

Luminate Education Group Strategy **2023-2025**

**Together we
transform lives.**



A message from our Chair

John Toon

I want to kick-start our next two-year strategy by celebrating and acknowledging what it means to be an education group. When reflecting on this, it became clear to me that it is Luminare's collective make-up that distinguishes us in the sector.

We are one of the largest education providers in Yorkshire and one of the only education groups in the country to have higher education institutions as part of our family. The 'stronger together' ethos that the group is founded on has never been more important. Not only is this collaborative working essential in creating better outcomes for our students and apprentices, but also for our colleagues and the wider communities that we operate in.

By readying our students with essential skills and continually engaging with employers, as a collection of education providers, we are making an economic impact regionally and nationally.

Luminare's role is to support each member to deliver outstanding education opportunities for students and apprentices. The group can do this by using its scale and financial resources to support, innovate and influence where needed. The reach of the group is not just regional, but national and international. We want to maximise this as much as possible to continue delivering our purpose of transforming lives through inspirational education, training and support.

As we move into our next strategic phase, I am confident that colleagues, students, governors and partners will continue to work together to build on the success of the group, so we can collectively weather challenges, overcome barriers and inspire people to make a positive impact on the world.

Stronger Together.

Member Organisations

FE Colleges

Our three further education (FE) colleges respond to education and training demands from young people, adults and employers. We have a dedicated special educational needs and disabilities (SEND) provision that we will continue to focus on, alongside growing our T Levels, higher technical qualifications (HTQs) and apprenticeships offer.

HARROGATE COLLEGE

IC Keighley College

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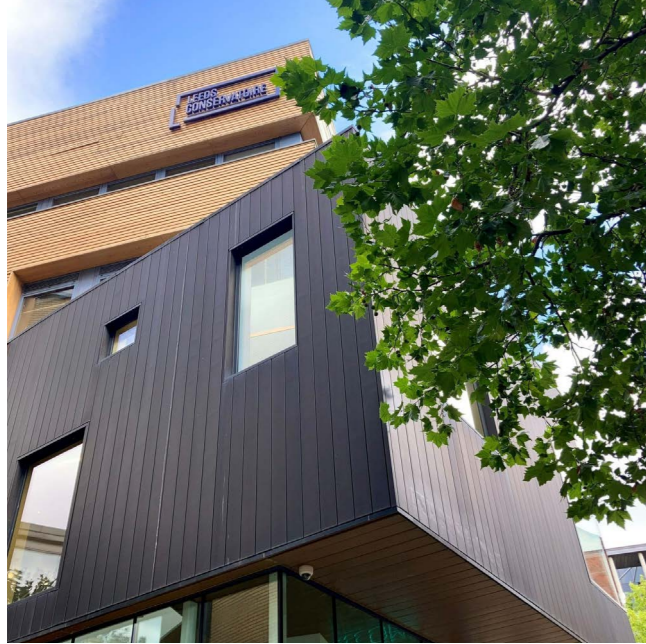
Sixth Form Colleges

Our expert teams are focused on delivering a range of quality A levels at Leeds Sixth Form College. We are also actively working on the development of a new provision, Pudsey Sixth Form College.

Leeds Sixth Form College

Pudsey Sixth Form College





Yorkshire Centre for Training and Development (YCTD)

Our employer training arm, YCTD, consists of a responsive team of specialists, with experience in meeting business needs across the country by providing bespoke training.



Higher education

We will continue to develop our higher education offering by using our agility and expertise to expand our members' courses and accessibility locally, nationally and internationally. Our close relationship with employers and sector specialists means that curricula can respond to change.

University Centre Leeds, which has foundation degree awarding powers (FDAPs), continues to use its autonomy to develop courses that respond directly to the economic needs of the region. For the last three years, the National Student Survey (NSS) has ranked University Centre Leeds as achieving the highest overall student satisfaction level of all of the city's higher education providers.

Leeds Conservatoire is the largest multidisciplinary conservatoire in the UK. Since launching the first jazz degree in Europe, the conservatoire has been at the forefront of innovative and ambitious music and performing arts education. Accessibility, equality, diversity and inclusion are at the heart of what it does. With partnership working and a responsive approach to curriculum, graduates go on to world-class careers in the industry.





Luminate's Purpose

Our purpose is to collectively transform lives through inspirational education, training and support.

