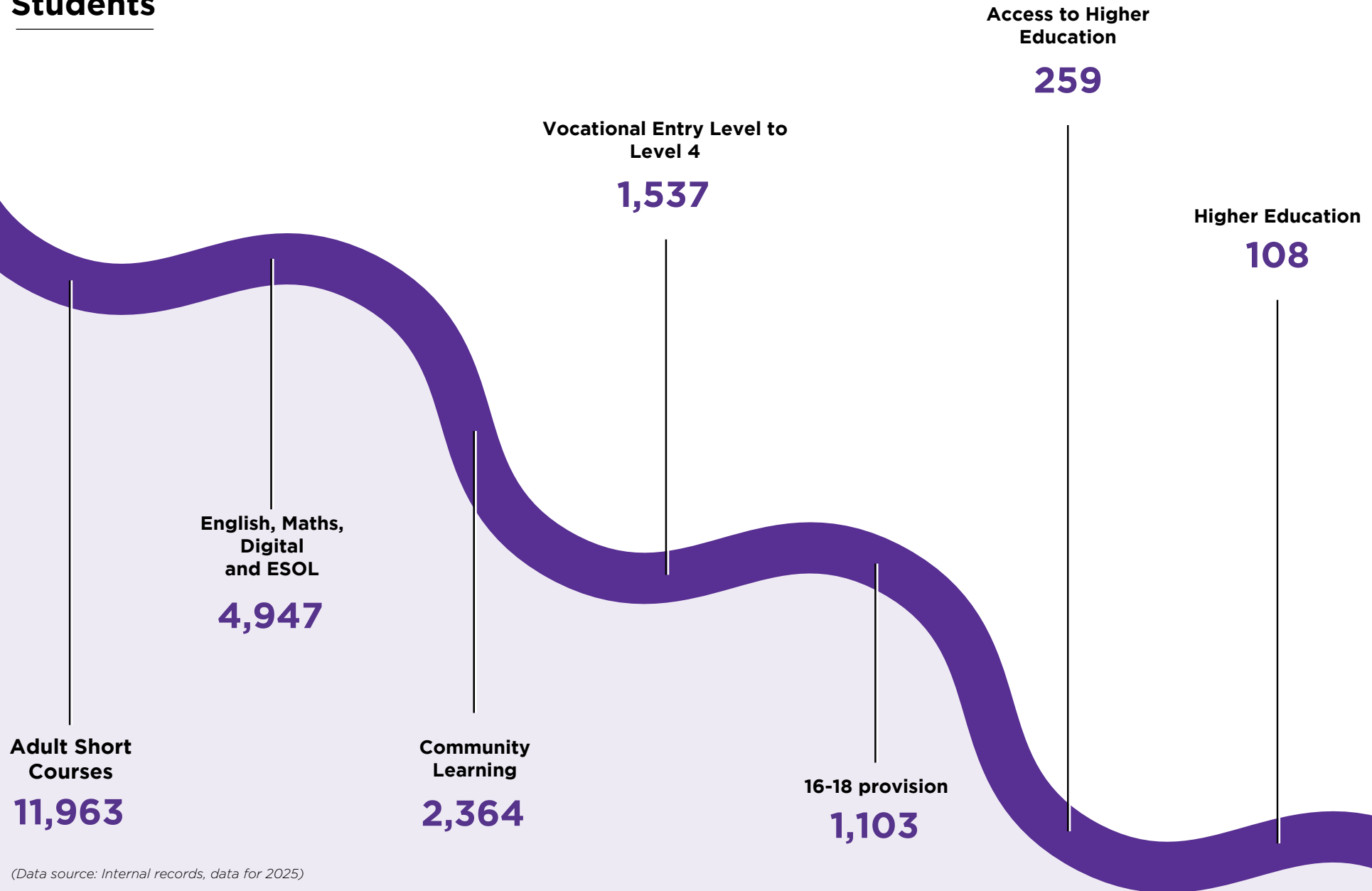
Matches national sector average (80%) as defined by survey platform provider QDP.

Equals or outperforms the national averages as defined in the 2024/25 Ofsted FESIT: Maths: 84%; English: 83%

