

RADIATING POSITIVITY. TRANSFORMING LIVES.

LUMINATE EDUCATION
GROUP STRATEGY
2019 TO 2021

LuminateEducationGroup.ac.uk

GUIDING EVERY STUDENT ON A CLEAR PATH TO SUCCESS



FOREWORD FROM **SHAIID MAHMOOD**

It is my pleasure to present the Luminare Education Group strategy for 2019-2021.

This strategy articulates an ambition for the Luminare Education Group, to be a valued partner in driving economic growth and the continued development of a dynamic Leeds City Region. A place that truly harnesses the diversity and collective capacity of its many brilliant communities, so that growth is inclusive and helps people to achieve their dreams.

The Luminare Education Group consists of two further education colleges, one higher education institution and one multi-academy trust brought together in an integrated offer for learners.

What binds us together is that we all share a passion for providing the best possible education and support for our students. Our learners are wonderful, amazing and talented individuals. Each and every single learner is entitled to know that when they study at one of our member organisations that we are collectively straining every sinew to provide them with the best possible opportunity to achieve their potential and succeed in life. It is a partnership with our learners, their neighbourhoods and the communities we serve and we will play our significant part through this strategy.

Our history is that Leeds City College was created on 1 April 2009 to provide a much improved and better co-ordinated educational offer in the city of Leeds and the wider city region. The Corporations of Leeds Thomas Danby College, Leeds College of Technology and Park Lane College Leeds and Keighley simultaneously

dissolved and the new Leeds City College Corporation was created. Joseph Priestley College merged with Leeds City College on 1 August 2011 and Leeds College of Music joined the Group on 1 August 2011. Three schools in Leeds, Leeds City Academy, Leeds East Academy and Leeds West Academy came together in the White Rose Academies Trust and joined the Group in summer 2014.

In 2017, we put in place a new unique governance structure across these arrangements with an overarching Group Board and member boards for Leeds City College, Leeds College of Music, Keighley College and the White Rose Academies Trust, this provides more localised decision making, a more strategic approach to our development and to focus our individual and collective contributions on the communities we serve.

Now, in this our first strategic document, we articulate how the Luminare Education Group will seek to support the delivery of outstanding education and training to 2021 - it is a testimony to the efforts and contributions of governors, directors, managers, and staff from across the group members.

I trust you will enjoy reading its contents and both support us and challenge us in our endeavours to seek the best possible outcomes for learners in the Leeds City Region.



Dr Shaheed Mahmood
Chair

LUMINATE EDUCATION GROUP

In December 2018, the board of Leeds City College Group decided to change our name to Luminare Education Group. The reason for the change is that at the centre of Luminare Education Group is an Executive Leadership Team and services that are owned collectively and which work for all parts of the group.

The members of Luminare Education Group are:



We also have two significant sub-brands that are part of Leeds City College:



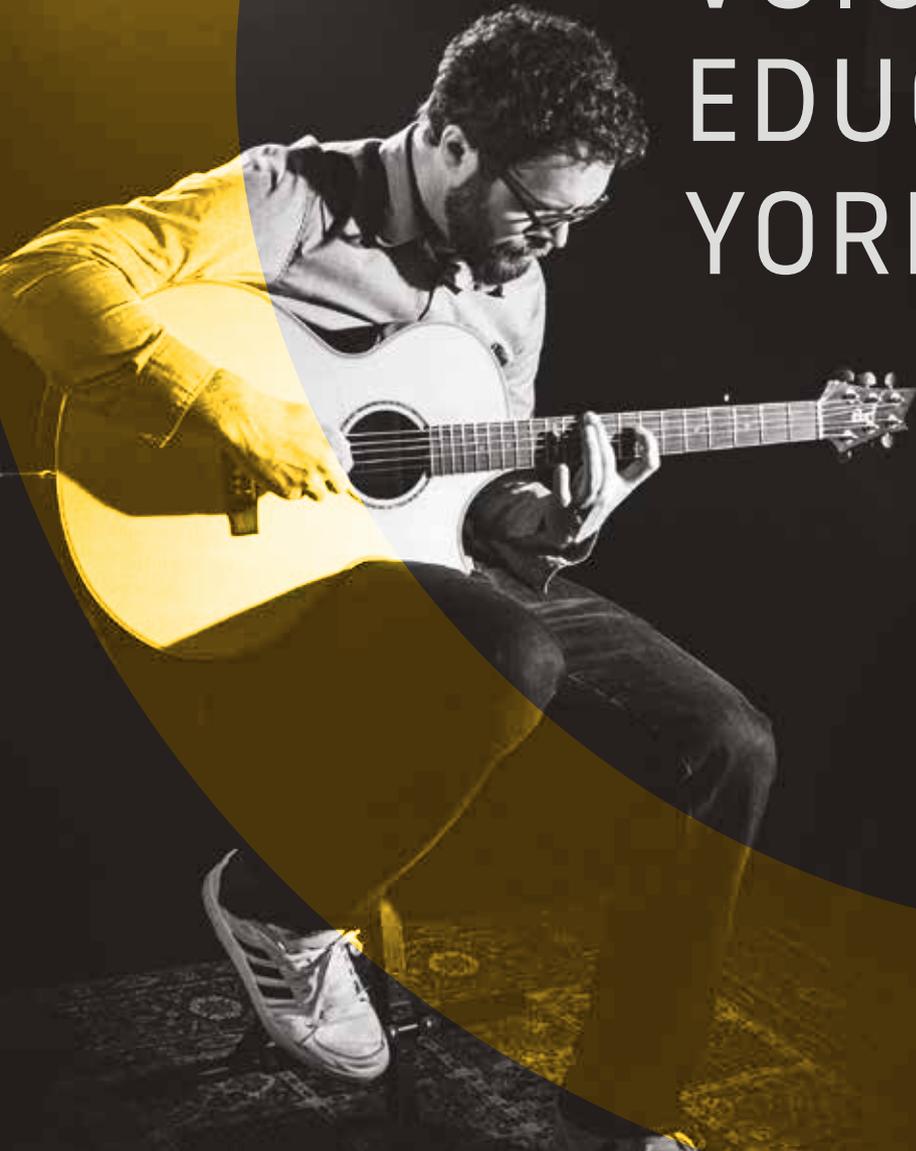


THE FUTURE FOR **LUMINATE EDUCATION GROUP**

The organisations within the Luminate Education Group will continue to work together in partnership and support each other to grow and to have an increasing collective influence and impact, primarily within the Leeds City Region.