We are driven to ensure that students have the skills, knowledge and confidence to access positive destinations. We make sure that every student and apprentice, irrespective of their background, has the chance to progress to a more successful future.

We aim to achieve this by attracting and supporting staff who help us achieve our purpose. For us, brilliant staff result in brilliant outcomes.

By connecting and collaborating with a variety of stakeholders, we are enriching communities and contributing to regional growth. Over the next two years, we will continue our commitment of providing economic and social value to the communities we serve. We will continue to use our position within the education and skills ecosystem to generate positive change in the sector, the region and across the whole country.

Luminate will play an important role for our member organisations, enabling them to bring their vision and aspirations for their students and apprentices to life. We will do this by championing individual member identities, providing support and bringing together our expert staff communities.



Culture and People

Underpinning our culture is our unwavering commitment to equality, diversity and inclusion (EDI) for staff, students and apprentices. We passionately believe in celebrating diversity, championing inclusivity, removing barriers to EDI and ensuring that students and staff have fun. We create an environment where everyone can feel a sense of belonging and know that they matter.

As an organisation focused on social purpose, we invest heavily in our community social responsibility. We accomplish this by seeking new connections and deepening community relationships to strengthen how our members deliver inspirational education that is relevant and accessible to all.

Our work ranges from partnering with global organisations, to launching fundraising initiatives and social action projects to give back to our communities and tackle current social issues.

By advocating the use of restorative, relational and trauma-informed practices to build healthy relationships and to acknowledge that everyone has different life experiences, our culture is founded on creating places where everyone is welcome, belongs and feels safe.





Luminate's Values

We are a values-driven organisation, and our cultural aims are central to everything we do at Luminate:

- **Kindness**
Creating communities where people can be authentic and true to themselves with the support, trust and guidance from those around them
- **Ownership**
Using our robust business planning model to allow areas to have clear ownership over their vision and performance
- **Enjoyment**
Fostering environments that enable staff and students to be brave, interact and have fun
- **Collaborative**
Proactively seeking opportunities to create synergies and positive outcomes for all
- **Passion**
Encouraging all to have aspiration and passion in everything they do
- **Creative**
Always hungry to learn and looking ahead so we can be responsive

Teaching Excellence

Teaching excellence is central to our higher and further education institutions. We respond quickly to changing curriculum demands, ensuring the courses our members offer are dynamic and meet the skills needs of the region and beyond. Fundamental to the development and delivery of curriculum is collaborating with a range of stakeholders to ensure essential skills are embedded into all learning, promoting social mobility.

With one of the largest post-16 SEND providers in the region, we take an aspirational approach to the curricula our members offer, leading to positive and sustainable destinations.

We broaden horizons so students become empowered social citizens and achieve better futures. By facilitating work experience, providing pastoral support, creating employer links and delivering careers advice, our members ensure that students receive an inclusive learning experience. Teaching them transferable skills to prepare them for their next steps means that no student gets left behind.

Luminate has helped deliver flagship proposals regionally and nationally, such as T Levels, apprenticeships and HTQs. Our reputation as a group of quality providers means that we are quick adopters and leaders of forward-thinking programmes. We will continue this focus, particularly with the growing need to embed digital skills and sustainability in all sectors.

Our exceptional people are fundamental to delivering quality teaching in an ever-evolving working world. Continuing professional development (CPD) and industrial updating informs teaching excellence and student experience by driving innovation and improving skills, encouraging everyone to stay current, energised and expert.





Working in Partnership

We place great value on collaborating with partners to generate diverse thinking, which helps shape decision making as well as staff and student experiences. Luminate has a large employer board, bringing leaders from organisations in priority sectors together to discuss how we can collectively respond to the skills agenda.

A key focus for Luminate over the next two years, will be to continue building the reputation of the group by positioning it as an anchor institution and civic leader. This is essential if we are to further enable our members to deliver outstanding learning opportunities and influence on matters affecting the sector. We want to use Luminate's position to secure investment, build more exceptional facilities, challenge barriers that our people and staff may encounter and to be a general force for good.

Through our strong connections with employers, local authorities and third sector organisations, our members tailor their curricula so that they're relevant, contemporary and destination-led. The education on offer is all embracing, and strives to give students more than just a qualification at the end of their studies.