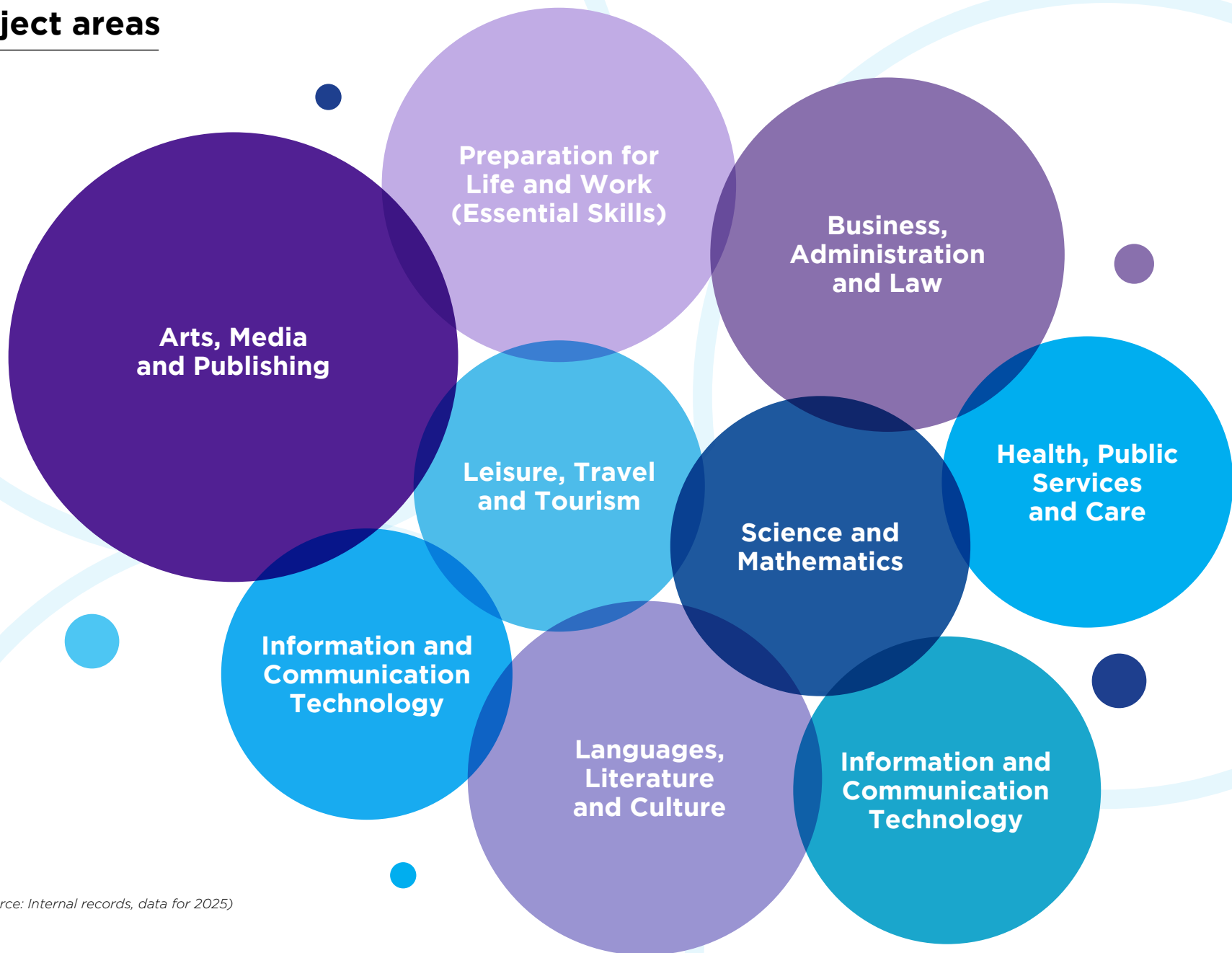
Outperforms the national averages as defined in the 2024/25 national QAR dashboard: 16-19: 84.1%; Adult: 89.7%; All: 87.3%