A LEADING VOICE OF EDUCATION IN YORKSHIRE



GROUP OVERVIEW

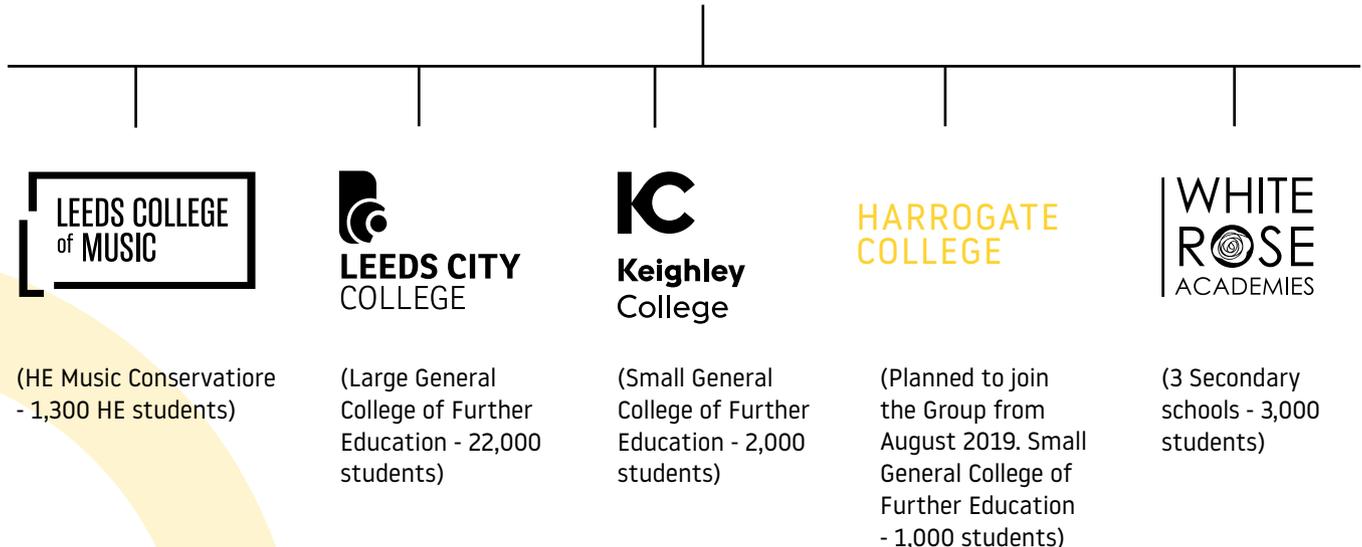
The Luminate Group brings organisations offering a broad range of educational experiences together into a partnership where the members support each other to grow and improve and to create greater collective stability, strength and influence regionally and nationally.

We support all Luminate Group members to grow and be successful.

At the start of the period covered by this strategy, there is a Luminate Group Board, who provide support and challenge, as well as separate boards for:

- Leeds City College (LCC)
- Keighley College (KC)
- Leeds College of Music (LCoM)
- White Rose Academies Trust (WRAT)
- Harrogate College (from August 2019)

Luminate



The organisations (members) that are part of the Luminate Education Group believe that we will be **'always stronger together'** supporting each other and creating a shared leadership and management culture.

The focus for the Group Executive Team and the Luminate Group Board is to ensure that each organisation (group member), and the group as a whole, is successful, reaching potential and achieving strategic objectives.

We are obsessively focused on transforming lives by providing outstanding education, training and support for all of our students. Group members support each other in order to secure greater long term stability, strength and influence. To achieve success, all group members proactively help each other and share services for the benefit of all members and for all our students.



STRATEGIC PARTNERSHIP AND INFLUENCE

One of the key activities of the Luminate Group Board and the Executive Leadership Team is leading on developing key relationships and partnerships across the Leeds City Region and nationally.

In particular, we work closely with the Leeds City Region Local Enterprise Partnership, West Yorkshire Combined Authority, Leeds City Council, Bradford Metropolitan District Council, Keighley Town Council, Harrogate Borough Council and local and regional MPs. We are also continually meeting and working with ‘third sector’ organisations, with local, regional and national employers and employer organisations and with other schools, colleges and HEIs in the region.

Equally important are our ongoing relationships with national and regional representatives of key regulatory and representative bodies such as the Education and Skills Funding Agency, Ofsted, the Office for Students, the Quality Assurance Agency, the Higher Education Statistics Agency, the Regional Schools Commissioner’s Office, the national FE Commissioner’s Office and the Association of Colleges.

As a community of 30,000 students and more than 2,000 employees, the Luminate Group has local and national political influence. We can also use the size and reach of the group to attract talented and ambitious staff and offer excellent opportunities for training and career progression.



GROUP GUIDING PRINCIPLES

We aim to achieve a sense of team within the group, with the ‘always stronger together’ current running through every member organisation.

Managers and staff will both contribute and gain from the diversity, support and inspiration from colleagues within the group.

