

Luminate Education Group Strategy **2025-2027**

**Together we
transform lives.**



A message from our Chair

John Toon

As I introduce Luminate Education Group's strategy for 2025–27, I want to reflect on the journey of the group. It began with a merger of local colleges in Leeds and Keighley. Since then, it has grown into a collection of further and higher education institutions, becoming a leading voice of education in Yorkshire.

It is clear to me that the organisation's shared knowledge, influence and talent are key drivers of its success, allowing its members to truly transform the lives of students and apprentices.

This collaborative work is also central to making a positive difference to the communities we serve. Our position as civic leaders is demonstrated through our engagement with local and regional issues, supporting meaningful change.

Luminate's role is to help each member organisation deliver exceptional educational opportunities for students and apprentices. We are able to achieve this through using our scale and expertise to support, innovate and influence, where needed.

This has already resulted in not just regional but national and international reach, which is being capitalised on, allowing the group to continue delivering its purpose.

I look forward to the next two years and the opportunities that will arise; from deeper collaboration with stakeholders and partners, to strengthened relationships and high profile connections. Collectively we can overcome barriers and inspire people to make a positive impact in the region and beyond.



Luminate's Purpose

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


We are committed to ensuring that our members have the support, resources and spaces to deliver exceptional teaching and learning, enabling them to bring their vision and aspirations for their students and apprentices to life.

We aim to achieve this by sharing expertise and best practice through our shared services and championing individual member identities.

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 to provide social and economic value to the communities we serve.

We will keep using our position within the education and skills ecosystem to generate positive change in the sector and region.

Through our collective work, we will make sure that students and apprentices, irrespective of their backgrounds, have the skills, knowledge and confidence to access positive destinations and progress to a more successful future.



Member Organisations

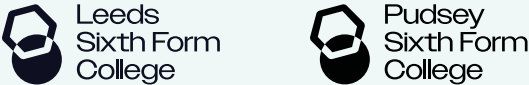
Further Education (FE) colleges

Our three 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, while growing our T Levels and apprenticeships offer.



Sixth Form Colleges

We have two sixth form colleges; Leeds Sixth Form College and the newly formed Pudsey Sixth Form College, which opened to students in September 2025. Our expert teams are focused on delivering a range of quality A levels and technical training.



Higher Education (HE)

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

University Centre Leeds, which has degree awarding powers (DAPs), continues to use its autonomy to develop courses that respond directly to the economic needs of the region. In recent years, the National Student Survey (NSS) has repeatedly ranked University Centre Leeds as highest among all the city's higher education providers for overall student satisfaction levels.



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.

Students from our FE colleges benefit from planned progression routes into both institutions.



Leeds City College Quarry Hill Campus



Keighley College



Pudsey Sixth Form College



Leeds Sixth Form College



Leeds City College Printworks Campus



Harrogate College



Leeds Conservatoire



University Centre Leeds

Luminate Shared Services

Our shared services enable our group members to operate and function efficiently and effectively.

Teams are in place to inspire excellence, raise standards and bring people together, allowing us to provide quality learning experiences and opportunities for students and apprentices.

Shared services include:

- Human Resources (HR)
- Information Technology Systems and Strategy (ITSS)
- Finance
- Student Life
- Estates
- Student Recruitment and Marketing
- Communications
- Capital Projects
- Quality of Education (FE and HE)
- Apprenticeship and Business Development
- Management Information Systems (MIS)



Culture and People

Luminate fosters an inclusive and empowering educational culture where everyone feels valued, supported and inspired to achieve.

Group members enjoy devolved responsibility, high challenge and high support. We advocate the use of trauma-informed restorative and relational practice to build strong and healthy relationships.

We celebrate diversity, champion equality and embrace inclusion. We create a collaborative environment that encourages innovation and personal growth, where decision-making is informed by our staff voice.

We have a strong commitment to social purpose and seek to transform lives and enrich the communities within which we work.

We empower our people to make a real difference, supported by ongoing personal and professional development. This is underpinned by a strong sense of community and a focus on wellbeing.

