Luminate Education Group
Strategy 2021-2023
Together we transform lives.

luminate.ac.uk
Foreword from Shaid Mahmood

Welcome everyone to the Luminate Education Group Strategy 2021-2023!

It very much builds on our first strategy and the ongoing commitment we have made to work together as a family of strong teaching and learning institutions to provide the best possible, inclusive learning environments for our diverse range of students, pupils and apprentices.

Fundamental to this commitment is our ability to understand and respond to the communities we work with. Our students come from all walks of life. It’s our role as educators to work together to champion their best interests so they can meet their ambitions. Whatever they may be.

We are incredibly mindful of the current economic and social environment that we deliver in, and the on-going challenges of the impact of the COVID-19 pandemic. Now more than ever we must work together to continue to transform lives so we can build back stronger, putting our students first. Always.

As you’ll see in the strategy, equality, diversity and inclusion runs through everything we do at Luminate Education Group. We do this successfully because this way of working is embedded in our culture and our people are passionate about working collaboratively to ensure we are always increasing opportunities for our students.

We’re focused on developing our people; they are central to our successes. We work hard to harness their energy, passion and ambitions, ensuring they have the best support network around them.

We would love for you to join us on the journey to being the best that we can collectively be for our students, pupils and apprentices.

Putting students first, always.
Luminate Education Group is a collection of passionate education providers based in the Leeds City Region. We see ourselves as ‘always stronger together’.

At the heart of our organisation are our students, pupils and apprentices. Our aim is to always make a positive difference to their lives by providing nurturing and quality learning experiences, which sees no student left behind.

The role of Luminate Education Group is to support our member organisations and people to deliver an inclusive and aspirational education to all. We unite together to create greater collective stability and influence locally, regionally, nationally and internationally. We are committed to using our expertise, passion and financial resources to support each member to achieve their goals and aspirations, whether that’s developing cutting-edge learning environments or delivering outstanding training.

Central to this approach is working closely with the local communities that we serve, responding to the challenges they face and offering a sense of place for staff, students and their families.

We know that delivering high quality and inclusive educational opportunities to every single one of our 30,000 learners is challenging, but seeing the positive outcomes we can have on people’s lives means that we will constantly pursue this aim.

Each member has a board of governors or directors responsible for overseeing the successful implementation of strategic priorities and operations. Luminate Education Group also has a board that oversees the overall group strategy and provides governance guidance across the group.

About Luminate Education Group
Member Organisations

Further education

Our three FE colleges respond to education and training demands from young people, adults and employers, ensuring we can offer as many places as possible for those who want to study with us. We have a dedicated apprenticeship team and a SEND team to ensure our FE offer is varied and inclusive.

Higher education

We will continue to develop our higher education offering by building our reputation in this area and expanding our courses and accessibility locally, nationally and internationally.
We will continue to support the White Rose Academies Trust to reinforce them as the first choice for families in their local areas. We will play an active part in developing specialisms through work placements and the delivery of vocational qualifications.

Primary and secondary schools

Consists of a responsive team of specialists, with experience in meeting business and employer needs by providing bespoke training solutions, to meet current and future demand.

Yorkshire Centre for Training and Development

Consists of a responsive team of specialists, with experience in meeting business and employer needs by providing bespoke training solutions, to meet current and future demand.
Our Purpose

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

We will achieve this by:

- Working together so every student, pupil and apprentice, irrespective of their background, have a learning experience that enables them to progress to a successful future into further study or work
- Taking care of our people and creating a supportive culture that is aspirational, engaging and has wellbeing as a central focus
- Challenging and overcoming diversity and inclusion barriers for both students and our people
- Being widely recognised as an 'Anchor Institution' working across all phases of the education system, from primary and secondary schools through to further and higher education
- Being responsive to the regional skills needs and demand
- Being open to new partnerships with like-minded educational institutions in the Leeds City Region
- Be united as a community of organisations, working in partnership to help each other grow while continuing to strengthen individual brands
- Creating a property strategy that meets student demand and employer needs
- Using shared services to raise standards by bringing people together to offer specialist advice
- Being strongly rooted in the communities that we serve, supporting them to be more prosperous and cohesive
- Attracting, training and developing the best educators and professional talent in the region

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Diversity & inclusion

Diversity and inclusion underpins everything we do. We will champion equality and recognise that many of our students, pupils, apprentices and people will have already faced systemic barriers in their lives. Our aim is to be a diverse and representative education group that not only recognises barriers, but challenges them and leads the way in creating learning environments that allow individuals to thrive and reach their potential. We will also work with students to call out discrimination across various platforms.