As a group we will:

- Support all Luminate Group members to grow and be successful
- Seek to become a key supporter and influencer of education and training in the Leeds City Region
- Be committed to social success in the communities where we work
- Create opportunities by being flexible and innovative education providers
- Be progressive, proactive and aspirational creating something unique for the Leeds City Region
- Be viewed as a strategic partner by key external stakeholders and a wide range of local, regional and national employers

We will be imaginative and flexible scanning horizons and constantly promoting a culture of creating new opportunities. There will always be a healthy risk appetite and freedom to grow and diversify our work.

Key activities and elements to ensure fulfilment of our long term vision are that we will:

- Always aim to have excellent, varied, market leading courses and opportunities referring to and drawing upon market intelligence
- Focus growth primarily on the Leeds City Region
- Deliver outstanding education and training and build on competitive advantage
- Form partnerships with other like-minded organisations

THE VISION

As the organisations within the Luminate Group flourish over the next three years and beyond, we will be looking ahead to influence and understand the trends and forces that, in the future, will shape our colleges and schools.

We must also prepare our students to be resilient and to acquire skills and an outlook on life that will enable them to face new challenges and to secure jobs not yet invented.

We must prepare for tomorrow, today! Our Vision, Values and Mission create the direction of travel for Luminate Group. The Purpose and Organisational Culture provide us with a “Roadmap” for achieving our Vision.

VISION

Our Vision frames our ambitions and expectations and provides a clear long term goal. Our vision is that all group members will strive to become:

**‘LEADERS OF EDUCATION,
TRAINING AND COMMUNITY
TRANSFORMATION.’**

MISSION

All group members will be:

- The leading choice for students and staff
- Making a positive, life changing impact on our students with clear progression routes into further study and work
- Helping to make our communities more prosperous and cohesive
- Fully connected to businesses with constantly emerging opportunities

We will achieve this by having a highly inspirational and fully inclusive staff and student culture, coupled with excellent resources and supported by strong leadership and governance.

VALUES

Our values shape and reflect the beliefs and behaviours of all our staff and students:

- Aspirational with heart
- Down to earth with huge ambition
- High performing with soul
- Everyone together, whilst championing the individual

PURPOSE

Luminate Group members are focused on transforming lives by providing outstanding education, training and outcomes for our students. The aspiration is to always add value for students and society by having a positive impact, allowing all students to succeed and improve their lives.

Our Purpose reflects why all of our staff come to work every day.

The Purpose for all group members is to ensure that all our students:

- Dare to dream
- Have a great time
- Grow as individuals and progress to work or further study

Alongside being unrelentingly focused on our students having a positive experience, we will provide exceptional teaching and learning and long term financial stability and growth for all group members.