As anchor institutions committed to civic leadership, we work in partnership with key stakeholders to deliver regional priorities that reach far beyond our core educational remit. 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.

Our Accreditations





Luminate's Values

Our values and cultural aims are central to everything we do:

○ 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 our people to have clear ownership over their vision and performance

○ Enjoyment

Fostering environments that enable our people 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

Continually learning and looking ahead so we can be responsive

Teaching Excellence

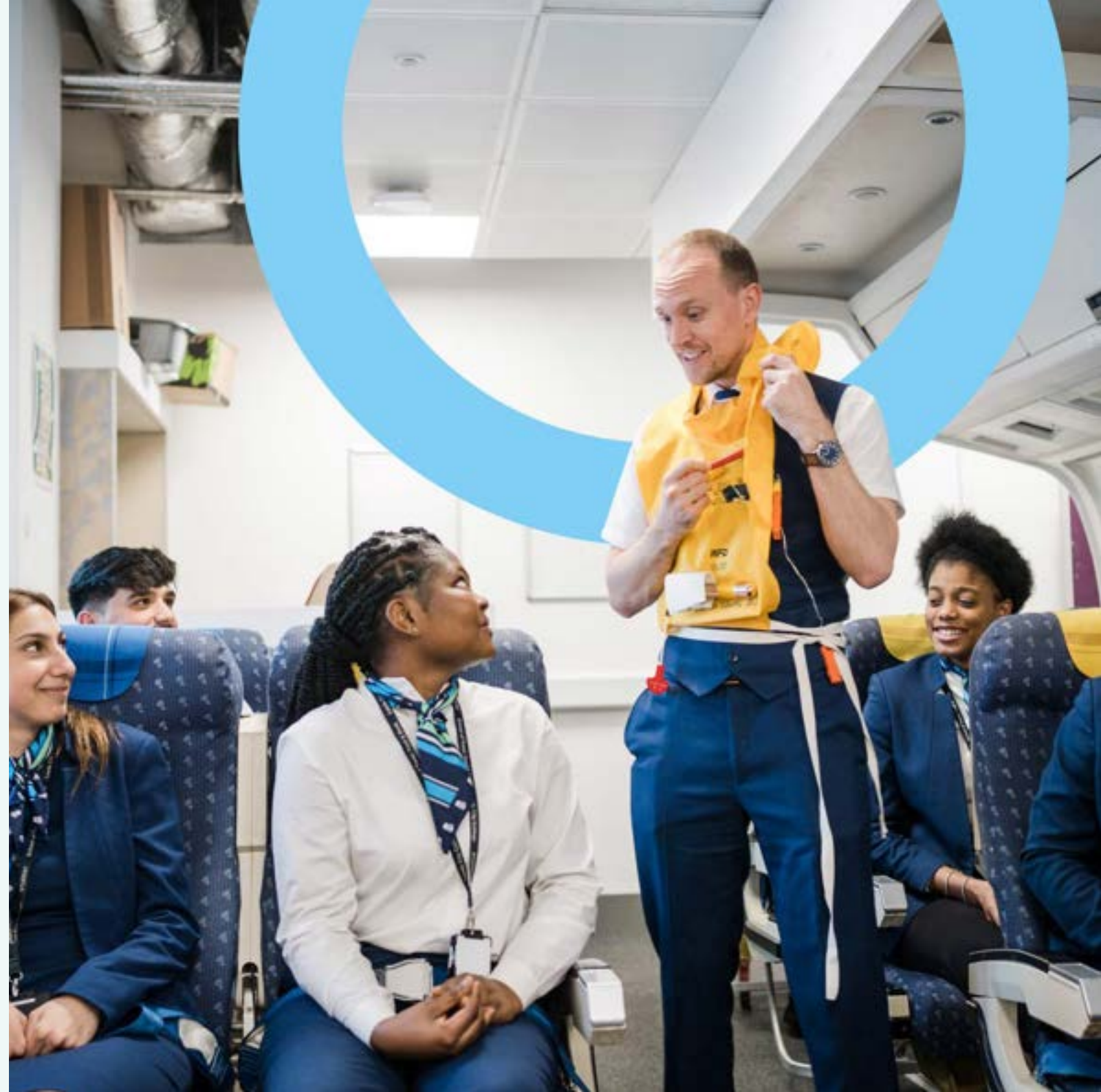
Teaching excellence is central to our HE and FE institutions. Our members deliver culturally-responsive teaching and react quickly to changing curriculum demands, ensuring that the courses we offer are dynamic and meet the skills needs of the region and beyond. Fundamental to the development and delivery of curriculum is collaborating with a range of stakeholders to ensure key skills are embedded into all learning, promoting social mobility.