To be truly inclusive, we are intent on creating meaningful educational opportunities for every child, young person and adult. Part of this is offering experiences to broaden horizons so individuals are not only achieving academically, but also socially and are able to develop their passions and social conscience. We want to prepare them in every way for the future, so they are well-rounded and resilient.
Leaders in our member organisations will work with everyone based on a principle of high regard and an expectation of success. To achieve this, we have embedded restorative practice into our work, promoting a culture of mutual respect that encourages the voices of both our people and students to be captured and listened to in any decision making process. It is essential that we continue to represent the voices of underrepresented and marginalised groups in our communities and collectively champion their views. We will help to foster ideas regarding sustainable change and create opportunities to relay messages to appropriate external partners on behalf of our communities.
Organisational culture

Our approach to diversity and inclusion links directly into our organisational culture. We celebrate diversity and view it as a strength that will help us promote forward and insightful thinking.

One of the key benefits of being part of an education group is the sharing of ideas and best practice, which ultimately lead to better student outcomes. Our detailed strategies and operational plans will always be built from people team level upwards. The most important role for senior managers in Luminate organisations is to create a supportive, innovative and high performing work environment that enables teams to work using clear, strategic insight and a solutions-focused approach.

We recognise that our culture may result in some mistakes and false starts. When this happens, we will respond quickly and then reflect and learn. We will respect our rivals and learn from their success. And we will be generous with our time to help other education providers and communities learn from our areas of strength.

We recognise that the quality of our leaders is key to the cultivation of our culture. We have created a clear set of group ‘Leadership and Management Competencies’ that underpin our first class group leadership training programmes. These are designed to drive a collaborative, cohesive and inclusive leadership and workforce culture and create impactful networks of support.

We summarise our culture using the following statements:

- **Few rules & clear boundaries**
  The ability to be creative, within areas of focus

- **Energy & enjoyment**
  Fostering an environment that enables our people and learners to be brave, interact and have fun

- **Passion & ambition**
  Encouraging all to think aspirationally, inspiring others to do the same

- **Ownership & performance**
  Using our robust business planning model to allow areas to have clear ownership over their vision and remit

- **Creative & reflective**
  Always hungry to learn and looking ahead to see what is on the horizon

- **Collaborative & responsive**
  Proactively seeking opportunities to create synergies and positive outcomes for all

We summarise our culture using the following statements:
Training & professional development

We invest in our organisation by providing access to various professional development opportunities. We believe that creating a positive, progressive and collaborative culture encourages creativity and unity. This helps us remain agile and continue to collectively support students to achieve and progress to positive destinations.

The group offers excellent opportunities for training and career progression. We want our people to enjoy working for any part of Luminate and to feel proud about their contribution to our purpose. A key element of this is creating opportunities for our people to gain relevant experience so they can continue excelling on their career path. This may include supporting individuals to complete training that may lead to a promotion or a change in job role.
Where we have skills shortages, we will recruit and train apprentices in order to create a pipeline to fill future vacancies across all group members, complemented by other entry level roles. We will also ensure that our people have time to link in with employers and stay up-to-date with the latest developments in industry and professional practice.

Our approach to recruitment, training and support will be reflective of the communities that we serve. We will proactively employ from under-represented groups and provide focused mentoring to ensure that we have strong internal candidates that will help our organisation become more diverse over time.

We celebrate the fact that the range and depth of education and training offered across Luminate organisations means that we work locally, regionally, and in specialist areas such as music and performing arts, where we have national and international recognition.
Working in partnership with the region

We recognise the importance of working in partnership with the region in order to ensure our students and people can gain access to the best possible employment and training opportunities.

We will continue to develop and nurture key partnerships with the Leeds City Region Local Enterprise Partnership, MPs, West Yorkshire Combined Authority and all local councils in West and North Yorkshire. We will also spend time developing our relationship with national regulatory bodies such as the Education and Skills Funding Agency, the Office for Students, the Regional Schools Commissioner’s Office and the national FE Commissioner’s Office.

It’s also essential that we continue to work closely with employers and ensure that we consistently align what we do with skills needs and the economy. The curriculum we deliver and the support we offer, will extend well beyond the content of assessed courses and will complement personal as well as professional development.
We will ensure that Teaching, Learning and Assessment are consistently excellent for all of our learners. Investment in training for both new and experienced teachers will always be a priority. We will grow and develop the range of teacher training courses and professional development that is available and make sure that our people have the time to benefit from this support.