Students

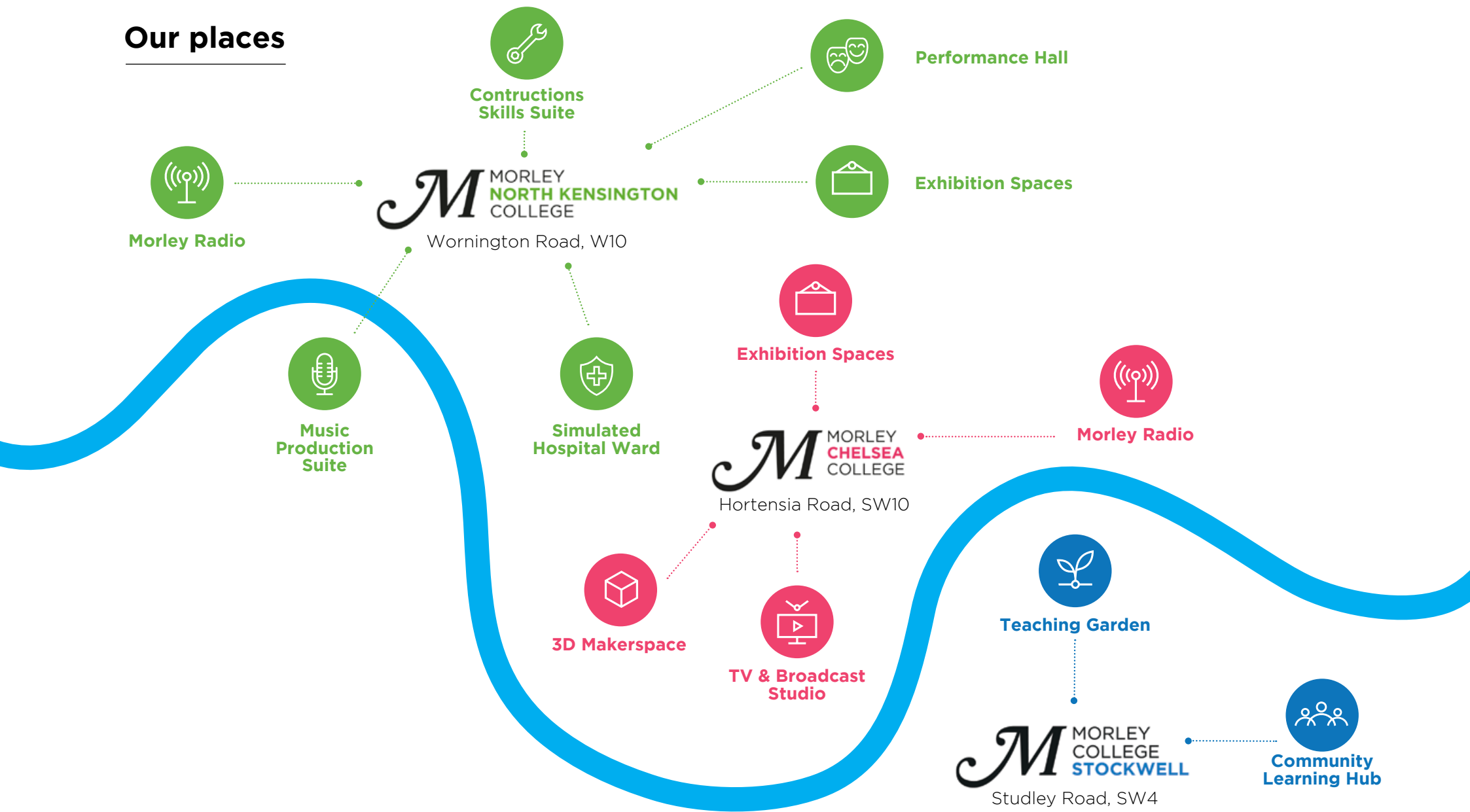


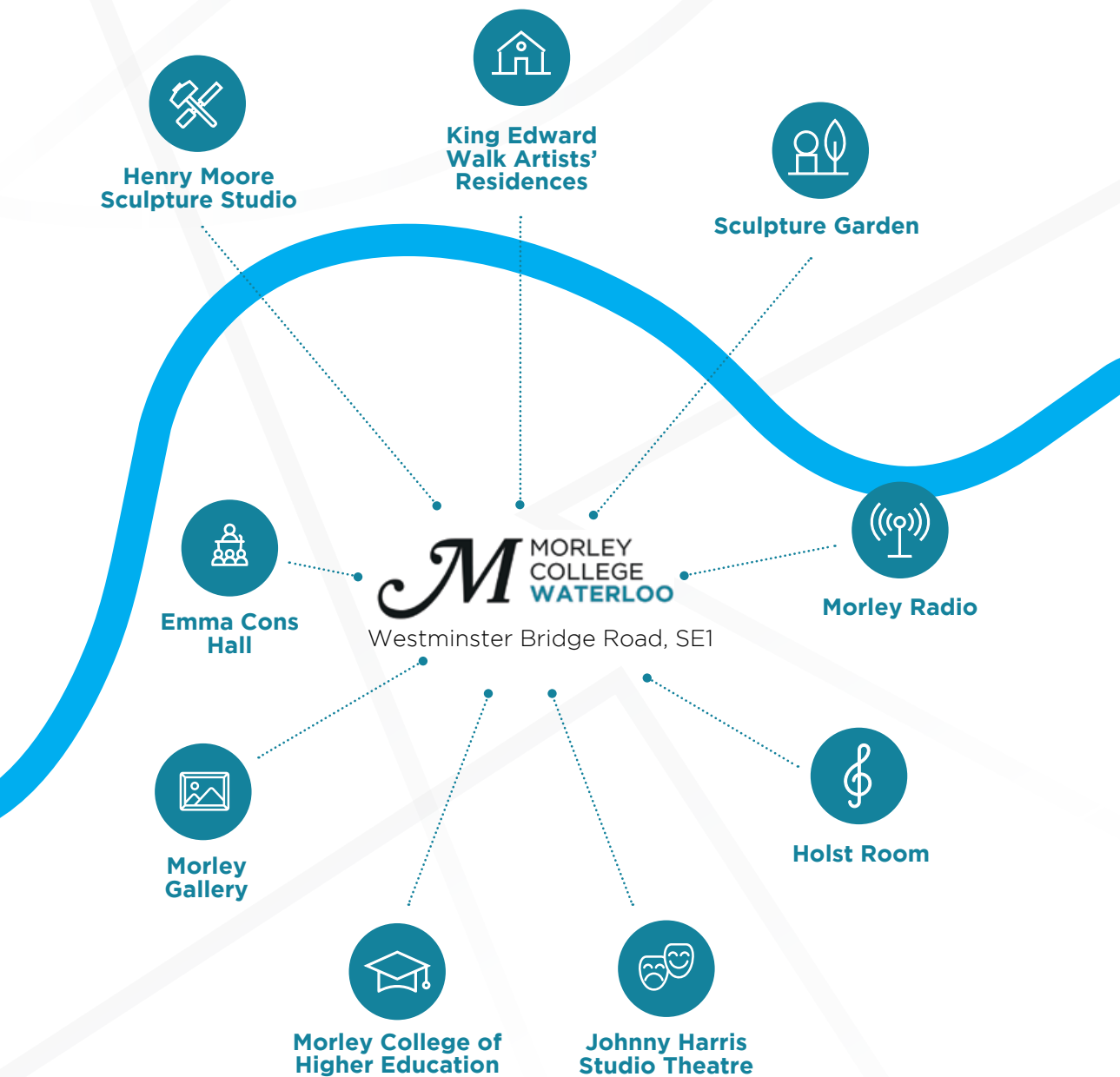
Subject areas



(Data source: Internal records, data for 2025)

Our places





To respond directly to London's growth agenda, Morley operates a localised, multi-site infrastructure strategy optimised to maximise return on asset investment:

- **Waterloo:** Functioning as a high-visibility cultural anchor, this college incorporates the landmark Emma Cons Hall and Holst Room performance spaces, the Johnny Harris Studio Theatre, the Nancy Seear Centre, and the flagship Morley Gallery on Westminster Bridge Road. It features specialised infrastructure including Morley Radio, recording studios, specialised spaces for the pursuit of creative arts, and a Sculpture Garden.
- **Chelsea:** Engineered as a premium college for the creative industries, featuring specialised creative suites, an advanced 3D Makerspace, professional-tier TV and media production facilities, Morley Radio studios and exhibition spaces throughout.
- **North Kensington:** Configured to drive skills and community renewal, this college boasts Morley Radio studios, a music production suite, a branch of Morley Gallery, a state-of-the-art performance hall with removable raked seating, and a broad range of teaching spaces ranging from a mock hospital ward to specialised facilities for jewellery and glassmaking.
- **Stockwell:** Featuring a teaching garden and several multipurpose teaching spaces, the Stockwell site provides a localised, highly accessible space for learning.

Section 5: Case Studies

Students

Olga

Essential Skills at Waterloo

Arriving in London from Ecuador in 2014 as an asylum seeker and young mother, Olga faced significant challenges including language barriers, housing difficulties and adapting to a new country.