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

We broaden horizons so students are able to access opportunities and achieve better futures. By facilitating work experience, providing pastoral support, creating employer links and delivering careers advice, students receive a holistic learning experience.

We have helped deliver flagship proposals regionally and nationally, such as T Levels, apprenticeships, and Higher Technical Qualifications (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 inform teaching excellence and student experience by driving innovation and improving skills, encouraging everyone to stay current and expert in their fields.





Working in Partnership

We value collaborating with partners to generate diverse thinking, which helps shape decision making as well as employee and student experiences. Luminate has an established stakeholder board, bringing influential leaders together to discuss how we can collectively respond to the skills agenda.

Individual FE college employer boards feed into our overarching skills stakeholder board, allowing our colleges to make curriculum decisions that are aligned with the skills needs of their local economies, as well as national priorities in line with Skills England and the Industrial Strategy.

A key focus for us is to continue building the reputation of the group and member identities by positioning them as anchor institutions and civic leaders. Working as a collective allows us to amplify our voice and so have greater influence in the FE and HE sectors, to secure investment, build more exceptional facilities and challenge barriers.

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

Organisational Effectiveness

Cross-group working promotes innovation and psychological safety, enabling our people to take purposeful risks, share best practice and access expert services.

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 in what is a difficult time for the public sector. 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. Autonomy and the ability for members to be flexible and make their own decisions is at the heart of this process, ensuring that the right resources are in place so we can progress in an innovative and sustainable way.

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. They support diversity, inclusion and equitable outcomes, holding our member organisations accountable for their progress. We follow industry codes of good governance across our FE and HE institutions and adopt a broad 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 we will become net zero by 2035.

We are committed to becoming increasingly 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 have an environmental responsibility to our planet.

Our approach uses the framework set out by the United Nations' sustainability goals, which recognise 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 natural environments.