Our specialist teachers, lecturers and managers will contribute to our teacher training and development. This will include sharing best practice, as well as the collective use of resources and expertise, to support research into new and developing technologies and materials.

The size of Luminate presents all our new and experienced teachers and lecturers with significant opportunities, particularly in relation to industry connections. We have already invested in a brand new Teacher Development Centre housed at our Park Lane campus.

We will use our teacher training capacity to ensure that we have sufficient trainee and apprentice teachers in current shortage areas, who will apply for vacancies as they arise across the group. Our approach will allow us to build a pipeline of new and exceptionally well trained teachers and lecturers who will support our ambition for providing consistently excellent Teaching, Learning and Assessment in all parts of the group.
Group Shared Services
The overarching principle of the Group Shared Services offer is that we can achieve more for all by working together.

Services are a cornerstone of Luminate Education Group, enabling our organisations to operate and function efficiently and effectively. Our services aim to raise standards by bringing people together to offer the best advice and specialist services to our colleagues. This, in turn, allows us to provide quality learning experiences and opportunities for our students and honour our purpose to transform people's lives through education.

Our vision is to offer first-rate services that enable group members to focus fully on their core business and front line delivery, giving maximum positive impact for student outcomes. Increased sharing of services across Luminate Education Group is a significant change process for 2021, so we will invest, modernise and continuously improve services to drive value, better data and shared expertise.

Services will act as the foundation, enabling colleagues to successfully deliver against their agreed strategic plans by offering advice and expertise, and ensuring accountability is held in the right places. They generate opportunities to create synergy across the organisation by working in partnership to deliver the best solutions and expertise.

As trusted advisors, our services enable us to operate in a way that is safe, agile and in line with our legal obligations. Together these services combine to support our member organisations, so that more lives are transformed through education.
The total turnover for Luminate Education Group in 2021/22 is £136m with £110m of this attributed to the FE colleges and Leeds Conservatoire, and £26m to the White Rose Academies Trust.

All Luminate Education Group members are financially stronger together. This includes significant savings achievable through ‘purchasing power’, better access to specialists and benefits from pooling high level financial risk management. Our collective size means that we are able to more easily plan and efficiently deliver significant capital projects that support the growth, resources and sustainability for all our current and future group members.
Each member, including each school in the White Rose Academies Trust, plans and manages their annual income and expenditure budgets, and three year plans with their own boards of governors and directors. 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 deliver on our purpose and values.

Throughout the group we unite in our pursuit of an inclusive culture and focus on our social conscience. Our approach to corporate social responsibility allows us to harness the talent, passion and dedication of our people and partners, break down barriers, remove limiting belief systems, champion equality and create opportunities to further enhance the life chances of our students and communities.

A key change that will require investment of time and resources up to 2023, will be the growth in online learning alongside face-to-face teaching, and the fact that all of our people and students will need to use and learn more digital skills to support a blended model. Our Covid-19 recovery plan is centred on skills that help people to retrain, upskill and adapt to current employer demands, strengthening the region. Group members will continue to work cohesively to support our people to prioritise their wellbeing, whilst jointly contributing to wider initiatives, such as the environmental sustainability agenda.
Measuring impact

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

- The achievements of our students
- Student feedback on their experience of learning and growing with our member organisations
- Positive staff feedback and retention
- The effective partnerships we develop and grow in the Leeds City Region
- Continued financial stability so we can innovate and invest in our students, people and resources
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 7UP

Park Lane Campus
Park Lane
Leeds LS3 1AA

Temple Newsam
Home Farm
Temple Newsam Road
Leeds LS15 0AE

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
Sheepscar
Leeds LS7 2AA

Mabgate
74-76 Mabgate
Leeds LS9 7EA

Leeds Sixth Form College
Park Lane
Leeds LS3 1AA

University Centre Leeds
Park Lane
Leeds LS3 1AA

Leeds Conservatoire
3 Quarry Hill
Leeds LS2 7PD

White Rose Academies Trust
Alder Tree Primary
Potternewton Mount
Leeds LS7 2DR

Leeds City Academy
Bedford Field
Leeds LS2 2LG

Leeds East Academy
South Parkway
Leeds LS14 6TY

Leeds West Academy
Intake Lane
Leeds LS13 1DQ

Yorkshire Centre for Training & Development
Park Lane
Leeds LS3 1AA

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