**RADIATING
POSITIVITY
AND DELIVERING
EDUCATION
EXCELLENCE.**



ORGANISATIONAL CULTURE

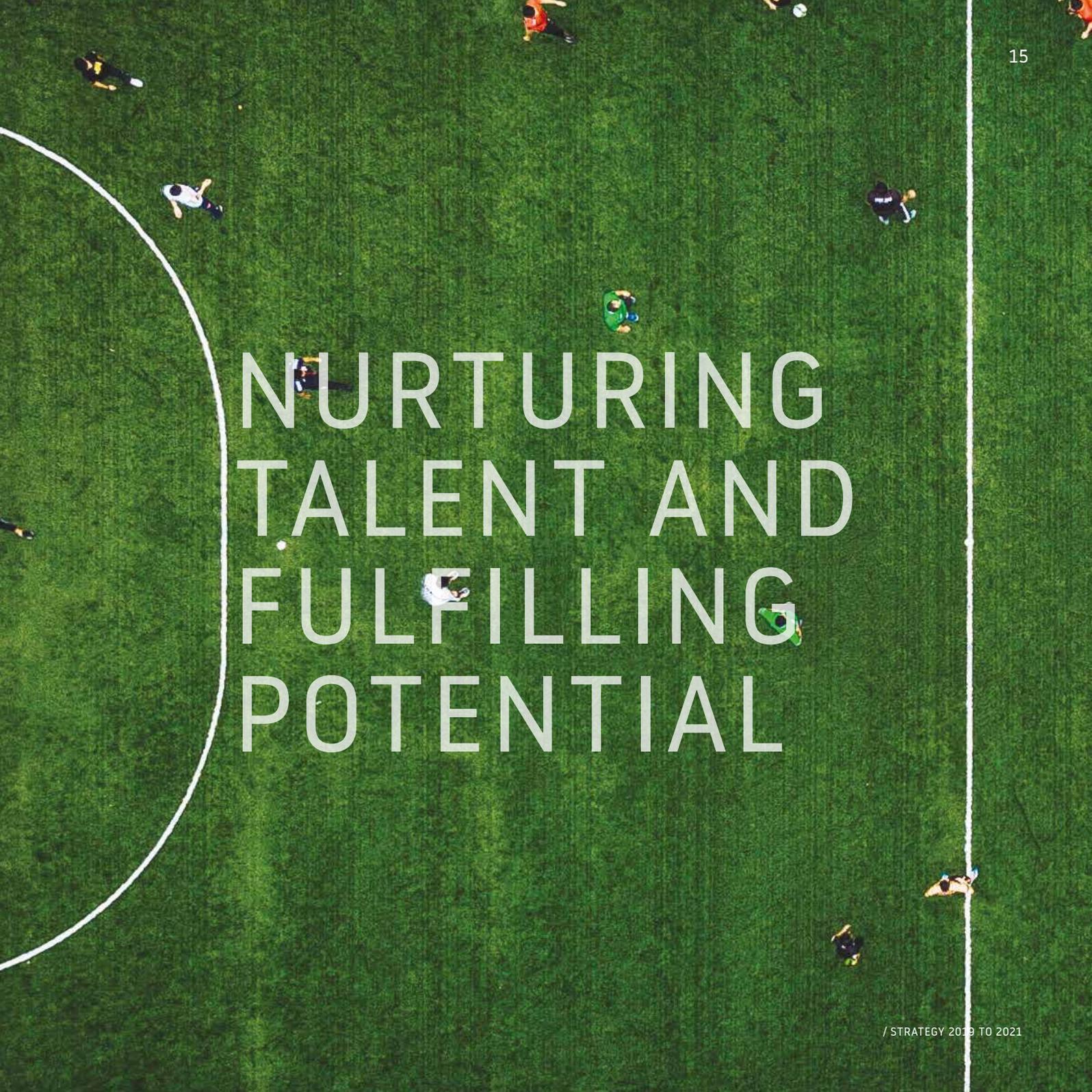
The organisational culture we support has helped to create a clear set of Luminare Group 'Leadership and Management Competencies'.

These in turn have enabled us to create a first class group leadership training programme for all our senior and middle managers designed to support an innovative, collaborative and ambitious staff and management culture.

The organisational culture we will relentlessly promote is summarised below:

- Few rules & Clear Boundaries
- Energy & Enjoyment
- Passion & Ambition
- Ownership & Performance
- Creative & Reflective
- Collaborative & Responsive

Our culture celebrates diversity and inclusion and promotes forward thinking and innovation. We ensure that the best ideas, which lead ultimately to better student experiences and outcomes, are shared between managers and across the group.

An aerial photograph of a soccer field with several players scattered across the green grass. A large white curved line is visible on the left side of the field. The text 'NURTURING TALENT AND FULFILLING POTENTIAL' is overlaid in the center in a large, white, sans-serif font.

NURTURING TALENT AND FULFILLING POTENTIAL

LUMINATE GROUP **MARKETING**

BRAND FOR LUMINATE EDUCATION GROUP

luminate

EDUCATION GROUP

We are building a group brand with a reputation for excellence supported by consistent, deeply rooted brand values.

For group level documents we will use the title 'Luminate Education Group' or 'Luminate Group' and include all of the logos from the member organisations. This approach is intended to convey the message that the Luminate Group will operate as a partnership of organisations with a portfolio of brands and strong individual identities.