Cross-group working enables our staff to share best practice and innovative services, which are founded on a culture that inspires excellence and is a safe space for ideas and change. Our 'stronger together' ethos should permeate every connection and relationship we have, whether that's inside or outside our organisations.

Organisational Effectiveness

Luminate Group Services enable our member organisations to operate and function efficiently and effectively. Expert teams are in place to raise standards and bring people together, allowing us to provide quality learning experiences and opportunities for students and apprentices.

We have a clear focus on continuous improvement, raising standards, encouraging feedback and taking a restorative approach to change.

As part of this, we have to ensure financial stability and we are able to achieve this by operating collaboratively, investing in robust systems and using market intelligence. We have a consistent business planning system across the group, where our people are involved in planning our future. This process means they are central to decision making, ensuring that the right resources are in place so we can progress in an innovative and sustainable way, while always delivering on our purpose.

Embedded in our culture of continuous improvement is our approach to governance. Leading by example, our governors ensure the group is always striving for excellence. We follow industry codes of good governance across our FE and HE institutions and adopt a board structure that allows us to evolve and respond to the needs of the group. Each member has a dedicated board to reflect the specific skills and expertise required to provide both support and challenge in pursuit of its strategic objectives. We work in partnership with each board member to strengthen our sector, employer and skills links.





Sustainability

Our climate emergency and sustainable development pledge states that Luminare Education Group and its members will become net zero by 2035.

We are committed to being sustainable and socially responsible. We recognise that, as education providers and as employers, we have an opportunity to positively impact the social and economic welfare of our region and environmental responsibility to our planet.

Our approach will use the framework set out by the United Nations' sustainability goals, which recognises that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.

Key areas of focus for Luminare over the next two years will be ensuring that our members' curricula inform students, and that our staff development embeds sustainable and green activities. This will also be incorporated into our buildings, food services and travel plans to help them generate their own energy, reduce waste and become more energy-efficient.

Measuring impact

We will know that we are successfully achieving our purpose by the following key performance indicators:

- The curricula and skills our members deliver to students and apprentices enable them to progress onto employment, education or training
- Receiving positive feedback from students and apprentices
- Our member organisations are supported to deliver against their internal local plans
- Staff feedback on how we're delivering against our purpose
- The effectiveness of the partnerships we develop internally and externally
- Continued financial stability so we can innovate and invest in students, staff and resources
- Continual positive feedback, ratings and grades from Ofsted, National Student Survey (NSS) and Teaching Excellence Framework (TEF)





Harrogate College
Hornbeam Park
Harrogate HG2 8QT

Keighley College
Bradford Road
Keighley BD21 4HQ

Leeds City College
Printworks Campus
Education Quarter
Hunslet Road
Leeds LS10 1JY

Quarry Hill Campus
Cultural Quarter
Playhouse Square
Leeds LS2 7BS

Park Lane Campus
Park Lane
Leeds LS3 1AA

Temple Newsam
Home Farm
Temple Newsam Road
Leeds LS15 0BG

Deacon House Centre
Seacroft Avenue
Leeds LS14 6JD

**Joseph Priestley
Centre, Beeston**
Burton Avenue
Leeds LS11 5ER

Enfield Centre
Enfield Terrace
Leeds LS7 1RG

Somerville House
Leathley Road
Leeds LS10 1BG

Rothwell Centre
Marsh Street
Leeds LS26 0AE

North Street
223 North Street
Sheepsca
Leeds LS7 2AA

Mabgate Campus
74-76 Mabgate
Leeds LS9 7EA

Eastgate Campus
7 Eastgate
Leeds LS2 7LY

The Vine
Torre Drive
Burmantofts
Leeds LS9 7DH

Leeds Conservatoire
3 Quarry Hill
Leeds LS2 7PD

Leeds Sixth Form College
Park Lane
Leeds LS3 1AA

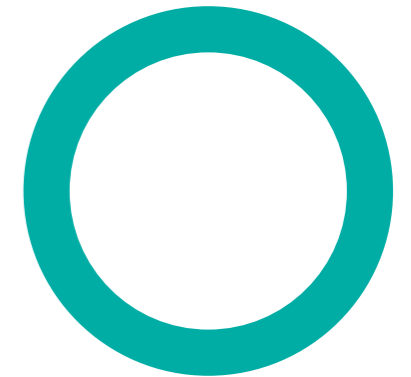
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**LEEDS CITY
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