Her journey began at Morley College London, where she enrolled in ESOL before progressing to English and maths courses. She later secured a place on an Access to Higher Education Diploma in Law, which enabled her to secure admission to London South Bank University, where she completed her LLB Law degree.

Today, Olga works as a paralegal in the borough while undertaking her Masters in Law. She credits Morley with playing a crucial role in her development, providing the supportive foundation she needed to rebuild her confidence, pursue higher education, and transform her aspirations into reality.



Conrad

Access to Higher Education at North Kensington

Conrad's journey to studying medicine at King's College London highlights the transformative impact of Morley's Access to Higher Education Diploma in Medicine.

At age 20, Conrad did not have the A levels needed to pursue a traditional route into medical school. Instead, he enrolled onto Morley's one-year Level 3 Access course, gaining an qualification equivalent to three A levels through an intensive programme of biology, chemistry, physics and study skills.

Studying two days per week alongside some independent learning, Conrad thrived in a diverse and supportive environment. He credits the expertise and encouragement of his tutors with helping him navigate the course and achieve his goals.

Upon completion, Conrad secured a place at King's College London, joining fellow classmates who progressed to universities including St George's University of London, University of Bristol and University of Plymouth.

At university, Conrad continues to draw on the strong academic foundation built at Morley. He says that the course content has been directly applicable to his studies and even provided an advantage in certain areas. Conrad strongly recommends the course, describing its in-person support as "*unmatched*" and the curriculum as invaluable preparation for a career in medicine.



Freya

Art and Design Foundation Diploma at Chelsea

Freya concluded her UAL Level 3 Foundation Diploma in Art and Design at the Chelsea Campus by securing four offers from two leading UK art schools - Central Saint Martins and Edinburgh College of Art - alongside two unconditional offers from Goldsmiths and Kingston University, marking an impressive result in a highly competitive field.

Freya said: *"I was really surprised that I got into four out of five, to be honest. It's really affirming to be accepted by such great schools."*

Freya says the Art and Design Foundation course was key to helping her find her direction. Access to specialist facilities and workshops played an important role in shaping her practice. *"One of the highlights for me was being able to experiment with different things like casting and textiles, and taking part in specialist workshops."*

Freya also credits Morley with strengthening both her portfolio and confidence. *"My tutors really helped me refine my concepts and introduced me to new techniques and artists, which pushed my work further."*



Jonathan

BA (Hons) Fashion Design at Waterloo

Shaped by an early childhood in Kinshasa surrounded by craft, culture, and storytelling, Jonathan returned to higher education seeking a more supportive environment after an initial, uncertain experience elsewhere.

Choosing Morley proved to be a turning point. The college's welcoming and community-led approach helped him develop his confidence and independent thinking. Supported by encouraging tutors, Jonathan thrived in an environment that combined academic support with creative freedom.

This nurturing environment also led to achievements beyond the classroom, including winning the 2025 Morley Award for achievement in Higher Education, serving on the student council, visiting the Houses of Parliament, and showcasing work at the Natural History Museum.

Through the course, Jonathan mastered both technical garment construction and conceptual skills like branding, visual communication, and cultural narrative. One project, Mothership, brought together storytelling, diaspora, and creative engagement through collaborative workshops and cultural programming.

Looking to the future, Jonathan aspires to develop his work in creative direction, and maintain a close partnership with the college, which he credits for helping him build the confidence and direction to pursue his ambitions and future career goals.



Chung

Community learning at Stockwell

Chung's journey back to education follows a non-traditional path shaped by personal challenges, including substance misuse, low self-confidence, and a history of undiagnosed dyslexia that led him to leave formal school without qualifications.

After spending time in rehab, Chung discovered Morley. Guided by supportive staff who recognised his need for a community-focused environment, he enrolled at the Stockwell campus, deliberately choosing non-accredited, foundational courses to rebuild his self-belief, before successfully progressing to accredited Functional Skills in English, Maths, and IT.

Throughout his studies, the patience and encouragement of Chung's tutors proved vital in helping him overcome social anxiety and build trust in the learning process. Today, Chung experiences a profound boost in his confidence, happiness, and outlook on life, noting that Morley gave him confidence *"in life itself."*

Looking ahead, Chung aims to achieve his GCSEs, transition to higher-level studies, and ultimately give back to his community as a peer mentor, supporting others to overcome barriers and create a purposeful future as Morley has for him.



Scarlett

T-Level in Craft and Design (Jewellery Maker) at North Kensington

Having joined Morley's first ever cohort of T-Level Craft and Design Jewellery Maker students at North Kensington, in her first year, Scarlett demonstrated her star potential, making it to the finals in the 'One to Watch' category at the prestigious 2026 Aston University Goldsmiths' Institute Jewellery Awards.

Morley is one of the few colleges in London that has a dedicated jewellery workshop and a forging room, making it a brilliant place to learn. Scarlett loves the diverse hands-on experience on offer: *"We are always making something new. I enjoy how creative you can be and how you are given lots of opportunities to try out new things – and you are constantly improving your work."*

Scarlett's course is 80 per cent classroom-based and 20 per cent work placements, and in 2025 she travelled with her classmates to Valencia, Spain, for a three-week Turing Scheme-funded work experience trip giving her valuable retail experience.

A second placement to jewellery trade supplier HS Walsh and Sons over the summer proved a great success too. Scarlett's mentor reflected on how she has *"quickly made her mark and impressed with her positive attitude and application to whatever task she is working on"*.

For Scarlett, the future looks bright as she gains in-depth knowledge of jewellery-making whilst pursuing her passion.