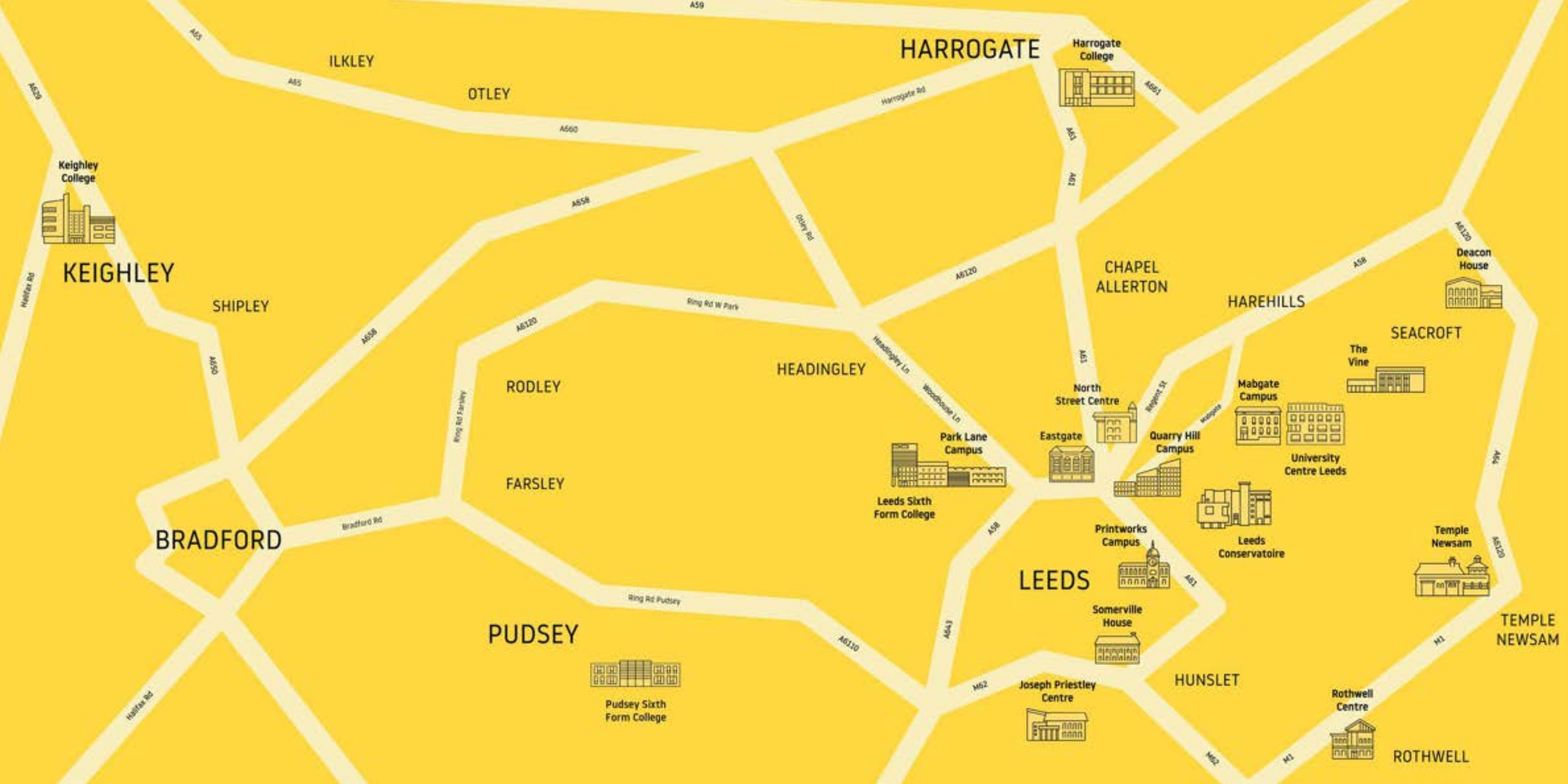
We will continue to ensure that our curricula inform students, and that our people development embeds sustainable and green activities. This will also be incorporated into our buildings, food services and travel plans to help them generate their own energy, reduce waste and become more energy-efficient.

Measuring impact

We will know that we are successfully achieving our purpose by the following outcomes:

- The curricula and skills our members deliver to students and apprentices enable them to progress onto employment, education or training
- Positive feedback from internal and external stakeholders, recognising our position as quality education providers and civic leaders
- Positive culture and environments, leading to increased employee and student retention and satisfaction
- The partnerships we develop are effective, resulting in meeting skills needs and higher levels of engagement from key national organisations
- Improved financial stability so we can innovate and invest in students, our people 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

Somerville House
Leathley Road
Leeds LS10 1BG

Rothwell Centre
Marsh Street
Leeds LS26 0AE

North Street
223 North Street
Sheepscar
Leeds LS7 2AA

Mabgate Campus
74-76 Mabgate
Leeds LS9 7EA

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

Pudsey Sixth Form College
100 Kent Road
Pudsey LS28 9LU

University Centre Leeds
Mabgate
Leeds LS9 7EA

**HARROGATE
COLLEGE**

KC **Keighley
College**


**LEEDS CITY
COLLEGE**


**LEEDS
CONSERVATOIRE**

 **Leeds
Sixth Form
College**

 **Pudsey
Sixth Form
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 **University
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