Each group member has an individual marketing plan aimed at recruiting students and developing individual reputation and brand image.



**HARROGATE
COLLEGE**

GROUP MARKETING OBJECTIVES

The objective for the Luminate Group brand will be to create recognition and influence with key stakeholders. The Luminate Group marketing objectives are:

- Retain existing members by delivering value and by following through on the principle that we are 'always better together'
- Attract new members by delivering success and added value for existing group members
- Develop recognition and identity for the Luminate Group with key stakeholders
- Highlight the group's place in Leeds and the city region as a major education and skills provider (25,000 FE students, 3,000 school age students and 2,500 HE students)

GROUP MEMBER BRANDING AND MARKETING

Each group member will have clear individual branding and a set of values that are consistent with the spirit of this strategy document.

Each group member will also have a marketing plan which is continually updated and which includes information on market share, new opportunities and key areas of activity designed to engage and recruit new students. For all group members, a key strand of marketing strategy will be the long term development of our reputation for delivering outstanding education and training and an engaging and enjoyable student experience.

FINANCE, RESOURCES & **SUSTAINABILITY**

One of the key advantages for members that are part of the Luminare Group is that each organisation secures greater financial security and increased capacity.

All group members agree that we are financially stronger together. This includes significant savings achievable through 'purchasing power', better access to specialists and benefits from pooling and managing risk in areas such as treasury management.

The recently completed Leeds City College Printworks Campus, the new buildings at Quarry Hill and the new Skyline Library and Rooftop Extension at Leeds College of Music represent £140m of capital investment. The 'Luminare Group Property Strategy 2019 to 2024' includes ambition for further investment over the next few years.

The accounts for the colleges currently in the group are consolidated, (the accounts for the WRAT multi-academy trust are managed separately).



COLLEGES' FINANCIAL PLANNING & PERFORMANCE

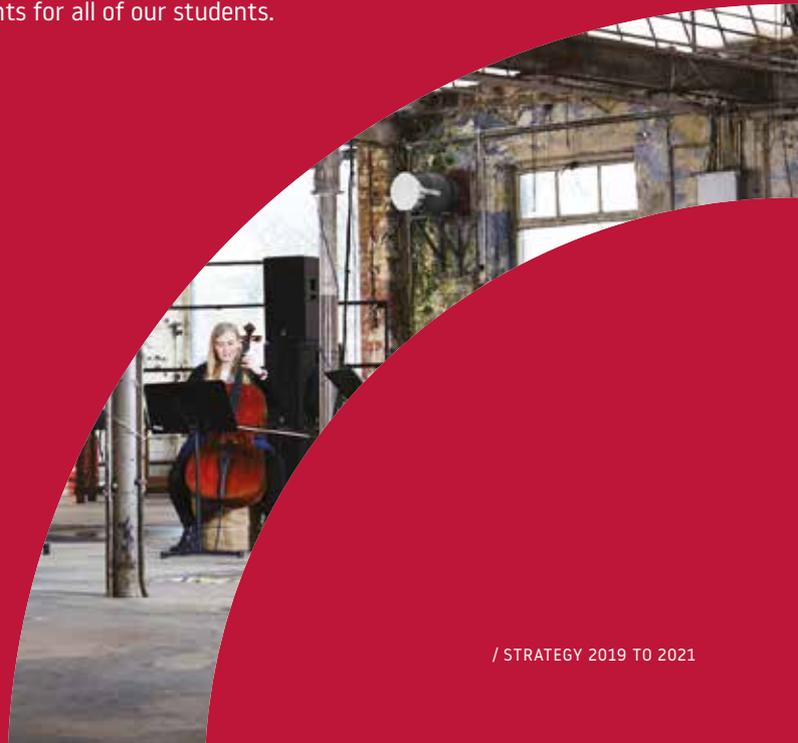
Headline financial performance and objectives for the consolidated accounts for the four colleges are:

	2017/18	2018/19 Forecast	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast
Consolidated turnover	£76.9m	£83.1m	£93.0m*	£99.0m	£104.0m
*Harrogate College included from 2019/20					
Earnings Before Interest, Taxation or Amortisation (EBITDA) %	10.0%	10.3%	10.4%	10.5%	10.5%

Our headline financial performance will enable the group to support planned investment in new buildings and growth. We will invest cash surpluses into improving and maintaining our buildings and equipment and to secure good quality learning environments for all of our students.