Christabelle

Short courses at Waterloo

In 2018, Christabelle enrolled on a pattern-cutting course at Morley's Waterloo campus, intending to learn a practical skill to support her interest in making and design. What began as a single course quickly became a much broader learning journey.

While attending classes, Christabelle discovered a Cuban dance session taking place elsewhere in the college. *"That first Cuban Rhythms class changed everything,"* she recalls. *"Suddenly I had this group of people, this energy, this music – and I thought: I want more of this."*

Over the next eight years, Christabelle completed an extraordinary 44 courses across dance, music, textiles, craft and wellbeing. Her learning journey took her from piano, drum kit and saxophone studies to sewing, jewellery making, weaving and machine knitting, while also exploring a wide range of dance styles.

Through these experiences, she developed new creative skills, built lasting friendships and gained confidence. She even went on to perform in the London New Year's Day Parade.

Today, Christabelle applies skills and techniques learned at Morley in her model-making business, demonstrating how adult learning can enhance both personal fulfilment and professional success. She says *"There is so much more to try! I'm curious – that's just who I am. And Morley makes trying new things feel easy, safe, and exciting."*



Partnerships

Goldfinger Design: furniture and craft

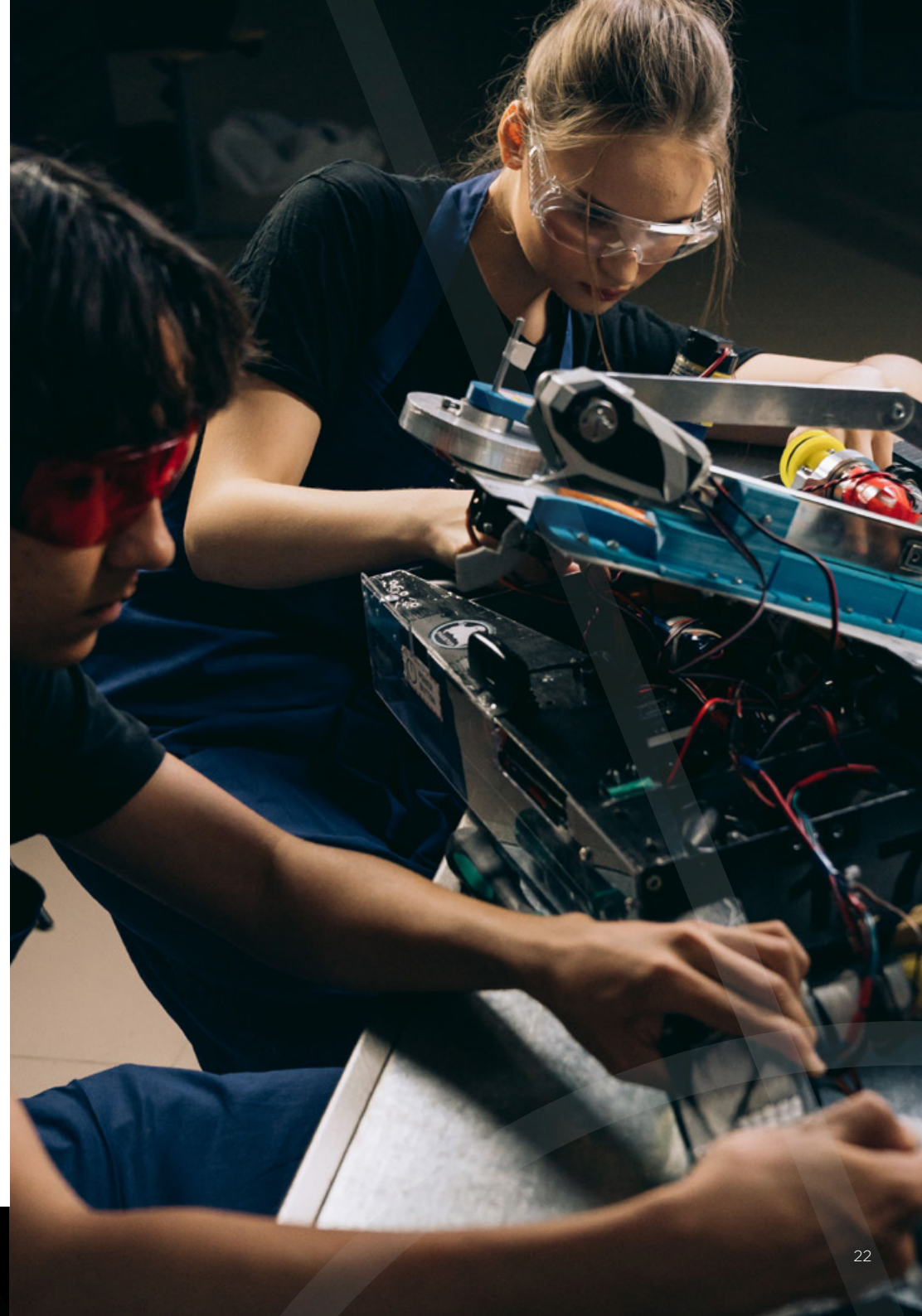
Responding to the growing demand for both traditional craftsmanship and modern digital fabrication, Morley has teamed up with B Corp design studio Goldfinger and other key industry partners.

Operating out of the state-of-the-art 3D Makerspace at Morley Chelsea College, the partnership opens up direct routes into creative careers for both local residents and enrolled students.

Through dynamic, hands-on initiatives like the Furniture Makers Traineeship – which seamlessly blends master-led woodworking with targeted employability training – high-potential talent is guided toward sustainable pathways in commercial design.

By combining Goldfinger's entrepreneurial acumen with Morley's professional-standard production facilities, the project delivers a rigorous training ground that champions craftsmanship, technological fluency, and business enterprise.

This synergy of education and industry highlights Morley's commitment to uplifting communities through accessible creative opportunities, directly supporting the design sector's need for a skilled, forward-thinking workforce.



Saatchi Gallery: interdisciplinary fashion and art

Morley has partnered with the Saatchi Gallery to deliver a highly immersive, industry-led approach to fashion education and interdisciplinary design. Facilitated through Morley Chelsea College, this collaboration focuses on creating practical, high-profile public exhibition opportunities for emerging creatives.

Centred on *Borrowed, Transformed, Returned* - a project challenging students to translate contemporary artworks from *THE LONG NOW: Saatchi at 40* into innovative garments - this strategic alliance connects high-potential talent directly with the rigorous, real-world processes of a major international gallery.

The initiative draws on Saatchi's elite curatorial expertise to shape a dynamic training environment where material exploration, cross-disciplinary dialogue, and professional exhibition standards are embedded from the outset.

By bringing education and leading cultural institutions together, the partnership demonstrates Morley's commitment to equipping students with the artistic confidence and tangible experience needed to build sustainable creative careers, while actively contributing to London's cultural ecosystem.



New Designers: pathways into the creative industries

In a concerted effort to forge clear pathways for emerging makers, Morley College London is working closely with galleries, employers, and creative businesses. Driven by student participation in the UK's premier 'New Designers' exhibition, the focus is on bridging the gap between classroom learning and professional practice, employment, or self-employment.

As learners secure progression to the Royal College of Art and win prestigious accolades like the Society of Dyers and Colourists Award, this engagement proves vital in connecting creative talent with tangible industry success.

The programme integrates external partnerships and cross-disciplinary insights to foster a high-calibre studio environment where creative experimentation and professional standards go hand-in-hand.

By bridging the gap between the studio and the creative economy, Morley empowers graduating students with the technical mastery and professional networks they need, while introducing galleries and employers to the sector's



Barclays Bank: financial literacy

To tackle the critical need for youth financial literacy and online safety, Morley North Kensington College is advancing a targeted educational initiative with Barclays Bank.

The partnership is designed to equip 16- to 18-year-old students with practical, preventative financial safeguarding strategies.

With young people increasingly vulnerable to sophisticated digital fraud and illicit “money mule” schemes, this collaboration provides learners with the real-world knowledge necessary to protect their data and establish secure financial habits early on.

Integrating Barclays’ LifeSkills expertise into the College’s broader personal development curriculum, the initiative fosters a supportive environment where risk awareness and financial resilience are core components of student life.

By bringing the financial sector directly into the classroom, Morley ensures students develop the essential life skills and confidence required to safely navigate adulthood, while empowering industry partners to proactively combat financial crime at the community level.



Partnering with jazz stars: Morley Big Band

To provide exceptional, industry-led musical enrichment, Morley is collaborating with internationally renowned jazz artists, including acclaimed composer Guy Barker and saxophonist Jean Toussaint.

Facilitated through the Morley Big Band at the college's Waterloo campus, the programme creates high-level live performance opportunities for emerging musicians.

Centred on ten newly commissioned arrangements celebrating the legacy of jazz legend Hank Mobley, the project immerses students in the creative process and the rigorous collaborative expectations of the professional music sector.

This unique initiative leverages world-class expertise to cultivate a dynamic rehearsal and performance space, ensuring that artistic confidence, technical excellence, and cultural heritage are woven into the student experience.

Uniting education with elite creative practice, this work underscores Morley's dedication to helping students build networks for sustainable arts careers, all while preserving a vital musical lineage from Art Blakey's Jazz Messengers to today.



Photographer: Robert Cowley

Staff



Annabelle – STEM and Education at Morley North Kensington College

Annabelle Baiyewu's diverse background embodies her commitment to lifelong learning. Originally from Nigeria, her journey spans fashion, counselling, and private practice before she transitioned into education. Since February 2023, she has served as Head of School for STEM and Education at Morley North Kensington College.

Overseeing a broad portfolio including science, engineering, health, and ESOL, Annabelle champions accessible education for all ages. Under her leadership, the campus recently expanded its provisions with new Level 2 Engineering and Early Years T Level programmes, sitting alongside its extensive adult education and university access courses.

For Annabelle, North Kensington's strength lies in its supportive environment. *"It's a family, it's a community-based learning institution,"* she explains. By blending specialist teaching with a strong community focus, she helps learners build confidence. *"My life is the story of lifelong learning,"* she notes. *"We kind of uplift each other."*



Martino – Music at Morley College Waterloo

For over three decades, acclaimed concert pianist Martino Tirimo has been a cornerstone of Morley's classical music provision. Alongside an international career featuring performances with the London and Royal Philharmonic Orchestras and definitive recordings of Mozart and Beethoven, his teaching exemplifies the college's unique blend of professional artistic excellence and inclusive learning.

Martino's rigorous approach to musical understanding has profoundly influenced generations of adult learners. His continuous presence not only strengthens the institution's reputation and supports recruitment, but it also offers students rare, direct access to world-class expertise within a highly supportive educational setting.

Martino deeply values the unique dynamic of teaching mature learners at the college. *"Nearly all are mature people with families and lots of life experiences, and so the relationship has a very different flavour,"* he reflects. *"I simply love these people who have a strong drive and such an honest attitude."*



Kelly – Community Learning at Morley College Stockwell

Kelly Shockley has built a career dedicated to community engagement and education. After developing a strong administrative foundation in schools and enhancing her community focus at Hyde Housing, she brought her expertise to Morley College Stockwell over eight years ago. Within the team, she is recognised as a reliable, efficient, and highly supportive presence in day-to-day operations.

Kelly's work directly impacts local learners by removing barriers to education. Whether guiding students through digital tools or offering a listening ear, Kelly champions digital literacy, ESOL support, and student confidence. She strongly reflects the college's commitment to inclusion and equality, collaborating across centres to create a welcoming environment.