WRAT FINANCIAL PLANNING & PERFORMANCE

The WRAT schools work to a collective EBITDA target of 2%+. This maintains cash reserves that are used to deal with short term financial issues and annual capital requirements for maintaining buildings and purchasing equipment. If there is a short term need for WRAT reserves to drop below zero, this would be supported from group finances.



STAFF TRAINING AND **PROFESSIONAL DEVELOPMENT**

Luminate Education Group invests in the development and training for all of our business support and teaching staff.

Where we have skills shortages, we recruit and train apprentice teachers and support staff in order to create a pipeline to fill future vacancies across all group members.

A major area where the Luminate Education Group members work together is the development and delivery of training programmes for all our senior and middle managers - this programme will increasingly include opportunities for accreditation at degree and masters level. Our shared management training programmes are designed to create a consistently positive and dynamic management culture across all group members.

TEACHING AND **LEARNING**

Teaching and learning is another key area where group members benefit from working closely together.

This includes sharing best practice and the collective use of resources and expertise to support research and the ability of group members and staff to fully utilise new and developing teaching and learning technologies and materials.

We have a teaching and learning strategic group that is working with our Teacher Training Department to develop a range of initial teacher training and professional development courses for academic staff working in our schools and on our further and higher education programmes. We also use our teacher training capacity to ensure that we have sufficient trainee and apprentice teachers in shortage areas who will apply for vacancies as they arise across the group.

GROUP SHARED SERVICES

Group shared services are provided on the basis that they will offer better value for money and a more efficient service for group members.

Most services including finance, human resources, estates and IT services have both central and local elements that vary across group members. How and when services are shared and the quality of service is an area of continuous development and improvement.

The overarching principle of the group services offer is that we can achieve more and secure better value for all by working together. Shared services also allow all group members to focus fully on core business and front line delivery, giving maximum positive impact for all our students.



THIS IS
OUR WORLD.

THIS IS
OUR STORY.

THIS IS
luminate

Luminate

EDUCATION GROUP

Leeds City College

Printworks Campus
Education Quarter
Hunslet Road
Leeds LS10 1JY

Park Lane Campus
Park Lane
Leeds LS3 1AA

Technology Campus
Cookridge Street
Leeds LS2 8BL

University Centre
Leeds City College
Park Lane
Leeds LS3 1AA

Deacon House Centre
Seacroft Avenue
Leeds LS14 6JD

Joseph Priestley
Centre, Beeston
Burton Avenue
Leeds LS11 5ER

Enfield Centre
Enfield Terrace
Leeds LS7 1RG

Leeds Sixth Form
Park Lane
Leeds LS3 1AA

The Foundry
Leathley Road
Leeds LS10 1BG

Rothwell Centre
Marsh Street
Leeds LS26 0AE

Temple Newsam
Home Farm
Temple Newsam Road
Leeds LS15 0AE

Quarry Hill Campus
Cultural Quarter
Playhouse Square
Leeds LS2 7UP

Harrogate College

Hornbeam Park
Harrogate HG2 8QT

Keighley College

Bradford Road
Keighley BD21 4HQ

Leeds College of Music

3 Quarry Hill
Leeds LS2 7PD

White Rose Academies Trust

Leeds West Academy
Intake Lane
Leeds LS13 1DQ

Leeds East Academy
South Parkway
Leeds LS14 6TY

Leeds City Academy
Bedford Field
Leeds LS6 2LG



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