Deeply motivated by her connection to the local area, Kelly views her role as a privilege, helping underserved groups gain essential skills. As she describes it, *"Morley is a melting pot where people come to better themselves."*



Adrian – Graphic Design at Morley Chelsea College

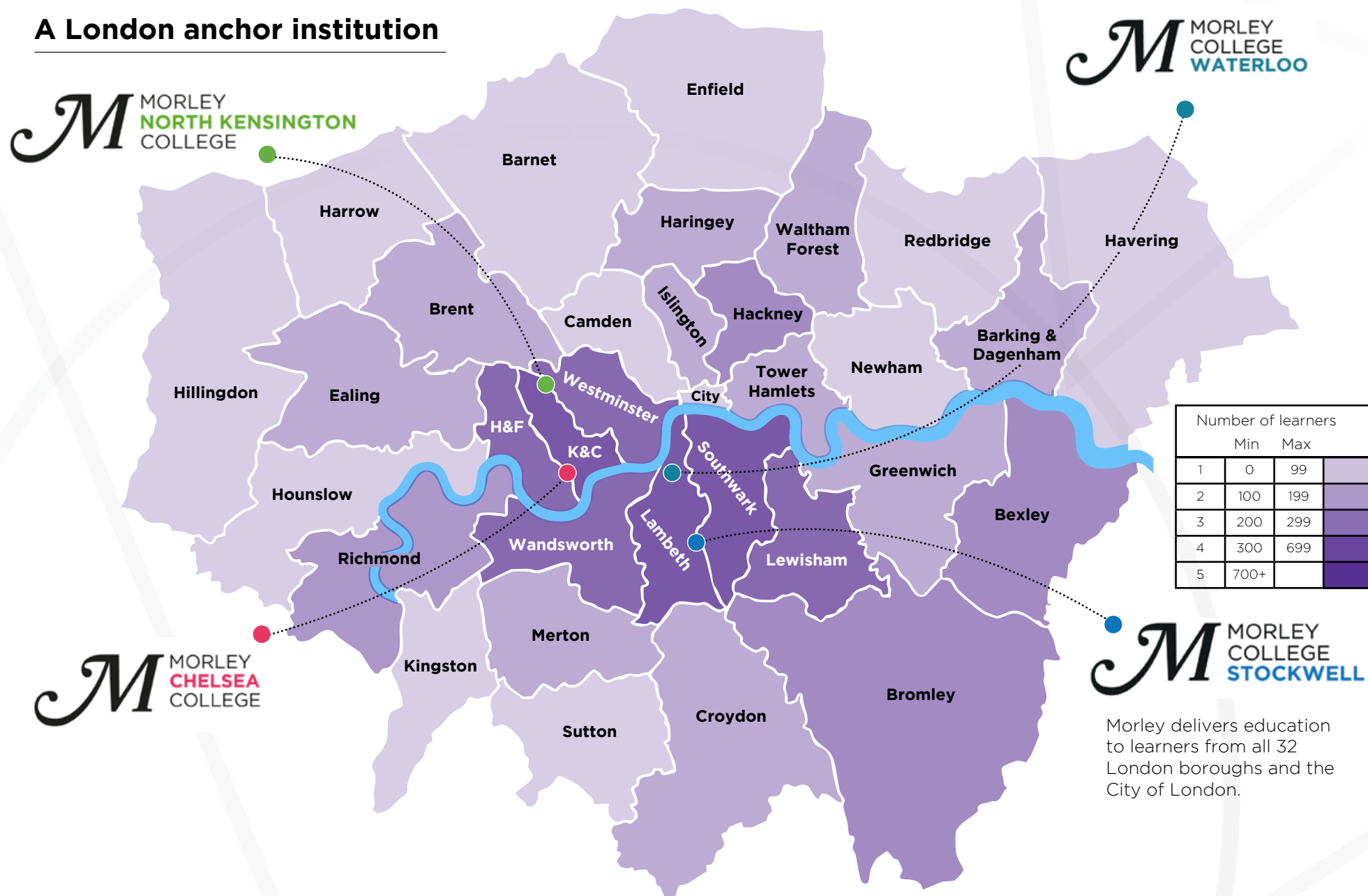
Before joining Morley, Adrian Phillips spent over a decade supporting young people in pupil referral units, students with special educational needs, and adult learners. Now serving as Senior Lecturer in Graphic Design at Morley Chelsea College, he roots his teaching in understanding each student's unique background, engaging with them as individuals rather than a collective.

Leading the UAL Level 3 Graphic Design programme, Adrian guides students through print, screen, and web design. He views graphic design as an *"exponential exploration of ideas,"* and thrives on facilitating *"eureka"* moments for his students. *"Once I understand how they learn, I can teach them how to teach themselves,"* he explains.

The Chelsea campus provides limitless inspiration alongside opportunities in fashion, photography, and 3D design. Yet, for Adrian, Chelsea's greatest strength is its close-knit, safe, and homely atmosphere. *"People care about their subject areas,"* he notes. *"Ultimately, people care here."*

Section 6: Strategic Context

A London anchor institution



Policy alignment

National policy, the post-16 reform agenda, the London Growth Plan and the London Local Skills Improvement Plan (LSIP) require a fundamental rewiring of the way we work.

We are building a highly responsive skills system driven by ambitious collaboration inside and without the organisation and rooted in participation not consultation.

This includes active employer co-delivery and addressing the demand for modular, accessible micro-credentials.

By empowering local learners with high-quality technical and vocational routes, Morley is repositioning its estate as a regional skills hub. This approach ensures effective space utilisation, driving strong alignment with devolved mayoral priorities and joining up education and employment so that no learner falls through the cracks.



Demographic and socio-economic imperatives

While London's traditional 16-18 population is contracting regionally, rising youth inactivity demands targeted, place-based interventions.

Concurrently, significant growth within the working-age (24-44) and 65+ demographics clearly validates our strategic focus on lifelong learning.

Our strategy directly responds to the needs of our communities. In the Royal Borough of Kensington and Chelsea (RBKC) - where Morley is the sole FE college - and across the rest of London, we are expanding provision to address both rising 18-25 youth inactivity and the urgent adult reskilling mandate linked to national policy and the London Growth Plan.

Economic progress must go hand in hand with social progress underpinned by democratic accountability. With a significant proportion of our learners residing in the nation's most deprived areas, Morley acts as a critical anchor institution to better serve people and place.

We are creating simpler, more inclusive talent pathways that support underrepresented groups entering the labour market, ultimately improving people's experiences and outcomes.

UK Key Economic Indicators



Macroeconomic resilience and priority sectors

Against a backdrop of constrained national productivity and funding challenges, FE remains the engine for reindustrialisation and regional economic output.

Morley is leveraging its asset-rich estate to generate alternate revenues while maintaining rigorous cost control, enabling continuous investment in modern, industry-standard facilities.

Fully embedding a devolved approach - local decisions by local leaders - we ensure our education and training provision directly speak to the strengths of our communities and the local economy.

To future-proof the capital's jobs market and equip London's workforce with AI, digital, and green skills, our signature curriculum and frontier sectors are firmly mapped against LSIP priorities:

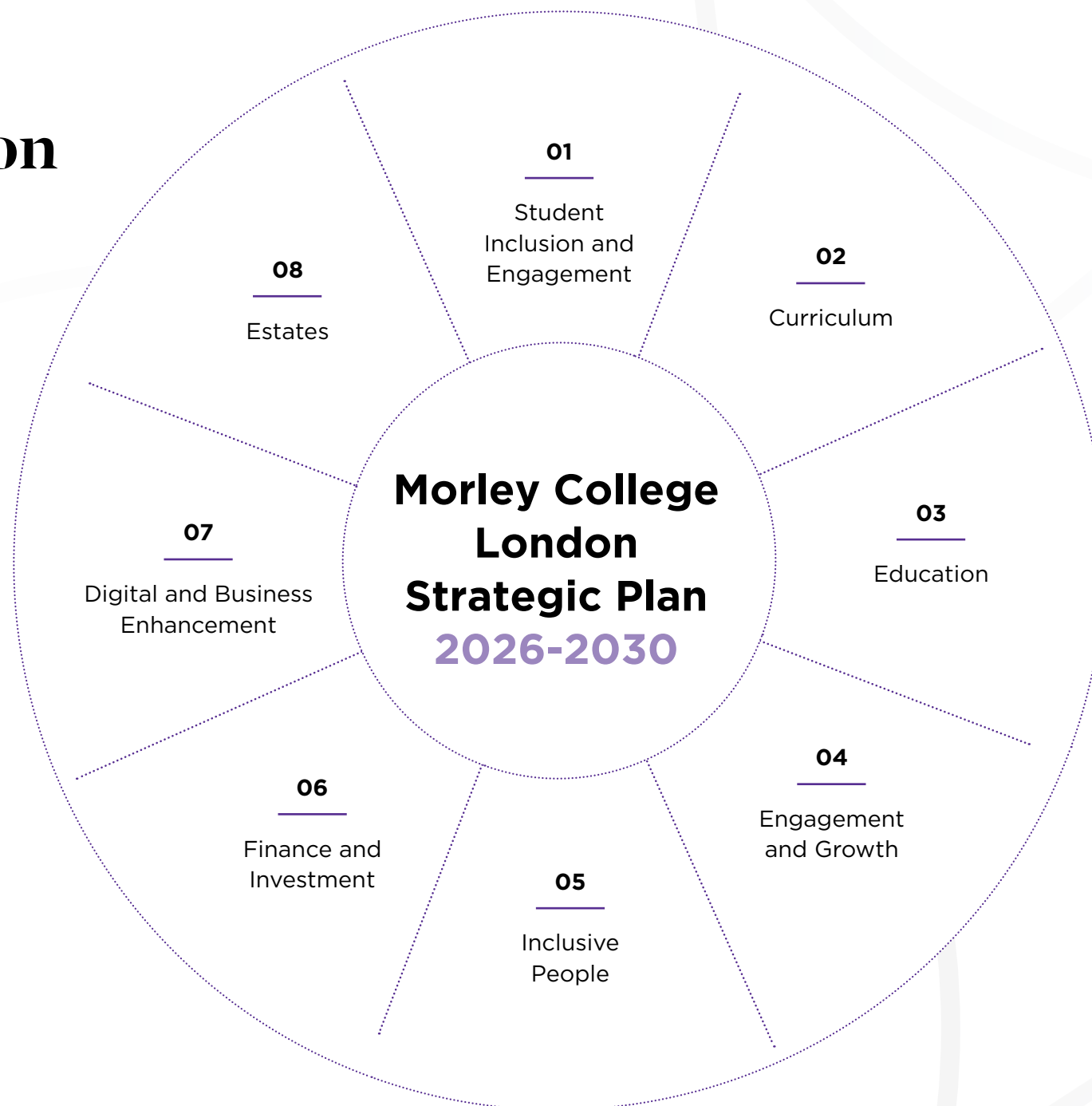
- Health and Life Sciences
- Creative Industries
- Retail and E-Commerce
- Technology and AI
- Business and Finance (including FinTech)
- Construction and Infrastructure
- Sustainability and Green Skills



Section 7: Implementation

To guarantee accountability across all teams, implementation will be coordinated through **eight distinct operational sub-strategies**.

These frame our Strategic Intent into clear departmental plans that intersect to realise our ambitious vision to 2030.







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